

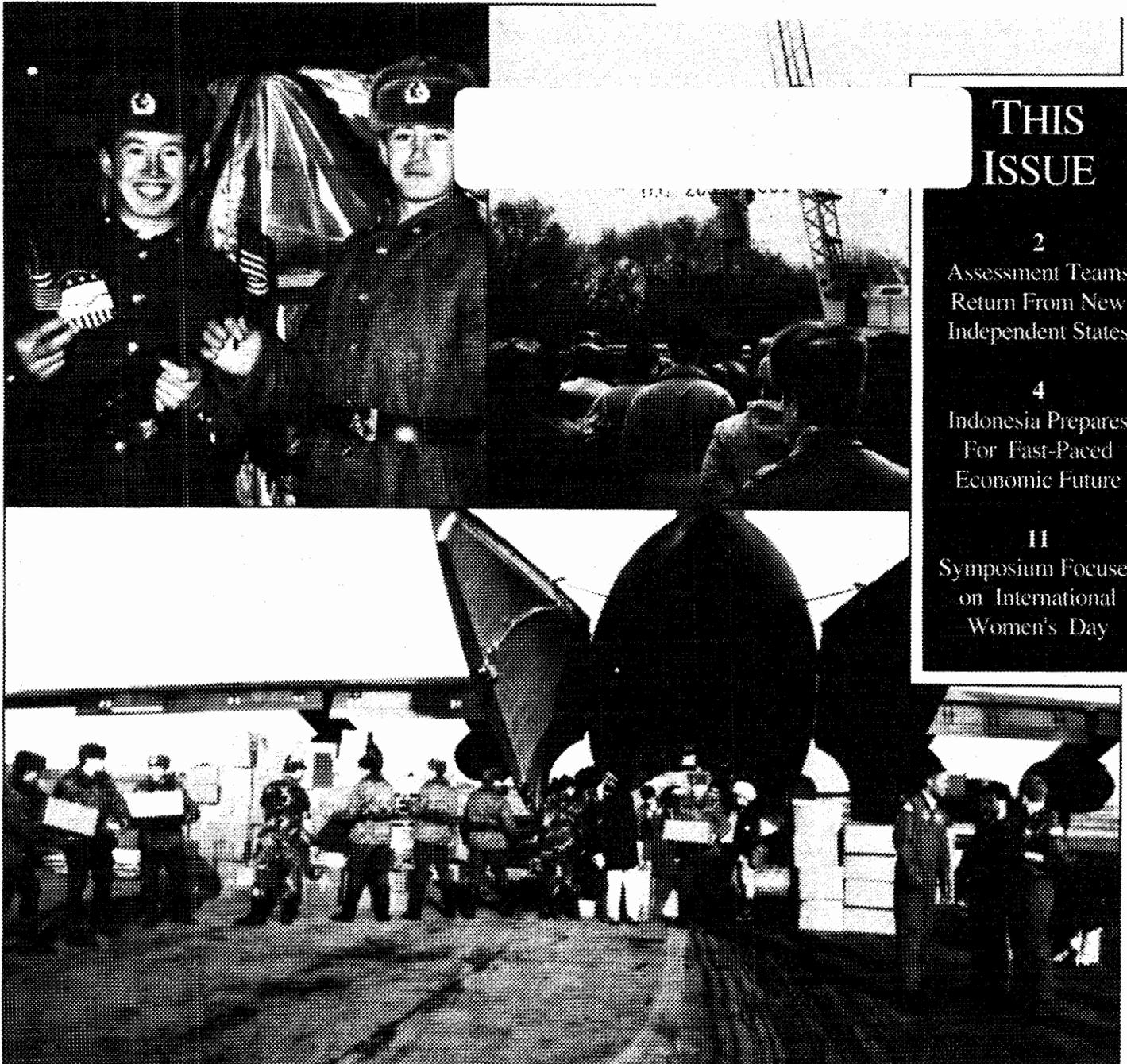
# Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



APRIL 1992

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APRIL 1992

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## QUOTABLES

"The sweeping political changes that we have witnessed during the past year have created new opportunities for women around the globe. In the fledgling democracies of Eastern and Central Europe and in the Commonwealth of Independent States, women are playing an integral part in the struggle for greater openness and democratic reform. Similarly, in other regions, women are becoming more involved than ever before in education, in business, and in government. This can only bode well for the future. . . . At the same time, a number of problems that affect the lives of women call for serious attention: income generation, legal rights, . . . AIDS, violence against women, and displacement, among others. Because the social and economic advancement of nations depends on the well-being of individuals and families, how well we address these issues will determine the overall effectiveness of development programs. . . ."

*President Bush in a letter to conference participants on International Women's Day, March 9*

"We reaffirm the importance of alternative development in the anti-drug effort. We note that the victims of narco-trafficking in the region include those sectors of society that live in extreme poverty and that are attracted to illicit drug production and trafficking as a means of livelihood. We consider that if our efforts to reduce illegal drug trafficking are to be successful, it will be essential to offer legitimate options that generate employment and income."

*From the joint declaration of the San Antonio Drug Summit attended by the presidents of Bolivia, Colombia, Ecuador, Mexico, Peru and the United States, and the Minister of Foreign Relations of Venezuela, Feb. 26-27*



**Photo Credits:** Ted Bratrud, cover (top left, bottom), page 3 (top); Herb Miller, cover (top right); Clyde McNair, pages 3 (bottom), 7 (top), 8, 13, 14; Nancy Long, pages 4, 5; USAID/Morocco, page 7 (bottom); Lee Walter, page 16

**Cover Photo:** On Jan. 23, Secretary of State James A. Baker III announced a massive airlift of food and medical supplies to the republics of the former Soviet Union. USAID played an important role in Operation Provide Hope, which extended the hand of friendship and cooperation to the people of the New Independent States. Agency staff helped ensure that supplies reached the groups for whom they were intended and assessed the short- and long-term development needs of the republics. See story on page 2.



*Front Lines is printed on recycled paper.*

# Front Lines

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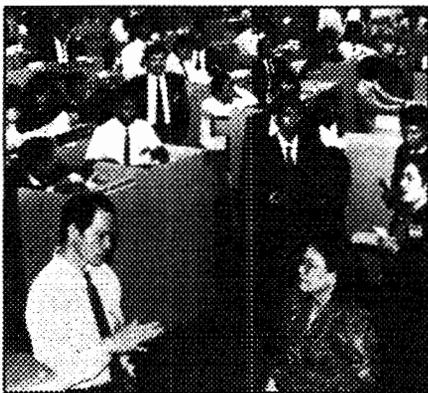
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# First U.S. Teams Return From New Independent States

BY JANE SÁNCHEZ

**L**ife has changed dramatically for Mahkmud (not his real name), a father of 10 who lives in Dushanbe, the capital of the former Soviet republic of Tajikistan. The former Soviet government had encouraged large families by providing a monthly subsidy of 170 rubles for each of his children, but the new republic offers only 80 rubles and only for children age 6 or younger.

None of Mahkmud's grown children can find work, so he is the sole support for himself and his family in an economy that sees prices for food rising every day. He supplements his monthly salary of 120 rubles (\$1.50) from his job as a lawn cutter at a cemetery by bringing home grass clip-

pings that he feeds to the sheep and goats he keeps in his courtyard.

Meeting with people like Mahkmud in groups considered at risk—such as the elderly and families with large numbers of children—was one of the tasks undertaken in Tajikistan by Deborah Prindle, chief of the program division in the Bureau for Europe, as a team member of Operation Provide Hope. Prindle, 11 other Agency staff and 11 contractors from the Office of U.S. Foreign Disaster Assistance (OFDA) traveled to the former Soviet Union for three weeks as part of the U.S. relief effort to the New Independent States (NIS) announced by Secretary of State James A. Baker III Jan. 23.

USAID assembled its Provide Hope team from several bureaus and missions within 10 days, and all were on their way

to the NIS by Feb. 3.

"We had two jobs as part of Provide Hope," says Brian Kline, a member of the Agency's NIS Task Force, who traveled to the republic of Azerbaijan. "First of all, we were there to help ensure that the food and medical commodities got to the people who needed them.

"Our other job was to use our development knowledge and analytical skills to assess the short- and long-term development challenges for the republics."

In talking with individuals in Tajikistan, Prindle questioned them about their sources of income, how they were coping with rising prices, what support systems they had and what survival mechanisms they were applying. She met with hospital and institution staffs and social welfare workers.

Prindle also talked with officials from several government ministries and visited farms, outlying small towns and power plants to assess needs at all levels.

"In the short term, the most critical shortage is of medical supplies and equipment," Prindle says. "The food supply itself is not so critical, but the purchasing power of certain groups is of great concern because prices are increasing constantly.

"The longer term presents different problems. For example, officials in the agricultural sector expressed great interest in technical assistance to import new disease-resistant and higher-yielding varieties of the potato, a food staple for the republic. By helping them introduce these new varieties and cut post-harvest losses through better storage methods and facilities, we could help them reduce their reliance on food imports."

Other Agency team members reported similar findings in the other republics. Currency stabilization is considered critical for price liberalization and privatization

## Severe Drought Threatens Southern Africa

**T**wo teams from USAID left for Southern Africa March 23 to assess the magnitude of a drought that is the worst seen this century in Africa.

The drought-stricken area includes Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

The teams will identify areas of priority needs for relief assistance such as health and nutrition, emergency food aid, water and sanitation, and logistics.

"Preliminary estimates from USAID missions in the region and from the United Nations Food and Agriculture Organization indicate that needed food imports for the

drought-stricken area will be at least three times normal levels," said Leslie 'Cap' Dean, director for Southern African affairs, Bureau for Africa. Preliminary estimates indicate that between 7 million to 10 million metric tons of food will need to be imported into the region over the next year.

"Considerable donor assistance will be needed to avert a major humanitarian crisis in the region," said Dean. The USAID assessment teams met in Harare, Zimbabwe, with U.S. officials based in Southern Africa, the World Food Program, the Food and Agriculture Organization and the World Bank to discuss donor coordination.

—Renee Bafalis, Office of External Affairs



*USAID assessment team member Ted Bratrud (left) meets with Erkebak Kambarovich Argymbaev, director of the Oblast Regional House Service, before handing over U.S.-donated medical supplies for distribution in the republic of Kazakhstan as part of Operation Provide Hope.*

announced the formation of a special task force March 23 that will be responsible for the Agency's operations in the New Independent States.

The task force, which will bring together activities now housed in various units of the Agency, will be headed by Malcolm Butler, a veteran Foreign Service officer.

The task force will oversee a \$740 million program that includes health care improvement, medical supplies and immunization programs, purchase and distribution of food, food systems restructuring, housing sector reforms, economic restructuring and financial sector reforms, democratic pluralism initiatives, energy efficiency and market reforms, private sector initiatives, technical assistance and training, and emergency humanitarian assistance.

*Before her marriage, senior writer-editor Sánchez wrote under the name of Jane Sevier Johnson.*

efforts. Agricultural marketing and distribution systems need to be overhauled and technical assistance is needed in crop development, food handling and storage, processing and packaging. Many of the republics suffer from a serious housing shortage. Rampant pollution is evident in all republics and contributes to serious health problems. The energy sector needs to be revitalized and made environmentally sound. Pharmaceutical and medical supplies are in short supply. And technical assistance is needed to ease the transition from command economies to free-market systems.

Kline feels the biggest challenge for USAID will be in working with 12 very different republics in helping them make democratic transitions and establish open-market economies. "We all hear about Russia on the news, but the other republics have different cultures and economic structures," Kline says. "What applies in Russia may not apply in Uzbekistan."

Kline says the USAID team felt the excitement of being in the NIS at the beginning of a new era. The statue of Lenin in Baku was pulled down while he was there, and its base was planted with grass and flowers. Lenin Square was renamed Freedom Square.

"We were treated with wonderful hospitality, and people were grateful for the gesture of assistance from the United States," Kline says. "But at the same time,

they are very proud and were chagrined at the idea of needing aid. We stressed that we're establishing a partnership between the United States and the new republics through which we will help them work toward democratic, open-market societies."

Administrator Ronald W. Roskens



### **USAID Commits Funds to River Blindness Control Program**

*On behalf of the United States, Administrator Ronald W. Roskens formally commits \$21 million toward the next phase of a program to end Onchocerciasis, or River Blindness, at a ceremony at the World Bank Feb. 25. Some 30 other nations and international agencies joined USAID in launching Phase IV of the Onchocerciasis Control Program (OCP). The disease has afflicted 18 million people in Africa, including 350,000 who have been blinded. USAID is the largest donor to the program, which began in 1974. The OCP has virtually destroyed the parasite in the seven-country original program area.*



# Indonesia Races For Growth In Private Sector

BY NANCY LONG

**T**he private sector is off and running hard in Indonesia.

In the Private Enterprise Development Office of USAID/Indonesia, the United States is helping to promote private sector investment and growth through a range of activities that spans supporting the country's financial markets development to bolstering business management schools.

The original six-year, \$9 million Financial Markets Project (FMP) begun in 1988 helps Indonesia promote economic development by focusing on improving the supply of long-term investment capital. Support to the Jakarta Stock Exchange and the government's Capital Markets Supervisory Agency, primarily through technical assistance, has helped usher Indonesia's capital market through a period of growth and regulatory reform. "In 1988, 24 companies were listed on the essentially dormant Jakarta Stock Exchange," says Jon Lindborg, FMP project officer in the Office of Private Enterprise Development.

But it was that year that the government took major steps to open up Indonesia's financial markets. The difference today is immediately evident on the floor of the Jakarta Stock Exchange, where a flurry of activity characterizes the pace of business. Brokers hold portable telephones in one hand and binoculars in the other to better view the exchange board, waiting for the right moment to buy and sell.

Today, nearly 140 companies are listed on the exchange. Although recent market activity has declined from the rapid growth witnessed in 1989 and 1990, Indonesia's capital market remains well positioned to provide increasing amounts of long-term investment funds which can be used by the private sector to generate jobs and incomes. In fact, about \$5.5 billion was raised through new issues on the exchange in

1990, which was equivalent to almost one-third of domestic bank credit to the private sector or 20 percent of total fixed investment in the economy.

"USAID through the Financial Markets Project is playing an important role in building a sound foundation for sustained growth in Indonesia's capital market," notes Lindborg. He says that although the government currently both regulates and operates the Jakarta Stock Exchange, plans for transferring the operations of the exchange to the private sector are scheduled for later this year.

Under the same project, USAID is working with Indonesia's central bank to improve money market operations in Indonesia. In addition, the mission has just added a \$5 million privatization component, bringing the project total to \$14 million.

USAID/Indonesia also is providing support to two private Indonesian business schools. As more and more of Indonesia's economy shifts to private sector control, more and more top quality managers will be required.

At the Institute for Management Education and Development in Jakarta, Julianto Prasetio and Noviani Sutanto plug away at the books, studying the intricacies of business management. Of some 3,500 applicants, Julianto and Noviani are two of 100 who have been admitted to the institute's three-year program that involves a year of study in finance, computers, marketing and human resources development and two years of on-the-job training in an Indone-



*On the floor of the Jakarta Stock Exchange, USAID/Indonesia Foreign Service National Lanna Lubis (right) gets a briefing on the day's activity. One way USAID supports economic development in the country is through technical assistance to the exchange.*

sian company. The students write and defend a thesis before receiving a master's in business administration degree.

The two are recipients of USAID-funded scholarship loans, which are administered by the institute. Students have four years to repay the loans at 12 percent interest rates, as compared to 36 percent market interest rates. More than 150 students have benefited from the loan program. The scholarship loan program represents one part of a \$4 million grant to the business school, which uses 65 percent of the funding to further upgrade its faculty through master's and doctoral programs. Four staff members have received doctorates, and 23 have master's degrees as a result of the USAID funding.

The remaining assistance helps strengthen the institute's management information systems, marketing, research and library.

The school also provides short-term management training. "We train 11,000 managers a year," says Farid Harianto, director for education at the institute. "This is the largest training institute in the country. Half of the managers are trained at the school with the remaining trained on the company's premises." Harianto is an alumnus of the school and as one of the directors of the institute was able to pursue doctoral studies at the Wharton School of Management in Pennsylvania, where he graduated with distinction.

In less than a decade, a closely linked process of deregulation and structural transformation has enabled Indonesia to achieve high growth rates and to overcome dependency on oil and gas exports. The role of the private sector has been pivotal in this process. "Our



*Farid Harianto, director for education at the USAID-supported Institute for Management Education and Development in Jakarta, studied at Philadelphia's Wharton School of Management as part of Agency assistance to the Indonesia business school.*

long-term objective is to sustain improvement in the enabling environment for private enterprise in Indonesia," says Robert Beckman, director of the Private Enterprise Development Office. "For instance, we have just signed a project to help put in place a new commercial code to replace 120-year-old laws still on the books."

In a rapidly modernizing economy, the Indonesia private sector is not only off and running—it is winning the race.

Following are excerpts from a letter written Nov. 21 by Richard Wolfe, director for Indonesia of the International Executive Service Corps, to IESC Executive Vice President Hobart Gardiner on USAID efforts to improve U.S. economic ties with Indonesia:

As a grassroots, dyed in the wool, entrepreneurial American small businessman who has paid the U.S. Treasury a couple of million dollars in personal taxes over the last few years, I'm probably the last person you would expect to hear defending something that many Americans think of as a gigantic government give-away program, the U.S. Agency for International Development. But since I sold my business and joined the International Executive Service Corps as an unpaid volunteer helping developing countries speed their own course towards free enterprise democracy, I have had the opportunity to observe USAID in action, and I have developed great respect for the quality of the people that work for the agency and a growing appreciation for what they do . . . .

Out here in Indonesia where I have been working, the [USAID] mission is doing a fine job in the broad category of lending a helping hand to an American friendly, free-enterprise democracy trying to become economically self-dependent, and it's doing a magnificent job trying to help the U.S. develop trade and investment opportunities which will help a stumbling U.S. economy. For example, when a couple of representatives from the U.S. Machine Tool Industry Association were out here recently trying to work a trade fair and help their beleaguered industry survive yet another recession, the first place they went for advice and assistance was USAID . . . .

I have accompanied USAID personnel to places like Central Java and South Sulawesi, working nights and weekends spreading the word about U.S. business, U.S. technology, U.S. equipment . . . .

The pro-active, hard-working, long-suffering guys from USAID—whose budget is always under threat, who get ribbed by their buddies back home about their "cushy government jobs" and who have to spend half their time on paper-work justifying their existence—are the only long-stay, learn-the-language, ready-to-help any U.S. businessmen group that keeps plugging away trying to improve the pathetic U.S. economic linkage with Indonesia—be it agricultural or industrial . . . . USAID is an investment in global linkage—a good investment.

# Acute Respiratory Infections Targeted

BY ELLEN C. IRVING

**A**cute respiratory infections (ARI) now kill more than 4 million children under age 5 each year, overtaking diarrheal-related illnesses as the primary cause of death among young children in the developing world.

"As other childhood diseases slowly succumb to the efforts of the international health community, pneumonia and other ARI illnesses continue to take a mounting toll," observes Dr. Jerry Gibson, medical advisor in USAID's Bureau for Research and Development's Office of Health.

"Childhood pneumonia, primarily bacterial pneumonia, is responsible for 90 percent of all ARI deaths in developing countries, yet prompt treatment with an antibiotic would save most of these victims," he explains.

In the United States, diagnosis and treatment of childhood pneumonia are readily available. In developing countries, where diagnosis and treatment often are difficult to obtain, effectively dealing with ARIs requires a comprehensive approach that includes both public education and professional training.

In December, the Agency introduced its manual of Guidelines for Acute Respiratory Infection Control at the first International Consultation on Control of Acute Respiratory Infections (ICCARI), held in Washington, D.C.

Proven strategies and lessons learned from ARI research and pilot programs conducted by the World Health Organization (WHO), UNICEF and by USAID in Nepal and Egypt, as well as other international organizations, are reflected in the guidelines, which will complement the Agency's other child survival strategies.

USAID's preventive interventions for ARI concentrate on immunization, breastfeeding and improved infant nutrition—the interventions that have been shown to be

effective and feasible. For example, immunization against measles, whooping cough and diphtheria could prevent up to one-fourth of all deaths from ARIs.

These preventive strategies are being instituted through the Agency's existing childhood immunization, nutrition and breastfeeding programs.

The diagnosis and treatment (case

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***"Although children represent 25 percent of the world's population, they represent 100 percent of the world's future, which we can help make a future of hope and prosperity."***

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management) of life-threatening ARI in the past have been hampered by the lack of low-cost diagnostic and treatment technologies usable at the community level. However, methods developed in ARI research studies now permit both non-professional and professional health workers to diagnose and treat the most common life-threatening ARI in children, bacteria-caused pneumonia. This process, carried out by first-line health workers, is called "standard case management."

USAID's "case management" strategy reflects the three essential elements of the new technologies: identification of pneumonia by the health worker, using a standard protocol developed by WHO that does not require X-rays or other expensive equipment; treatment of most pneumonia cases at home according to a standard regimen using inexpensive antibiotics; and referral of young infants and severely ill children to more advanced health facilities where available.

High-quality training and frequent supervision of health workers are critical to this approach. Other essential elements include a comprehensive communication effort directed at teaching mothers and caretakers to know when and where to seek help for sick children, and the creation or expansion of existing infrastructure to ensure reliable delivery of standard antibiotics.

Accurate diagnoses by trained personnel also may result in a reduction in the overall use of antibiotics and lower health care costs, as fewer colds are treated unnecessarily with antibiotics. "Antibiotics and other drugs often are seriously over-prescribed and misused for ARIs and thus are a major source of inflated health care costs for public and private health care systems as well as for families," says Gibson.

"Controlling ARIs, including promoting rational use of antibiotics, has the potential to reduce costs to families and health systems. As new preventive methods have an effect, even greater cost savings may be realized. ARI case management programs also have the potential to be self-financing," he adds.

The Agency's long-term ARI strategy is to discover, refine and then implement additional methods for primary prevention of ARI.

For example, USAID-funded research now is in progress to develop more effective vaccines against measles and the two chief causes of childhood pneumonia, *Streptococcus pneumoniae* and *Hemophilus influenzae*. Clinical trials of vitamin A preventive doses in young children also are under way.

In addition, the Agency is supporting research to determine if cost-effective measures can be directed at environmental factors such as outdoor air pollution, indoor pollution from burning wood, dung and agricultural wastes, and cigarette smoke that also put children at risk for contracting ARIs.

In undertaking this program, the Agency joins more than 100 countries that have committed to the WHO and UNICEF goal of reducing ARI deaths in children under age 5 by one-third before the year 2000.

ICCARI was convened last December under the auspices of WHO, UNICEF and the U.N. Development Program, to help meet this global goal.

Much like the USAID-sponsored international consultations on oral rehydration therapy of the early 1980s on which it was modeled, ICCARI sought to focus world attention on the impact of acute respiratory infections and to mobilize donor support.

More than 400 senior government and public health officials and physicians from more than 40 countries attended the three-day conference, which en-



*Robert Clay (left), Office of Health in the Bureau for Research and Development, studies a pamphlet with Egypt's former Minister of Health Dr. Mandouh Gabr at the first International Consultation on Control of Acute Respiratory Infections, held in Washington, D.C.*

dorsed by consensus an expanded global effort to treat children with ARIs using standard case management, coordinate treatment

with expanded preventive measures and direct further research toward prevention and treatment of ARIs.

The far-reaching impact of ARIs on the aims of international development was highlighted in the opening address by Administrator Ronald W. Roskens.

"We at USAID realize there is no longer any question about the necessity of undertaking a global effort to control acute respiratory infections," he told conferees. "ARI is not only a killer. It places enormous costs on precisely those who cannot afford to bear them—poor nations and poor people.

"We know that you can't have long-term economic growth if a country's citizens are perpetually sick and unable to care for themselves and that you can't build faith in a political system if people don't trust their government to come to the aid of its youngest citizens.

"Although children represent 25 percent of the world's population, they represent 100 percent of the world's future, which we can help make a future of hope and prosperity," said Roskens. "Let us prepare to look back at today, and say, 'This was the beginning of the end for childhood deaths from ARI.'"

## U.S. Jeeps Convey Medical Care in Morocco

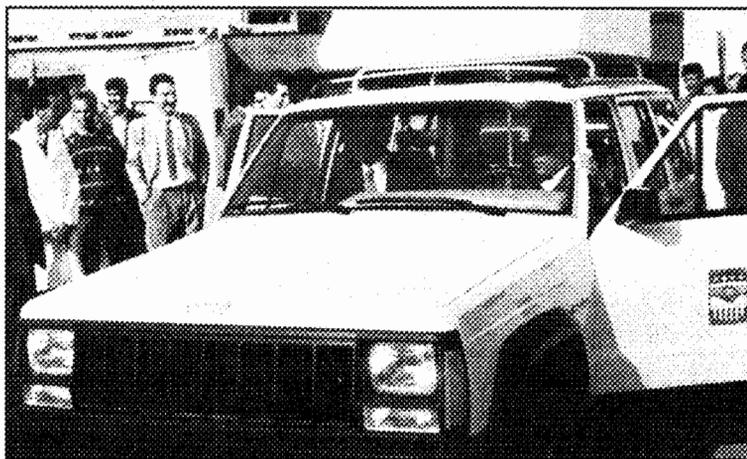
American-made Jeeps are bringing maternal health and family planning services to people in remote areas of Morocco.

As part of its Buy America Initiative, USAID/Morocco purchased 44 all-terrain Cherokees and donated the Jeeps to the country's Ministry of Public Health. The Toledo, Ohio-made vehicles will be used as mobile units for outreach health services.

Before deciding on the Jeeps, the mission ensured that spare parts and maintenance services were available and affordable in Morocco if needed.

In addition to providing the \$1.2 million worth of Jeeps, USAID/Morocco also financed a training program for 42 Moroccan Health Ministry mechanics who will be responsible for any necessary repairs to the vehicles.

The Buy America Initiative helps Morocco deal with the critical health needs of its people and provides a boost to the U.S. economy as well.



*USAID/Morocco Director Dennis Chandler (in passenger seat) and Morocco's Minister of Public Health Taieb Bencheikh check out the U.S.-made Jeeps that will be used to bring health care services to remote areas of Morocco.*

# Advisory Committee Enlists Private Expertise for Disaster Aid

BY NANCY LONG

**U**SAID's International Disaster Advisory Committee (IDAC) met recently to discuss the latest ideas in emergency planning and response strategies that can be applied to developing countries.

An advisory committee to the Bureau for Food and Humanitarian Assistance (FHA), IDAC strives to increase the ability of developing countries to handle hazards such as earthquakes, floods and cyclones so that people suffer less and are able to return to their jobs more quickly.

IDAC taps the U.S. private sector's expertise in preparing for and responding to disasters and works to transfer that expertise to developing countries.

IDAC Chairman Marilyn Tucker Quayle opened the committee meeting with a report on her November 1991 visit to Brazil where she met with industry, government and community leaders to promote private sector collaboration in disaster preparedness activities. Quayle said that the representatives she met were interested in working on emergency planning and response activities and stressed the importance of developing a working relationship between corporations and leaders at the community level. She also discussed the efforts of the U.N. Special High-Level Council of the International Decade for Natural Disaster Reduction, of which she is a member. The council members are tasked with promoting awareness and resource mobilization for disasters and advising the U.N. secretary general on disaster-related activities.

Oliver Davidson, executive director of IDAC, provided an overview of some of the committee's latest activities. IDAC worked with the Pan American Development Foun-



*At a recent meeting of the International Disaster Advisory Committee, Chairman Marilyn Tucker Quayle makes a point as (from left) Purdue University President Steven Beering, IDAC Executive Director Oliver Davidson and ARCO Senior Vice President Ken Dickerson listen.*

dation on a model housing retrofit project in Jamaica and is collaborating with Partners of the Americas on community-corporate emergency management training, said Davidson. He noted that FHA's Office of U.S. Foreign Disaster Assistance and Partners also sponsored a workshop on hotel disaster planning in the Caribbean, which resulted in new plans for five hotels.

Lines of defense against disasters are provided through prevention, mitigation and preparedness activities. Jim Kelly, an IDAC consultant, illustrated possible efforts on each line of defense. Using floods as an example, he mapped out activities ranging from erecting a dam to building stronger houses to providing public awareness training.

"For the long-term, prevention and mitigation activities are the most valuable ways to respond most effectively to emergencies," Kelly said.

Bruce Barr of AT&T discussed the role of telecommunications in dealing effectively with a disaster. He said that determining the health and welfare of employees, attending to their safety and working to lessen the impact of further injury were priority communication issues. Barr noted that emergency communications could be dispatched in the United States within two hours.

When an earthquake measuring 7.7 on the Richter scale hit the Philippines in 1990, Texas Instruments Inc. recovered faster than any other business in the area, even though it was the worst disaster ever to affect the company. Ben Taylor of Texas Instruments attributed that recovery to pre-disaster endeavors that included building the plant to a high seismic standard and training employees. When the earthquake

*(continued on page 9)*

**F**or more than 23 years, USAID's International Development Intern (IDI) program has served as a vehicle for junior officer recruitment and one of the primary means of training men and women to become Foreign Service officers.

Each IDI "class" is drawn from such diverse fields as economics, law, accounting, health, agriculture and education, and virtually all interns have advanced degrees in their disciplines. The majority of candidates also bring experience from the private or public sector, although recent graduates with a minimum of two years work experience may be recruited.

For those chosen from among the thousands of applicants each year (more than 6,000 in 1991 alone) the rigorous two-year-plus training program begins in Washington, D.C.

IDs usually spend their first five weeks in New Entry Training, a formal group experience that includes a general orientation and introduction to international program design, implementation, management and other topics pertinent to the foreign assistance program.

Each intern then begins an individually tailored on-the-job year of training in Washington designed to familiarize the

# Training Preps IDs For FS Careers

BY MARY LOU JOHNSON

participants with the operations of the individual bureaus and offices and the overseas work to which they will be assigned.

Before leaving for the field portion of the program, interns also may receive intensive language training, depending on demonstrated language aptitude, proficiency and the requirements of their scheduled overseas assignment.

Taking part in the day-to-day work of the mission is the last, and most crucial, element of the IDI program.

"During their year in the field, the interns have the opportunity to become knowledgeable about the overall functions and specific operations of the mission and to accomplish substantive work assignments and assume increasing responsibility," explains Hank Merrill, director of the Recruitment Division in the Office of Human Resources Development and Management.

Merrill, who assumed his current

position in November 1990, believes that the IDI program continues to serve the best interests of the Agency.

"The IDI program trains young professionals early in their careers," he points out, "allowing the Agency to 'grow its own.' In addition, an IDI, based

on his or her experience, generally is hired at a lower grade level. This helps to stabilize the current inverse pyramid of the Agency's Foreign Service officer corps, in which almost two-thirds of the officers are ranked at FS-2 or above."

But even more importantly, says Merrill, is the yearly influx of "new blood with fresh ideas. Most IDs bring a very different perspective to economic development," he observes.

The quality of both the program and the participants also is confirmed by hard data, notes Deputy Chief of Career Development Cecilia Pitas. "In 1984 the Agency decided for a variety of reasons to hire more mid-career people. But we found that IDs were being promoted and tenured at a higher rate. The long-term training that the IDs had benefited from was proving its worth."

While the first IDI graduating class in 1970 was comprised solely of men, the numbers of women and minority participants continue to increase over the years.

"A quality recruitment program is essential for any organization," says Merrill. "And part and parcel of that commitment is hiring a work force that is representative of the American people.

"Because the Agency works in multicultural settings, it is particularly incumbent upon USAID to foster diversity," he continues. "With a fundamental understanding of ourselves, we will see others more clearly."

Questions about the IDI application process should be directed to Mel Porter or Hank Merrill, Office of Human Resources Development and Management, at (202)663-2400.

*Johnson is an IDI assigned to the Bureau for Africa.*

## Advisory

(from page 8)

hit, all of the 930 employees working were evacuated from the building within four-and-a-half minutes. Texas Instruments, which sustained \$25 million in damages, provided food to its employees and their families and transported injured people to Manila for hospital treatment.

In the final presentation, Greg Swarts of Atlantic Richfield presented the Disaster Data Warehouse concept that he designed. The concept involves recording, sharing

and storing emergency information as a resource to support international cooperation more efficiently and operation of disaster preparedness and relief assistance. The information network, said Swarts, would provide timely, accurate and accessible information to any country, agency or corporation involved in preventing or reducing human suffering and the loss of property.

At the conclusion of the meeting, the committee recommended that FHA/OFDA study the Disaster Data Warehouse concept and its possible implementation. This study is under way.

# Seminars Focus on Aid to Private Sector

BY CLINT FISHER

Perhaps no issue is sparking more lively debate throughout USAID than the subject of the appropriate role of Agency assistance in private sector development efforts.

A 10-part seminar series addressing that issue and titled "Trade and Investment Strategies for Emerging Markets" kicked off in February. The series is intended to build on the Agency's Business and Development Initiative by promoting informal collaboration between USAID and other federal agencies in efforts to promote private-sector-led growth in developing countries in a developmentally sound manner.

At the first seminar on the Agency's Business and Development Initiative, John Mullen, then interim assistant administrator for the Bureau for Private Enterprise, outlined the history of foreign aid and the basic change in its direction resulting from a realization of the importance of the private sector to successful development efforts. "The U.S. private sector traditionally has been held at arm's length as the implementer in developing countries," Mullen said. "We are now moving toward a partnership with the private sector."

"The world has moved past basic human needs," said John Blackton, deputy director of the Policy Directorate, who also addressed the first seminar. Blackton raised some of the concerns he says USAID has faced in mobilizing Agency and mission support for the trade and investment initiative, which include: When is "getting the policies" right not sufficient and direct assistance to the private sector warranted? What are the

risks associated with getting the Agency directly involved in transactions? How can USAID avoid the appearance of delivering windfall benefits to specific U.S. firms we assist? Will the status of co-financier in capital projects dilute our development mandate? How can USAID resist domestic American political pressures to finance developmentally unsound projects?

Blackton pointed out that these issues are being addressed in the Agency's developing relationship with the private sector.

Aaron Williams, deputy assistant administrator for Latin America and the Caribbean (LAC), rounded out the first seminar by discussing the need to stimulate two-way trade with developing countries to build strong economies for them and create jobs in the United States.

The second seminar of the series, "Trade Policy in Developing Countries," featured former U.S. Ambassador to Haiti Ernest Preeg, Donald Abelson of the Office of the U.S. Trade Representative and LAC Chief Economist James Fox.

Preeg detailed recent trends in trade policy formulation and discussed its evolution from a focus on multilateral agreements to a three-track system including multilateral, regional and bilateral agreements. Abelson described how U.S. trade policy is formulated and the recent history of such policy. Fox more broadly addressed current issues in trade between developing and developed countries.

Representatives from the departments of Commerce and State, the Overseas Private Investment Corporation, the U.S. Information Agency, the Central Intelligence Agency, the General Accounting Office and the Export-Import Bank have attended the first two seminars.



*Deputy Assistant Secretary of State for Southeast Asia Kenneth Quinn addresses the "Trade and Investment Strategies for Emerging Markets" seminar.*

The seminar series is sponsored by the Agency's Office of Human Resources Development and Management and the Bureau for Private Enterprise in association with the Near East Bureau and the Office of External Affairs. Following the series' conclusion, a summary of the proceedings will be published.

*Fisher is business liaison in External Affairs.*

## Upcoming Seminar Topics

- |          |  |
|----------|--|
| April 16 | U.S. Technology in the Developing World                                      |
| April 30 | Japanese Government Support for Trade and Investment in Developing Countries |
| May 14   | Congressional Perspectives on Trade and Investment                           |
| May 28   | An Operational Strategy for Capital Projects in Asia                         |
| June 11  | U.S. Agribusiness: Lessons Learned in Developing Countries                   |
| June 18  | Trade and Investment Information Systems                                     |
| June 25  | USAID's Market Niche: Trade and Investment for Development                   |

For further information, call Gary Vaughn at (202)663-2486 or Douglas Broome at (202)663-2335.

# Symposium Studies Women's Role

BY ANNIE FOSTER

**C**iting women as the "engines of development" in the poorer countries of the world, participants gathered March 9 for USAID's commemoration of International Women's Day. The program took a hard look at challenges, opportunities and problems preventing women from participating fully in the development process and the resulting missed opportunities for advancing overall economic growth.

Organized by the Office of Women in Development (WID), the all-day symposium focused on four areas: women in international trade, women in the democratic process, women in Eastern Europe and the New Independent States (formerly the Soviet Union) and women and acquired immune deficiency syndrome (AIDS).

Greeting the 350 participants—representing the private sector, government agencies, USAID and Capitol Hill—Director of the Office of Women in Development Mary Fran Freedman called the event an "eye-opening" opportunity to discuss critical issues affecting women today. President Bush sent a letter read by Bobbie Kilberg, deputy assistant to the president for public liaison, at the start of the event. Administrator Ronald W. Roskens addressed the audience, expressing his support for the "full economic integration of women into national economies."

Launching the discussion on international trade, former U.S. Ambassador to Morocco Michael Ussery said that "the biggest barriers affecting women are not trade barriers but societal forces that suppress women."

Ellen Johnson Sirleaf, vice president of Equator Bank, listed reasons why women have been left behind in this sector, including unequal educational opportunities, limited access to financial credit and training and legal barriers to land ownership. These and other constraints keep untold numbers of female microentrepreneurs from expanding into bigger and far more lucrative markets.

When the subject turned to women in the democratic process, Assistant Administrator for the Bureau for Latin America and the Caribbean, James Michel said the issue was not just about women having the right to participate.

share of unemployment. According to Monica Fong of the World Bank, female unemployment in East Germany increased fivefold over the last two years, a rate far exceeding that for unemployment among men. "The paradox," said Fong, "is that

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***"If one looks at political movements, political parties and civic organizations, the grassroots leadership is predominantly women."***

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"We're talking about women taking their places as civic and governmental leaders and making their full contribution," he said. Ambassador Michel also noted that his bureau has been able to maintain a virtual 50/50 ratio between men and women in participatory training projects, and field missions seek to include gender considerations in all projects, rather than implement separate "women's projects."

The panelists agreed that a major force for sustaining fledgling democracies was being overlooked: the well-honed experience of women in community leadership. In almost every country, "if one looks at political movements, political parties and civic organizations, the grassroots leadership is predominantly women," said Patricia Keefer of the National Democratic Institute. If tapped, this knowledge and experience could help solidify democratic systems from Eastern Europe to the new democracies of Asia and Africa.

Instead, however, women are largely being left out of these new political systems. Recent elections throughout Eastern Europe and the New Independent States have resulted in a precipitous decline in the number of women representatives in parliaments.

Beyond their absence from the political arena, women in these countries are experiencing a disproportionate

women are far better trained for the new types of work that will now be called for, such as in-service industries and small enterprise management." In short, she said, "women are a valuable resource in the current economic restructuring which these countries can ill-afford to waste."

Yet by far the most dangerous obstacle to women's full participation in the development process is the drastic rise in the number of women becoming infected with the AIDS virus. As of today, 8 million to 10 million people worldwide have been infected with the virus that causes AIDS, of which 4 million are women, according to Helene Gayle of the Centers for Disease Control (CDC). This epidemic among women has direct consequences for national growth, as women grow 50 percent of the world's food and provide the vast majority of unpaid labor. "Women are key agents for reducing hunger and alleviating poverty," said Geeta Gupta from CDC. "As more women die from AIDS, more and more women are being drawn away from these essential tasks."

In the coming year, the Office of Women in Development will focus attention and resources on the areas of democratic initiatives, private sector, education, environment and natural resources, agriculture and health, specifically women and AIDS and elderly and aging women.

*Foster is a WID research analyst.*

# Division Attends to Travelers' Needs

BY BETTY SNEAD

**U**SAID's Travel and Transportation Division is accustomed to arranging quick evacuations for personnel overseas. But on Feb. 25, division employees were ordered to evacuate their own offices and were sent home because of strong chemical fumes spreading through the air ventilation system in the State Department. It was an ironic twist for a staff usually entrusted with the job of moving others on short notice.

emergency humanitarian assistance teams.

"The Travel Division has developed expertise quickly in Central and Eastern European travel and has worked diligently to get our travelers in and out of the New Independent States," said Ralph Williams, director, Executive Management Staff, Europe Bureau. "In this recent effort to send teams out, the Travel Division placed one travel agent on call over the weekend to take care of last-minute ticketing for USAID officials coming in from Jamaica, Costa Rica and Thailand to participate in the teams. We managed to get all team

often full of obstacles and, sometimes, pitfalls—from the difficulty of obtaining visas to last-minute changes in airline scheduling.

Ollie Bracey, known as the "wonder man" for securing visas, estimates the division obtains about 400 visas each month. "Visas take longer to obtain from the African embassies while the Latin American embassies provide the quickest service," he noted.

Bracey urges USAID employees to plan their travel well in advance. Most employees do plan ahead, allowing ample time for processing their passport and visa requests. There are times, however, when Bracey and others have worked miracles to get employees on their way.

Recently, Bracey arranged for the State Department's passport office and the Brazilian Embassy to open on Saturday to process an expired passport and to obtain a visa for a USAID official who learned on a Friday that he had to leave the following Monday on a special TDY assignment requested by the Brazilian government.

In another unusual case, Bracey learned that a passport with visas from consulates in New York had vanished. He traced the passport to a specific mail delivery truck, which he then had rerouted to arrive in time for the USAID official to receive his passport and arrive at the airport minutes before his scheduled departure.

Since 1984, USAID has contracted with Carlson Travel Network to handle reservations and ticketing for employees, consultants and contractors. Carlson's staff, who are located in the division's office in the State Department, also handle travel for the Overseas Private Investment Corporation (OPIC) and the Trade and Development Office (TDP). They also will handle personal travel arrangements, but their first priority is official travel.

"We are on a yearly renewable no-cost contract with USAID, which is good until 1994," said Cecilia Garcia-Tunon Lear,

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*"We strive for excellence in service so our colleagues can get on with the development work of the Agency."*

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Most recently, the division had assisted in evacuating USAID personnel from the Gulf region, Liberia, Somalia, Zaire and Haiti. "We have a great deal of action for such a small staff," said Mark Anderson, division chief, who heads up an office of 13 people. "When USAID/Haiti was placed in evacuation status, I was faced with my first mission evacuation," recalls Jerry Jordan, director of the Latin America and Caribbean Bureau's management staff. "Mark Anderson and his staff know the do's and don'ts of evacuation. He was always available to our staff for guidance—I could reach him day or night. Once our evacuees started returning to Washington, he attended briefings for the Haiti staff and helped answer their travel and allowance questions."

Getting employees into new countries fast is becoming another specialty for the division. Recently, on very short notice, Anderson's staff helped the Europe Bureau dispatch 24 USAID officers to the New Independent States of the former Soviet Union for Ambassador Richard Armitage's

members off successfully and on time."

While the division handles unusual cases such as the above, it also provides routine assistance for personnel going to post, conferences, training and Temporary Duty (TDY). These include direct hire staff, contractors and consultants.

The division consists of two branches—Travel Branch and Transportation and Storage Branch. They focus on costing out travel and shipping, reviewing and authorizing travel and arranging for tickets, passports and visas; helping arrange for packing, shipping and storage of household effects and automobiles; developing and explaining USAID's travel and transportation policies in coordination with other bureaus and the State Department; and processing claims by USAID employees for items lost, damaged or stolen in shipment, at post or in storage.

"We strive for excellence in service so our colleagues can get on with the development work of the Agency," Anderson said.

Yet, despite division efforts, traveling—especially to USAID destinations—is



*Travel readies for another emergency assessment team to depart. Mary Little (left) of the Office of U. S. Foreign Disaster Assistance, receives her passport from Ollie Bracey of the Travel and Transportation Division while Division Chief Mark Anderson hands more paperwork to coworker Gladys Wilder.*

Carlson branch manager at USAID. "Our costs are retrieved by commissions on overseas travel. USAID gets 100% rebate on domestic travel."

Lear said that most travel is for TDY purposes. She calls her staff of seven excellent in understanding and working with the many demands of the Agency. "We don't even allow our agents to take vacations in August or September since this is the busiest time for USAID travel," she said, noting that last September, they issued 715 tickets worth nearly \$950,000.

The Travel Branch can arrange for reservations, official passport and visas for USAID employees in advance, but no one can travel without the important Travel Authorization document.

"We would like to have this document 10 days in advance of one's travel to cost-out the trip and confirm that funds are available," said Carita Walker, travel assistant. "Without a completed and funded authorization, no tickets or travel advances can be issued."

Most USAID employees know the Travel Branch of the division but are not as

familiar with the Transportation and Storage Branch. "Things will run smoothly, if you follow our instructions for packing, shipping and storing," said Mary Johnson, Transportation and Storage Branch chief. "We have a new set of handouts prepared to help people with packing, shipping and claims information."

The branch, which sets aside approximately \$1.3 million each year for storage costs in the United States, conducts random surveys of the area storage facilities. "New employees will now have all their things stored in a large facility in Hagerstown, Md., which is also being leased and run by State," Johnson noted. This arrangement ensures better control and safeguarding of employee belongings.

Among the many misconceptions Foreign Service employees have regarding the shipping and storage of their effects is that the U.S. government will pay for shipping their pets to posts.

"USAID does not pay to ship pets," Johnson said, who recalled numerous times when employees thought the Agency would pay for shipping their pets, includ-

ing snakes, a horse and even a bear.

Anderson and his staff receive inquiries daily from around the world by phone, cable or fax asking numerous questions regarding travel policies, shipping and storage concerns.

The entire division is keen to assist USAID employees in dealing with the trauma of travel, emergencies, storage, etc., but Anderson says employees also must keep themselves informed about what assistance is available and the instructions they must follow. "We are working on new systems and equipment to interface with other offices and increase our productivity," said Anderson.

"If it ain't broke, fix it" is the motto hanging on Anderson's wall. "This means," he says, "that we constantly strive to make it faster, do it better. There is no substitute for excellence in service."

#### Tips for Travelers

- \* Contact the Travel and Transportation Team early in your planning. They can be reached locally at (202)647-8284 or toll free from anywhere in the United States at 1-800-368-0104.
- \* Familiarize yourself with travel, shipping and storage procedures. A new publication, "The Nomad," will be available in the next few months to address questions on these procedures.
- \* Be certain that you have the Diner's Club card for official use. The card is to be used mainly for a travel advance, hotels and meals. Do not use this card for personal travel if obtained through USAID.
- \* If you are going on TDY for 35 days or longer, it is best not to use the Diner's Club card but to obtain an advance from the Agency, with additional funds deposited to your bank account.
- \* Keep a daily record of your expenses and all hotel receipts.
- \* Remember that the missions must confirm by cable or fax any proposed travel and stay abreast of State's travel advisories worldwide.
- \* Prepare and turn in your travel voucher five days after returning from your trip.

# Fund Helps Victims After War

BY ELLEN C. IRVING

**C**ivil strife and armed conflict can leave their mark on a country and its people long after hostilities have ended. In developing countries with scarce medical resources, victims of war who have suffered physical disability often lack access to medical treatments and rehabilitation programs that can make the difference between being a burden on their families or leading a productive life.

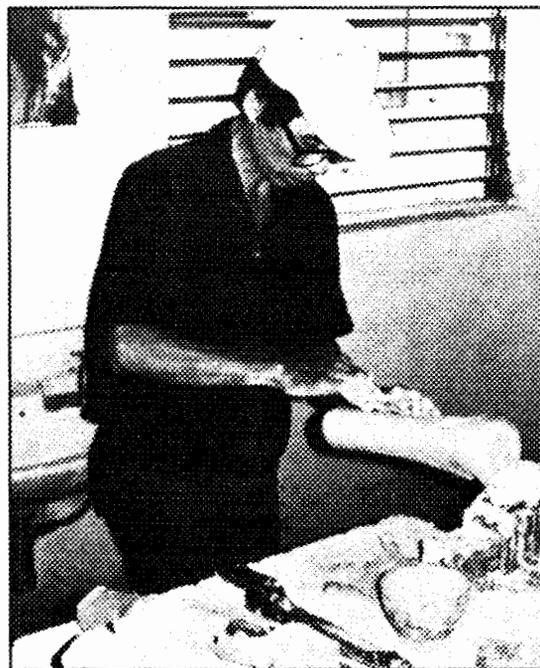
The War Victims Fund was established

by Congress in 1989 to address these needs. The fund's \$5 million annual budget is designed to provide additional assistance to a USAID mission's regular budget. To date, more than 5,000 war victims in 11 countries have benefited from fund activities provided through private voluntary organizations (PVOs) and coordinated through the Bureau for Research and Development's Office of Health.

"As originally conceived, the fund was shaped by four ideas," explains fund coordinator Allen Randlov. "That is, to primarily focus on prosthetic services; to work in countries where USAID missions could help plan and carry out activities; to focus on relatively few countries in order to leave behind meaningful impact in terms of trained manpower and physical infrastructure; and to work as much as possible with organizations that were already operating in the target country.

"Based on the first year's experience, we realized that a primary focus on the simple production and provision of prosthetic devices (primarily legs) was not adequate," says Randlov. "For example, reconstructive surgery often is required, without which the use of a prosthesis is impossible.

"In addition, the average life span of a prosthetic leg in the United States is only three years. There is not much information on durability in developing countries, but in Vietnam, we are getting reports that many legs need repairs after three months. And



*At the USAID-supported Da Nang Rehabilitation Center, a worker molds a prosthesis.*

children, a major group of beneficiaries, require larger devices as they grow and suffer more harm than good if this is not done."

Local circumstances also provided new definitions of "war" victims. In Uganda and Mozambique, for example, the number of children who had contracted polio as a result of missed immunizations because of war conditions far outnumbered those with war wounds. "These children," notes Randlov, "in need of orthopedic surgery and braces, are as much victims of civil strife as those who stepped on land mines."

In response to these lessons learned, the U.S. Senate broadened the legislation to cover medical and related assistance, including prostheses and vocational rehabilitation. "All three components—medical, physical and vocational rehabilitation—must be sustained if they are to have a significant impact," Randlov observes.

To ensure sustainability, projects are carried out through PVOs with established prosthetic and orthopedic programs within the country. "We have found that the probability of continuation of services is maximized by improving an existing program



*At a fall Capitol Hill ceremony announcing a USAID grant to World Vision, (at right) Sen. Patrick Leahy (D-Vt.) talks with Allen Randlov, coordinator of the War Victims Fund in the Bureau for Research and Development, who is accompanied by his dog.*

with a sound financial base, rather than starting new activities or introducing new groups that are entirely dependent on USAID support," says Randlov.

Existing programs are observed by an assessment team of rehabilitation and development experts who visit a target country to determine the extent of the problems of civilian victims of civil strife within the larger context of in-place services for the disabled. More than 12 PVOs are carrying out fund-supported programs that include such diverse activities as training medical personnel and manufacturing wheelchairs, crutches and prosthetics.

Among the work supported in part by the fund:

- In Uganda, grants to Health Volunteers Overseas have assisted in efforts to rebuild and re-equip an orthopedic workshop, train orthopedic surgeons and physical therapists and establish local production of basic surgical orthopedic supplies.
- In Sri Lanka, The Friend-in-Need Society, an indigenous PVO established in 1831, runs four prosthetic-orthotic workshops, providing artificial limbs, braces, wheelchairs, crutches, canes and other orthopedic appliances to disabled people free of charge. Other services include physical rehabilitation, assistance with job placement and vocational rehabilitation and provision of one-time grants to amputees to help them re-establish their lives.
- In Vietnam, a recent grant of \$1 million will enable World Vision to expand its program to four new provinces and offer community-based rehabilitation and outreach programs to war-related handicapped and blind persons. Other efforts include development of the Da Nang Rehabilitation Center into a major production center of prostheses and training programs for physicians and surgeons and allied health professionals such as orthotists, physical therapists and prosthetists.
- The fund has supported similar activities in Afghanistan, Angola, El Salvador, Ethiopia, Lebanon, Laos, Mozambique and Cambodia. The fund has "notwithstanding" language in its legislation that permits projects in situations and countries where USAID usually is not active.



## Spangler Confirmed

The U.S. Senate confirmed Scott Spangler as USAID's associate administrator for operations March 10. He was sworn in March 13 by Administrator Roskens.

In this position he will oversee daily regional operations of the Agency, as well as activities in research and development, private enterprise and food and humanitarian assistance. Spangler joined USAID in 1990 as assistant administrator for Africa.

## IG Staff in Training

The Comptroller General's revised standards for auditors mandates that each audit staff member must complete at least 80 hours of professional training every two years in order to remain current in the field and for the audit organization to maintain its competency standard. This has been difficult for the USAID Inspector General's (IG) staff because more than half of its members are stationed in seven field offices around the world: Cairo, Dakar, Manila, Nairobi, Singapore, Tegucigalpa and Vienna.

To comply with this requirement, IG's audit management has adopted a policy of identifying core training needed by all staff and contracting for such training to be made available at the overseas locations where audit staff are employed. Additionally, audit staff are encouraged to take correspondence courses, enroll in local training programs where available or arrange for short training opportunities in conjunction with leave or temporary duty assignments in the United States. This enables audit staff, who often are posted overseas for four years at a time, to comply with professional education requirements.

## SID Conference Scheduled

The Society for International Development-Washington chapter has scheduled its annual conference for May 1-2. The title of the conference is "Rethinking Development: Challenges and Priorities in a Changed World." The conference will be held at the Sheraton City Centre Hotel, 1143 New Hampshire Ave., N.W., Washington, D.C. 20037. For more information, call (202)347-1800.

## AAFSW Plans Family Memorial

It has been almost 60 years since the American Foreign Service Association unveiled the first memorial plaque honoring Foreign Service employees who lost their lives under heroic or tragic circumstances. The present board of the Association of American Foreign Service Women feels it is time to also honor family members who died as a result of accompanying employees overseas.

A committee has been formed to develop guidelines and to seek information on persons to be considered for inclusion in this memorial. Interested persons can help by sending in their nominations including names, circumstances and justification for consideration. If you have a nomination for consideration or are willing to work on this project, write Christine Shurtleff, 7032 Wyndale St., N.W., Washington, D.C. 20015.

**Adella Bulczynski, a retired Foreign Service secretary, is terminally ill with breast cancer. She would enjoy hearing from her colleagues and friends. Her address is 6208 Shore Drive, Tracy's Landing, Md. 20779.**

# Free Trade Zones Benefit U.S. Firms

BY CLINT FISHER

**W**hat do Hanes Underwear, Scantronic and LTD Home Alarm Systems have to do with development? All are U.S. companies that have located operations in free trade zones (FTZs)—and that translates into jobs for workers in developing countries.

A free trade zone is an industrial park in which businesses do not pay taxes of any kind. There are no controls or restrictions on the use of foreign exchange or the repatriation of capital or projects. Among the benefits to businesses located in a free zone are a significant reduction in their average tax burdens, streamlined production costs and increased efficiency of operation. Companies also can expatriate their profits. In addition, free trade zones in Latin America and the Caribbean offer lower labor costs and close proximity to the United States.

In Honduras, the Dominican Republic and Costa Rica, FTZs are playing an important role in development. Honduras and the Dominican Republic are attractive for their large work forces and relatively low wages, while Costa Rica offers more skilled workers at a higher rate of pay.

The Dominican Republic launched the first free trade zone in 1969. Since 1983, more than 150 North American companies have invested in new business ventures in the country.

Today, with more than 300 firms established in the operational zone, total employment has topped 140,000. Industries represented in the zones include wearing apparel, furniture, electronics, sporting goods, footwear and pharmaceuticals, as well as emerging sectors such as data entry, computer-aided digitization, telemarketing

and other service operations.

In January 1990, the Dominican government reconfirmed its commitment to FTZs by extending and expanding fiscal and other incentives for firms locating in free zones.

In Honduras, where unemployment is around 30 percent, free trade zones are critical for the creation of jobs. The first Honduran free trade zone was established in 1977 adjacent to Honduras' major port, Puerto Cortes.

Free trade zones in Honduras originally were run only by the government. The Foundation for Investment and Development of Exports (FIDE), created in 1985 with Agency support, lobbied government officials and labor unions for the establishment of privately run zones. In 1987, the Honduran government passed a law allowing the creation of private parks.

FIDE continues to support the free trade zones in a variety of ways. For example, FIDE has targeted U.S. companies in 22 states. Its efforts have resulted in 21 companies opening operations in either a free zone or an industrial park. About 15,000 jobs have been created since FIDE started operations.

"The zones have greatly helped our country by creating jobs, and the companies have been impressed by our workers," says José Molina, general manager of Zip Choloma in San Pedro Sula, Honduras.

Working closely with the Honduran government, FIDE also has established technical assistance and training programs, credit mechanisms and other programs in support of existing and newly established export industries.

FIDE was modeled after CINDE, the successful export promotion agency in Costa Rica. "The free zones have become the main tool for the promotion of foreign



*Workers in Honduras sew clothing for Hanes Underwear, a U. S. company taking advantage of the benefits of free trade zones.*

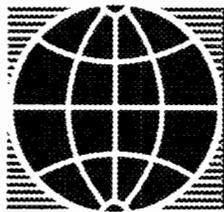
investment," says Sylvia Varela, local promotion deputy manager of CINDE.

In Costa Rica, exports generated by free zones increased from \$7 million in 1986 to \$200 million in 1991. Thirty-four U.S. companies have located in Costa Rica's free trade zones since 1980, creating more than 13,000 jobs.

The benefits of FTZs also may extend beyond meeting the immediate needs of employment to strengthening the private sector as a whole. According to Robert Barnes, USAID/Dominican Republic's private sector officer, "Companies in FTZs tend to stay for the long-term, and the benefits go beyond the many jobs they create. FTZs are helping to create a new managerial technocracy because many of the mid- to upper-level managerial positions are filled by host country nationals. The resulting spill-over into the economy will be significant in the future."

*Fisher is business liaison in the Office of External Affairs.*

# WHERE



In the World  
Are USAID  
Employees?

## MOVED ON

**Catto, William Hulsell**, AA/AFR  
**Green, Cherie**, COMP/YOC/COOP  
**McLagan, Daniel Bruce**, XA/P  
**Sines, Richard**, PRE/IBD  
**Tien, Lee**, IG/COMP/LWOP

## RETIRED

**Braddock, G. Grant**, FA/AS/ISS/PG, printing specialist, 29 years  
**Freed, Robert**, PRE/H, housing guaranty specialist, 25 years  
**Stains, Edwin**, COMP/FS/REASSGN, associate mission director, 12 years  
**Wein, Gerald**, COMP/FS/REASSGN, Food For Peace officer, 25 years

*Years of service are USAID only.*

## PROMOTED

**Benoiel, Sharon Pines**, POL/CDIE/E/SS/S, program analyst  
**Cassidy, Daniel**, FA/FM/LM, credit program assistant (office automation)  
**Dewitt, Ruby**, EUR/EMS, secretary typist  
**Dewitt, Vernon**, FA/OP/COMS/P, contract specialist  
**Dixon, Earnestine**, IG/A/PPO, secretary typist  
**Dixon, Patricia**, AA/AFR, secretary typist  
**Dubel, Timothy**, COMP/YOC/COOP, student trainee (computer)  
**Glaubach, Christine**, FA/PPE/E, procurement analyst  
**Gravett, Dionne Andrea**, FA/HRDM/SCD/SB, staffing clerk typist  
**Green, Catherine**, NE/DR/EPS, clerk typist  
**Hall, Billie**, LAC/SAM, program operations assistant (office automation)  
**Hollis, Lavern Coletta**, R&D/EID, program analyst  
**Horne, Carolyn Linda**, POL/SP, secretary typist  
**Jackson, Jean**, FA/AMS, administrative officer  
**Miller, Devorah**, FHA/PVC, cooperation development program manager  
**Miller, Jay**, COMP/YOC/COOP, student trainee accountant

**Moore, Lagretta**, AA/AFR, secretary typist  
**Ferrow, Dietra**, EUR/DR/EI, secretary typist  
**Scott, Sherron Bernice**, FA/HRDM/SCD/SB, secretary typist  
**Seth, Wendy**, POL/PAR, clerk typist  
**Steele, Gloria**, R&D/EID/RAD, supervisory economist  
**Vreeland, Mildred**, POL/CDIE/SS/S, supervisory program analyst  
**Washington, Gloria**, AA/PRE, secretary stenographer  
**Williams, Cheryl**, LAC/DPP, program analyst

## REASSIGNED

**Ashley, Ivan**, COMP/DETAIL, SUP, deputy assistant to administrator management services, to director, OSD/BU/OD  
**Ayers, Norma**, R&D/PO, program analyst officer, to deputy executive secretary, ES  
**Bakley, Robert**, Afghanistan, AID representative, to foreign affairs officer, AA/PRE  
**Belding, Barbara**, Botswana, human resources development officer, to education development officer, Namibia  
**Carpenter, Joy**, ASIA/EA, secretary typist, to secretary stenographer, GC/ASIA  
**Chase, Charlene**, FA/FM/P/AR, accounting technician, to payroll supervisor, FA/FM/PPB  
**Cunnane, Robert**, COMP/NE/OJT, IDI (health population nutrition), to FS/COMP  
**Delaney, Thomas**, COMP/NE, IDI (project development), to Guatemala  
**Dod, David**, COMP/FS/REASSGN, program economics officer, to EUR/PDP  
**Douglass, William**, R&D/EID, rural development officer, to program officer, AFR/EA/T  
**Feeney, Paula**, POL/IDP, supervisory program economics officer, to COMP/FS/REASSGN  
**Fessenden, Abbe**, COMP/FS/REASSGN, project development officer, to program officer, POL/CDIE/E/POA  
**Fleming, Allen**, Zaire, agricultural development officer, to private enterprise officer, Burundi  
**Gary, Vivian Pettersson**, COMP/FS/REASSGN, supervisory general development officer, to Yemen  
**Hagger, Jeremy**, COMP/FS/REASSGN, housing urban development officer, to PRE/H  
**Hannink, William**, COMP/FS/REASSGN, project development officer, to AFR/ONI/DG  
**Hurdus, Alan**, ASIA/DR/TR, supervisory agricultural development officer, to R&D/AGR  
**Johnson, Harry**, AFR/EA, supervisory regional development officer, to foreign affairs officer, FS/COMP  
**Johnson, Mary**, NE/DR, secretary typist, to secretary stenographer, POL/IDP  
**Johnson, Rodney**, GC/ASIA, legal officer, to FS/COMP  
**Jones, Velma Lee**, AA/OPS, secretary stenographer, to AA/FA

**Julian, Eunice**, AFR/ARTS, secretary, to AA/FHA  
**Klemp, Kenneth**, Kenya, supervisory financial management officer (budget accounting), to financial management officer (financial analyst)  
**Koehring, John**, COMP/FS/REASSGN, foreign affairs officer, to supervisory management staff officer, FA/MC  
**Kreslins, Dagnija**, AFR/ONI/PMO, supervisory program analyst, to international cooperation specialist, EUR/RME/ECA/BAL  
**Kunkle, Wenche**, COMP/FS/REASSGN, special projects officer, to program officer, AFR/ONI/TPPI  
**Leonard, Frances**, FA/FM/CMP/DC, financial management assistant, to COMP/CS/RECRUIT  
**Lundquist, Edward**, FA/HRDM/SCD/SA, personnel staffing specialist, to administrative officer, EUR/EMS  
**Martin, Kenneth**, FA/HRDM/SCD/CD, regional development officer, to COMP/FS/REASSGN  
**Martin, William**, Zaire, health population development officer, to Rwanda  
**McDermott, Christopher**, Zaire, health development officer, to supervisory health population development officer, Malawi  
**McKinney, William**, COMP/LT TRNG, supervisory program officer, to program officer, NE/DP  
**Miller, John Raymond**, IG/A/PPO, auditor, to IG/A/FA  
**Napper, Martin**, Haiti, contract officer, to Dominican Republic  
**Owens, Loryn**, FA/FM/PPB, payroll technician (typist), to accounting technician, FA/FM/P/AR  
**Pressley, Donald**, FS/COMP, supervisory program officer, to AID coordination representative, POL  
**Rojas, Ernest**, Zimbabwe, engineering officer, to supervisory engineering officer, Honduras  
**Saccheri, John**, COMP/FS/REASSGN, program officer, to project development officer, ASIA/DR/PD/SA  
**Schulze, Loren Lee**, R&D/AGR, supervisory agricultural development officer, to agricultural development officer, EUR/DR/FS  
**Schwartz, Sheldon**, IG/A/PSA, auditor, to IG/A/PPO  
**Sobh, Adel**, FA/FM/LM/DR, operating accountant, to accountant, FA/FM/LM/GP  
**Spangenberg, Barbara**, FA/FM/LM/GP, operating accountant, to accountant, FA/FM/LM/DR  
**Spat, William**, IG/A/FA, supervisory auditor, to auditor, IG/A/PSA  
**Stephens, Melissa**, Honduras, project development officer, to Zimbabwe  
**Thomas, Dawn**, REDSO/WCA, project development officer, to supervisory project development officer  
**Thomas, John**, COMP/FS/REASSGN, health development officer, to population development officer, Bangladesh  
**Zelege, M.R.T.**, AFR/EA/R, international cooperation specialist, to disaster operations specialist, FHA/OFDA/PPM

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