

Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



MAY 1992

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THIS ISSUE

2

Congress Passes
Agency's Continuing
Resolution

3

U.S. Speeds
Emergency Relief
To Southern Africa

9

USAID Helps
Honduras Balance
Food, Conservation
Needs

10

Radio Adds to
Bolivia's Education
Strategy

12

Family Critical to
Development Success



MAY 1992

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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QUOTABLES

"U.S. assistance cannot guarantee that the principles of democracy and free enterprise will be institutionalized in any area of the world, but our aid can facilitate the acceptance of these principles and improve the likelihood that they will endure. It can do all this while reducing human suffering and benefiting U.S. commercial interests. Foreign aid has never been entirely unselfish. We provide it in the long run because it benefits U.S. interests—and ultimately, the American public. With this in mind, we must get on with the task of revamping the mechanisms that will maximize the effectiveness of foreign aid. Even with all the change in the world, we have not yet moved beyond the need for foreign aid. But, like so many other factors in American policy, we must adjust the program to meet the dynamics of the new world."

Rep. Dante Fascell (D-Fla.) in an article published in the April 1992 issue of the Foreign Service Journal

"The word 'Earth' conjures images of fruitfulness and plenty, but Earth is not endowed with an infinite capacity to replenish itself. People need to use the bounty of nature to prosper while ensuring that nature's resources are conserved for future generations."

Administrator Ronald W. Roskens, in a statement issued to mark Earth Day, April 22



Photo Credits: Elio Duron, cover; Clyde McNair, pages 3, 6, 8, 14, 15; Rus Roeding, page 4; TropSoils, page 9; Ann Griffith, pages 10, 11

Cover Photo: Sustainable agriculture is an important part of the Agency's environmental policy. A USAID-funded research project is helping Honduran farmers evaluate fertilization strategies to increase food production while preserving natural resources. See story on page 9 and a related article on the environmental program of the Latin America and Caribbean Bureau on page 6.



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Front Lines

NEWS & FEATURES

THE FRONT LINES OF A LONG TWILIGHT STRUGGLE FOR FREEDOM—*John F. Kennedy*

2 Foreign Aid Funds Enacted

By Mananne O'Sullivan

3 Briefing Details Scope Of Drought

By Renee Bafalis and Ranta Russell

With southern Africa facing the worst drought this century, USAID assesses priority needs and coordinates relief efforts.

4 Emergency Airlifts Aid War Victims of Former Yugoslav Republic

By Renee Bafalis



5 Moroccan Town Makes Strides Toward 21st Century

By J. D. Deming

The town of Tetouan, Morocco, is benefiting from a USAID housing project and U.S. technical assistance designed to help the town develop its first water treatment plant.

6 Jim Hester: The Greening of USAID

By Stephanie Joyce



9 Research Agreement Helps Balance Food, Resource Needs in Honduras

By Tim McBride

10 Radio Education Adds Up to Opportunity for Bolivia's Students

By Ann Griffith

USAID/Bolivia's Radio Education Project is helping students—and teachers—gain new skills.

12 Workshop Studies Family Initiative

13 Fraud in Government Addressed

By Jim Wesberry

A USAID-sponsored teleconference addresses the issues of fraud and corruption in government and their adverse impact on democracy and economic development.

14 USAID Briefs

16 Where in the World?

17 New Audit Program Steps Up Accountability

By Bruce Crandlemire



Foreign Aid Funds Enacted

BY MARIANNE O'SULLIVAN

On April 1, one day after funding had expired for most foreign aid activities, the Congress passed and the president signed into law H.J. Res. 456 (P.L. 102-266), providing funding for foreign assistance programs for the last six months of fiscal 1992. The funding measure, which was supported by the president and the bipartisan congressional leadership, passed the Senate by a vote of 84 to 16, having been approved in the House by a vote of 275 to 131.

The stopgap appropriations bill (known as a Continuing Resolution or CR) extends funding for foreign aid programs through Sept. 30, at an annual rate of \$14.2 billion. Under the CR formula, most programs are funded at the lower of the fiscal 1991 or the fiscal 1992 House-passed levels. As an exception to this formula, the CR provides increased funding, which had been recommended in the House-passed fiscal 1992 appropriations bill, for USAID's Operating Expenses, the Operating Expenses for USAID's Inspector General, the Peace Corps, Migration and Refugee Assistance and the Foreign Service Retirement and Disability Fund.

For USAID's functional development assistance, the CR provides \$1,313,683,000, an increase of \$36.7 million above the request. Although funding was not appropriated to most of the traditional functional accounts, the population planning account was funded at \$250 million. The CR earmarks \$250 million from all Agency accounts (not just development

ACCOUNTS	AGENCY PROGRAMS (\$ Thousands)	
	FY 1992 REQUEST	FY 1992 CR*
FUNCTIONAL DEVELOPMENT ASSISTANCE (Population Planning)	1,277,000	1,313,683 (250,000)
Private Sector Investment Program		
Private Sector Investment Admin.	1,367	1,167
Private Sector Investment Subsidy	---	2,666
Private Sector Investment Limitation	(114,000)	(57,000)
Development Fund for Africa	800,000	800,000
American Schools & Hospitals Abroad	30,000	29,000
International Disaster Assistance	40,000	70,000
Housing Guaranty Programs		
Housing Guaranty Administration	7,000	7,139
Housing Guaranty Loan Subsidy	2,500	17,895
Housing Guaranties Limitation	(100,000)	(150,000)
Foreign Service Retirement & Disability	41,351	41,351
A.I.D. Operating Expenses (OE)	483,300	481,300
Inspector General's OE	37,739	37,739
Economic Support Fund	3,228,000	3,216,624
Special Assistance Initiatives		
MAI for the Philippines	160,000	100,000
Eastern Europe	400,000	359,695
International Fund for Ireland	---	20,000

* Does not include across-the-board cut of 1.4781% for discretionary accounts.

assistance) for child survival activities. Within development assistance, most of the fiscal 1991 earmarks were retained, although a number of last year's development earmarks and other legislative limitations were eliminated. Authority was again provided to deobligate and reobligate development assistance and Economic Support Funds (ESF) in fiscal 1992, while development assistance, with the exception of disaster assistance (which remains "no-year" money), was allowed to remain available until Sept. 30, 1993.

The Development Fund for Africa (DFA) was funded at last year's level of \$800 million, while Eastern Europe was also provided the fiscal 1991 level of \$369.675 million. The Multilateral Assistance Initiative for the Philippines was reduced from last year's level of \$160 million to \$100 million.

Economic Support Funds were appropriated \$3,216,624,000, a decrease of \$11,376,000 from the request. Within the ESF account, the CR retains last year's earmarks for Israel, Egypt, Cyprus, West Bank/Gaza and Lebanon, while deleting those for Jordan, Morocco, implementation of the Antarctic Protection Act and debt reduction for the University of Central America.

Although most foreign assistance programs were funded at last year's levels, the CR does provide the administration

with some flexibility to respond to the needs of the rapidly changing world that has resulted from the end of the Cold War. Most notably, the CR allows unearmarked ESF to be reprogrammed, subject to the congressional notification process, for the economic and democratic development of the former Soviet republics. Up to \$50 million of this amount is recommended to be used for agricultural commodities for the people of the former Soviet republics, with special emphasis on the nutritional needs of children and prenatal and postnatal women. Authority was also provided for USAID to use reprogrammed funds for the administrative costs of carrying out its new program in the former Soviet republics.

In an effort to allow USAID to meet its increased administrative costs, including those associated with managing expanded programs in Eastern Europe, the Baltic States, Cambodia and other areas, the CR provides \$481.3 million, \$2 million less than the request, for the Agency's Operating Expenses. Given the increased demands on its operating budget, it was crucial to USAID that its operating costs were increased above last year's amount. The CR, in order to offset increases in various accounts, reduced funding for virtually all discretionary accounts by 1.4781 percent. The figures used in this

(continued on page 5)

Briefing Details Scope of Drought

The drought is a double tragedy for the southern African people because it not only entails great human suffering but also holds serious economic and political implications for a region that encompasses many of the most promising developments on the African continent.

BY RENE BAFALIS
AND RANTA RUSSELL

The United States is speeding emergency relief to southern Africa to avert the effects of the most severe drought the region has seen this century.

Many southern African countries affected by drought in the past have relied on South Africa and Zimbabwe to provide food from their surplus stocks. This year, however, South Africa and Zimbabwe, along with Zambia, Malawi, Namibia, Mozambique, Angola, Botswana, Lesotho and Swaziland, have lost between 70 percent and 90 percent of their crops.

Preliminary estimates from USAID missions in the region and from the U.N. Food and Agriculture Organization indicate that needed food imports for the drought-stricken area will be at least four times normal levels.

"We estimate that at least 10 million metric tons of corn will need to be imported into the region over the next year to make up the shortfall," said John Hicks, acting assistant administrator for the Africa Bureau. South Africa alone needs four million metric tons. Although it can import this amount commercially, the rest of the region's poorer countries will need considerable donor assistance to avert a major humanitarian crisis.

"Conservatively, we estimate that these countries will need to import 3.4 million metric tons of corn, financed by the donors, by May of 1993 to meet minimum requirements," said Hicks.

"In addition to corn and other food

needs, substantial non-food assistance also will be required to effectively respond to this drought."

In February, Andrew Natsios, assistant administrator for the Bureau for Food and Humanitarian Assistance (FHA), attended an international donor conference in Brussels. At the meeting, Natsios brought the severity of the drought to the attention of the donor community.

"Although there are massive relief needs throughout Africa, the drought in southern Africa looms ahead as our newest unforeseen emergency," said Natsios. "There is no doubt that the United States and the

international donor community will be required to make tough choices in determining how to allocate relief resources in 1992."

USAID continues to make its response to the drought a high priority, coordinating relief efforts with the Department of State, the Department of Agriculture, the Office of Management and Budget and the White House.

In March, USAID formed three working groups, consisting of a steering committee and two subcommittees. These groups will

(continued on page 4)



In the situation room of the Office of U.S. Foreign Disaster Assistance, John Hicks (top left), acting assistant administrator of the Bureau for Africa, and Lois Richards (top right), deputy assistant administrator of the Bureau for Food and Humanitarian Assistance, brief reporters on U. S. efforts to respond to the worst drought to affect southern Africa this century.

Emergency Airlifts Aid War Victims Of Former Yugoslav Republic

The United States launched a two-day emergency airlift of food and other relief assistance to aid war victims in Bosnia-Herzegovina, a former Yugoslav republic.

Two C-141s, funded by USAID, arrived in Bosnia-Herzegovina April 18, and three additional flights arrived the following day.

The airlifts included food provided by the Department of Defense, 10,440 blankets from USAID's emergency stockpile in Leghorn, Italy, and emergency trauma medicines, provided by USAID through a grant to *Medecins Sans Frontieres (MSF)/Holland*. The cost of the operation, including supplies and transportation, is estimated at \$770,000.

The relief supplies will be turned over to the U.N. High Commissioner for Refugees and MSF/Holland to be distributed to those affected in Bosnia-Herzegovina.

"The United States is acutely concerned over the human cost of the conflict and has taken concrete steps over the last six months to alleviate the suffering of innocent victims affected by the fighting," said Andrew Natsios, assistant administrator for food and humanitarian assistance.

The United States has provided approximately \$9 million for a variety of relief activities in the former republics of Yugoslavia, including this latest initiative. A USAID-funded team from the International Rescue Committee has been working in the area assessing emergency needs since January.

—Renee Bafalis, press officer in the Office of External Affairs



(From left) Ralph Johnson, deputy assistant secretary of state; Dr. Aejup Ganich, member of the Bosnia presidency; Warren Zimmermann, U.S. ambassador to Yugoslavia; and Gus Kon-turas, country director of the International Rescue Committee, meet at the airport as U.S. supplies arrive in Bosnia-Herzegovina April 18.

Africa Drought

(from page 3)

expedite emergency assistance to the region. Two USAID assessment teams have been traveling throughout southern Africa during the last month assessing the magnitude of the drought and identifying priority needs for relief assistance in the areas of health and nutrition, emergency food aid, water and sanitation, and logistics.

While in the region, team members coordinated their efforts with USAID field missions and representatives from the World Food Program, the Food and Agriculture Organization and the World Bank, which also were conducting assessments.

In the area of food aid alone, the United States has, to date, allocated over 636,000 metric tons, valued at over \$212 million, for the region. Of that amount, 116,000 metric tons have either arrived in the region

or have been ordered. In addition to food assistance, the United States is preparing an initial \$12 million project to alleviate transportation bottlenecks in the region.

"Beyond food and logistical assistance, the United States is prepared to provide additional funding to alleviate the harsh impact on the medical infrastructure and supply system," said Lois Richards, deputy assistant administrator for FHA. "This funding will also help implement water projects in areas where large populations impose a serious burden on already scarce water resources."

The drought is a double tragedy for the southern African people because it not only entails great human suffering but also holds serious economic and political implications for a region that encompasses many of the most promising developments on the African continent.

Lack of foreign exchange earnings and

the added burden on government budgets will place increased pressures on economic reform programs vital to long-term development. Many countries in the region continue to pursue or have implemented landmark democratic reforms. Severe food shortages could threaten their capacity to carry through these impressive initiatives.

"The United States has begun efforts to coordinate its response with the international donor community, but the United States can meet only a portion of emergency needs," said Richards.

"To avert a major loss of human life, there must be continuing efforts on the part of all international donors and affected African countries themselves to deal with this crisis."

Bafalis is a press officer in the Office of External Affairs, and Russell is outreach specialist in the Africa Bureau.



During a recent visit to Morocco, Assistant Administrator for the Near East Reginald Brown (left) helps distribute keys and deeds to homes to residents of the Dersa-Samsa Housing Project, which was financed through USAID loan guarantees.

Moroccan Town Makes Strides Toward 21st Century

BY J. D. DEMING

The northern Moroccan town of Tetouan, a city of 300,000 near the Mediterranean coast, is pushing toward the 21st century with the help of USAID. In a January ceremony in Tetouan, Assistant Administrator for the Near East Reginald Brown and USAID/Morocco Mission Director Dennis Chandler handed out keys and deeds to homes at the Dersa-Samsa Housing Project, financed through USAID loan guarantees. The new homes allow Tetouan to tear down older, decayed areas in order to build new roads and sewer systems. The ceremony and the USAID project were covered widely in the Moroccan media.

In March, Tetouan's mayor and other city officials traveled to Raleigh, N.C., as part of Tetouan's plans to develop its first wastewater treatment plant. The city of Raleigh, noted for having one of the most advanced wastewater plants in the nation, signed an international agreement with Tetouan to provide technical expertise. USAID will help pay for the Raleigh technical assistance.

Following the Raleigh trip, the Tetouan delegation traveled to Washington, D.C., to brief Brown and the USAID Near East staff on Tetouan's progress.

Deming is a press officer in the Office of External Affairs.

Moroccans Promote Tourism

On the 50th anniversary of the film classic "Casablanca," Moroccan Minister of Tourism Abdelkader Benslimane came to America in April to promote increased trade and tourism ties with the United States. The minister attended "Casablanca" festivities in New York and met with the children of "Casablanca" star Ingrid Bergman.

Moroccan officials would like to see U.S. tourism in their country return to the high levels of the mid-1980s. Discussions to establish the first direct air links between the United States and Morocco are progressing and would mean increased business for U.S. air carriers.

Near East Bureau Assistant Administrator Reginald Brown, who met with Benslimane and Moroccan Ambassador Mohamed Belkhaty last month in Washington, D.C., noted, "I think this is the beginning of a beautiful friendship."

Foreign Aid

(from page 2)

article do not take into account this percentage reduction. Not subject to the percentage cut was \$270 million for Peacekeeping Operations, to be used primarily in support of U.N. activities in Cambodia.

The effect of the across-the-board reduction, coupled with the earmarks and funding directives associated with the CR, will limit the Agency's ability to fund many new foreign assistance initiatives during the final half of this fiscal year. Before adjourning this October, Congress will pass another foreign aid funding measure for fiscal 1993.

O'Sullivan is chief of the Program Presentation and Legislative Projects Division, Bureau for Legislative Affairs.

Jim Hester

The Greening of USAID

BY STEPHANIE JOYCE

Environmentalism was something people whispered about furtively in the halls," says Jim Hester. "It was controversial, an unknown factor. Many people were afraid it might slow or stop their projects although there were a few who privately 'confessed' their support."

That was back in 1979, when Hester began his career at USAID as deputy environmental officer in the Bureau for Africa. Back then colleagues and countries had to be coaxed into thinking "green," says Hester. "I was among the first professional environmentalists in the Agency. People considered ecology just another special interest."

Things have changed. Hester, now the chief of the Environment, Energy and Science Staff in the Agency's Bureau for Latin America and the Caribbean, has seen environmentalism grow into a basic and permanent principle of USAID's development programs. Today other government agencies—and other governments—consult regularly with Hester to learn of the innovative, ecologically sound development strategies that he helped to forge.

"I like to think I had a part in the changes," says the soft-spoken Hester, who is folded into a chair in an office decorated with wildlife artwork and piled with tidy stacks of papers and documents. "I was luckier than most folks; I knew what I wanted to do, and I took advantage of opportunities."

Hester began his career simply, by following his nose, beginning in college. He started in economics "for about three months. Then I found that I enjoyed science more." He studied geology and liberal arts at Franklin and Marshall College and was awarded a bachelor's degree with honors in geology. He followed with a master's in environmen-

tal planning at the University of Pennsylvania. "Somehow I wound up going to two schools started by Ben Franklin," he muses.

"My education gave me exposure across a wide range of disciplines," says Hester. "That's what development is—science, economics, law, design, sociology, environment—woven together to form a whole."

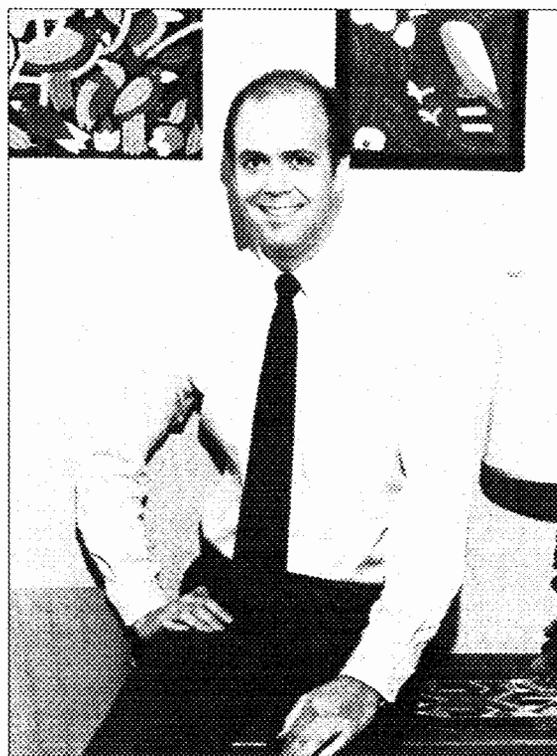
After starting his career as an environmental planner with a large architecture firm, Hester moved to government work to maximize his contributions to environmental development. He got his first taste at the Baltimore County Health Department, where he worked for three years as senior water quality planner and passed his entrance exam to become a member of the American Institute of Certified Planners. He says the issues for developers in Baltimore County resemble those he faced later, in his international work.

"You have the same broad range of situations—rural, urban, lowlands, highlands, coastal areas," says Hester. "You have poverty and serious environmental problems along with politics and a lack of funds. It's not that big a jump between development issues in the United States and those in developing countries."

The bigger jump—and the bigger reward—lay in the complexity and scale of international work. This wider influence was what attracted Hester to USAID. "You don't have direct access—you communicate mostly with field officers who work with officials of other governments," says Hester. "The effect of your work is less visible. But the impact is greater."

Hester started in the Agency's Bureau for Africa in 1979 as a Foreign Service officer. But there were no overseas positions for environmentalists when he was due for rotation in 1982—so he stayed in Washington and switched to Civil Service status.

He hasn't regretted it. "Working in



Jim Hester: "Environmentalism has become a critical social and political issue in developing nations. . . . countries want our help—and when both sides have the same priorities, we can surmount our difficulties."

Washington, you can influence programs in many regions," he says. "Also there's collaboration with U.S. government agencies, Congress, non-governmental organizations and others."

On visits to African, Latin American and Caribbean countries, Hester says he never gets used to the effect of poverty and need on tropical landscapes. "There's pollution, deforestation, desertification, erosion. I've seen huge charred and smoking clear-cuts that look like the bomb hit," he says. "It makes you work all the harder—and you can't just tell them to stop. You have to find a creative solution, one that's environmentally sound and economically acceptable. That's what we're all about."

In the late '70s and early '80s, environmentalism often was met with some dread; Hester had to wheedle support from the countries he dealt with. "You had to interest the right people, give special recognition, provide resources—through agen-

cies here and there in the countries involved—and enforce the Agency's environmental regulations. It was a kind of carrot-and-stick approach," says Hester.

In 1982 Hester moved to the Agency's Bureau for Latin America and the Caribbean, where he has risen to become the chief of the Environment, Energy and Science Staff. Working with a seven-member home staff and seven field officers—and cooperating with private and government agencies here and abroad, Hester oversees the environmental energy and technology aspects of USAID's programs in the 28 countries in the region that receive assistance.

Environmentalism has come a long way during Hester's tenure in LAC. The LAC Bureau's budget has expanded from less than \$10 million to more than \$75 million. Several missions now include full-time environmental officers. Regulation 16—which requires an environmental impact review before new projects can begin—has made environmental viability a springboard for fledgling projects.

Influencing environmental policy, says Hester, means collaboration with other institutions. He represents USAID on the President's Environment for the Americas Board, as part of the Enterprise for the Americas Initiative (a free-trade/investment/debt reduction plan for the Western Hemisphere). Working with members from government and private agencies, he recently helped design and negotiate the first bilateral environmental framework agreements in Jamaica, Chile and Bolivia. These agreements use debt reduction given in exchange for economic reform to generate local-currency environmental trust funds, run primarily by local non-governmental organizations that help adapt programs to their country's needs.

Hester also has become something of a training specialist. Each year he serves as a faculty member for a privately sponsored program for federal decision-makers. The program, conducted in the Costa Rican countryside, shows some 20 congressional staffers what environmental development means when it's up close.

"Many staffers involved in writing environmental legislation have never seen a

rain forest and development project. We take them to the forest, show them the poisonous snakes and exotic birds. They get all wet in the rain and up to their knees in mud. We show them USAID projects, Inter-American Development Bank projects, government of Costa Rica projects, private projects; they watch sea turtles laying their eggs and folks poaching the eggs; they talk to *campesinos*, local environmentalists, religious leaders, high

says Hester. "It's wonderful to see them catch afire with a sense of purpose.

"I feel a little guilty, though. The program spoils them—not one of mine has gone back to academia. They've stayed at USAID or gone on to other institutions working with the Agency. I give them all they can handle and then a little more, and they get a little crispy around the edges. But they never get bored."

Hester hopes that his humanistic man-

"The secret is to aim at policy change through cooperation between the public and private sectors. Counterproductive policies cause environmental problems, and neither governments nor the private sector—U.S. or host country—can provide solutions or enough money to do it by themselves."

government officials and businessmen—so they see that environment and development involve the whole spectrum of society.

"This program exposes staffers to the realities of the field," says Hester. "And it introduces them to a broader network of staffers—without the problem of party politics. Also, it gives them an idea of what USAID programs are really about."

Hester's contribution to Agency environmental development policies has earned him medals: the bronze Meritorious Honor Award in 1983 and the silver Superior Honor Award in 1988. He's proudest, though, of his contribution to the science and diplomacy fellowship program for the American Association for the Advancement of Sciences (AAAS). These fellowships are awarded to post-doctoral candidates each year. Hester mentors the fellows through the transition from academia to Agency work—then he lets them run. He has mentored fellows for a longer time than anyone else in USAID and is in the process of selecting his ninth one. "I give them real programs to design, real decisions to make—and the support to carry through. They see science applied and working, and they begin to understand how it fits in the development process,"

agement style, which he refined at the Executive Excellence program at the Federal Executive Institute, helps his staff retain their idealism. "People tend to perform at the level of expectation. So I give real responsibilities—then give full support and then some guidance if it's needed. I explain what our goals are. My staff is fabulous and totally committed. Equally important is the support I have had over the years from the LAC management team, especially Ambassador Jim Michel and Elena Brineman [deputy director of LAC's Office of Development Resources]."

A single parent to his 8-year-old son, Ian, he also finds time to serve on the Board of Directors of the Montessori school he helped start and to serve on the Board of Appeals in Laurel, Md. Hester experienced the democratic process earlier this year by running for a seat on the Laurel City Council—"I lost but got 31 percent of the vote, which is pretty good for a first-time candidate; I'll do better next time." He runs and plays tennis; he's learned to figure skate—"I have the bruises to prove it," he says with a smile.

"You have to give up some things

(continued on page 8)

U.S. Funds Medical Help for Hungary's Children with Cancer

Assistant Administrator for Europe Carol Adelman (left) discusses the Pediatric Oncology Outreach to Hungary (POOH) Program with Ariel Baker, project manager of POOH at the University of Kansas Medical Center, and Dr. Frederick Holmes, the project's principal investigator. Through a \$2.3 million, three-year grant, USAID is helping to reduce deaths of children with cancer in Hungary by transferring knowledge and technology readily available in the United States. The Hungarian partners of POOH are Semmelweis University and the National Institute of Neurosurgery in Budapest. The Voice of America reported on the visit of Baker and Dr. Holmes to Hungary in conjunction with the project.



Hester

(from page 7)

because there aren't enough hours in the week. I recently gave up my volunteer work in the Civil Air Patrol for the time being—I was a captain and pilot flying Air Force search and rescue missions," he says.

Hester says that despite budget restraints and setbacks, he remains optimistic about the future of environmental development. "The UNCED [U.N. Conference on Environment and Development] conference this June with more than 80 heads of state expected is just the next step. Environmentalism has become a critical social and political issue in developing nations. We've come a long way in Latin America and the Caribbean, incorporating and sustaining environmentally appropriate development. LAC countries want our help—and when both sides have the same priorities, we can surmount our difficulties."

Hester also is proud of USAID's growing prestige as an innovator in environmental development. "Governments and the private sector come in to ask questions and collect materials. They all want to know the same thing—how does USAID do it?"

Hester feels that the Agency's leader-

ship in environmental development has come about naturally. "We're experienced and prepared, and we have overseas offices. LAC environmental programs are not only on the cutting edge—they frequently are the cutting edge of development," he says. These programs are encouraged and supported by the bureau's Strategic Objective Statement, which singles out environment as one of the four basic approaches to broadly based, sustainable economic development. As a result, the environment has been incorporated by most LAC missions as one of their strategic objectives.

Hester notes that the Agency has recently completed its new 10-year environmental strategy. Under it, the majority of new environmental programs will fall under five priority areas: conservation of tropical forests and other critical habitats for biological diversity; reduction of urban and industrial pollution; environmentally sustainable agricultural practices; improved management and protection of water and coastal resources; and promotion of environmentally sound energy production and use.

Hester points out, "The secret is to aim at policy change through cooperation between the public and private sectors.

Counterproductive policies cause environmental problems, and neither governments nor the private sector—U.S. or host country—can provide solutions or enough money to do it by themselves. Both the non-governmental organizations (NGOs) and for-profit groups, both U.S. and host country, have important roles. Without all of them being committed, it just doesn't work."

Getting the U.S. environmental NGOs to work together with USAID was one of his early accomplishments — "I remember the first meeting I called with them. I had them in a State Department conference room, and they arranged themselves around the room and eyed each other like crabs in a basket." They work together on Agency projects pretty well now, especially since there is no shortage of work. LAC has developed a general policy of a dollar-for-dollar matching requirement for the U.S.-based NGOs. That stretches the money and ensures the NGOs long-term commitment as equal partners in the programs.

"I can't think of another place I'd want to be right now," says Hester.

Joyce is a freelance writer specializing in environment and health issues.



Research Agreement Helps Balance Food, Resource Needs in Honduras

BY TIM MCBRIDE

Along the steepplands of Honduras, food production and conservation require a careful balance. Recently, a memorandum of agreement was signed between USAID and the government of Honduras to help maintain this balance.

The Agency's Collaborative Research Support Program (CRSP) in Soil Management (TropSoils) signed a cooperative agreement with Mario Nufio Gamero, the Honduran minister of natural resources, to increase food production in Honduras and enhance the natural resources upon which sustained production depends.

TropSoils joins three other CRSPs currently working in Honduras—bean and cowpea, pond dynamics and sorghum millet. The four CRSPs will increase collaboration into a single focused program. "Honduras offers a complex environment that inter-CRSP activities are designed to

address," says Roger Hanson, management director of the soil management CRSP. "Hillsides, crops, fisheries, they're all interrelated. Managing them responsibly requires a wide range of expertise that the cooperative agreement is intended to assemble." The need for this collaboration and efficiency in Honduras is particularly acute. According to USAID estimates, deforestation is occurring at a rate of 10,000 hectares per year. "As the environment is degraded, agricultural productivity declines," Hanson observes. "And when that happens the human toll can be devastating. Estimates suggest that in some regions of Honduras 70 percent of the preschool children suffer from malnutrition, and 30 percent of these cases will reach second- or third-degree levels."

The soil CRSP's Honduran agreement, which was signed in January, focuses on steeppland management, phosphorus deficiency and maize-legume interseeding.

As population pressures force farmers onto fragile hillsides, erosion becomes a serious obstacle to sustainable agriculture. Silt from this run-off also is harmful to shrimp estuaries downstream. TropSoils will monitor long-term changes in soil properties, soil hydrological characteristics and crop performance.

The soil management CRSP will evaluate four methods of reducing run-off and erosion—contour hedgerows using tree legumes,

contour grass strips, stone barriers and a combination of graded terraces and vegetative barriers. Each method will be assessed at the field, watershed, household and community levels. "To make soil and water conservation more attractive," Hanson says, "improved agronomic practices must offer sustainability, diversity and increased productivity to small farmers."

Honduran soils tend to fix phosphorus, making it unavailable to plants. With support from the Texas Gulf Corporation, TropSoils will evaluate the potential use of North Carolina phosphate rocks as means of overcoming this constraint in Honduras, as well as in Panama and Costa Rica. Researchers will compare phosphate rocks to other sources of fertilizer phosphate.

In addition, researchers will conduct greenhouse trials to refine recommendations for soils derived from volcanic ash. Technologies generated from these trials will be used to fine-tune fertilizer recommendations for the Ministry of Natural Resources and other soils laboratories.

Research on interseeding and rotating legumes with maize has been one of the major thrusts of the International Maize and Wheat Improvement Center's (CIMMYT) Strategic Agronomic Trials. Regional tests have assessed the impact of early and late legume interseedings on maize yields. They also have determined that legumes help to control weeds, provide grain and fodder, symbiotically fix the nitrogen supply, recycle nutrients and conserve the soil.

TropSoils will collaborate with the Ministry of Natural Resources and CIMMYT to assess the relationship between maize and legume associations and soil conservation. Such information is crucial if farmers throughout the country are to adopt the new practices.

McBride is editor for TropSoils.



At the signing of the memorandum of agreement at North Carolina State University, (from left) North Carolina officials Roger Hanson, Eugene Kamprath and Durward Bateman are shown with Honduran Minister of Natural Resources Mario Nufio Gamero.

Radio Education Adds Up to Opportunity for Bolivia's Students

BY ANN GRIFFITH

USAID/Bolivia's Radio Education Project fulfills every project officer's dream. It is high impact and cost effective. Moreover, it is enjoyed and appreciated by Bolivian teachers and students who have acquired new skills and gained confidence through the program's innovative learning techniques.

About 40,000 Bolivian students in grades two through five are taking daily math classes through the project, which is based on the Interactive Radio Instruction method developed in Nicaragua in 1974. Since then radio instruction has proved to be an effective mechanism for improving the quality and accessibility of education in many countries.

Interactive Radio Instruction was introduced to Bolivia in 1987, with the financial support of the mission's Health and Human Resources Office. The project was carried out in schools run by Fe y Alegria, a non-governmental organization, with the agreement of Bolivia's Ministry of Education. The second grade radio math program from Nicaragua initially was used as a basis for the Bolivia mission's Radio Education Project. Under the guidance of Michelle Fryer, a resident technical adviser provided through the project's U.S. contractor, The Education Development Center, the Fe y Alegria project team made minor changes to make the program linguistically and culturally applicable. The confidence and experience the team acquired working with the methodology in the first phase of the project

allowed them to focus primarily on the curriculum when designing programs for third and fourth grades. The fifth grade program was developed entirely in Bolivia, and the students have been as excited and as receptive as at the other grade levels. All programs are broadcast in Spanish.

Although many teachers are at first fearful that they will be replaced by the radio, they soon realize just how crucial their active involvement is to the success of the math lessons. During each 25-minute radio broadcast there is a fast-moving dialogue between the radio instructor, the pupils and the classroom teacher. The children respond, either in writing or orally, every 10 to 20 seconds. The lessons are full of diverse activities,

including singing and physical exercises as well as math calculations. The teachers report that students are eager to participate and relate to the radio teacher as though he actually is present.

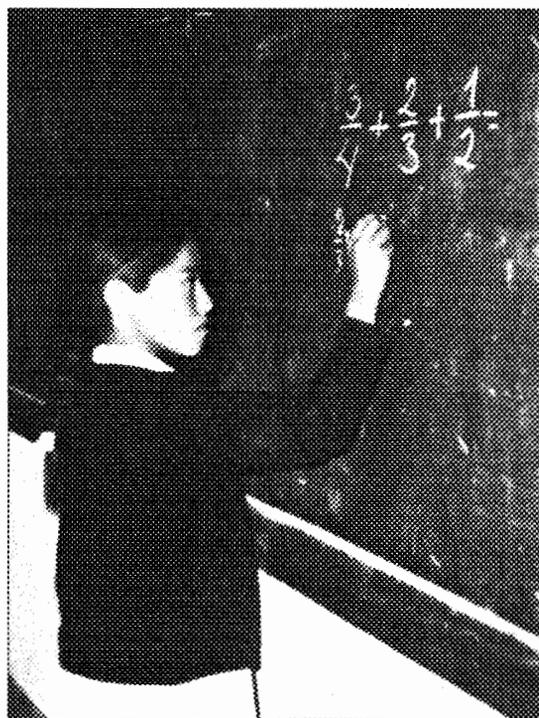
The principal of El Salvador School in Cochabamba has found that the programs "invite creativity from both teachers and pupils... and encourage the teachers to be creative in other classes." Valentina Llanos and Ruth Flores, teachers in Obispo Anaya School, confirm that they adapt the methodology to their teaching of science and other subjects.

This informal "teacher training" is of particular importance, because in Bolivia teachers often are poorly educated and receive little or no training themselves. In addition, salaries are low, strikes are common, and

many teachers work under difficult conditions in isolated areas. So the Interactive Radio Instruction programs have an additional benefit of helping to boost teacher confidence and morale. The teachers who are involved in the math program feel that this is something special for them, particularly as they receive frequent visits from the project staff and also participate in a training course.

In this large, diverse country, radio serves as a strong unifying factor and is an ideal vehicle for delivering uniform educational instruction. The project's radio network is well developed, and the 20 radio stations currently broadcasting the math programs are enthusiastic about the project. For example, the director of Radio 2 de Febrero in Rurrenabaque, a station in the remote tropical zone of the Beni, donated free radio spots and airtime to advertise the program.

There are occasional problems with receiving the transmissions in the mountainous areas, and some schools don't have enough radios for each participating



After a math session on the radio, a student practices adding fractions.



Students pose with one of their favorite instructors—the radio.

class. At the El Salvador School, a loudspeaker is connected to the radio and broadcast into another classroom. At Obispo Anaya School, at the end of the lesson a student runs with the radio from one class to another.

No education project can be deemed a success unless the students learn effectively. According to Fryer, "There has been a significant increase in students' understanding of basic mathematical concepts." Project evaluations and the teachers' comments also bear this out. Gloria Esposito in Tacata claims that since the Radio Education Project began, "I have not heard a child say 'I don't like math;' they are learning math in a way I've not seen before in 32 years of teaching." And according to a World Bank case study prepared in September 1990, "the Radio Education Project ... is increasing the rate of learning by a remarkable 50 percent."

Radio education provides mathematics instruction in five periods a week, at a cost of \$14.04 per child per year, whereas the traditional mathematics instruction costs \$15.60 per child annually, for six periods a week. Not only is radio education less costly, its efficient instruction delivery frees one period a week for other learning activities.

In 1989, encouraged by the success of the radio math program, tests were carried out through the program by the Education Devel-

opment Center and Fe y Alegria to assess the feasibility of using the Interactive Radio Instruction method to teach basic primary health concepts and practices to primary school-age children. (Health education currently is not part of the official curriculum in Bolivia.)

The pilot health program introduced in 1990 is aimed at 8- to 13-year-olds. Children in this age group often take care of their siblings, offering the program a unique opportunity to use children as educators, passing on their new knowledge to family members.

A 10-lesson course was developed that could be taught once a week during science or other classes, and the method was altered to facilitate a more active role by the classroom teacher. Activities related to hygiene, household sanitation and child caretaking were selected for the program. After a careful study of local beliefs and practices in these areas, a team of specialists developed lessons that included programs on recognizing the symptoms of diarrhea and dehydration, preparing and administering rehydration fluids and purifying water. In addition, more emphasis was placed on individual response and use of roleplaying and storytelling.

The evaluation of this pilot health program indicates a marked improvement in the students' understanding of all the concepts taught and a positive impact on the children's health practices. Children remember accurately how to mix and administer oral rehydration therapy (ORT)

In this large, diverse country, radio serves as a strong unifying factor and is an ideal vehicle for delivering uniform educational instruction.

and how to make a water filter. They also remember and sing the course's instructive songs enthusiastically. Many have used ORT when siblings or neighbors were sick and are proud that they have taught others to use it. In some schools where the pilot was carried out, there are plans to re-use the health education lessons as a part of a plan to combat the threat of cholera.

"The content and methodology of this program could easily be adapted for other countries," says mission nutrition education specialist Judiann McNulty. "It would only need to be altered so that it would be culture- and environment-specific."

Many factors have contributed to the success of the Radio Education Project. The programs are well produced, monitored effectively and meet an obvious need through a popular medium. In addition, all those participating in the program, from education specialists to classroom teachers to the children, have demonstrated enthusiasm and commitment to the project.

Bolivia's Ministry of Education now is planning to incorporate the math and health radio programs into the national curriculum by 1994. USAID will continue to provide support and technical advice during this transition period so that the national program will be ready by the target date.

Griffith is a writer living in Bolivia.



Workshop Studies Family Initiative

USAID and the Advisory Committee on Voluntary Foreign Aid (ACVFA) sponsored a workshop Feb. 27 entitled "Working With the Private and Voluntary Community to Implement the Family and Development Initiative."

The meeting, attended by 80 representatives from private voluntary organizations (PVOs) and USAID, provided an opportunity to share experiences and information.

John Costello, ACVFA chairman, opened the meeting by stressing the relevance of the family system in development and how it was integral to the work of many PVOs.

Richard Bissell, assistant administrator for the Bureau for Research and Development, highlighted two goals of the Agency's Family and Development Initiative: providing families with more and better choices and facilitating family members' participation in the development process. Bissell said the response to this initiative had exceeded his expectations, "suggesting that the concept of the family system as a critical link in development had resonated true with many."

He underscored that the implementation of the initiative should be "a partnership between USAID and people in developing countries, and between USAID and the PVOs."

Monique Cohen, coordinator of the Family and Development Initiative and moderator of the workshop, said that the design and implementation of programs and policies should take into account family dynamics—the way families view their own development and the strategies they use to raise their living standards.

Cohen reviewed the premises underlying the initiative: that the family is culturally defined; that USAID does not advocate any ideal family type; and that

the initiative is applicable to all sectors.

Representatives of four PVOs discussed how they integrate the family system into their activities. Larry Frankel of CARE argued that focusing on a single production activity—a crop or small enterprise—overlooks the complexity of the household economy. Understanding how families make decisions and how they assess risk given their limited resources is becoming an important factor in achieving CARE's goals.

CARE is developing a new project approach that will focus on the household as a unit of analysis.

Phoebe Lansdale of the Pan American Development Foundation (PADF) said that recognizing the needs and participation of family members in the project design stage has led to positive results in an agroforestry program in Haiti.

In Haiti, PADF stressed income, not just conservation, as an important strategy driving erosion control. Tree types were therefore chosen in response to household needs as well as agro-climatic conditions. Lansdale's presentation sparked debate on the importance of women in determining family dynamics and the need to ensure that working with families will strengthen, not weaken, women's positions.

Judith Hermansen of the Cooperative Housing Foundation (CHF) described a USAID project in Cote d'Ivoire that mobilized families to collect their own trash. Large piles of garbage were a health threat, especially to children, in the squatter community of Alladjan in Abidjan.

With assistance from CHF, a local non-governmental organization helped set up a community-run "private and local" collection service paid for by resident families. Local residents are employed as garbage collectors; children are responsible for bringing the family trash to collection points; and the municipality collects the solid waste from dumpsters located outside the community.

Today, the project appears to be self-sustaining and is being replicated in the city by other squatter communities.

Participation by all family members is also an important underlying principle in

USAID's Nutrition Communication Project, described by Claudia Fishman of the Academy for Educational Development. Although women may be key to children's nutritional status, men often control the resources and determine intra-household food allocation.

The project, therefore, focuses on educating men about the nutritional needs of the women in their lives—wives, daughters or mothers—and the link between their children's nutritional needs and the long-term goals of investment in their children.

Small discussion groups also stressed the importance of looking at the family system at the beginning of the project design process. This includes recognizing the family's complexity as a decision-making unit, intrahousehold resource allocation and the importance of the cultural context of the family as an influence on individual participation in economic and social development.

Targeting resources to the individual in the family who can best use them must be based not only on gender and intergenerational analyses, but also on an increased understanding of long- vs. short-term household goals.

—Bureau for Research and Development,
Office of the Assistant Administrator

Understanding how families make decisions and how they assess risk given their limited resources is becoming an important factor in achieving . . . goals.

Fraud in Government Addressed

BY JIM WESBERRY

For the first time the delicate issues of fraud and corruption in government were addressed simultaneously in many countries, with international participation and interaction. An estimated audience of more than 10,000 people in the Western Hemisphere participated in the Second Inter-American Conference on the Problems of Fraud and Corruption in Government.

The conference—RESPONDACON II—was telecast via INTELSAT on Feb. 27 and 28. The goal of RESPONDACON II was to inform the public how corruption in government stalls progress in democracy and economic development.

The teleconference, financially supported by USAID, featured the presidents of three countries, high-level public officials concerned about corruption, key investigators of the BCCI (Bank of Credit and Commerce International) scandal, members of the press and leading personalities of inter-American organizations. USAID's role in the teleconference provided a forecast of how the Agency will conduct such major events in the 21st century, permitting a greater number of participants to interact at a much lower cost per person. RESPONDACON II was transmitted via satellite from studios in Miami with direct uplinks from Argentina and Panama and was broadcast on national television networks in Brazil, Paraguay, Peru and Costa Rica, as well as cable channels in several other countries. At least 15 countries in Europe, Asia and Africa also downlinked the teleconference.

During morning telecasts via satellite, participants, ranging from senators and judges to journalists and ordinary citizens, were able to question speakers and panelists via on-the-air telephone links. Afternoon live sessions at each location featured local speakers and working sessions to discuss each country's own problems and possible solutions. Viewer sites were set up

in 15 Spanish-speaking and five English-speaking countries.

Presidents Carlos Menem of Argentina, Violeta Chamorro of Nicaragua and Alberto Fujimori of Peru signified their recognition of the importance of the teleconference through videotaped messages.

President Menem likened corruption, money laundering and tax evasion to treason, stating that overstaffing and years of self-serving legislation had created a sys-

“Our city is tiny, but we want to fight fraud and corruption in government.”

tem that must be dismantled. He called for deregulation and government reform. Menem asked citizens to denounce fraud and corruption and make use of a free press.

President Chamorro also called for transparency in government and equated reliable, accountable government with democracy and economic development.

Comptroller General of Panama Ruben Carles and Luis Moreno Ocampo, prosecuting attorney of Argentina, addressed the conference directly via satellite uplinks from their respective countries. In addition, a long list of eminent personalities traveled to Miami to participate in the conference.

The BCCI case, the largest bank fraud in history, was a subject on the first day of the conference, with a video discussion by Professor Gerald Caiden of the University of Southern California, followed by live presentations by James Ring Adams, co-author of “A Full Service Bank: How BCCI Stole Billions Around the World,” Jack Blum, former special investigator for the U.S. Senate Foreign Relations Committee, who developed some of the first evidence against BCCI; and David McKean, investigator for Sen. John Kerry's (D-Mass.) Subcommittee on Terrorism, Narcotics and

International Affairs. A roundtable discussion followed. Panelists concluded that about 10 percent of the BCCI case has been unearthed and much more is yet to come.

On the second day, Deputy Director of the U.S. Treasury's Office of Financial Enforcement Carlos Correa discussed money laundering; Professor Anthony Maingot of Florida International University explored the impact of corruption on development; journalist Eduardo Palmer addressed possible solutions to corruption; and Bob Jackson of the Los Angeles Times discussed the media's role in fighting corruption, giving a firsthand account of the Noriega trial, which he covered.

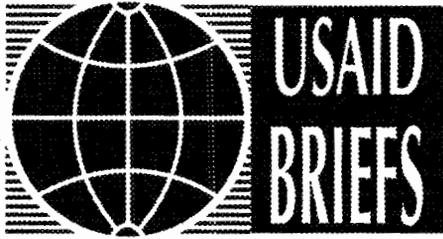
The live discussion sessions varied in each country. For example, in Costa Rica for two hours each afternoon, officials discussed fraud and corruption issues as specifically applicable in that country. The president of the Association of Certified Public Accountants of the province of Tolima, located in Ibague, Colombia, where a group participated via cable TV, said, “Our city is tiny, but we want to fight fraud and corruption in government.”

RESPONDACON II was co-sponsored by 21 regional professional associations, nine of which are inter-American in scope, embracing the disciplines of law, accounting, budgeting, economics and the press, as well as public and private administration.

USAID's Latin American and Caribbean Regional Financial Management Improvement Project financed central administration and technical support. INTELSAT granted satellite time valued at over \$500,000 for the event. Videotapes of RESPONDACON II are available.

For further information, contact Jim Wesberry, AID/LAC/DI, room 3253 NS, Washington, D.C. 20523-0025, fax (202) 647-4791, telephone (202)647-0233.

Wesberry is senior financial management adviser in the Bureau for Latin America and the Caribbean.



Blackman Heads Private Enterprise



Ralph Blackman has been named to head the Bureau for Private Enterprise.

Blackman, who assumed his duties March 23, will direct a worldwide program which encourages and

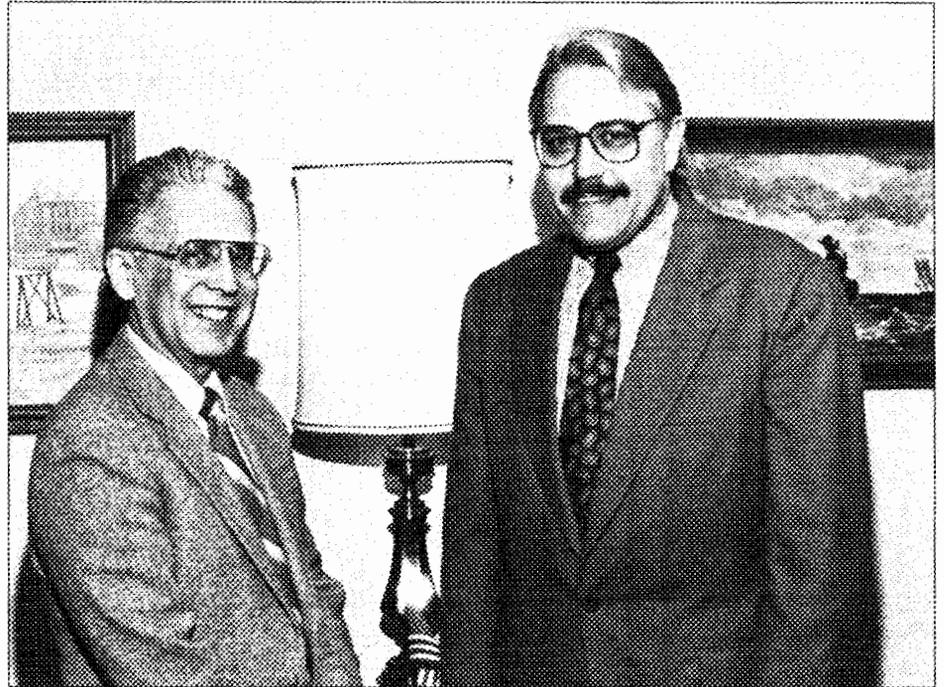
supports sustainable economic growth in countries in transition to market economies by applying market principles and private sector solutions to development needs.

Before joining USAID, Blackman headed Public Access Inc., which provides public affairs assistance, communications consulting and international trade-related services to corporate and non-profit clients. A branch office in Budapest, Hungary, helps American companies enter markets in Eastern Europe.

In 1986 Blackman was associate director of the White House Conference on Small Business and organized conferences in the 50 states and the District of Columbia. Prior to joining the conference he was director of business programs at the Republican National Committee.

Before coming to Washington, Blackman served as an administrative assistant to Gov. Jim Thompson and as legislative assistant to the speaker of the Illinois House of Representatives.

He received a bachelor's degree in 1975 in political science from Western Illinois University and a master's degree in public administration from Sangamon State University in 1976.



People at USAID

Two USAID employees recently were recognized by the U.S. Department of Agriculture (USDA) with the International Honor Award. Loren Schulze (right), agribusiness officer for the Bureau for Europe, was honored for his personal contribution to better understanding and cooperation between USDA and USAID when he was assigned to the Bureau for Research and Development's Office of Agriculture. Maury Brown, director of the Office of Development Information in the Policy Directorate's Center for Development Information and Evaluation, was recognized for his contribution in support of USDA's technical information program, helping to ensure that USAID staff have access to USDA research.

Development Ed Conference Set

The Eighth Annual National Development Education Conference will focus on "New Global Realities: Communicating the Opportunities and Challenges." The USAID-sponsored conference will be held June 14-17 in Atlanta, Ga.

The fee for the conference is \$300 and is due May 15. For registration materials, call Automation Research Systems, Ltd., at (703)824-9547, or fax (703)671-3562 or write: Attention USAID conference manager, 4501 Ford Avenue, Suite 1100, Alexandria, Va. 22302.

IN MEMORIAM

Hal O. Hall, 84, died of Alzheimer's Disease March 22 at the Louisa Health Care Center in Louisa, Va.

Frank E. Pinder II, 84, died of cancer March 15 at his home in Chevy Chase, Md.

Elaine Carr Souliades, 77, died of cancer April 5 at the Hospice of Northern Virginia.

Raymond Edward Stadelman, died of natural causes Aug. 13, 1991, in Austin, Texas.

Alex S. Ward, 78, died of a heart attack Feb. 13 at his home in Darlington, S.C.

Williams Named Representative To Chad

Anne E. M. Williams, a career Foreign Service officer, was sworn in April 15 as the Agency's representative to Chad.

In her new position, Williams will direct a development assistance program which this year is providing \$13 million and focuses on agriculture and health in this Sahelian country in West Africa. Nearly twice the size of Texas, Chad has a population of over 5 million.

Born in Minneapolis, Minn., Williams joined USAID in 1979 as the regional legal adviser to southern Africa based in Swaziland. Her last overseas assignment was as the USAID representative to Guinea-Bissau. Her most recent assignment was in Washington, D.C., where she was democ-



racy and governance adviser for the Africa Bureau.

Williams received her law and master's degrees from the State University of New York at Buffalo. She also has a graduate diploma in education from Makerere University College in Uganda and a bachelor's degree from Mount Holyoke College.

Williams has two daughters, Malaika and Tara.

Machmer Heads Afghan Affairs

Frederick Machmer Jr., a 24-year veteran of USAID, was sworn in March 26 as the Agency's representative for Afghan Affairs.



Machmer, who has served as mission director to Sudan since June 1990, will direct a \$60 million humanitarian assistance program for the people of war-torn Afghanistan.

Before being assigned to Sudan, Machmer served in Lebanon, overseeing U.S. humanitarian assistance programs in the midst of the continuing turmoil there.

Machmer volunteered for duty in Lebanon in 1988 after completing a tour in Ethiopia where he oversaw food relief operations through the famines that devastated that country in the midst of a major civil war.

USAID's Afghan assistance program is based in Pakistan, providing primary health care, primary education, agricultural assistance, food aid and de-mining activities across the border.

Machmer joined USAID in 1968 as an International Development Intern stationed in Liberia. From 1971 to 1974 he served in the Tanzania mission before being reassigned to Washington as desk officer for the Ethiopia program. Returning overseas in 1976, Machmer served as a program officer in Sudan and, subsequently, as a rural development manager in Indonesia.

A native of Selinsgrove, Pa., Machmer has a bachelor's degree in English and history from Mount Union College and a law degree from Cornell University.

Benedict New Director to Cameroon

Peter Benedict, a career Foreign Service officer, was sworn in April 8 as the Agency's mission director to Cameroon.

Benedict, who has 22 years of experience in international development, will direct a \$24 million economic assistance program in Cameroon. The program includes coffee and fertilizer marketing reforms, a free trade zone project, agricultural research and education, and child survival and family planning activities.

Cameroon gained its independence from France in 1960. This West African country, which has a population of 11.5 million people, is bounded by Nigeria, Chad, the Central African Republic, the Congo, Gabon and Equatorial Guinea.

Benedict, a Chicago native, joined USAID in 1976 after six years with the Ford Foundation. He has spent most of his Foreign Service career in Africa, serving as mission director in Mauritania from 1981-84 and in Niger from 1984-87.

Since returning to Washington, Benedict

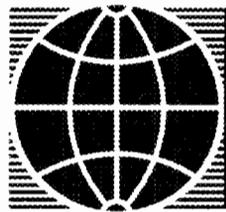


has served as the director of the Asia and Near East Office of Development Planning and director of the Office of Middle East and North African Affairs.

Benedict received a bachelor's degree in history from Loyola University in Chicago and a master's in social anthropology and a doctorate in economic anthropology from the University of Chicago.

Benedict and his wife, Page, are residents of Falls Church, Va.

WHERE



In the World
Are USAID
Employees?

MOVED ON

Brown, Delcine, COMP/YOC/COOP
Mahoney, Thomas, EUR/RME/ECA/PDS
McCrae, Michelle, COMP/YOC/COOP
Patten, Mary Greta, FHA/OFDA/DRD
Sahlin, William, COMP/NE/OJT
Shelton, Tawana, COMP/CS/RECRUIT
Smith, Jeanette, R&D/PO/AE
Way, Ann, R&D/POP/R
Yu, Alice, RDO/Caribbean

PROMOTED

Aguilar-Tomas, Norma, ASIA/DR, secretary typist
Alford, Annalisa, ASIA/DR/TR, secretary typist
Blackwell, Barbara Jo, FHA/MGT, administrative officer
Braxton, Annette, POL/CDIE/DI, secretary typist
Britan, Gerald, POL/CDIE/E/SS, supervisory social science analyst
Burks, Cecelia, AFR/ONI/FMO, program analyst
Chambers, Andrea, PRE/H, program operations assistant
Church, Phyllis, LAC/DPP/PCO, program analyst
Coleman, Inga, POL/IDP, program operations assistant typist
Crowe, Michael, LAC/DPP/PCO, secretary (office automation)
Enroth, Braden, Egypt, IDI (commodity management)
Estes, Gordon, IG/SEC/PSIA, investigator
Gaines, Yvonne, FA/B/SB, budget analyst
Garris, Demaris Anita, LAC/DR/PS, secretary (office automation)
Haecker, John, FA/B/SB, management analyst
Harley, Harriet, ES, secretary typist
Hart, Yvette, FA/AMS, program analyst
Hearne, Kathleen, PRE/IBD, secretary stenographer
Jackson, Joan, FA/IRM/PMA, computer specialist
Johnson, Gary, AFR/MRP/PMI, information analyst
Johnson, Mary, POL/IDP, secretary stenographer
Keeve, Lashawn, LAC/DR/RD, secretary typist
Kellam, Sharon, EUR/EMS, information analyst
King, Elve, FA/B/PB/RPA, budget analyst
Marks, Linda, COMP/YOC/COOP, student trainee financial management

Martin, Lavern, AFR/CCWA/MS, secretary typist
Miller, Sheila Ann, FA/FM/CAR/CAC, financial management (office automation)
Moore, Phyllis, FA/AMS, administrative officer
Nelson, Gary, FA/IRM/CLS, supervisory computer specialist
Nichols, Sharon, FA/B/SB, budget analyst
Parks, Susan, FHA/FFP/CPD, supervisory program analyst
Peters, Nicole, R&D/H/CD, program operations assistant (office automation)
Porter, Susan Kay, FA/FM/CAR/CAR, accountant
Rafferty, Kevin, FHA/PVC/IPS, program analyst
Rees, Martha, FA/HRDM/SCD/CD, social worker
Rogers, Barbara, R&D/MGT, administrative officer
Rosenberg, Natasha, LAC/DPP, budget analyst
Rosier, Suzette, EUR/DR/HR, clerk typist
Sambunaris, Georgia, FA/B/PB/C, program analyst
Scott, Elaine, NE/DR, program operations assistant typist
Simpson, Karen, FA/B/PB/RPA, program analyst
Snyder, Anita Fay, ASIA/FPM, secretary typist
Sukin-Klauber, Hope, AFR/ARTS/HHR, public health specialist
Toure-Sy, Ayanna, AFR/DP/PAB, program analyst
Wagner, Karen, LAC/CEN, program operations assistant (office automation)
Walker, Tujuana, FA/IRM/TCO, computer specialist
Westfield, Patricia, AFR/DP/PAB, program analyst
Williams, Aldrena, FA/HRDM/TSD/AST, clerk typist
Wise, Marquita, FA/OP/CIMS, secretary (office automation)

REASSIGNED

Ahrutz, Neen, COMP/FS, health development officer, to health population development officer, Burkina Faso
Alter, Dinsmore, R&D/AGR/EP, agricultural economics officer, to project development officer, REDSO/WCA
Anderson, Cheryl, Zaire, program officer, to project development officer, Uganda
Baer, Charles, Zaire, IDI (financial management), to Niger
Brockie, Elizabeth, LAC/DPP, program analyst, to EUR/RME/FMS
Buckley, Sarah, FA/HRDM/EM, personnel assistant (typist), to personnel staffing specialist
Carduner, Olivier, LAC/DR/PS, project development officer, to LAC/DR/SA
Carrier, Elizabeth, FHA/FFP/AFR, program analyst, to special assistant, AA/FHA
Chase, Charlene, FA/FM/P/PPB, payroll supervisor, to civilian pay supervisor, FA/FM/P/PPB
Debose, Charles, REDSO/WCA, supervisory health population development officer, to COMP/FS
Dempsey, James, COMP/FS/REASSGN, supervisory project development officer, to supervisory private enterprise officer, PRE/I

Duster, Stephen, Pakistan, financial management officer (budget analyst), to auditor, IG/A/FA
Dwivedy, Raghawendra, PRE/SMIE, general business specialist, to financial analyst, POL/PAR
Eisenberg, Allen, Nepal, contract officer, to RDO/Caribbean
Eldridge, Carolyn, FA/OP/W/MS, supervisory contract specialist, to FA/OP/CIMS
Foster-Gross, Donald, FA/HRDM/TSD/PCT, supervisory education development officer, to development training officer, FA/HRDM/TSD/PCT
Gary, Viviann Pettersson, COMP/NE/OJT, supervisory general development officer, to COMP/FS/REASSGN
Gibson, Ernest, Cameroon, supervisory agricultural development officer, to COMP/FS/REASSGN
Gonzmart, Caesar Jr., COMP/DETAIL, health science specialist, to general business specialist, PRE/IBD
Gourlay, Peter, XA/PL, public affairs specialist, to participant training specialist, R&D/OIT/PP
Greene, Richard, Cameroon, health population development officer, to program economics officer, POL/PAR
Grizzard, Willard, FA/FM/A/PA, supervisory financial management officer financial analyst, to controller, AFR/MRP/CONT
Habis, Charles, COMP/FS/REASSGN, population development officer, to health population development officer, Yemen
Hacken, Jean, FA/OP/O/AFR, supervisory contract specialist, to general business specialist, PRE/IBD
Hammersley, Ronald, Sudan, controller, to Ghana
Harley, Kay, R&D/MGT, administrative officer, to LAC/EMS
Jennings, Cheryl Gazelle, COMP/NE/OJT, IDI (project development), to COMP/FS
Johnston, T. David, EUR/DR/FS, supervisory agricultural development officer, to rural development officer, R&D/EID
Kinney, Gary, FA/OP/W/R, supervisory contract specialist, to general business specialist, PRE/EM
Kryscital, Jaroslaw, Zaire, contract officer, to COMP/FS/REASSGN
LeDuc, Linda, FA/B/PB/C, program analyst, to NE/DP
Leonard, Frances, FA/FM/CMP/DC, financial management assistant, to COMP/CS/RECRUIT
Likar, Mary Frances, COMP/FS/REASSGN, private enterprise officer, to supervisory private enterprise officer, PRE/EM
Loudis, Richard, Mozambique, Food for Peace officer, to project development officer
Machmer, Frederick Jr., Sudan, mission director, to USAID representative, Afghan Affairs
Martin, Kenneth, FA/HRDM/SCD/CD, regional development officer, to COMP/FS/REASSGN
Miller, Devorah, FHA/PVC, cooperation development program manager, to program analyst, FHA/PVC/MGD
Mills, Lotus, Zaire, secretary, to COMP/FS/REASSGN
Moloney, Michele, COMP/FS, health development officer, to Morocco

Monserrate, Antonio, IG/A/PSA, auditor, to RIG/A/Honduras
Morawetz, Susan, FHA/PVC, program analyst, to ASIA/DR/PD/SA
Naranjo, Maria Carmen, R&D/UC, secretary typist, to administrative officer, R&D/MGT
Nightengale, Margaret, FA/FM/OPA, operating accountant, to accountant, FA/FM/CMP/DC
Phillippe, Sylvia, EUR/RME/ECA, secretary typist, to EUR/RME/ECA/NT
Power, John, COMP/NE/OJT, legal officer, to Jordan
Reade, Lewis, Indonesia, mission director, to foreign affairs officer, COMP/FS/REASSGN
Richter, John, FA/B/PB/RPA, computer systems analyst, to budget analyst, FA/B/PB/RPA
Rikard, Kenneth, Malawi, deputy mission director, to general development officer, PRE/CAP
Rogal, Michael, AFR/MRP/CONT, controller, to supervisory management staff officer, FA/MC
Sadler, Charles, COMP/DETAIL, program officer, to COMP/FS/REASSGN
Schoepfer, Arthur Jr., Haiti, supervisory program officer, to COMP/FS
Sewell, Virginia, ASIA/DR/TR, health population development officer, to supervisory population development officer, R&D/POP/FPS
Sillars, Donald, ASIA/FFM, economist, to POL/ PAR
Snell, James, EUR/DR/FS, agricultural development officer, to supervisory agricultural development officer
Suggs, Charlotte, POL/IDP, program analyst, to ASIA/DR/PD/EA
Taylor, Keith Edward, FA/IRM/SDM, computer systems specialist, to computer specialist, FA/FM/AWACS
Waters, Roslyn, COMP/FS, legal officer, to IDI
Wise, Marquita, FA/OP/W/MS, clerk typist, to FA/OP/CIMS
Wright, Sarah, COMP/NE/OJT, IDI (education), to education development officer, COMP/FS

RETIRED

Penno, Jerry Ann, OFC/Chad, executive office, after 5 years
Vitulano, Theresa, COMP/FS/REASSGN, secretary, after 28 years

Years of service are USAID only.

IG Hotline

Use the USAID Inspector General Hotline to report fraud, theft or misuse of Agency resources: (703) 875-4999.

New Audit Program Steps Up Accountability

The U.S. foreign assistance program is delivered in a highly vulnerable environment that is difficult to control. In most countries where the Agency operates, accounting systems are weak, highly skilled accountants and managers are scarce, and adverse economic conditions may foster fraud and abuse.

To address this vulnerability, the Agency is in the process of implementing the Audit Management and Resolution Program. Current procedures now require non-U.S. recipients of USAID funds to have independent audits conducted in accordance with U.S. government auditing standards and the Office of the Inspector General's (IG) "Guidelines for Financial Audits Contracted by Foreign Recipients" and to submit the audit reports to the IG through the USAID missions for review.

The Audit Management and Resolution Program will enable the Agency to broaden the scope of its audit coverage over foreign governments and indigenous non-profit institutions.

This recent initiative is the latest in the Agency's strategy to provide increased accountability over USAID funds. Previously, the Agency relied solely on IG's professional staff to audit selected USAID projects and non-U.S. recipients. Because of limited IG staff resources, only a small sample of USAID operations and funds could be audited.

In the mid-1980s, the Agency's overseas operations began using non-federal financial audits—audits of foreign recipients performed by independent Certified Public Accountant (CPA) firms that were contracted by USAID and directly supervised by the IG's offices. The use of non-federal audits increased the audit coverage of USAID projects and resulted in significant audit findings.

Although the use of non-federal audits increased audit coverage of USAID funds, large gaps in audit coverage still remained because of the many recipients of grants, the poor quality of audits performed by the grantees' auditors and limited IG staffing resources to supervise directly these audits.

To eliminate these audit gaps, Agency management revised the standard audit provision included in grants and cooperative agreements with foreign non-profit organizations. USAID Handbook procedures were changed to require non-U.S. grantees who receive \$25,000 per year or more in USAID funds to have annual audits conducted in accordance with U.S. government auditing standards and IG guidelines.

These recipient audits will complement the Agency-contracted non-federal audits, which will eventually focus primarily on non-U.S. contractors and special audit requests by the USAID missions. IG offices throughout the world will provide guidance and support to USAID missions and CPA firms concerning U.S. government auditing standards and IG guidelines.

USAID missions will, in turn, communicate these new audit requirements to recipients who ultimately will contract for the audits or request host government audit organization audits. After the audits are completed and submitted to USAID, the IG's offices will conduct desk reviews of all audit reports and, on a sample basis, perform quality control reviews to ensure that audit standards are met.

Administrator Ronald W. Roskens and IG Herbert Beckington consider the Audit Management Resolution Program one of the most significant initiatives to promote accountability over U.S. foreign assistance.

—Bruce Crandlemire, director of policy, plans and oversight in the Office of the Inspector General

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