

Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



JUNE 1992

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THIS ISSUE

2
Agency Reports
To Congress
On Child Survival

3
Conservation, Jobs
Vital to Survival of
Rain Forest Peoples

6
Biodiversity Projects
Support Global
Environment

12
Training Adds to
Savvy of Gambian
Entrepreneurs

13
Nicaragua Beckons
Investors



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QUOTABLES

"... the purpose of the trip was to assess the extent of the drought and what the donor communities could do to prevent a famine from occurring. The situation there was, in many ways, worse than we had thought. There is about a 60 to 90 percent crop loss in the countries The thing that surprised us . . . was that not only do you have a crop loss, but we truly have a lack of water, and we're going to see people dying of thirst in a very short order if something isn't done. We also have the logistical problems of getting up to 6 million metric tons of grain into these countries that have very poor infrastructure. And if we can't get the food to the rural areas and to the outlying countries away from the ports, . . . we're going to see a famine in proportion that that region hasn't seen in over a hundred years."

Marilyn Quayle, on the NBC-TV "Today" program May 29 discussing the drought affecting Southern Africa after her visit to Zambia, Zimbabwe and South Africa

"A quiet revolution for political and economic freedom is under way in the Western Hemisphere. . . . Elected civilian governments hold office in almost all nations, encompassing 96 percent of the hemisphere's population. Most citizens now live in peace throughout the hemisphere. . . . The quiet revolution in the region is having a positive impact in the United States as well. The Western Hemisphere is the fastest growing regional market for U.S. exports. U.S. merchandise exports to the region totaled \$63 billion in 1991, double the amount just five years ago."

Assistant Administrator for Latin America and the Caribbean James Michel, in the overview of an April 1992 report, Latin America and the Caribbean Selected Economic and Social Data



Photo Credits: Paula Lerner, cover, page 6; Paula Kahumba, page 3; K. Miller, page 5 (right); Clyde McNair, page 5 (left) 9, 11 (top right), 15; USAID/Liberia, page 7; USAID/Gambia, page 12

Cover Photo: In the jungles of the Amazon, USAID supports conservation efforts that enable local people to live off the rain forests in a sustainable way. Through support to one organization, the Agency is improving the economic well-being of forest residents by helping them market non-timber forest products. See story on page 5 and a related article on USAID biodiversity efforts on page 2.



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Front Lines

NEWS & FEATURES

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

2 Agency Biodiversity Activities Foster Global Conservation

By Sy Sohmer and Faith Knutsen



4 Child Survival Report Presented to Congress

By Kristine Heine and Gerald Lipson

In its seventh report to Congress, USAID assesses child survival efforts in Agency-assisted countries.

5 Forest Conservation Helps Amazon Peoples

By Betty Snead

7 Meals Distributed In Liberia

By Nancy Long

USAID took advantage of surplus food items offered by the Department of Defense to supplement food relief programs in Liberia.

8 White House Fellow Achieving His Dream

By Betty Snead

Rod McCowan calls his USAID experience as a White House Fellow the capstone of his career path to date.

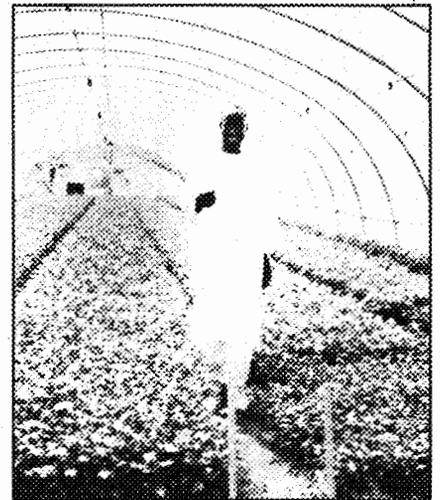


10 Agency Inaugurates Radio Program

11 USAID Briefs

12 Training Supports Gambian Business

by Erna Wright-Manoncourt



13 Nicaragua Beckons Entrepreneurs Again

By Clint Fisher

14 Where in the World?

15 Fund Established To Help FSN

16 Who's Who in the Field



Agency Biodiversity Activities Foster Global Conservation

BY SY SOHMER AND
FAITH KNUTSEN

USAID has made great strides in supporting biodiversity conservation. The Agency's increasing interest in this area is reflected in the growth both of the annual budget for biodiversity conservation and staff resources.

In 1974, USAID had one environmental employee and was spending less than \$5 million annually on forestry and biodiversity combined. In 1992, environmental personnel are stationed in each mission. There are environmental offices in every bureau, and the Agency's annual budget for biodiversity alone has reached \$55 million. An overview of activities in this area shows that significant progress has been made.

The Conservation of Biodiversity Project, managed by the Bureau for Research and Development's Office of Environment and Natural Resources (R&D/ENR), is a prime example. Initiated in

September 1988 as a direct response to a congressional mandate directing the Agency to include biodiversity in its work, the project assists developing countries in recognizing the need for the conservation of biological diversity and in identifying the economic potential for that diversity.

Support for research, technical assistance and training is provided through a cooperative agreement with the World Wildlife Fund and an interagency agreement with the National Science Foundation (NSF). This framework facilitates collection, evaluation and dissemination of information and establishes networks that link scientists and institutions in developing countries with financial and technical resources.

The cooperative agreement with the World Wildlife Fund was set up as a joint venture with the Nature Conservancy and the World Resources Institute's Center for International Development and Environment. This consortium forms the Biodiversity Support Program (BSP), which is now

engaged in some 120 activities including research, technical assistance, training, seminars and information networking in 60 USAID-assisted countries.

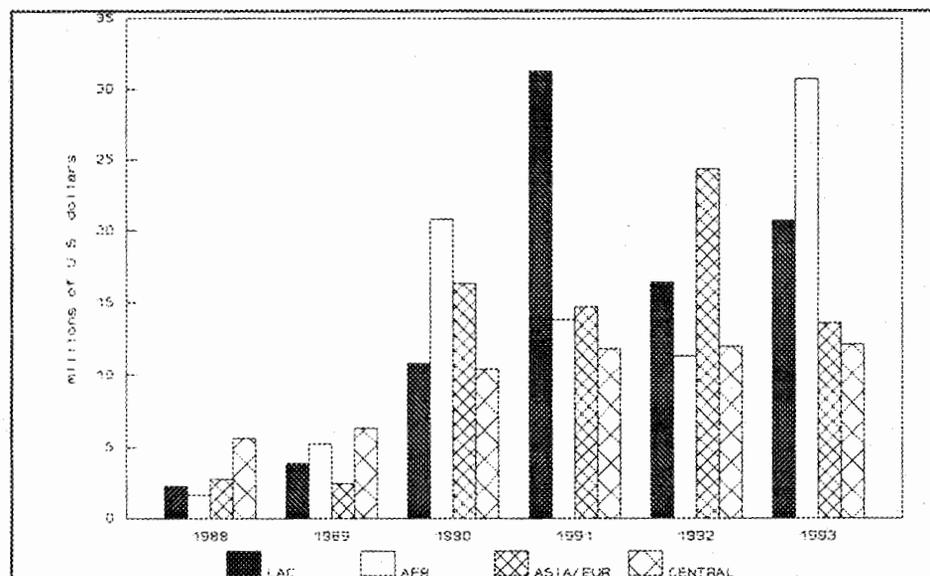
The project provides USAID missions with access to leading experts in biodiversity and strengthens collaboration between missions and U.S. institutions such as museums, botanical gardens and zoological societies. The unusually high rate of participation in the Biodiversity Support Program by USAID bureaus and missions is a testament to the program's utility and promise.

The annual small grants competition, which awards grants of up to \$15,000 to scientists in USAID-assisted countries is one component of the Biodiversity Support Program. In 1991, 45 awards were made. (See story on page 3.)

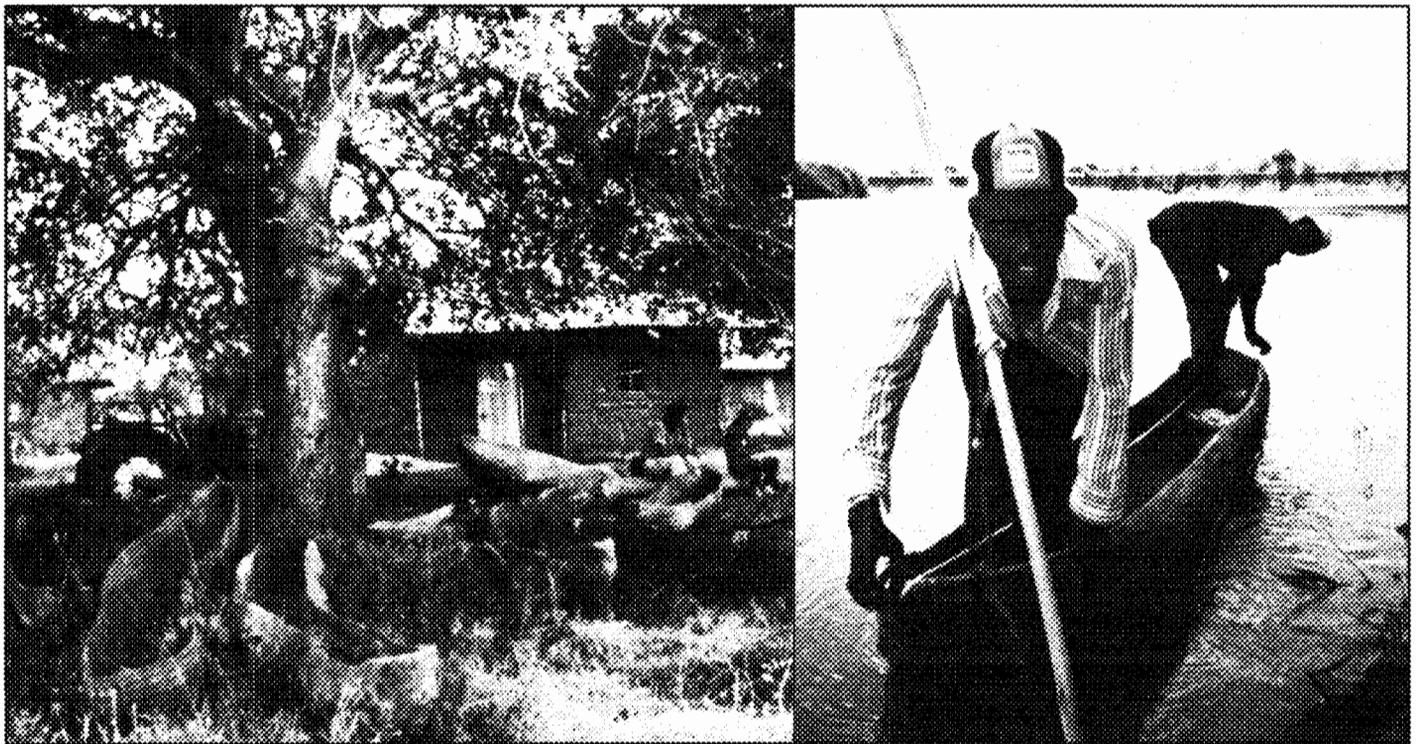
Congress earmarked \$1 million in fiscal 1991 and \$1.5 million in fiscal 1992 for the agreement with the NSF to support research related to the conservation of biodiversity. The collaborative USAID/NSF relationship complements the research efforts of the Agency's small grants program and provides an additional venue to help foster relationships between U.S. and foreign scientists. Some \$7 million for 33 biodiversity projects has been provided by both agencies in the last two years.

A stable natural environment is critical to economic growth and development. Biological diversity is an important indicator of environmental stability and a gauge against which the success of development programs can be measured. The Agency has made a contribution to the conservation of biodiversity and will continue to play a major role in global efforts in the future.

Sohmer is senior biodiversity adviser in R&D/ENR, and Knutsen is program liaison for Tropical Research and Development Inc. in Florida.



Biodiversity Obligations by Bureau, 1988-1993



At the Tana River National Primate Reserve in Kenya, a fig tree provides local people with wood to make canoes. Two species of primates on the reserve use the tree for food. The sustainability of the tree's multiple uses is the focus of USAID-sponsored research.

Kenyan Fig Tree Focal Point of Study

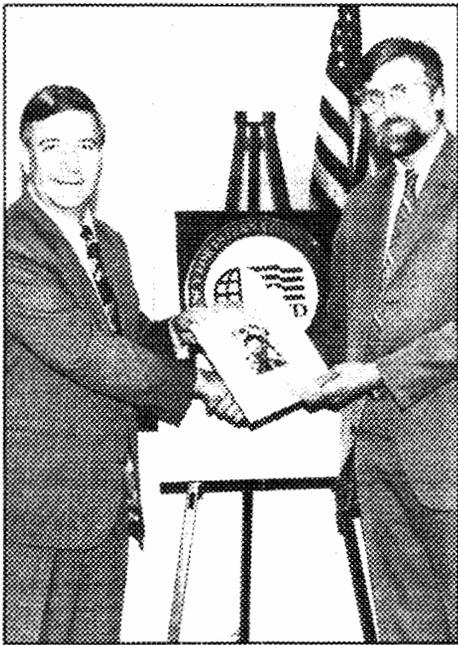
The Tana River National Primate Reserve is one of very few Kenyan reserves where indigenous peoples are still permitted to reside. The local Pokomo continue to clear the forest for agriculture and use the trees for traditional purposes. One particularly important local fig tree (*ficus sycamorus*) is valuable both to the Pokomo—for canoes—and to two endangered and endemic primate species: the Tana red colobus and the Tana crested manglebeey—for food.

The sustainability of multiple uses in this reserve greatly interested 26-year-old master's candidate Paula Kahumbu, an assistant research scientist at the National Museum of Kenya. Kahumbu applied to the Biodiversity Support Program's research grants competition for \$5,740 to carry out research on the sustainability of resource use in the reserve. Her objective was to investigate the selective harvest of *ficus sycamorus* for canoe construction and the implications of its harvest for the two primate species. Preliminary work indicated that current levels of harvesting were too high to permit sufficient regeneration of the trees, with potentially disastrous effects for the primates.

Kahumbu found that the current rate of harvest was sustainable on a theoretical basis. However, conversion of land for agriculture in prime sites was preventing regeneration. Her study showed that while the current rate of tree felling for canoe construction does not seriously threaten endangered primate populations, continued competition from local farmers for prime regeneration sites does constitute a threat. This issue needs to be addressed in future Tana River Reserve management plans.

The prioritization of threats may have a vital future impact on the continuing conservation of biodiversity in the Tana River area and is an example of the practical value of the USAID small grants program.

—Sy Sohmer and Faith Knutsen



Assistant Administrator for Research and Development Richard Bissell (right) presents the Agency's Child Survival Report to Rep. Doug Bereuter.

250 million to 300 million new cases occur worldwide each year, with young children and pregnant women among those at greatest risk.

The resurgence of cholera in Latin America in 1991, after an absence of nearly 100 years, is being combated with strategies the Agency has developed, including close surveillance of an epidemic, rapid dissemination of educational information on cholera, improvement of water and sanitation facilities and wide use of ORT.

According to the report, this mixture of sugar and salts, developed overseas with USAID support, has great potential in the United States, where more than 200,000 children are hospitalized annually because of dehydration associated with diarrheal disease.

Bereuter said the report, the seventh presented to Congress, is an important guide for improving the quality of life of the world's children.

Heine is chief of External Affairs' Public Liaison Division, and Lipson is XA's media operations coordinator.

Forest Conservation Helps Amazon Peoples

BY BETTY SNEAD

Bloomingdale's and Ben and Jerry's. Rainforest Crunch candy and Rainforest Crunch ice cream. Brazil's rain forest, Amazon forest residents and USAID.

Is there a connection here?

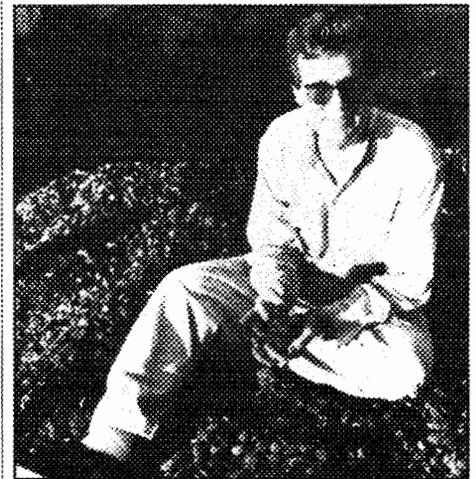
Fortunately, there is. USAID is helping conserve Brazil's rain forest by improving the economic well-being of the local population. Products, such as Brazil nuts, cashews and oils, are being transformed into candy, ice cream, cookies and cosmetics in the United States and are selling briskly at such establishments as Bloomingdale's department stores, Ben and Jerry's Ice Cream Parlors, The Nature Company and the Body Shop, a British-owned chain of cosmetic stores.

USAID is providing a \$3 million matching loan to Cultural Survival Enterprises of Cambridge, Mass., to help create markets and to spread this conservation and economic model to other fragile ecosystems of the world.

Cultural Survival Enterprises (CSE), a non-profit trading arm of the human rights organization Cultural Survival, asserts that forests are worth more standing than razed for pasture or agricultural land. CSE is attempting to prove this point by developing international markets and purchasing, processing and distributing forest products to these markets.

Acting as a broker between its international customers and the rain forest residents, CSE offers employment and income to rain forest suppliers and the benefits of an environmental association to manufacturers and consumers by reinvesting its profits in rain forest projects.

The initial target beneficiaries of these programs were the estimated 4 million to 5



Jason Clay, founder of Cultural Survival Enterprises, sits on a barge carrying Brazil nuts from the Amazon rain forest to a shelling factory. The USAID-supported organization helps create markets for forest products.

million inhabitants of the Amazon rain forest. The organization also works in Central America, Asia and Africa.

CSE's strategy offers rain forest residents an income-generating alternative that protects ecosystems by making harmful agricultural practices less attractive.

"Two years ago, USAID's Bureau for Private Enterprise set aside \$3.4 million for environmental loans," says Dan Roberts, chief credit officer in the Office of Investment in the bureau. "After learning about CSE's activities and needs, we provided half a million dollars to help them get off the ground. We require that every product CSE uses be subject to an environmental clearance."

CSE has been active in establishing a trading network, locating and developing appropriate sources of products, conducting research, creating international markets and attracting finance to support the trading oper-

ations. "The trading income for the rain forest residents is integral to Cultural Survival's view that human rights include the right to earn, eat and live in a continued forest environment in tune with, but not ruined, by the modern world," says Roberts.

"We learned that the long-term survival of rain forests and rain forest residents depends on developing successful strategies to maintain the environment while meeting the economic needs of forest peoples," says Jason Clay, CSE founder and director.

Clay points out that tropical rain forests worldwide cover less than 2 percent of the globe, yet support nearly 50 percent of all species of life. More than 20 million hectares (50 million acres) are destroyed annually. During the past decade, destruction of the Amazon rain forest became an issue of increasing concern.

The forest helps protect the Earth from the potential of climate change and is the habitat of hundreds of rare plant and animal species, some of which are in danger of becoming extinct as the forest disappears. Rain forest plants provide active ingredients for 25 percent of Western medicine.

CSE does not sell products that are farmed intensively (like rubber from plantations) or destructively harvested (like timber from clear cutting). The organization does not traffic in endangered species and has no plans to trade in animals or insects.

Every proposed product for sale by CSE is reviewed by a botanist with extensive experience in working with that particular species. Botanists are recruited from such institutions as the National Institute for Amazonian Studies, New York Botanical Gardens and Yale's Tropical Forestry Institute.

CSE concentrates on non-timber forest products such as nuts, fruits, oils, resins, essences, pigments, flours and handicrafts. In the past three years, CSE has brought 350 different non-timber forest products out of the Brazilian Amazon for sampling to 120 companies in the United States and Europe.



At the Xapuri nut shelling factory, workers remove shells from the nuts. The factory is the largest employer in Xapuri.

These companies range from Fortune 500 firms to small, start-up operations created solely to market rain forest products and return profits to rain forest groups.

Clay, who managed his family's farm when he was 15 years old and later went on to become an anthropologist, author, entrepreneur and Harvard University faculty member, says CSE, now in its third year, has learned some major lessons.

"The first lesson is to start with products already on the market," he says. "Existing products offer the best chance of quickly creating international markets that can generate increased income for forest residents in the short term. Introducing new products takes time: at least five years for foods, 10 years for personal care products and 20 for pharmaceuticals.

"Second, it's important to diversify products and markets for raw and processed forest products. Add value to products locally," he continues. "One way this can be done is by eliminating middlemen through improved transportation." Clay emphasizes strength in numbers. "Individual producers or producer groups have little power in the

marketplace. They cannot provide the quantities of product even a small manufacturer would need," he says. "For example, the Brazil nut shelling factory in Xapuri produced 70 metric tons of Brazil nuts in 1991, but M&M Mars uses 70 metric tons of nuts per eight-hour shift in Snickers candy bars. By working together, producer groups can control larger market shares, giving them considerable influence over the entire market."

With the growing awareness of environmental issues, the market for "green products" (those environmentally less destructive than those previously available) is growing by leaps and bounds.

In 1985, only 55 green products were on the U.S. market. By the end of 1990, this number jumped to more than 1,500.

To wholesale customers, CSE sells a valuable affiliation with rain forest conservation. To affiliate, all customers pay a 5 percent premium over the New York market price and advertise the issue on product packaging and in their marketing strategies. The 5 percent premium goes directly back to Cultural Survival and the Amazon. In addition, all companies agree to return a portion of total profits to the Amazon.

To date, CSE has sold over \$2.5 million of non-timber forest products and contributed or loaned more than \$1 million to assist on-the-ground projects in the Amazon Basin. "The CSE program is a model of enlightened capitalism," Clay says. "We give forest residents a hand, assisting them to improve their own economic status. At the same time, these residents are the front-line defense in conserving the environment in which they live and on which we all depend."

Will CSE's program be significant in the long term? "As a monopoly, no. But as a model of change, yes, it can be very important," Clay says. "Even by itself, if it grows 30 percent a year for 20 years it will generate \$1 billion per year. Is that not significant?" he asks.

Meals Distributed In Liberia

BY NANCY LONG

Taking advantage of surplus food offered by the Department of Defense, USAID/Liberia has distributed 1.5 million meals to children in schools, people in hospitals and other needy groups, like the elderly.

At the end of the Gulf War in 1991, the Department of Defense announced that it had extra meal rations available that it would deliver free of charge to any country in need. USAID/Liberia responded to the offer, and the work of preparing and distributing the food began.

When the military rations arrived at the end of last year, there was a surprise, says Samuel Scott, acting USAID representative to Liberia. "Instead of the traditional military food packets, all of the food items were high-quality products you'd expect to find on the shelves of a grocery store in the United States. Campbell's soup, Domino sugar, Del Monte fruit cups, strawberry jam, beef stroganoff, Green Giant peas and juice were examples of the available food."

Because the items were so different from the bags of rice and fortified foods they'd received in the past, USAID/Liberia had to devise ways to ensure that the food would be prepared properly and suit Liberian tastes.

The Bureau for Food and Humanitarian Assistance's Office of U.S. Foreign Disaster Assistance and the World Food Program helped with the expenses of handling and distributing the food. "Gerard van Dijk of the World Food Program and his team of Liberian food management consultants headed by Myrtle Gibson helped ensure that food was

distributed quickly to groups most in need and that the food was compatible to local tastes," Scott says, adding that most of the food has been used.

Army ration recipes for potatoes and sugar cookies were adjusted for local standards of measurement. Food monitors were trained on how to prepare food, and through a series of USAID-sponsored workshops, some 200 administrators, school principals and community leaders took part in the food-prep demonstrations. Students at some 300 schools in Monrovia were fed through the program. USAID/Liberia also targeted the elderly in various communities and people in hospitals—groups often at risk of malnutrition. In addition, special feeding programs were scheduled to mark holidays.

Similar rations have been delivered to Sudan and Ethiopia, countries also experiencing food emergencies.

Liberia's food situation has been critical since civil war broke out in the West African nation in December 1989. A coun-

try founded by freed American slaves in 1817, Liberia is now partitioned by rival factions vying for power. The Economic Community of West African States mediated a cease fire in November 1990 and since has operated a peacekeeping force. Nearly half of Liberia's 2.4 million population lives outside the country as refugees.

Although the United States canceled its bilateral program, USAID still provides humanitarian aid of about \$150 million in P.L. 480 Title II emergency food aid for Liberia and regions where Liberian refugees are staying. Those activities are funded through Catholic Relief Services and other private voluntary organizations working in the country.

Scott reports that the food situation in Liberia has improved considerably, but that the country is still dependent on food aid. "Malnutrition rates are down, and we are hoping to get the rural areas back into food production," he says. "Already the country has shown amazing recuperative efforts after such a difficult period of civil strife."



Samuel Scott, USAID/Liberia acting representative, looks over culturally adapted recipes for emergency food delivered to Liberia.



A food monitor prepares a meal with items provided by the U.S. Department of Defense. Some 1.5 million meals for the needy people of Liberia were supplied.

White House Fellow Achieving His Dream

BY BETTY SNEAD

Carl Sandburg said, "Nothing happens unless first a dream." Rod McCowan has certainly dreamed, and through hard work and good fortune his dreams have come true.

"I keep pinching myself. It's like living a dream. Every time I think it can't get any better, something happens and it gets better," says McCowan, a White House Fellow on assignment to USAID as a special assistant to the administrator.

McCowan, an intense, articulate man

body, captain of the debate team and president of the Afro-American Society.

"I was the first generation out of five to attend college, let alone go to graduate school," he says.

McCowan started his academic achievements at the University of Oklahoma, making the President's Honor Roll and Dean's List. He was selected by the university's president for the President's Leadership Class.

"The president of the university each year selects 15-30 incoming freshmen based on their academic and leadership abilities," McCowan says. "They receive

"I came to USAID with the highest expectations in terms of the caliber of people I would work with and the exposure I would get—all my expectations have been exceeded."

in his early 30s, seemingly always has been at the right place at the right time. He dreamed of a college education he couldn't afford. He now has degrees from three universities—including Harvard and Yale.

He dreamed of a career in business. He became a successful marketing professional at one of the nation's major corporations—IBM.

He dreamed of some day having an opportunity to be of public service. He earned the opportunity to do so at the top—as a White House Fellow with all the experiences that honor brings.

Born in Lawton, Okla., McCowan spent much of his young life in Germany, where his Army stepfather was stationed. He returned to the United States to attend and graduate from high school in Lawton, where he excelled as a student leader, serving as vice president of the student

scholarships and the opportunity to participate in special group activities sponsored by the president. This, and other scholarships and fellowships throughout my life, have made it possible for me to obtain a higher education."

McCowan also was selected for the state of Oklahoma's elite academic program, the Scholar-Leadership Enrichment Program. Twenty-five students from all of the colleges in the state are chosen to spend time with internationally renowned scholars who are brought in for this special program.

"This was a significant period in my life," he says. "The program gave me my first model of what a leader ought to be. I no longer thought in terms of scholar-leader as either/or. I committed myself to developing both capabilities."

During this period, McCowan founded

and was twice elected the president of the university's NAACP chapter.

"I was captivated by questions of philosophy and moral-ethical concerns," he says. A philosophy professor recognized McCowan's interest in ethics and nominated him for the national Benjamin E. Mays Fellowship competition, which provides funding for graduate studies in philosophy and theology. It was during this period that he became interested in Ivy League schools.

"I developed a burning desire to attend one. It sounded like utopia to me," he says.

At the suggestion of his professor, he applied to Yale, was accepted and won the fellowship. Yale matched his Mays fellowship with additional funds to make it possible for McCowan to attend.

"All this happened in my junior year before I had finished my course work at Oklahoma," he says. "Once accepted by Yale, I didn't want to wait. So I worked out an arrangement with my dean to let me double my course work and walk across the stage at graduation. I then took off for Yale where I began my graduate studies, while at the same time finishing up my undergraduate work for Oklahoma in night courses at a local university in New Haven."

McCowan's bachelor's degree from Oklahoma in ethics and religion, with a concentration in mathematics and computer science, would be a foundation on which he would continue to build his life and career.

"I went to Yale Divinity School," he explains. "because I had a deep desire to understand the meaning of my faith in modern society. I knew I would eventually go on to graduate school for business or law, but I thought the questions I was grappling with were worthy of my spending two years to sort out. I wanted to determine my own code of ethics and a philosophy of life. I was concerned about what social justice means in a contemporary society. What makes one society just and another not. These questions were important no matter what I was going to do professionally."

After his first year at Yale, McCowan focused on his professional career. After completing the night courses required to complete his bachelor's degree, he went to work part-time with IBM.



During a visit to the Philippines with Administrator Roskens, White House Fellow Rod McCowan meets with Philippine President Corazon Aquino.

McCowan had come to the conclusion that the best way to bring about change in society was to work with and through large-scale organizations.

"I thought at that time the most efficient and competitive organizations were in the private sector," he says. "Through research, I concluded that IBM was then the most respected corporation in the world. It was also considered to be one of the best corporate training grounds in America. I thought that was perfect for someone coming out of divinity school with zero business background and trying to shift into corporate America, and so I began my career."

While at Yale, where he earned his master's degree in ethics, McCowan served as special assistant to IBM's director of academic accounts marketing. He also managed data center operations and developed applications for the Yale University Health Plan and researched municipal public policy issues for the City of New Haven Board of Aldermen.

After graduating from Yale, he began IBM's 15-month training program. IBM invests about \$750,000 in each trainee, McCowan notes. "You wouldn't believe the lengths they went to teach us all we

needed to know about business, computers, sales, marketing and working with executives," he says.

As a marketing representative, he achieved 131 percent of the revenue quota set for him, earning membership in IBM's Hundred Percent Club. McCowan and his team members generated more than \$16 million in revenue in one year.

"When I joined IBM, I always had in the back of my mind that I would continue my education by going to Harvard," McCowan says. He selected Harvard's John F. Kennedy School of Government for further graduate study.

"Public service was going to be a part of my future, so I decided that I should go to a school and community where people had that same aspiration."

McCowan took leave from IBM to pursue his studies, focusing on public management, the national policy-making process and domestic policies and concerns.

McCowan was chosen as a John F. Kennedy Fellow (the school's highest student honor), receiving full tuition and fees. He also was named a Patricia Harris Roberts Public Service Fellow, which included additional stipends. In addition,

he was selected for a Harvard University Administrative Fellowship—only 10 to 12 people are chosen each year based on their potential for high-level leadership in higher education.

While attending Harvard, McCowan became the founding editor of the *Journal of African American Policy*.

McCowan was one of 25 IBM employees on educational leave from IBM to attend Harvard, but was the only one at the Kennedy School—the other 24 were enrolled in the business school. One of the conditions for maintaining leave status was a promise to work for IBM during the summer between semester breaks.

"IBM had a real investment in all of us," McCowan says. "During my first year, they kept saying, 'Just tell us where you want to work within the corporation, what you want to do, and we'll make it happen for you.' I didn't believe they were serious. I told them the area that made sense for me with my background would be to join the IBM government relations staff in Washington. Believe it or not, a couple of weeks later they came back to me and said they had an opportunity for me to work in Washington that summer."

McCowan describes that summer experience as the "most exciting job I ever had with IBM."

McCowan came to Washington one week after President Bush had addressed the annual meeting of the Business Roundtable in early summer 1989. At that meeting the president challenged the business leaders to help him reform kindergarten through 12th grade education in the country.

The roundtable called for the immediate establishment of a task force on education policy and named John Akers, IBM's chief executive officer and chairman of the board, president of that task force.

"When a CEO becomes president of a task force, his company is responsible for staffing and funding that task force," McCowan explains. "So when I walked into IBM's congressional staff office in Washington, they were in the process of putting together a new team to staff the task force. Akers had decided that educa-

tion was going to be his main philanthropic thrust. The director of the task force and one other person were in place. The IBM staff looked at my background and immediately threw me in on the team as the third person.

"I spent the rest of the summer researching education policy issues and developing policy briefs," he says.

McCowan returned to Harvard in the fall, completed his master's in public policy and returned to IBM in Washington as a marketing team leader. "Now, you can't attend the Kennedy School without hearing about the White House Fellowship Program," McCowan notes.

The White House Fellowship program was established in 1964 by President Lyndon B. Johnson and has been supported by all succeeding presidents. The program seeks to bring together individuals of exceptional leadership potential for one year to get them involved in the process of government at the highest levels.

McCowan thought he would like to take a shot at the program in about four years. He had been accepted by Georgetown University law school when he returned to Washington.

"I thought, after four more years, I would have received two more promotions at IBM and have earned a law degree, and that then I might finally be competitive for the White House Fellowship Program," McCowan says.

However, McCowan's friends and faculty at the Kennedy School and former White House Fellows soon convinced him to apply. "I'm glad I heeded their advice," he says, but adds that competing for the fellowship was a "real marathon." McCowan was one of 16 candidates chosen from 1,000 for the 1991-92 program.

A single parent with two sons, he was able to accept the demanding fellowship because his mother volunteered to come live with him and help with the children while he was serving.

"I've been able to invite my mother to several White House Fellow occasions and she has loved it," he says.

Asked how he ended up with USAID, he explains that one week after their selec-

tion, the Fellows returned to Washington for interviews.

"I am embarrassed to admit I had never heard of USAID," he says. "I thought at the time that I wanted to get involved in domestic policy. But after my first meeting with Dr. Roskens and Henrietta Holsman Fore, my mind reeled with the possibilities and opportunities that would become available by spending my fellowship year at the Agency. I left so excited that I couldn't sleep that night.

"Dr. Roskens and I connected right away," he continues, "and I realized that the relationship between the White House Fellow and the principal to whom he is assigned is critical.

"Dr. Roskens offered me the opportunity to work side by side with him, including participating in the decision-making processes, accompanying him on foreign visits where it was relevant and having the opportunity to work on projects throughout the Agency. How do you turn down an opportunity like that?" he asks.

McCowan, who sees his role as one of an apprentice and general aide to the administrator, has spent most of his time working with the Bureau for Private Enterprise and on the Agency's Partnership for Business and Development Initiative.

"My experiences at USAID have been a perfect capstone for everything that has happened before this," McCowan says. He pointed out that all his training has led him to this point in his career: training in public policy analysis and development at Harvard, training in marketing and information systems at IBM and training in ethics and social morality at Yale. "Where else but USAID could this all be put into practice?" he asks.

"The Agency has a humanitarian mission across the globe, and it operates in a public policy context working with both private enterprises and private voluntary organizations to accomplish its mission.

"I came to USAID with the highest expectations in terms of the caliber of people I would work with and the exposure I would get—all my expectations have been exceeded. It just doesn't get any better than this," he says. In addition to their work

experience, the White House Fellows also attend seminars and off-the-record meetings with leaders of government and the private sector.

McCowan's future continues to look bright and his dreams go on. He plans to marry in October and is headed for Wall Street when his fellowship ends in August to pursue a career in public finance investment banking. He will be joining Merrill Lynch Capital Markets as an associate in the Public Finance Group. "My ultimate dream though—and I can't shake it," he says, "is to someday serve and lead a major non-profit institution.

"I just don't believe anybody my age could have possibly merited the experiences I have had," he says. "I don't care how good you are. I just have this inescapable sense that someone has been blessing me and looking out for me for a long time. And as a result I have an enormous debt to repay. I pray that I will live long enough to make a difference."

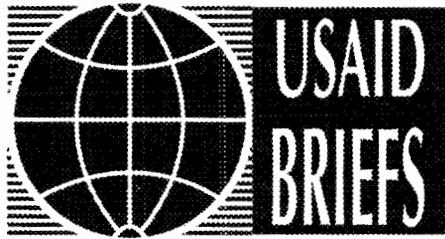
Agency Inaugurates Radio Program

As part of its public outreach program, the Agency has launched a new five-minute radio program, USAID World News Report. Distributed through the satellite facilities of the UPI Radio Network, the program can be accessed by virtually any U.S. radio station by calling an 800 telephone number. It is also available to broadcast organizations worldwide any time of the day or night if they place a long distance call to a special 202 number in Washington.

USAID World News Report is made up of five one-minute USAID news items, some featuring senior Agency officials.

The initial broadcast on May 22 featured USAID help to children in the former USSR, a situation report from Mogadishu and the Latin America and Caribbean report on economic growth in region.

The program is hosted by Mike Marlow of the Office of External Affairs.



People at USAID

Mary Ann Anderson, deputy chief of the Health Services Division in the Bureau for Research and Development's Office of Health, was named the 1992 Outstanding Alumna/Alumnus by the University of Hawaii College of Tropical Agriculture and Human Resources. A nutritionist and registered dietitian, Anderson helps provide USAID's technical expertise in maternal and neonatal health and breastfeeding. She is the project officer for the Agency's worldwide \$86 million, 10-year program on Breastfeeding and Maternal and Neonatal Health. While at the university to accept the award, Anderson also delivered a series of lectures on USAID's health program, women's nutrition and breastfeeding promotion.



Research Advisory Committee Convenes

The Research Advisory Committee commemorates its 100th meeting since 1964 in Rosslyn, Va., April 9, and acknowledges the contribution of a RAC member who is leaving the committee—Bryant Rossiter, RAC chairman for six years. Attending the meeting are (from left) former RAC project officer Miloslav Rechcigl; former RAC Chairman Nyle Brady; Rossiter; and former RAC project officer Floyd O'Quinn. A federal advisory panel, the Agency's Research Advisory Committee is composed of scientists from academia, the private sector and non-profit foundations. It provides the Agency with broad policy advice on research and new developments in science and technology and assists in maintaining the quality of USAID research through periodic reviews of programs and practices.

Book Fair Collections

The Association of American Foreign Service Women will hold its annual Book Fair beginning Friday, Oct. 16 (family night), and running through Sunday, Oct. 25.

Contributions of books, stamps, coins, tapes, records and items for the "Art Corner" (crafts, jewelry and pictures) are now being collected.

Donations can be left at the Book Room, Room 1524, Main State, or call (202)223-5796 to arrange for pick-up.

IN MEMORIAM

Viessa Richardson Jackson, 70, a retired special programs recruiter, died of cardiac arrest April 17 at her home in Washington, D.C. She worked for USAID from 1963-83.

Ethel R. Hill, 76, a retired communications and records retention supervisor, died from complications after heart surgery May 5 at George Washington University Hospital. She worked at USAID from 1954-74.

Robert E. Zimmerman, 66, a retired Foreign Service officer, died of congestive heart failure May 17 in Sarasota, Fla. He worked on refugee assistance programs in Vietnam, Beirut and Washington from 1967-81.

Training Supports Gambian Business

BY ERMA WRIGHT-MANONCOURT

Two successful Gambian businessmen participated in the Agency's Entrepreneurs International Program last year, and their businesses in the Gambia are benefiting.

Entrepreneurs International is a private sector training program funded by USAID missions and managed by the Office of International Training. It supports and expands developing country business sectors by establishing links with the U.S. business community. The U.S. host company volunteers time and expertise. USAID pays the travel and related expenses for participants.

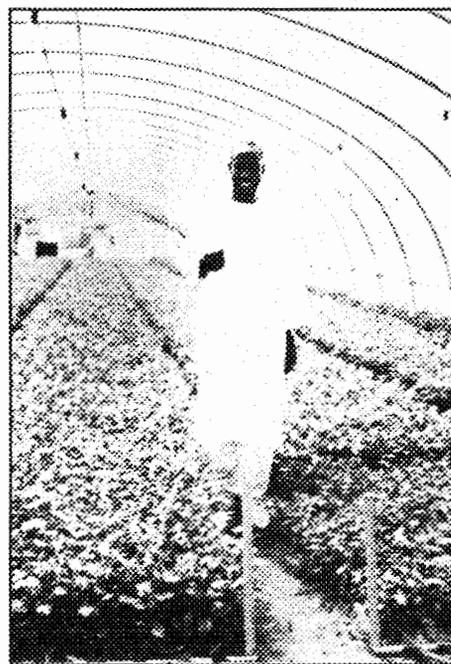
Bai Ndongo Faal is the managing director of Gamstar Insurance Co. Ltd. and Universal Insurance Brokers and Consultants. Faal began his professional career

working as a banker and by 1979 was working with the National Insurance Corporation, a Gambian parastatal company. He earned an MBA in the field of insurance management in 1986.

USAID/Gambia sponsored his participation in the Entrepreneurs International Program. As a participant, he interned at E.G. Bowman Insurance Co. in New York City, providing him the opportunity to serve as a risk management consultant for a large, established U.S. firm. He attended an international insurance trade fair in Atlanta, Ga., where he was able to make new contacts and re-establish old ones with professional colleagues in the United States. According to Faal, these experiences have increased his awareness of other creative marketing strategies and approaches in the insurance industry.

Faal devised a marketing approach to expand into areas that hadn't been addressed previously by the Gambian insurance business. For example, his insurance company specializes in providing individual and personal insurance services such as medical and auto insurance. Now he plans to hire insurance agents who will market insurance services on a door-to-door basis. The brokerage company continues to serve parastatal and large private sector businesses by designing employee benefit programs and disability and accident policies and expanding coverage to civil disobedience.

For Faal, the USAID-sponsored training experience demonstrated the importance of staff motivation and devel-



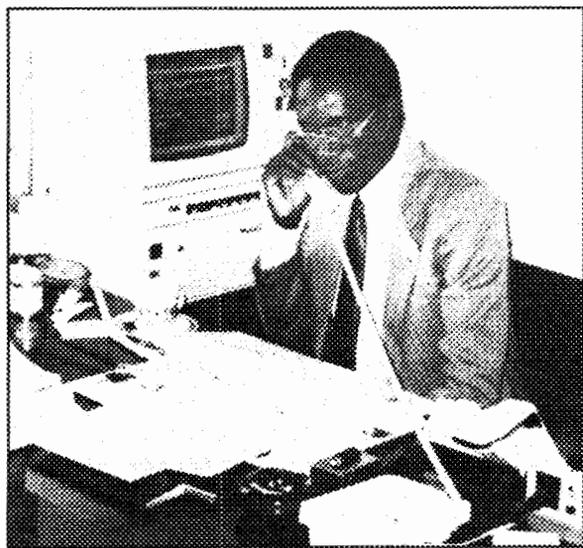
Mam Sait Njie walks through his horticulture business in the Gambia.

opment as critical aspects of a viable business. He recently instituted in-house staff training in computers and accounting. In addition, two staff members will attend the West African Insurance Institute and another will attend the Swiss Insurance Center. To foster good employee relations, the organization has developed a comprehensive fringe benefit plan that includes medical reimbursement and life insurance policies for its employees. Today his two companies employ nine people, and further growth is expected later in 1992.

Named for the local village in which it is located, Makumbaya Farms Ltd. is the brainchild of an alumnus of Entrepreneurs International, Mam Sait Njie. Njie began his career as a civil engineer. While studying in Norway, he decided to return to the Gambia and help his country's development. Njie wanted to help foster economic growth in Africa by promoting private sector development.

"I wanted to live in a local community but work for myself," he says of his personal goals.

(continued on page 13)



A participant of USAID's Entrepreneurs International Program, Bai Ndongo Faal manages two insurance companies in the Gambia.



Nicaragua Beckons Entrepreneurs Again

BY CLINT FISHER

Although the 1930s song "Managua, Nicaragua" touted Nicaragua as the place to go, during the Sandinista years (1979-1990), Nicaragua soon became the place to escape.

But now, for the many entrepreneurs and successful business people who fled the country as the Sandinistas imposed their brand of communism and destroyed private sector incentives, Nicaragua beckons once again as democracy and a free market economy are re-established.

Before the Sandinista government, Nicaragua had one of Latin America's most dynamic economies. USAID's efforts to help reinvigorate this tradition began with assistance provided to the government in drafting banking legislation.

The banking system and, as a result, the private sector had been virtually annihilated under Sandinista rule. According to Mark Silverman, chief of the Finance Divi-

sion in the Office of Development Resources, Bureau for Latin America and the Caribbean, the state-owned bank's bloated bureaucracy and discriminatory lending policies (receiving a loan meant that you knew somebody rather than had a bankable project) led to the stagnation of Nicaragua's economy.

After more than 11 years of nationalized banking, the first private bank in Nicaragua was established in August 1991. Four additional banks were established last December, and two more have been licensed to operate.

USAID/Nicaragua and the Bureau for Private Enterprise (PRE) more recently undertook further initiatives to support the fledgling financial institutions, such as establishing a Nicaraguan private bankers association. The association, which held its first meeting in February, provides a forum for the further expansion of professionalism and services in this critical component of any private sector economy.

PRE also is supporting the newly

created banks by providing training for bankers and small entrepreneurs in areas such as cash flow analysis and cost accounting.

"Training is vitally important to build up the technical abilities of the new banks' staff so that they can maximize their contribution," points out one Nicaraguan banker. A bank employee who received training observed that the "course provided the participants with a series of useful tools to develop banking skills."

PRE also seeks to support the new

Before the Sandinista government, Nicaragua had one of Latin America's most dynamic capitalist systems.

banks with a series of guarantee programs aimed at promoting increased lending to small Nicaraguan entrepreneurs. These programs should further contribute to Nicaragua's return to a private sector economy and improve its chances for growth and development.

Fisher is business liaison in the Office of External Affairs.

Gambia

(from page 12)

Working in the horticulture business was not a first choice; however, a combination of local business factors and consultation with Norwegian colleagues led him to the idea and development of his private enterprise plant business. After a feasibility study conducted by the African Project Development Facilities of the World Bank—for which Njie had invested \$1,000—Njie cleared the land, dug bore holes and built infrastructure to support the business. The enterprise became fully operational through loan financing from the International Finance Corporation and

Central Development Corporation and now serves as a pilot project in West Africa for joint financing.

Using technical expertise provided by the Framptons Nursery in England, Makumbaya Farms cultivates chrysanthemums and concentrates on selling flower cuttings for the European market. Experimental cultivation of orchids, carnations and roses is under way. Njie employs 50 workers as skilled and unskilled labor, and during the cuttings period, an additional 50 people are hired. Gambians work closely with experts to ensure that there is a transfer of technical knowledge and skills.

As a participant in the Entrepreneurs International Program, Njie visited Hawaii,

where he met other businessmen involved in horticulture, developed his skills as an entrepreneur and manager and was exposed to technical innovations and advancements in the field. Since then, Njie developed both local and regional marketing strategies for the farms' products rather than just relying on a European market. He has planned a local flower show to stimulate Gambian interest and expanded his business by cultivating the Hawaiian papaya as a potential product. Njie's future plans include business ventures in fruit trees, vegetables and canning.

Wright-Manoncourt is a training support adviser for Labat-Anderson.

WHERE



In the World
Are USAID
Employees?

RETIRED

Conrad, Elmer, COMP/FS/REASSGN, executive assistant, after 31 years
Costello, Edward, NE/DP, program economics officer, after 26 years
Wills, Mary, ES/CCS, administrative operations assistant, after 29 years

Years of service are USAID only.

MOVED ON

Brown, Angela, FA/HRDM/SCD/SB
Cooke, Grace, LAC/DPP/SDPP
Doherty, Tracy, FHA/PVC
Endres, Richard, PMC
Hahn, Pearl, Bangladesh
Hullander, Edwin Lee, PMC
Pruitt, Elizabeth, FA/IRM/CLS
Richter, Charles, Honduras
Setai, Bethuel Pitori, COMP/FS/REASSGN
Vacter, Leonard, PMC

PROMOTED

Alston, Beverly, FA/HRDM/OD, program operations assistant (office automation)
Atukorala, Vimal, POL/IDP, financial economist
Bell, Jeffery, FA/OP/W/CO, contract specialist
Bennett, Tanya, IG/RM/GS, procurement assistant typist
Blackburn, Bonita, R&D/POP/CPS, program operations specialist
Brinkley, Robin, LAC/TL, international trade specialist
Brooks, Gladys, FA/HRDM/SCD/SA, personnel staffing specialist
Brown, Karen, FA/FM/FPS, financial policy analyst
Coles, Sandra Lee, AA/AFR, administrative operations assistant typist
Doheny, Lorie, FA/OP/W/HP, contract specialist
Downey, Callista, R&D/H/AIDS, program operations specialist
Dugger, Laura, COMP/YOC/COOP, student trainee accountant
Edwards, Christopher, FA/HRDM/PPM/PP, policy analyst
Edwards, Dean, IG/SEC/PS/SS, clerk typist
Gray, Donna, Guatemala, IDI (contract specialist)

Harris, Gail, FA/FM/A/OE, financial management specialist
Jackson, Carlitha, FA/OP/O/EE, secretary typist
Johnson, Victorial, PRE/CAP, secretary typist
Marshall, Rosella, FA/OP/O/APR, contract specialist
McCoy, Melissa, FA/HRDM/PMES/PM, personnel assistant (typist)
Nindl, James, FA/OP/O/EE, contract specialist
Pak, Karen, FA/FM/LM, accountant
Reddick, Wendy, EOP/OD, clerk (office automation)
Sadler, Barbara, AFR/CCWA/MS, program analyst
Sallie, Rodney, EUR/DR, clerk typist
Smialek, Elaine, FA/OP/O/EE, contract specialist
Steadman, Belinda, FA/HRDM/PMES/PM, personnel assistant (typist)
Stuart, Edward, COMP/YOC/COOP, student trainee (computer)
Thomas, Melissa, COMP/YOC/COOP, student trainee typist
Tucker, Cynthia, XA/OD, administrative officer
Verner, Cristal, FA/HRDM/SCD/SP, personnel staffing specialist
Washington, Felicia, ASIA/EA, program operations assistant (office automation)
Wright, Joseph, EUR/PDP, program operations assistant typist
Wright, Minnie, AFR/CCWA/MS, program analyst

REASSIGNED

Abel, Lawrence, COMP/FS/REASSGN, agricultural development officer, to agricultural economics officer, R&D/EID/RAD
Adamczyk, Christine, El Salvador, health development officer, to COMP/FS/REASSGN
Allen, Mary Beth, LAC/TL, trade development officer, to special projects officer, EUR/RME/ER/ED
Atteberry, David, Haiti, agricultural development officer, to program officer, Mali
Atwood, Grover, Mali, supervisory agricultural development officer, to ASIA/DR/TR
Baker, Stafford, Kenya, supervisory project development officer, to supervisory private enterprise officer
Beed, John, COMP/NE/OJT, IDI (program), to COMP/FS
Benedict, Peter, COMP/FS/REASSGN, supervisory regional development officer, to mission director, Cameroon
Bertolin, Gordon, AFR/DP/PP, project development officer, to LAC/DR/SA
Braden, Robert, Zaire, engineering officer, to COMP/FS/REASSGN
Brunner, Susan, ES, administrative operations assistant, to FA/B/SB
Butler, Letitia Kelly, Philippines, development coordination officer, to program officer, LAC/CEN
Butler, Malcolm, Philippines, mission director, to foreign affairs officer, OPS/NIS/TF
Carolus, Carol, Uganda, IDI (economics), to program economics officer

Castro, Roberto, COMP/FS/REASSGN, agricultural economics officer, to R&D/EID/IDM
Coggins, Ross, COMP/DETAIL SUP, Food for Peace officer, to COMP/FS/REASSGN
Crawford, Linda, COMP/FS/REASSGN, executive assistant, to secretary, AA/OPS
Cruz-Depaula, Danilo, COMP/DETAIL SUP, program officer, to NE/DP
Dailey, Carrie, Senegal, commodity management officer, to executive officer
Deege, Leonard, IG/A/PPO, auditor, to IG/A/FA
Douglass, William, AFR/EA/T, program officer, to AFR/EA/H
Duncan, Forest Jr., FHA/PPE, economist, to international economist, PRE/SMIE
Eighmy, Thomas, Afghanistan, supervisory human resources development officer, to general development officer, POL/SP
Fillinger, Tamera, GC/LAC, legal officer, to COMP/FS
Franchois, Timothy, IG/A/PSA, auditor, to supervisory auditor, IG/A/PSA
Freeman, Karen, El Salvador, IDI (program), to program officer
Garner, Helen, ME/EMS, administrative officer, to personnel staffing specialist, FA/HRDM/SCD/SA
Godden, John, AA/NE, special assistant, to general business specialist, NE/DR/PIE
Gray, Brenda, FA/IRM/TCO, computer equipment analyst, to program analyst, FA/IRM/PMA
Greene, Richard, Senegal, supervisory program officer, to program economics officer, POL/PAR
Griego, Rudolfo, Peru, supervisory agricultural development officer, to supervisory Food for Peace officer, FHA/FFP/LAC
Hauben, Michael, Pakistan, project development officer, to supervisory project development officer
Herder, Francis, Haiti, deputy mission director, to supervisory executive officer, OPS/MRC
Holt, Phillip, IG/A/PSA, supervisory auditor, to RIG/A/Egypt
Horel, Travis, POL/PAR, program analyst, to special assistant, R&D/EID/IDM
Kelly, Robert William, COMP/DETAIL SUP, director policy development/program review, to deputy assistant administrator, AA/NE
Keppler, Christopher, COMP/DETAIL SUP, program analyst, to disaster operations specialist, FHA/OFDA/DRD
Kirschstein, Fred Karl, COMP/NE/OJT, project development officer, to Egypt
Langlois, Joseph III, FHA/FFP/AFR, Food for Peace officer, to COMP/DETAIL SUP
Lece, Gail, LAC/DI, special projects officer, to program economics officer, POL/IDP
Masters, Donald, NE/DR/MENA, project development officer, to program officer, NE/ENA
Myers, Bobbie, COMP/NE/OJT, legal officer, to COMP/FS
Norris, Mary, COMP/NE/OJT, IDI (economics), to Indonesia
Obasiolu, Emmanuel, COMP/FS, IDI (financial management), to COMP/NE/OJT

Roskens Receives Mandela Coin From International United Black Fund

President of the International United Black Fund Calvin Rolark (left) presents Administrator Ronald W. Roskens with the first gold Nelson Mandela coin issued in the United States. The Mandela coin, which is legal tender for the government of Rwanda, "commemorates the outstanding efforts of this living legend, who symbolizes courage and equality for all mankind," said Rolark. Roskens received the coin because of his support for African-American efforts to forge a link between the continent of Africa and blacks in the United States. A limited number of the Mandela coins will be minted for worldwide distribution.



O'Connor, Timothy, COMP/FS, IDI (private enterprise), to COMP/NE/OJT

Porter, Melvin, FA/HRDM/R, supervisory personnel management specialist, to FA/HRDM/SCD/SC

Rogers, Hong-Nhung, RIG/LAA/W, secretary typist, to R&D/E&I

Rohl, Cynthia, COMP/NE/OJT, IDI (education), to COMP/FS

Rozell, D. Gale, COMP/FS/REASSGN, supervisory agricultural development officer, to supervisory regional development officer, EUR/RME/ECA

Sadler, Michelle, EUR/RME/ECA/NT, secretary typist, to EUR/RME/ECA

Sheldon, Norman, COMP/FS/REASSGN, supervisory agricultural development officer, to agricultural development officer, EUR/DR/FS

Shoemaker, Robert, Cameroon, project development officer, to Food for Peace officer, FHA/PPE

Sunter, Sylvia, FA/HRDM/PMES/PM, personnel assistant (typist), to COMP/DETAIL SUP

Swain, Diana, Afghanistan, project development officer, to program officer, NE/ME

Tinsley, Elizabeth, FA/HRDM/SCD/SA, clerk, to clerk typist, COMP/CS/RECRUIT

Tolliver, Shelia Jones, FA/HRDM/SCD/SB, personnel staffing specialist, to supervisory personnel staffing specialist, FA/HRDM/SCD/SP

Wall, John Frederick Jr., Zaire, project development officer, COMP/FS/REASSGN

Warin, Richard, Morocco, controller, to COMP/FS/REASSGN

Wexel, Patricia, El Salvador, IDI (financial management), to financial management officer financial analyst

White, Michael, Egypt, supervisory health development officer physician, to COMP/FS/REASSGN

Williams, Anne, COMP/FS/REASSGN, AID representative, to Chad

Zilius, Margaret, FA/FM/CMP/LC, accountant, to FA/FMA/PA

Fund Established to Help FSN

Many USAID employees may know USAID/Nepal Foreign Service National Chitra Rana, a personnel officer who has worked at the mission for 12 years.

Last April, during violent political demonstrations in Kathmandu Chitra, who was at home recovering from surgery, was struck by a bullet that was fired through her home. The bullet hit her right femur, just above the knee, shattered the bone, severed the femoral artery and destroyed much of the surrounding muscle tissue and nerves.

Doctors were forced to amputate the leg. Chitra's 8-year-old niece and 2-year-old nephew also were injured.

Chitra has been progressing satisfactorily but needs a modern prosthesis—which is unavailable in Nepal. Although Chitra has medical insurance with USAID that will cover some of her in-country medical costs and the prime minister of Nepal has said that the government will compensate innocent victims of the violence for medical expenses, USAID/Nepal Mission Director Kelly Kammerer says that it is clear that those funds will not be enough to compensate for the significant foreign currency costs to travel outside Nepal to be fitted with an artificial leg. The cost of an artificial leg ranges from \$2,000 to more than \$10,000, and Chitra will need to be fitted for the device and to go through physical therapy.

To help Chitra's family with the cost of her treatment, USAID/Nepal has set up a fund for Chitra's friends who are interested in contributing. (Regulations prohibit contributions from contractors—other than personal services contracts—grantees and individuals or entities who may be doing business or seeking to do business with USAID.)

If you would like to make a contribution, please send your check made out to the Chitra Rana Fund, c/o John Gunning, Nepal Desk Officer, A.I.D., Asia/SA, Room 3318 NS, Washington, D.C. 20523-0067. Chitra would love to hear from her friends at the above address as well.

WHO'S WHO In the Field



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Director Howard Handler
Assistant Director David H. Mandel

Cameroon Yaounde
Director Peter Benedict
Deputy Director Ellsworth M. Amundson

Cote d'Ivoire Abidjan
Director Frederick E. Gilbert

Ghana Accra
Director Joseph B. Goodwin
Deputy Director Dawn Liberi (designate)

Guinea Conakry
Director Wilbur Thomas
Deputy Director Allen E. Reed

Kenya Nairobi
Director John R. Westley
Deputy Director Roger Simmons

Lesotho Maseru
Director F. Gary Towery

Liberia Monrovia
Director Myron Golden (acting)
(Located in USAID/W)

Madagascar Antananarivo
Director George Carner
Deputy Director Donald R. Mackenzie

Malawi Lilongwe
Director Carol A. Peasley
Deputy Director (vacant)

Mali Bamako
Director Dennis J. Brennan
Deputy Director Alan Getson

Mozambique Maputo
Director Julius P. Schlotthauer
Deputy Director John M. Miller

Niger Niamey
Director George T. Eaton
Deputy Director Valerie Dickson-Horton

Rwanda Kigali
Director Gary L. Nelson

Senegal Dakar
Director Julius E. Coles
Deputy Director Douglas Sheldon (designate)

Republic of South Africa Pretoria
Director Leslie Dean
Deputy Director Alfred Ford (designate)

The Sudan Khartoum
Director (vacant)

Swaziland Mbabane
Director Roger D. Carlson
Deputy Director Mary K. Huntington

Tanzania Dar es Salaam
Director Dale B. Pfeiffer
Deputy Director Joel E. Schlesinger

Uganda Kampala
Director Keith W. Sherper
Deputy Director Stephen Ryner

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Deputy Director Stephen J. Spielman

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(acting) (Located in REDSO/WCA)

Namibia Windhoek
USAID Representative Richard Shortlidge Jr.

Togo Lome
USAID Representative Sarah Clark

Sections of Embassy

Nigeria Lagos
USAID Affairs Officer Eugene R. Chiavaroli

Regional Economic Development Services Offices

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Kenya, Nairobi
Director Fred C. Fischer
Deputy Director Bruce Odell

West & Central Africa (REDSO/WCA)

Cote d'Ivoire, Abidjan
Director Frederick E. Gilbert
Deputy Director David E. Mutchler



Regional Mission for Europe
Director Frank Almaguer
Deputy Director Robert Nachtrieb
(Located in USAID/W)

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USAID Representative Gerald Zarr

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Yugoslavia Belgrade
USAID Representative Michael S. Zak



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Deputy Director George A. Wachtenheim

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Director William T. Oliver Jr.
Deputy Director Bastiaan Schouten

Morocco Rabat
Director Dennis M. Chandler
Deputy Director James B. Lowenthal

Tunisia Tunis
Director James A. Graham

Yemen Sanaa
Director George Flores
Deputy Director (vacant)

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West Bank/Gaza

USAID Representative Sarah Suzanne Oids

Oman Muscat

USAID Representative Mark S. Matthews



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Deputy Director Garber Davidson

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Director Ronald F. Venezia

Deputy Director Douglas L. Tinsler

Dominican Republic Santo Domingo

Director Raymond F. Rifenburg

Deputy Director Francis Conway

Ecuador Quito

Director Charles E. Costello

Deputy Director H. Robert Kramer

El Salvador San Salvador

Director John Sanbrailo

Deputy Director John Lovaas

Guatemala Guatemala City

Director Terrence J. Brown

Deputy Director Steve Wingert

Haiti Port-au-Prince

Director David A. Cohen

Deputy Director (vacant)

Honduras Tegucigalpa

Director Marshall Brown

Deputy Director Bruce Eckersley

Jamaica Kingston

Director Robert S. Queener

Deputy Director Marilyn Zak

Nicaragua Managua

Director Janet Ballantyne

Deputy Director Kenneth Schofield

Panama Panama City

Director Thomas Stukel

Deputy Director Kevin Kelly

Peru Lima

Director Craig Buck

Deputy Director (vacant)

Regional Office for Central American Programs (ROCAP)

Guatemala Guatemala City

Director Irenemaree Castillo

Deputy Director Lawrence Klassen

Regional Development Office/Caribbean

Barbados Bridgetown

Director Mosina H. Jordan

Deputy Director Larry T. Armstrong

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Belize Belize City

USAID Representative Barbara Sandoval

Brazil Brasilia

USAID Representative John Pielemeier

Chile Santiago

USAID Representative Paul W. Fritz

Colombia Bogota

USAID Representative Edward Kadunc

Mexico Mexico City

USAID Representative Gerard Bowers

Paraguay Asuncion

USAID Representative Richard Nelson



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Deputy Director Frank J. Young

India New Delhi

Director Walter G. Bollinger

Deputy Director Steven P. Mintz

Indonesia Jakarta

Director Charles F. Weden

Deputy Director (vacant)

Nepal Kathmandu

Director Kelly C. Kammerer

Deputy Director Theodora Wood-Stervinou

Pakistan Islamabad

Director John S. Blackton

Deputy Director Nancy M. Tumavick

The Philippines Manila

Director Richard A. Johnson (acting)

Deputy Director Richard A. Johnson

South Pacific Fiji, Suva

Regional Director John B. Woods

Papua New Guinea, Port Moresby

Assistant Director Louis H. Kuhn

Sri Lanka Colombo

Director Richard M. Brown

Deputy Director George Jones

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INTERNATIONAL ORGANIZATIONS

U.S. Mission to the United Nations

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New York, New York—Development Coordination Officer—(vacant)

U.S. Mission to the U.N. Food and Agriculture Organizations

(including FAO, WFP, WFC, IFAD) Rome, Italy
U.S. Executive Director to the International Fund for
Agricultural Development (IFAD)—Hugh Smith
Attache for Development Affairs—David W. Joslyn

U.S. Mission to the Organization for Economic Cooperation and Development

Paris, France
U.S. Representative to the Development Assistance Committee—Martin V. Dagata

Office of the U.S. Executive Director to the Asian Development Bank

Manila, The Philippines
USAID Development Adviser to the U.S. Executive Director — Terry Barker

U.S. Embassy Tokyo, Japan

Counselor for Development Cooperation—Paul White

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