

Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

AUGUST 1992

PN-ACZ-596

THIS ISSUE

2

Agency Continues
Management Reforms

4

With Democracy,
Panamanians Discover
Rights, Responsibilities

8

Loan Program Fosters
Creative Urban
Development in Bolivia





AUGUST 1992

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 32, NO. 7

Administrator: Ronald W. Roskens

Director of External Affairs:

Stephen D. Hayes

Chief of Publications:

Suzanne H. Chase

Editor: Nancy Long

Senior Writer-Editor: Jane Sánchez

Writer-Editor: Joe Bukovac

Writer-Editor: Betty Sneed

Staff Assistant: Mary Felder

Photographer: Clyde F. McNair

Contractor: Ellen C. Irving

Correspondents:

AFR: Ranta Russell

ASIA: Tom Johnson

EOP: David Grim

EUR: Jan Zehner

F&A: David Johnson

FHA/OFDA: Franca Brilliant

FHA/PVC: Lorena Williams

GC: Robert Lester

IG: Fred Kalhammer

LAC: Pete McLain

LEG: Joe Duncan

NE: William McKinney

OSDBU: Betty Briscoe

POL: Farah Pandith

POL/CDIE: Roger Reynolds

PRE: Carolin Crabbe

PRE/H: Larry Birch

R&D: Tom Kellerman

R&D/CUCD: William Miner

Front Lines, a publication for USAID employees and development professionals, is published monthly except January by the Office of External Affairs. It has been approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Fax (202) 647-3945. Next issue: Sept. 10, 1992.

QUOTABLES

"There are now fresh prospects for peace and security and for constructing a world in which equity and justice prevail. At the same time, there are new risks for stability which underline the need to rethink approaches to the maintenance of peace. It is evident...that there can be no lasting peace or prosperity as long as millions of people continue to endure an existence defined by poverty and hunger. Lasting solutions to the problem of hunger and malnutrition can only be achieved when concerted efforts are made to attack the causes of poverty. Among these are the inability of the poor, and particularly women, to access resources for income producing employment... A lasting solution to the problems of hunger and malnutrition can only be achieved when concerted efforts are made, when political will is present."

A message by United Nations Secretary-General Boutros Boutros-Ghali to the 18th Ministerial Session of the World Food Council, June 23-26, in Nairobi, Kenya

"I think there is a pretty good bipartisan consensus on the rough levels of funding for Central and Eastern Europe and...on the strategic importance of the region. I think there's beginning to dawn a commercial awareness as well... In the last four or five months, \$1.5 billion in new U.S. investment has been committed in Czechoslovakia alone. \$100 million in aid compared to \$1.5 billion in investments begins to cast a different light about what this project is about. It is not only our strategic interests that are being advanced, but our commercial interests, as well.

Robert Hutchings, special adviser for East European Assistance, discussing the U.S.-supported Enterprise Funds in Central and Eastern Europe at a press briefing at the State Department, July 22



Photo Credits:Cover, pages 8, 9, D. Llewellyn; Clyde McNair, pages 2, 4, 6, 13, 16, 17; USAID/Panama, page 5; USAID/Hungary, page 7; USAID/Togo, page 12; Nancy Long, page 14; USAID/Egypt, page 15

Cover Photo: Through USAID/Bolivia's loan program for the city of El Alto, townspeople are setting their own development agenda to improve their villages, income potential and standard of living. Through the program, villagers have initiated the building of a greenhouse, public baths, a clinic and training center. Literacy classes and municipal garbage collection also were funded. See story on page 8.



Front Lines is printed on recycled paper.

Front Lines

NEWS & FEATURES

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

2 Agency Continues Management Reforms

By Jerry Kamens

A six-month study of the Agency results in joint recommendations by USAID and the Office of Management and Budget to strengthen USAID management and programs.

3 Revamping Staff Incentives Integral to Agency Reform Efforts

By Kenneth Sherper

U.S. Pledges Aid To Africa

4 Agency Addresses Environmental Concerns At Rio

By Jerry Kamens



5 Foundation Fosters Civic Participation in Panama

By Julie Cromer

Through a USAID grant, a Panamanian foundation is helping promote democracy by teaching young people their rights and responsibilities.

6 New Chief of Staff Named

7 Europe Examines Energy Issues

By Betty Snead



8 Bolivia Credit Program Enables Community to Say, "Let's Try It"

By Deborah Llewellyn

10 Poland: Looking For Ways to Compete

By Joe Bukovac

The GEMINI/Poland project, in cooperation with USAID's Regional Mission for Europe, is helping Poland compete in the global open market economy.

11 Mali Projects Open Up Economic Opportunities For Women, Youth

12 U.S., Togo Celebrate 30-Year Partnership

By David Gately

13 Work Force Critical To Africa Development

By Corrie Haines

Rosenberg Is New Africa Head



14 On Local Level, Women Unique Agents Of Change

By Annie Foster

15 Bureau Institutes Financial Model

16 Where in the World?

Agency Continues Management Reforms

BY JERRY KAMENS

Administrator Ronald W. Roskens and Office of Management and Budget (OMB) Director Richard Darman announced the results of a joint USAID-OMB review of USAID's management operations July 16.

This review is part of an ongoing effort initiated by the two organizations to improve the efficiency and effectiveness of the Agency in its management and implementation of U.S. foreign economic and humanitarian assistance activities. After a six-month study of the Agency, senior USAID employees, together with OMB counterparts, issued a report containing 30 recommendations to strengthen USAID's management of headquarters and overseas projects and programs.

Ambassador Anthony Gillespie, assisted by Richard Ames, associate administrator for Finance and Administration, and Rodney Bent of OMB, led the review effort.

The recommendations of the report addressed issues ranging from employee training to program oversight and evaluation.

Commenting on the report, Roskens said, "I became administrator with a clear recognition that the Agency's operational and management practices required a major overhaul if we were to meet the pressing new demands made evident by the end of the Cold War era. These joint recommendations should be very helpful in our ongoing efforts to focus on those Agency systems which deliver, implement and measure the results of our projects and programs. They also should help us upgrade skills, standards and processes needed by our work force to accomplish the



Administrator Roskens (second from right) meets with Agency staff to identify ways to speed management reform efforts.

goals that we in the Agency have set for ourselves."

After a year-long review by Agency staff, Roskens implemented a major reorganization and initiated a management improvement program in 1991—the first phase of Roskens' efforts to improve Agency results, accountability and efficiency.

The joint USAID-OMB effort was launched in January, and on June 14, Roskens named Brad Langmaid deputy associate administrator in the Agency's Directorate for Finance and Administration. Langmaid's task is to oversee the design, development and implementation of the second phase of the Agency's management reforms.

When completed, this second phase will represent a comprehensive, integrated and prioritized program to address vital management issues, including project management and accountability, personnel utilization, audit, contracting and evalua-

tion. The Agency-OMB study is a key part of the Agency's Phase II management improvement program, and Langmaid will be helping the Agency carry out the USAID-OMB recommendations. The administrator has directed that a detailed action plan, including specific actions, milestones and performance measures for

instituting the 30 recommendations be completed by Aug. 31.

In September, Langmaid will be helping to develop a coordinated Agency response to management improvement recommendations being developed by the General Accounting Office and previously made by the Presidential Commission. These will be incorporated, as appropriate, into an expanded implementation plan.

Throughout the last half of July, Administrator Roskens held a series of meetings with Agency employees representing a

cross-section of USAID staff to identify ways to speed implementation of management reforms. Participants focused on reform activities for human resources, procurement, technical support, project development, programming systems and information management. They also exchanged information on continuing problems needing resolution in these areas.

"Every employee—from field staff to senior management—will need to be involved in the implementation of these management improvements," Roskens said. "We are all going to have to take the time to make this work."

In coming months, Front Lines will report on the status of these reforms. The first in this series is on management incentives (see page 3).

Kamens is working on management improvement issues for the deputy associate administrator, Finance and Administration.

Revamping Staff Incentives Integral to Agency Reform Efforts

BY KENNETH H. SHERPER

In USAID's May 1991 Management Action Plan, the administrator established several management actions to improve the Agency's project design and approval process, the contracting cycle and the Agency's incentives system.

An Incentives Project Committee, staffed by Foreign Service and Civil Service officers from throughout USAID/Washington, was established in June 1991 to determine how best to improve the Agency's incentives system.

The committee defined incentives in their broadest sense to include not only the more traditional awards system, but also how people are motivated to perform at a high level. Instituting the committee's recommendations will have a direct impact on every USAID employee.

Recommendations for strengthening USAID's incentives system were based upon the goals of encouraging quality management throughout the Agency and matching the incentives system closely to organizational objectives. It is important to establish a system that promotes and rewards individual and team performance that contributes to these goals. USAID's employees are its most valuable resource.

Although there currently is no unified system that pulls them together, several components of a good incentives system exist in various organizational units of USAID. Constructing an effective incentives system must be an Agency priority.

Career enhancement is a critical aspect of the incentives system and quality management strategy. Simply put, career enhancement is good management and must be recognized for its importance in contributing to Agency objectives. Providing equitable and open opportunities for career

advancement and assignment by establishing essential competencies and skill qualifications for various grade levels and skill categories is vital. Appropriate training will be important. Modifying course offerings will be necessary to ensure that employees have the opportunity to acquire necessary competencies and skills, including language, technical and managerial requirements. Supervisors must take seriously their responsibilities in supporting staff development, especially by providing individuals opportunities for growth in their current jobs.

The formal recognition awards process needs to be simplified, made more timely and more closely associated with Agency values and objectives. New awards should recognize accomplishments such as management excellence, leadership, program impact, staff development, teamwork and creativity. Like performance pay awards, the process should be decentralized to bureaus and missions and should include input from peers and subordinates. Awards should be more creative—for example, preferred assignment, on-the-spot cash or time off from work.

Reform of the incentives system is inextricably linked to a management climate that allows the system to flourish. Some of the committee's recommendations will be put in place over the next six months, but others will take longer. They can be carried out effectively only with the full and constant support of all Agency employees.

To further reforms, managers can establish a clear vision statement and programmatic objectives for organizational units, provide staff with broader experiences within their position assignments, provide sound career counseling, give frequent and honest performance appraisals, support appropriate formal learning opportunities

and ensure that achievement of organizational objectives and behavior consistent with Agency values are recognized and rewarded.

For copies of the Agency Incentives Project Report, call Chris Edwards, (202)663-1443 or fax (202)663-1568.

Sherper is counselor to the Agency.

U.S. Pledges Aid to Africa

The United States has pledged \$535 million in food and cash assistance to aid the more than 30 million people in 10 southern African countries who are suffering from the worst drought this century.

"The United States has reached deep into all relevant programs to mobilize food and non-food resources for the drought emergency," John Hicks, deputy assistant administrator of the Bureau for Africa, told an international pledging conference in Geneva on the drought emergency in southern Africa. "We have reallocated food and money from less critical programs to this crisis, while protecting food allocations to other emergencies in the world, including those in other parts of Africa."

The initial U.S. pledge was made in response to an international appeal on May 26 by the U.N. Secretary General for \$854 million in targeted food and non-food aid requirements needed for the drought.

The major part of the U.S. pledge is in food aid. More than 1 million metric tons, worth \$276 million, will be distributed to Angola, Botswana, Lesotho, Malawi, Mozambique, Zambia and Zimbabwe.

—Renee Bafalis, Office of External Affairs

Agency Addresses Environmental Concerns at Rio

BY JERRY KAMENS

Chiefs of state from more than 110 countries including the United States traveled to Rio de Janeiro, Brazil, in June to attend the Earth Summit.

They signed conventions on climate change and biodiversity, adopted a non-binding statement of forest principles, concurred in Agenda 21 (a work plan of environmentally sound development for the next century) and agreed to the Rio Declaration (a statement of principles for global sustainable development).

The two-day summit, which ended June 14, capped the United Nations Conference on Environment and Development (UNCED). More than 180 nations took part, making the gathering one of the largest international meetings ever held outside the United Nations.

Administrator Ronald W. Roskens took part in the conference, holding bilateral discussions with representatives from several other countries. USAID was very involved in UNCED's goal of addressing land, water and air pollution, deforestation, urban pollution and inefficient use of energy—all costly phenomena harmful to the world's long-run economic interest and health. The conference dealt with both environment and development issues.

Despite some controversy

on the two conventions presented for signature and on the key issue of providing much greater financial resources to developing countries, UNCED was deemed a useful step forward. The United States played a constructive and substantive role in the process.

The climate change convention addresses all sources of global greenhouse gases—a focus advocated by the United States—not simply carbon dioxide. Despite agreeing with many of its basic tenets, the United States did not sign the biodiversity treaty because of unacceptable provisions on finance and biotechnology and inadequate protection for intellectual property rights.



Agency representatives who attended the U.N. Conference on Environment and Development, Jerry Kamens (left) and Twig Johnson, brief Agency staff on USAID's role at the global summit.

Working closely with other U.S. agencies, Agency officers helped develop the vast menu of proposed global programmatic initiatives included in Agenda 21, which was billed as one of UNCED's major achievements. Agenda 21 is a collection of action plans for sustainable development that covers such diverse fields as sustainable agriculture, forests, oceans, technology transfer and hazardous and toxic wastes.

Agency staff helped craft U.S. positions on a host of topics, particularly those in which the Agency has special expertise such as forestry, energy efficiency, sustain-

... Agency officers helped develop the vast menu of proposed global programmatic initiatives included in Agenda 21, which was billed as one of UNCED's major achievements.

able agriculture, desertification, coastal resource management, population assistance, health, technology development, capacity and institution building and environmental policy reform.

USAID took part in preparation of the statement of forest principles and of the U.S. Forests for the Future initiative presented at UNCED. The forest principles address forest management and conservation. Under the Forests for the Future initiative, the United States commits \$150 million in new bilateral assistance for 1993, promotes a cooperative partnership with participating countries and moves to conserve forests

(continued on page 6)

Foundation Fosters Civic Participation In Panama

BY JULIE CROMER

The removal of Manuel Noriega and the dismantling of the Panamanian military in December 1989 ended 21 years of military rule in Panama. An entire generation had never experienced democracy or the rights and responsibilities it brings.

For several years, Panama's Civic Crusade had served as an informal umbrella organization, uniting some 200 political groups in opposition to the regime of Noriega.

Recognizing the need for education in democracy, the Civic Crusade became the National Civic Crusade Foundation—a private, non-profit organization that provides non-partisan training in democratic responsibilities and rights. The foundation hopes that through nationwide training, it can foster civic participation in Panama's new democracy.

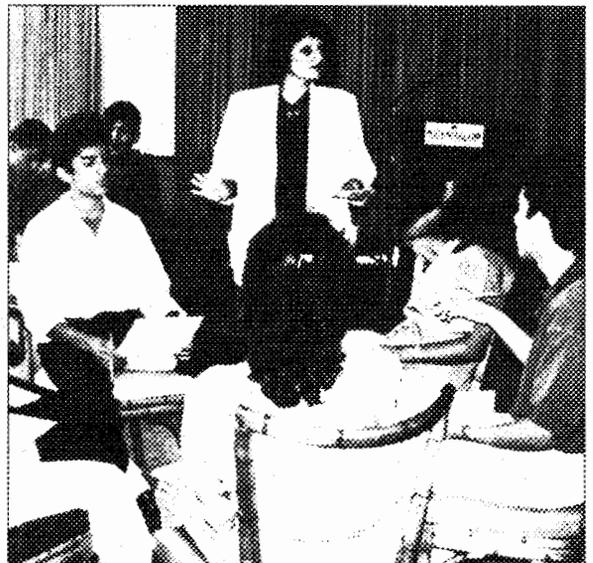
Established in October 1990, the foundation already has developed a diverse series of educational workshops and seminars through the *Centro Pro Democracia* (Center for Democracy). The center is a USAID-supported office within the foundation that carries out many of the activities directly reaching the Panamanian public. The center also handles media activities for the foundation.

USAID/Panama, with heavy program emphasis on consolidating democracy and strengthening government institutions, recognizes this program as a prime opportunity to expand the role of private citizens in governance. On Nov. 30, 1990, USAID signed a two-year grant for \$240,000 with Ameri-

ca's Development Foundation (ADF), a U.S. private voluntary organization with extensive experience in providing institutional support to non-governmental organizations overseas. ADF plays a major role in the financial management and institutional development of the center, its sub-grantee.

Because military regimes in Panama have spanned more than two decades, center leaders believe that the critical target audience for training in democratic leadership is youth. The center has selected participants from socioeconomically disadvantaged areas to participate in three separate workshops to date. Topics under the general theme "Youth Leadership in a Democracy" have included the importance of leadership training; the definition, historical background and styles of leadership; leadership in democratic institutions; strategic planning and analysis; and the need for personal commitment and participation.

Although intended to have a long-term effect, these seminars have had remarkable short-term results as well. Two groups of center youth participants have taken advantage of their leadership training to establish or revive formal civic associations in their low-income communities. Seminars in the provinces have sparked adult chapters that now are conducting their own workshops in the provinces of Chiriqui and Los Santos, with materials and guidance (but not funding) from the center. "This spontaneous generation of independent civic organizations was completely unexpected," says Carol Horning, project officer of the



Through activities of the USAID-supported National Civic Crusade Foundation in Panama, young adults discuss democratic responsibilities and rights.

USAID/Panama Democratic Initiatives Project. "But it has continued."

The center encourages participation in its activities through media campaigns. Activities include frequent television campaigns and radio spots, a monthly newspaper supplement and a weekly radio roundtable in which the center acts solely as a non-partisan facilitator. Topics have included the legislature, free enterprise, human rights and the role of the family in a democracy.

"The Civic Crusade's establishment of the non-partisan Center for Democracy has maintained the confidence of the Panamanian people through ongoing civic education and training activities," says Michael Miller, president of ADF. Because of overwhelming public response, the center was able to establish a volunteer program of more than 500 volunteers to serve as guides and provide administrative support for the seminars. According to a recent nationwide poll, the center enjoys a surprisingly high rate of public recognition for a new organization.

Horning attributes the quick success of the center to the vision and commitment of

(continued on page 6)

New Chief of Staff Named

Michael Ratliff has been named chief of staff to Administrator Ronald W. Roskens. Ratliff, who most recently served as director of public affairs for the Bureau of Land Management with the Department of the Interior, joined the Agency in May.

At Interior, Ratliff managed the bureau's public affairs activities in Washington, D.C., and 11 field offices located in the western United States, during his three-year tenure. His division focused on environmental issues such as the wilderness and endangered species. The management challenges he encountered at Interior will closely parallel the tasks he will confront at USAID.

Ratliff also worked in both the U.S. House of Representatives and U.S. Senate, serving on the staffs of Sen. William Armstrong (R-Colo.) and Rep. Dan Schaefer (R-Colo.). He also managed election campaigns for Reps. Schaefer and Joel Hefley (R-Colo.).

Ratliff, a former USAID public affairs officer, is enthusiastic to be back at the Agency. "I worked in the External Affairs

Office for one year in 1987 and really enjoyed my work. I was thrilled when Dr. Roskens asked me to come back to USAID. I believe in this Agency and hope to help the administrator and the Agency during this important time in history. With the dramatic events that are shaping our world, it is a great opportunity to have a hand in shaping the future of foreign assistance," Ratliff said.

"We are very fortunate to have Mike join the Agency," Administrator Roskens said in announcing Ratliff's appointment. "He has excellent management skills, has worked on Capitol Hill as well as the executive branch and understands how Washington works. He definitely is a rising star in government."

As chief of staff, Ratliff will have



management oversight of the entire Agency and will focus on legislative and public affairs issues.

Ratliff is a native of Boulder, Colo. He holds a bachelor's degree from the University of Colorado and is currently pursuing his M.B.A. from Wharton at the University of Pennsylvania.

Environment

(from page 4)

on U.S. soil. The Agency also helped prepare the U.S. national report submitted to UNCED describing U.S. environmental and developmental progress since 1972 and assisted several developing countries in preparing parts of their reports.

The Agency's post-UNCED responsibilities include assisting in carrying out the U.S. forests initiative and in preparing U.S. positions in the new Sustainable Development Commission established to bring to fruition the programs in Agenda 21.

USAID continues its wide range of environmental programs, including those in forests, biodiversity, energy, coastal zone management and sustainable agriculture. Solving environmental problems is inseparable from addressing the issues of poverty. The root causes of environmental problems faced by developing countries often are poor policies coupled with the enormous socioeconomic problems created by lack of jobs and inadequate income.

Thus, while USAID heartily endorses UNCED statements of goals, the global conventions on climate change and biodiversity, and the statement on forest principles, these efforts will not be sufficient unless the underlying causes of environmental degradation are addressed simultaneously.

Kamens was UNCED coordinator in the Policy Directorate's Office of Policy Analysis and Review. He now is working on management improvement issues for the deputy associate administrator for Finance and Administration.

Panama

(from page 5)

its leadership. "It's not just something that they're doing for people in hotel conference rooms in Panama City," she says. "They're getting to the interior and trying to reach as many people as possible." Employees have worked long hours and made long trips—including one which ended with a two-hour horseback ride to the rural workshop site of Tucue in the central province of Cocle.

Past successes and future progress of the center depend upon its directors. Today, the center is the only private non-partisan organization working on the development of civic responsibility and participation among institutions such as

chambers of commerce, professional associations, youth groups and agricultural cooperations. The center's president, Augustin Arias, anticipates that it will soon be able to make improvements in structures and programs.

"It takes a few years to build an organization, even to project an image," says Arias. "I think that once we get over that building phase, we can concentrate entirely on the mission. The support of USAID is important."

Miller agrees. "The highly successful work of the Center for Democracy in Panama is a model of the progress possible with the support of USAID's Democracy Initiative," he says.

Cromer is an intern in the Office of External Affairs.

Europe Examines Energy Issues

BY BETTY SNEAD

Waste and inefficiency, combined with an overwhelming dependence on foreign fuel sources, have led to a disastrous energy situation in Central and Eastern Europe. The decline in oil deliveries from the former Soviet Union, uncertainty in the Middle East oil supply and the shift to hard currency payments for oil, gas and electricity imports have only served to intensify the problems in the region.

How does USAID's Bureau for Europe (EUR) begin to tackle this disaster? EUR energy managers Robert Ichord and Robert Archer crafted an immediate impact response by putting together a short-term package called the Eastern Europe Emergency Energy Program.

Six countries—Bulgaria, Czechoslovakia, Hungary, Poland, Romania and Yugoslavia—accepted the program last year after a series of visits and discussions with U.S. officials. USAID then sent experienced energy audit teams to these countries to work closely with local engineers to identify and carry out low-cost or no-cost conservation and efficiency measures that would have a quick payback in cost savings. They didn't have far to look.

Teams of engineers from Resource Management Associates, International Resources Group, RCG/Hagler and Bailly audited 48 industrial facilities in the metals, machinery, food processing and district heating industries. They were well received by both the plant officials and local governments.

By providing in-plant seminars on energy management, evaluating energy consumption information and measuring energy use, the audit teams uncovered easily solved inefficiency problems such as the lack of thermostats in boilers that were costing thousands of dollars in waste each year. At a glass factory, for example, the auditors found four glass melting furnaces operating at 64 percent loads. Their solu-

tion—to shut down one furnace and operate the remaining three at 85 percent capacity—saved the plant nearly \$1 million in energy costs per year.

In addition to introducing U.S. management techniques, the teams recommended various low-cost technologies that could be instituted to further increase savings. Based on the auditor's recommendations, USAID provided more than \$1 million in U.S.-manufactured energy efficiency equipment to the plants visited. The equipment, purchased from more than 40 American companies, quickly proved its worth. For example, a \$25,000 combustion efficiency tester was installed in a hot strip rolling steel mill. Testing the combustion rate at regular intervals showed that performance could be boosted by 3 percent annually. A 3 percent improvement in performance translates into \$600,000 in annual savings, which is a two-week payback on the original \$25,000 investment.

In reviewing the audit teams' work, USAID found that the new management techniques and equipment resulted in annual savings of \$16 million for the region. The quick implementation and immediate results of this program have led to its ex-

pansion in the Baltics and six of the republics of the newly independent states of the former Soviet Union as well. An added bonus to the Agency's work in energy efficiency has been the spillover effect it has had in other areas. U.S. private industry is increasingly aware of the large potential market it has in Central and Eastern Europe for further energy efficiency equipment purchases. In addition, the prospect for large energy savings at relatively low costs for other countries has significant policy implications for lending institutions.

Moreover, after completion of the work by the U.S. audit teams, improvements continue. The local engineers are applying the audit and financial analysis techniques they learned through the project. Plant managers are using new management practices to reduce their energy costs even further. A Hungarian yeast plant manager is a case in point—since instituting new reforms factory-wide, his plant is producing the same output as before but with a 31 percent energy cost reduction. And a small engineering firm, applying new techniques and U.S. diagnostic equipment, now has a thriving business to reduce energy costs in numerous industries.



Europe Opens Financial Management Center

In a recent ceremony in Hungary, (from left) Regional Controller Michael Bradley, Ambassador to Hungary Charles Thomas and USAID/Hungary Representative David Cowles open the USAID/Regional Financial Management Center for Central and Eastern Europe. Although the Regional Mission for Europe is based in Washington, the management center is located in Budapest and will have responsibility for all phases of financial management for eight missions.

Bolivia Credit Program Enables Community to Say, "Let's Try It"

BY DEBORAH LLEWELLYN

Balancing two handfuls of tomatoes, Francisco Cabrera hurries across the adobe community complex in Villa Bolivar to invite visitors into the tiny community lending office. Grinning his wrinkled grin, Cabrera obviously is pleased to talk about the exciting changes taking place in his Aymara community.

Inside, Cabrera lines the tomatoes up along his desk and explains how the community lending office works.

"We help set up loans," he says. "For example, we got a loan for \$100,000 from a government bank to lend to groups of artisans. The artisans needed money but didn't have any collateral, so with the help of USAID/Bolivia's Pilot Program for Urban Development of El Alto (PROA), they formed solidarity groups to guarantee repayment of the loans. PROA decides if the group is credit-worthy and does all the paperwork for the bank. On 160 loans to Villa Bolivar and three other PROA lending communities, there have been no defaults."

Villa Bolivar is a community within the newly formed city of El Alto, Bolivia, which perches on the plains above the capital city, La Paz. The majority of El Alto's population of 400,000 migrated to the city from rural areas, leaving behind shut-down mines, droughts or flooded agricultural lands. Most are ill-prepared for urban life. They construct adobe houses along the rim of the canyon, peering down into the relative prosperity of La Paz and their hopes of better jobs, schools, housing, food and health.

El Alto did not exist 25 years ago. With massive problems created

by enormous urban growth and no economic base, El Alto appealed to USAID/Bolivia for help in 1988. Working with residents of the city, the mission assisted them in setting up the pilot program. Through an agreement with the municipal government, the organization was given the task of improving the incomes, housing and health of some neighborhoods in El Alto.

According to PROA project officer Rafael Indaburu of USAID/Bolivia's Office of Health and Human Resources, the mission tried new approaches to better use existing resources and support, not replace, community initiatives.

"First we met with 60 NGOs [non-governmental organizations], private groups and public institutions to develop a combined strategy," says PROA Director Raúl Bascón of the project's beginnings. "Many of them were involved in excellent projects, but the problems of El Alto were

so massive, it was impossible for individual groups to have much impact.

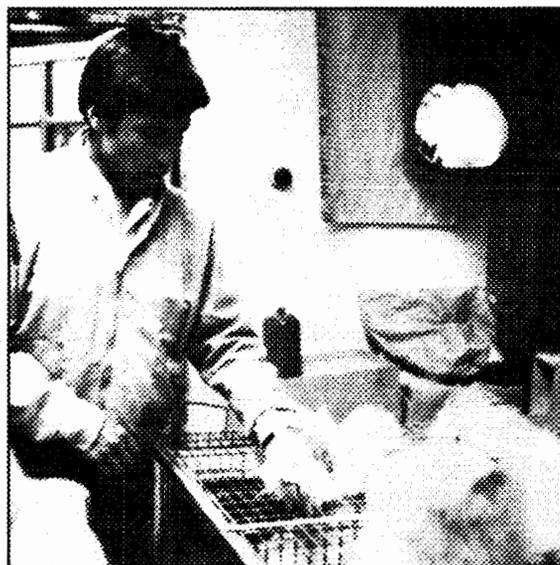
"Next, PROA did a study of El Alto and picked three areas where we thought we could accomplish the most. We started in Villa Bolivar. We met with community leaders and told them we were willing to listen and facilitate their getting what they want to improve their community and their lives. This is the first step in community development. If the community leaders decide it is good for their neighbors, then they will become part of the force."

PROA helped Villa Bolivar build its community center as the focal point of community organization.

"Now so many people come to the meetings that the center has to be enlarged," Bascón says. "We don't go in with a recipe. It's a process, and the end goal is self-worth and initiative. In our plan, the community does its own assessment."

Community members form volunteer committees on employment, housing, health and training. PROA teaches the community how to look at priorities and do cost and benefit analyses. "This was a real turning point for Villa Bolivar because they realized that by planning they could build a church, a community plaza, a health clinic, etc.," Bascón says. "We helped them revive the spirit of *Yanthaña* (which means "let's try it") from their Aymara culture. We also have taught them how to evaluate their failures and ours. Our main hope is for the people to become the protagonists of their own development."

With a small USAID investment, PROA was able to channel \$30 million from other donors to El Alto in the first three years. Contributions came from Canadian, Japanese and European governments, as well as



Community President Lino Garcia checks on the Angora rabbits raised at the technical training center, funded through the USAID/Bolivia Pilot Program for Urban Development of El Alto.

NGOs. Villa Bolivar uses such help to set up community activities designed to benefit all. Cabrera shows the visitors to the community's cooperative greenhouse, where the tomatoes are grown. The greenhouse also serves as a model for one of Villa Bolivar's microenterprise training projects.

"We take care of our expenses here through the tomatoes we sell and through these public baths and showers," he explains, pointing to clean public bathrooms equipped with a hot shower in a far corner of the complex. PROA gave start-up mon-



Women learn how to calculate a profit in a USAID-sponsored course on small business skills.

ey and maintenance training to workers for the bathrooms, which are a well-run model for community-managed facilities and a rarity in a city in which 95 percent of the houses do not have bathrooms.

The community center also houses a training center for the raising of Angora rabbits. Lino Garcia, a weaver and a university math student who serves as community president, says PROA provided training and helped arrange start-up money for the project. Each rabbit costs \$10 and can be purchased after trainees complete a course in caring for the rabbits. With 10 female and four male rabbits, a family enterprise can breed as many as 100 rabbits in one year. "With the fur of the rabbits, I can earn as much as \$6,000 a year," Garcia says. In El Alto, 85 percent of adults earn less than \$100 a month.

Gerardo Laura, a community volunteer who coordinates training programs, talks about life in Villa Bolivar before PROA was set up. "There was no work," Laura says. "We used to talk about what we wanted for the community. Everyone wanted big projects like a cathedral and a plaza, but we never really accomplished anything. There was no effective community organization."

"I was so worried about our community, especially the young people," pipes in elderly Señor Francisco, who has been listening intently. "There was so much poverty. But now our knitters, for one example, are organized and getting training to make things of quality. Three groups of 60 women are exporting their sweaters and earning a fair price.

"The young people meet here frequently, talking about a better life and how drugs and alcohol get in the way of their goals. They are learning how to improve their lives. Everyone is helping because we are organized. We have a plan."

According to Jaime Cusicanqui, deputy director of PROA, this organization and planning helped identify illiteracy as a serious problem, pointing out that 450 adults in the community could not read. As the knitting cooperative met, they talked about the problem and asked the organization how they could get a literacy course. PROA contacted a literacy group that had been operating in El Alto for several years.

"This literacy program is linked with food donations, and they were accustomed to giving food to participants for attending the classes," Cusicanqui says. "In Villa Bolivar, there were no food donations. The people didn't want food, they wanted to read. It was the first time this had happened in the organization's history."

Another problem identified was the need for reliable trash collection. Only 8-10 percent of the people in El Alto have municipal garbage service—the rest were throwing their trash in the streets. With the help of PROA and two other organizations, the people of Villa Bolivar have bought three garbage carts and hired three collectors to pick up the garbage. Community residents agreed to pay 45 cents a month

for collection. Ten other microenterprise collection services followed. The 11 companies have formed a federation and are negotiating with the municipal government to take over the garbage collection service for the city.

PROA supports the community by serving as an intermediary with outside institutions. PROA staff member Gaston Mejia recently secured new loan funding from a private bank for PROA's microenterprise plan. By describing the success of the first loan program in Villa Bolivar, he convinced the bankers to give \$100,000.

PROA also has convinced the city government to adopt simplified approval procedures for housing, water and sewage. With PROA's team and community cooperation, the cost of this service has been reduced by two-thirds.

The organization now works in several other villas in addition to Bolivar. In its first three years, PROA was twice recognized for its contributions to urban development. In 1989, the Third International Shelter Conference in Washington, D.C., selected PROA as one of 12 superior programs worldwide. The 1990 Economic Commission of Latin America commended the project as a practicable alternative in an "economy of difficult viability."

PROA's success has extended beyond El Alto. The Ministry of Planning asked the organization to develop urban plans for the towns of Puerto Suarez and Puerto Quijarro on the Brazilian border. The World Bank has hired them to work in Potosi, and the Swiss, Dutch and German governments are funding PROA projects.

As the visitors are leaving, community president Garcia points to a ditch of scummy water. "This is our next project," he says. "This filthy surface water is coming from outside the community. We need drainage pipes to stop this. It's bad for our children and our health."

Although the list of needed changes in Villa Bolivar may seem endless, with the help of PROA, the community has learned to arm itself to deal with each new challenge.

Llewellyn is a writer living in Bolivia.

Poland: Looking For Ways To Compete

BY JOE BUKOVAC

The government of Poland, in partnership with USAID, is attempting to learn how to listen to the voice of the private sector.

Through the Bureau for Private Enterprise GEMINI project, a three-year old, \$5.7 million worldwide program, USAID's Regional Mission for Europe is assisting Poland to develop new ways to compete in an open market economy.

"GEMINI/Poland is working with Polish government officials and private sector leaders to identify regulatory and bureaucratic constraints that impede business development and investment," says George Metcalfe, chief of the GEMINI project in Poland, and advisor to the Ministry of Industry and Trade. "We also are working with Poles to create incentives to stimulate private sector development."

The Polish government suffers from a lack of cohesive policy formation regarding small business. Polish government officials want to create a favorable business environment in Poland, but lack the information, people, money and experience required to accomplish this.

"No one has had that experience before. They are not building on something that used

to exist—they are creating something that never existed," says Metcalfe.

During the last week of June and first week of July, several government officials responsible for creating a pro-investment climate in Poland came to Washington, D.C., to learn what that entails.

The task force was led by Andrzej Lewinski, director general of the Ministry of Industry and Trade and two of his ministry officers, Jolanta Tanás and Andrzej Lech. Arkadiusz Krezel, president of the Industrial Development Agency, and Marek Kozak of the Polish Council of Ministers (similar to the Cabinet) accompanied the team.

This group met with representatives of the U.S. Small Business Administration, the U.S. House of Representatives Small Business Committee, including its ranking minority member, Rep. Andy Ireland (R-Fla.), and the U.S. Senate Small Business Committee.

They also visited the National Federation of Independent Business; the Bankruptcy Institute; the Small Business Legislative Council; the Fairfax County, Va., Chamber of Commerce; and George Mason University Small Business Development Center.

The experience exposed the visitors to the various groups involved in supporting national and local business interests and demonstrated the potential influence each can bear on the political and legislative process.

The group came away with a heightened interest in the need for a top-level advocate on behalf of small business. Upon their return to Poland, the team was assigned the task to help

create a new small business advocacy office in the Council of Ministers headed by Zbigniew Eysmont, minister for Small Business Affairs.

The GEMINI/Poland project comple-

ments the privatization effort that USAID has supported in Eastern Europe. Metcalfe notes that privatization itself does not in the short term generate significant private

"The United States needs to look out beyond her shores and recognize the markets and products of opportunity in Central Europe and the New Independent States."

sector investment, particularly at the small and medium-size business level. "Although privatization contributes to economic growth and is a key component of economic restructuring, it doesn't drive economic growth or generate jobs in the manner that newly established small and medium businesses do," he says.

USAID also is assisting the Poles in overhauling the country's tax system and various financial institutions. A related Agency project, the Institutional Reform for the Informal Sector, addresses legislative and regulatory reforms. All of this assistance should help attract U.S. and Polish investment.

"The United States needs to look out beyond her shores and recognize the markets and products of opportunity in Central Europe and the New Independent States. That could open up a very significant new frontier for American workers," says Metcalfe.

"The Poles are working hard through this very difficult process of transformation," he continues. "I think that if USAID continues to support government efforts to bolster the private sector, Poland will soon be producing and marketing competitive goods and services and making a significant contribution to the international economy."

The GEMINI/Poland project complements the privatization effort that USAID has supported in Eastern Europe.

Mali Projects Open Up Economic Opportunities for Women, Youth

Two grants funded by USAID/Mali totaling more than \$2.6 million aim to provide economic opportunities and promote social and economic democratization for the women of Mali.

The Project for Promoting Economic Opportunities for Women in Mali and the Mali Urban Revitalization Project are being carried out through a consortium of Malian voluntary development organizations under the direction of the grant recipient, World Education, a Boston-based private voluntary organization (PVO).

The economic opportunities project began in 1991. World Education joined forces with four Malian PVOs working to promote microenterprise. The team's strategy, modeled on the success of a similar project in Kenya, began with training three female representatives from each of the participating PVOs.

These 12 enterprise-trainers now are working with local women's groups, based primarily in the capital of Bamako, running literacy and management-training campaigns.

Other efforts include exchange programs with the more established program in Kenya, providing both inspiration and motivation for the improvement of women's incomes through microenterprise.

The project also recently funded "management equipment" packages for each participating organization in Bamako, consisting of a desk and chair, strong-box and accounts ledgers, and small amounts of credit to be accessed by organization members.

"The combination of skills and resources will enable many of these women to improve their homes and their lives, to break out of the cycle of poverty and to gain a new respect within their family and their

community," says the mission's PVO cofinancing coordinator, R.E. Poulton.

Just as the economic opportunities project fosters individual self-esteem and competency through training and microenterprise, the Mali Urban Revitalization Project fosters social and economic democracy through neighborhood self-determination.

Working through local non-governmental organizations (NGOs), public meetings are held to allow the people to

The project promotes a democratizing process that gives a voice to women and youth by providing a forum for their views.

decide for themselves what their local priorities are.

Within six months the project, begun in August 1991, had mobilized 25 local NGOs in six communes in Bamako, with an additional 80 organizations as potential partners. Projects were completed in nine quarters of the city and are under way in another 11. Committees were being formed in an additional 127 quarters. As of March, budgets had been allotted for 61 quarters of the city. "Each area has a different set of needs," explains Poulton. "In some places, it is cleaning drainage channels to stop rainy-season flooding, or mending culverts and bridges or degrassing the neighborhood to discourage the presence of snakes and scorpions. In other areas, the people want school latrines."

The public meetings also serve to empower women and unemployed youth. In Malian society, adult men have means for self-expression normally denied to young people and women. The project promotes a democratizing process that gives a voice to women and youth by providing a forum for their views.

"While the project aims to mobilize people into civic groups organized to take further initiatives, women and the unemployed young are major beneficiaries," says Poulton.

"Some youth groups may provide permanent cleaning services—social enterprises that gain contracts and provide employment to the unskilled," he continues.

"Others are women's groups that may transform themselves into cooperative enterprises to improve their members' social and economic standing. Such groups can be integrated in the economic opportunities project, gaining access to training and credit so that these women can break out of their cycle of poverty."

In the first five months, 70 young unemployed graduates and 25 NGO organizers were trained. Some 5,000 unskilled people, including more than 750 women, have been employed on neighborhood projects. The most important aspect of this project, however, lies not in the numbers, says Poulton.

"Real change is in the spirit that the project is creating throughout the depressed areas of the capital city. The important question for the urban communities and their emerging leadership is, 'What do we ourselves want?' Without this socioeconomic democracy," she observes, "there is little chance for political democracy to grow roots in Africa."

—USAID/Mali

U.S., Togo Celebrate 30-Year Partnership

By DAVID GATELY

It was a double anniversary celebration in Togo in May. The USAID office in Lomé observed its 30th anniversary and also commemorated USAID's 30 years of providing worldwide assistance—although a few months late. (November 3, 1991, was the actual 30th anniversary of the Agency.)

U.S. Ambassador Harmon Kirby, USAID/Togo Representative Sarah Clark and Togo's Prime Minister Joseph Kokou Koffigoh inaugurated the celebration with a half-day symposium of talks on USAID's three primary objectives in Togo: health and population, rural and community development and democracy. About 150 people attended the symposium, including several Togolese ministers and officials from other donor agencies.

Ambassador Kirby said the United States is particularly pleased to be able to work with Togo at a time when the country is becoming more democratic and its people more healthy and productive.

"This event came at an opportune moment to demonstrate once again America's support for Togo's economic development and its transition to democracy," Ambassador Kirby said.

Clark says the symposium was a platform for the United States and Togo to review past bilateral cooperation and plan ahead.

"We believe that this occasion is an appropriate opportunity to take a retrospective

look at three decades of economic cooperation and friendship between the United States and Togo," Clark says. "It allows us to focus on new orientations in our collaboration for the upcoming decade." The event received extensive media coverage in Lomé. It was the lead story on the evening news, and a pre-taped interview with Clark was broadcast on local radio. A front-page article the following

day in Togo-Presse, the government's daily newspaper, lauded USAID's 30 years of assistance and predicted a continuing alliance between the two countries below a headline that read, "USAID-Togo: Looking Toward the Fourth Decade."

The United States has been a partner in Togo's economic development since the West African nation, a tiny sliver wedged between Ghana and Bénin, became independent in 1960. Over the last three decades, the United States has provided the country more than \$150 million in economic and humanitarian assistance.

While Togo is a French-speaking nation, most Togolese, a majority of whom make up 18 different ethnic groups, speak indigenous Ewe or Twi. More than 80 percent of the 3.7 million people farm the hilly soils that extend inland from a 3.1 mile coastline for a distance of 360 miles. Coffee, cocoa and cotton are their main cash-earning exports.

But agriculture, like much of Togo's economic sector, faces many challenges.

Since independence, subsistence farming of coffee, cocoa and cotton, which together accounts for about 30 percent of export earnings, and the government's heavy borrowing have led to serious eco-



U.S. Ambassador to Togo Harmon Kirby (left), Prime Minister Joseph Koffigoh and USAID/Togo Representative Sarah Clark participate in USAID's 30th anniversary celebration in Lomé.

nomie problems. Only recently, structural adjustment programs have been put in place to restore financial stability.

Over the last several years, USAID has supported Togo's attempt to address the country's economic imbalances and remove government restrictions that stifle private sector growth. Africa's crusade in favor of democratic political systems and open markets has reached Togo.

Much of the talk at the half-day Lomé symposium focused on such continental and national reform—what many consider the most important milestone affecting USAID's program in Togo.

After the symposium, Clark hosted a ceremony at which she read a statement from John Hicks, deputy assistant administrator for the Bureau for Africa. "Although the process of transition toward a democratic society has been difficult, Togo is on its way and should regain its place in the world economic scene as one of the most successful economic reformers in sub-Saharan Africa," Hicks said. "In their efforts to attain this goal, the Togolese people can count on USAID."

Gately is an intern in the Office of External Affairs.

Work Force Critical To Africa Development

BY CORRIE HAINES

As economic and political changes take place in sub-Saharan Africa, the labor force, the continent's most productive resource, stands ready to meet new challenges. The worker is the central figure of modern democratic society and is at the core of the free-enterprise system. Foreign assistance to African governments is increasingly designed to encourage and promote political liberalization and economic restructuring. This trend will parallel the worker's rising expectations for socio-economic and political change. As a result, more and more workers will demand democratic alternatives to one-party states and military governments with state-dominated economies.

The Office of Analysis, Research and Technical Support in the Africa Bureau is undertaking country-specific studies to determine why the work force is not being used to its fullest potential. The office will investigate African labor markets and employment needed to ascertain if education and training of the work force contribute to a corresponding development of employment opportunities and job creation.

Labor, employment and productivity are extremely important issues in the developmental process. A healthy economy requires timely investments in human resource development. Workers who lack basic skills tend to be less productive on the job and often experience high rates of unemployment. Building an educated and skilled labor force will require a program that will bring together workers, employers and ministries of labor and education to identify the changing needs of the labor market and provide workers with the appropriate skills and training.

As African states modernize and in-

dustrialize, the status of workers, employers and their interrelations with government agencies will change gradually. This transition, both political and economic, will foster a different industrial relations system. New labor laws and labor policies will need to be legislated and passed to create a legal and political framework or set of rules that govern the marketplace, the work force and the work environment. Issues such as labor standards, the education and training of workers, minimum wages, occupational health and safety,

Foreign assistance to African governments is increasingly designed to encourage and promote political liberalization and economic restructuring.

workers' rights, trade unions, collective bargaining, social welfare programs and pensions also must be addressed.

As African states make the transition from planned, state-led economies to market-oriented, private sector-led economies, two aspects of the new industrial relations system will require a new understanding among labor, management and government:

- the relationships between economic development and the operation and structure of African labor markets; and,
- the socio-economic and political factors that will influence the direction of labor activity in sub-Saharan Africa.

If the evolving industrial relations systems are to become cohesive, compatible and stable, these new rules must be

supported by labor, management and government. Laws, policies and approaches must be developed that will permit resolution of labor-management conflict, attract investments and, hence, improve the standards of living of the African labor force.

The Office of Analysis, Research and Technical Support will use the findings of its study to recommend new strategies for the Africa Bureau's development policy.

Haines is a labor relations specialist in the Africa Bureau.

Rosenberg Is New Africa Head

President Bush nominated and the Senate confirmed Alison Rosenberg as the Agency's new assistant administrator for the Bureau for Africa.

Rosenberg, who began her work in the new position July 13, will oversee a U.S. foreign aid program of over \$1 billion in 39 African countries.

Since 1988 Rosenberg has



served in the Department of State as deputy assistant secretary for economic policy and assistance in the Bureau of African Affairs. In 1987 she was named director of African Affairs for the National Security Council after serving two years at USAID as associate assistant administrator and director in the Office of Policy Development and Program Review.

Before joining the administration, Rosenberg served as a legislative assistant for foreign affairs in the office of Senator Charles Percy (R-Ill.) and as majority staff member for African affairs on the Senate Committee on Foreign Relations.

Born in Miami, Fla., Rosenberg graduated from Smith College with a degree in economics.

On Local Level, Women Unique Agents of Change

BY ANNIE FOSTER

The Bureau for Research and Development (R&D) recently completed a bureau-wide analysis of how well women are integrated into the development process. The study yielded findings potentially useful for missions and other bureaus.

The cross-sectoral analysis of projects and programs began last fall when all R&D offices examined their portfolios for gender-related findings. The findings were then presented to R&D's Women in Development (WID) Action Group, made up of senior representatives from each office. The committee examined the findings for possible implications for improving project design and implementation.

"Many of us tend to think we're ad-

ressing gender in everything we do, but then it turns out not everything is considered on the basis of gender," says Susan Anthony of the Office of Nutrition, a member of the review committee.

Study findings revealed the unique capacity of women to act as agents of change in local communities, given their strategic roles as mothers and resource users. Many of the findings addressed the need for project design to adapt to women's multiple roles in the home and in the work force. Still others stressed the need to consider gender in relation to other variables, such as age and socioeconomic status.

"Women and men are not homogeneous social categories," says Deborah Caro of the GENESYS Project, who helped



As mothers and resource users, women have the capacity to act as agents of change.

prepare the report for the exercise, "Gender Relevant Findings: Synthesis Report."

Several recommendations came out of the exercise. Each office in R&D now is developing its own strategy to integrate gender fully into its portfolio. This in turn will lead to the development of a bureau-level strategy, including the creation of indicators or other methods of reporting progress made in reaching women and giving them the opportunity to participate in and benefit from R&D programs. Gender concerns consistently will be included in scopes of work and requests for proposals. Sector-specific gender training will be provided both for direct-hire staff and for all contractors. Giving the WID Action Group some oversight of project design is being considered.

R&D is considering using the same bureau-wide analytical approach for other issues. "The exercise revealed a rich array of substantive findings, each with clear present or potential program and policy significance," says Assistant Administrator for Research and Development Richard Bissell.

The study report, "Gender Relevant Findings: Synthesis Report," can be ordered from the Development Information Service Clearinghouse, (703)351-4006. Ask for Document No. PN-ABL-106.

Foster is a WID research analyst.

The following are a sampling of the gender-relevant findings gleaned from the Bureau for Research and Development study.

- A study conducted in Kenya shows that women's spending has a significant impact on regional income multiplication that may exceed that of men's. Even though men generally have greater incomes, women have a higher propensity to spend earnings locally than do men. Consequently, projects increasing returns to women's crops could be important in increasing regional income multiplication effects.
- In Mali, as women are working more and more outside of the home, they are preparing family meals that are quicker to make but less nutritious than the traditional coarse grain foods. This implies the need for easier, more rapid means to prepare coarse grains.
- Research in Indonesia suggests that mothers working outside the home are making child-care arrangements that ensure their children are fed. By contrast, mothers working at home may have less time to feed their children. The feeding problems of children with mothers working at home are often underestimated, as these children are in their mother's care. The research implies the need for projects to balance work and child-care more effectively when mothers work at home.

Bureau Institutes Financial Model

The Bureau for Latin America and the Caribbean (LAC) officially unveiled its new Strategy for Accountability (STRATAC) at the sixth Annual International Conference on New Developments in Governmental Financial Management. This conference of key LAC region financial officials, held in Miami last April, brought together 157 participants from 24 countries.

The theme of the conference, "Integrating Governmental Financial Management—Nationally and Globally," provided the forum for presentations by USAID officials and consultants who have participated in STRATAC's development during the past three years.

Jim Wesberry, LAC senior financial management adviser, presented STRATAC. USAID mission controllers from Bolivia, El Salvador, Guatemala, Nicaragua and Panama and financial experts participated in the conference.

Michael Usnick, USAID controller and deputy chief finance officer, delivered the keynote address. In his talk, "The

Worldwide Need for Integrated Financial Management," Usnick pointed out that at a time when the U.S. Congress is demanding accountability over U.S. foreign aid, USAID, in turn, is putting more demands on the host countries to be certain that their financial management systems are adequate enough to account properly for the assistance provided.

The first day's sessions were devoted to a panel on "A Model Integrated Financial Management System for Latin America" and a presentation by USAID/Guatemala Controller Gary Bylesby on "A Model Personal Computer-Based Financial Management System" in which he described the software package developed by a Costa Rican firm that is being used by several USAID implementing agencies in Guatemala and other countries.

Antonio Sanchez de Lozada, Bolivia comptroller general, described some of the problems of designing and instituting a modern integrated financial management system (IFMS) in the midst of Bolivia's economic crisis. He spoke of how better

financial information is contributing to economic recovery there.

John Competello, assistant inspector general for audit, and regional IG staffers presented the IG's approach to financial audits by non-federal or host country auditors.

Jorge Barajas of Mexico who heads USAID/Panama's IFMS project discussed "A Model National Comprehensive Audit System," the final component to complete the accountability circuit.

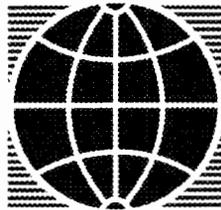
Other distinguished U.S. and non-U.S. speakers participated in the conference, which was co-sponsored by USAID, the International Consortium on Governmental Financial Management in collaboration with the School of Accounting of Florida International University, the Inter-American Accounting Association, Inter-American and Iberian Public Budgeting Associations, Latin American and Caribbean Organization of Supreme Audit Institutions and the International and Comparative Administration of the American Society for Public Administration.



USAID, Egypt Sign Export Promotion Agreement

After a signing ceremony, (from left) USAID/Egypt Mission Director Hank Bassford, Minister of Economic Affairs Atef Ebeid and Chairman of the Egypt-U.S. Joint Business Council Hussein Sabbour discuss a grant agreement that will support Egypt's private sector export promotion activities. Under the agreement, USAID will contribute \$10 million to the project and the Egyptian private sector will provide an additional \$2.5 million. The funds will cover technical assistance, export promotion expenses, training and other activities of the Trade Development Center. The project was set up to assist Egyptian private sector businesses promote exports and to assure successful export transactions.

WHERE



In the World
Are USAID
Employees?

Moved On

Barth, Mei-Jean Kuo, Egypt
Bedolfe III, Herbert, COMP/NE/OIT
Curtis, Ronald, ROCAP
Frydman-Henderson, Maureen, PRE/EM
Griffin, Connie, Morocco
Hillocks, Cheryl, COMP/YOC/COOP
Layne, Patsy, El Salvador
Lewis, Jerome, RIG/A/Singapore
O'Leary, Robert Leonard, EUR/RME/FMS
Roney, Derrick, COMP/YOC/COOP
Rounds, Taryn Andrea, COMP/YOC/COOP
Royce, James Jr., IG/A/FA
Taylor, Mildred, AFR/MRP/OS
Turner, Nicola, COMP/YOC/COOP
Whitmore, Michelle, SUMMER/COMP

Promoted

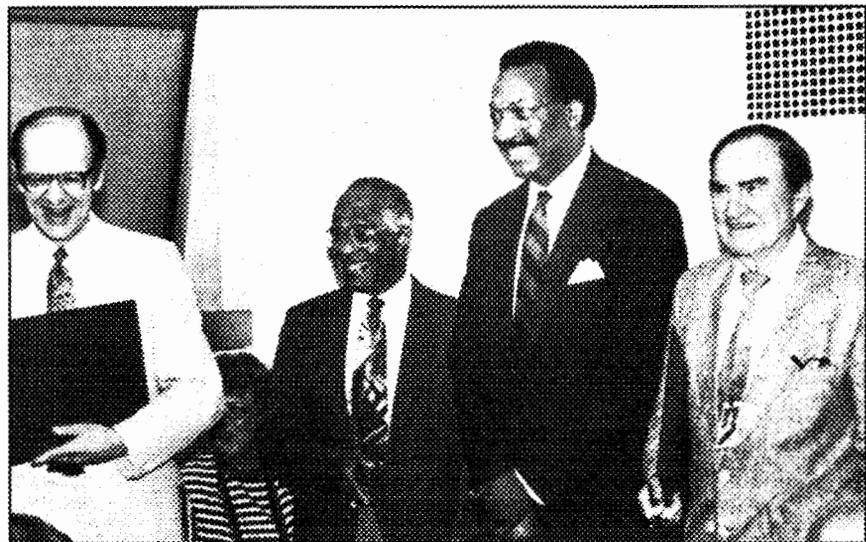
Ancheta, Gloria, R&D/PO/PR, program analyst
Anderson, Karen Lee, LAC/DPP/SDPP, program analyst
Banis, Nicole, RIG/LAA/W, secretary typist
Bertram, Robert, R&D/AGR/IARC, agricultural science specialist
Botstad, Eric, FA/OP/W/HP, contract specialist
Broadnax, Tanya, PRE/SMIE, secretary typist
Brown, Desiree, FA/HRDM/SCD/SP, staff assistant (typist)
Derrington, Indee Lolieta, EUR/DR/BFI, clerk typist
Downing, Amanda, FHA/OFDA/OS, contract specialist
Edmond-Fennell, Sherri, FA/HRDM/SCD/SB, staff assistant (typist)
Evans, Sharon, GC/EPA, legal assistant
Frago, Donna, EUR/DR/DPI, program analyst
Frischer, Ruth, R&D/UC/PDM, university development program specialist
Grosz, Ron, R&D/PO, program analyst
Hoard, Anne, FHA/MGT, administrative assistant
Holland, Angela, EUR/DR, secretary (office automation)
Hutchins, Shontese, AFR/MRP, secretary typist
Jackson, Robert, LEG/CL, congressional liaison officer
Jones, Tiffany, COMP/YOC/COOP, student trainee typist
Kelley, Marjorie, FA/HRDM/R, personnel staffing specialist recruitment

Knepp, Paul, R&D/OIT/PETA, program analyst
Knox, Mary Hughes, POL/IDP, financial economist
Langon, Nadine, R&D/OIT, secretary typist
Legrand, Gretchen, ASIA/SA, secretary typist
Lieberson, Joseph, POL/CDIE/E/POA, supervisory program analyst
Mason Garnet, Lenora, LAC/CEN, administrative operations assistant
Matechak, Jason, FA/OP/O/LAC, contract specialist
McCreary, Tracie, FHA/MGT, secretary typist
McDuffee, Lois, FA/OP/O/AFR, contract specialist
Naranjo, Maria Carmen, R&D/MGT, administrative officer
Penn, Corrine, ASIA/FPM, secretary (office automation)
Proctor, Myra, ASIA/EMS, information analyst
Randolph, Paul, EUR/RME/ECA/NT, program analyst
Rosengren, Robert, COMP/YOC/COOP, student trainee (economics)
Thompson, Carrie, LAC/DR/SA, project development specialist
Vandenasse, Christian, FA/FML/M/AR, accountant
Vandergriff, Maria Teresa, AFR/SWA/SG, program operations assistant (office automation)
Velez, Orlando, TDP/O, int'l trade specialist
Yearwood, Melita, FA/B/PB/C, program analyst

Reassigned

Anklewich, Thomas, RIG/A/EUR/W, supervisory auditor, to auditor, IG/LT TRNG
Barker, Terry, COMP/NE/OIT, program officer, to development coordination officer, Philippines

Belt, Juan, Costa Rica, supervisory program economics officer, to El Salvador
Bernstein, Linda, EUR/OSA, program officer, to EUR/DR/DPI
Bossard, James Robert, REDSO/ESA, data management officer, to Costa Rica
Carrroll, Jacob, COMP/CS/RECRUIT, clerk typist, to AFR/EA/U
Clark, Lawrence, Costa Rica, data management officer, to COMP/FS/REASSGN
Cleveland, Patricia, PRE/SMIE, secretary typist, to ASIA/EA
Coleman, Carolyn, R&D/N, policy program analyst, to participant training officer, R&D/OIT/PP
Cooke, Brian, COMP/FS, IDI (financial management), to Guinea
Davis, Paul, Honduras, program economics officer, to EUR/PDP
Dunn, James, Kenya, supervisory agricultural development officer, to agricultural economics officer, Uganda
Eighmy, Thomas, POL/SP, general development officer, to OPS/MRC
Fanale, Rosalie, Haiti, supervisory project development officer, to Bangladesh
Fraenkel, Richard, EUR/RME/ECA/PDS, program officer, to OPS/MRC
Hacken, Jean, PRE/IBD, general business specialist, to OPS/MRC
Haer, Michael, RIG/LAA/W, inspector, to RIG/A&I/Singapore
Hahn, Zachary, Bangladesh, supervisory project development officer, to AFR/ONI/TPPI
Halm, Gloria, POL/SP, secretary stenographer, to OPS/MRC
Hill, Barry, COMP/FS/ASSIGN, supervisory



Agency Recognizes 135 Years of Public Service

At the June 18th meeting of the Board for International Food and Agricultural Development and Economic Cooperation (BIFADEC), four Agency employees in the Bureau for Research and Development were honored for their many years of public service. They are (from left): Robert McClusky (30 years), William Miner (30 years), David Rakes (35 years) and William Fred Johnson (40 years).



USAID, Urban League Put Teens to Work

Patricia Turcios (left) and Rosario Chavez work together to help the Office of External Affairs catch up on a backlog of filing reports. The two teenage students worked half-days for two weeks for the Agency under the Urban League's "Hire A Teen" program. The program, funded by the Urban League, is designed to expose U.S. high school students to the work world. Chavez and Turcios, both originally from El Salvador, will work in other jobs throughout the summer under the league's program. About 100 students are participating in the program at seven federal agencies. Five other students were assigned to USAID offices and bureaus.

agricultural development officer, to Tunisia
Hobgood, Thomas, AFR/ARTS/FARA, supervisory agricultural development officer, to Kenya
Hubbard, Peter, Tunisia, IDI (administration), to executive officer
Hudec, Susan, ASIA/FPM, budget analyst, to OPS/MRC
Kadunc Jr., Edward, Bolivia, supervisory project development officer, to USAID representative, Colombia
Kearns, Laura, COMP/NE/OJT, IDI (health/population/nutrition), to COMP/FS
Langmaid Jr., Bradshaw, AA/R&D, deputy assistant administrator, to deputy associate administrator, Finance & Administration, AA/FA
LeBlanc, Kathleen, Dominican Republic, controller, to Uganda
Livengood, William, Yemen, controller, to supervisory financial management officer budget/analyst, South Africa
Mason, Hattie, FA/HRDM/TSD, employee development specialist, to FA/HRDM/XT
McClure, Richard, LAC/DPP, controller, to Thailand
Morris Jr., Eugene, ASIA/DR/DP, supervisory project development officer, to deputy mission director, Thailand
Nance, William, Morocco, supervisory program officer, to foreign affairs officer, COMP/FS
Navin Jr., Robert Elwood, Indonesia, agricultural development officer, to private enterprise officer, EUR/DR/BFI
Norton, Stephen, COMP/FS, supervisory project development officer, to supervisory general development officer, Peru
Obasiolu, Emmanuel, COMP/NE/OJT, IDI (financial management), to Pakistan
O'Farrell, Paul, EUR/OSA, supervisory regional development officer, to supervisory program officer, EUR/PDP
Palmer, Alfred III, COMP/FS, IDI (financial management), to Thailand
Pate, Sherry, FA/HRDM/XT, clerk typist, to em-

ployee development clerk typist, FA/HRDM/TSD/PST
Rhoad, David, Sudan, supervisory special projects officer, to program officer, FA/B/PB/C
Rosa, Donna, FHA/FFP, program analyst, to IG/A/PPO
Schofield, Kenneth, Nicaragua, deputy mission director, to supervisory special projects officer, LAC/DI
Scott, Sherron Bernice, FA/HRDM/SCD/SB, secretary typist, to staff assistant (typist)
Sharma, Dennis, Swaziland, agricultural development officer, to trade development officer, LAC/TI
Sheldon, Douglas, R&D/PO, supervisory program officer, to deputy mission director, Senegal
Silverman, Mark, LAC/DR/CEN, supervisory project development officer, to deputy mission director, Nicaragua
Smith, Donald Lee, Haiti, trade development officer, to supervisory agricultural development officer, RDO/Barbados
Stepanek, Joseph, COMP/LT TRNG, foreign affairs officer, to supervisory program officer, LAC/DPP
Sugrue, William, ROCAP, natural resources officer, to supervisory agricultural development officer
Thomas, Wilbur, Burkina Faso, mission director, to Guinea
Tucker, John, Pakistan, rural development officer, to supervisory human resources development officer, Afghanistan
Urban, George, COMP/LT TRNG, inspector, to RIG/LAA/W
Van Egmond, Alan, Ethiopia, supervisory general development officer, to supervisory program economics officer, POL/IDP
White, Michael, COMP/FS/REASSGN, supervisory health development officer physician, to health development officer physician, R&D/H/AP
Wiles, John, EUR/OSA, program officer, to supervisory project development officer, EUR/PDP
Williams, Yvonne, FA/HRDM/XT, employee development specialist, to FA/HRDM/TSD/PMT

Young, Dorothy, COMP/FS/REASSGN, agricultural development officer, to special projects officer, NE/ME
Young, Frank, Bangladesh, supervisory program officer, to deputy mission director
Zegarac, George, ASIA/FPM, controller, to Chad

Retired

Chetwynd, Eric Jr., R&D/EID, supervisory social science analyst, 30 years
Gaddis, Anne, POL/CDIE/DI, statistical assistant, 42 years
Johnson, Jay, COMP/FS/REASSGN, foreign affairs officer, 25 years
Martin, Raymond, COMP/FS/REASSGN, supervisory health/population development officer, 25 years
Pratt, Dean, Jordan, controller, 10 years

Years of service are USAID only.

IN MEMORIAM

Neill C. Murphy, Jr., a retired USAID employee, died of Parkinson's disease April 5 at his home in Ormond Beach, Fla.

Edward H. Thomas, age 52, a USAID supervisory contract specialist, died of cardiac arrest at his home in McLean, Va., on June 18. Thomas joined the Agency in 1974 as a contract specialist in Washington, D.C., and served overseas.

**Agency for International Development
Office of External Affairs
Washington, DC 20523-0056**

Penalty for Private Use \$300
Official Business

AN EQUAL OPPORTUNITY EMPLOYER

Bulk Rate
Postage and Fees Paid
USAID
Permit No. G-107