

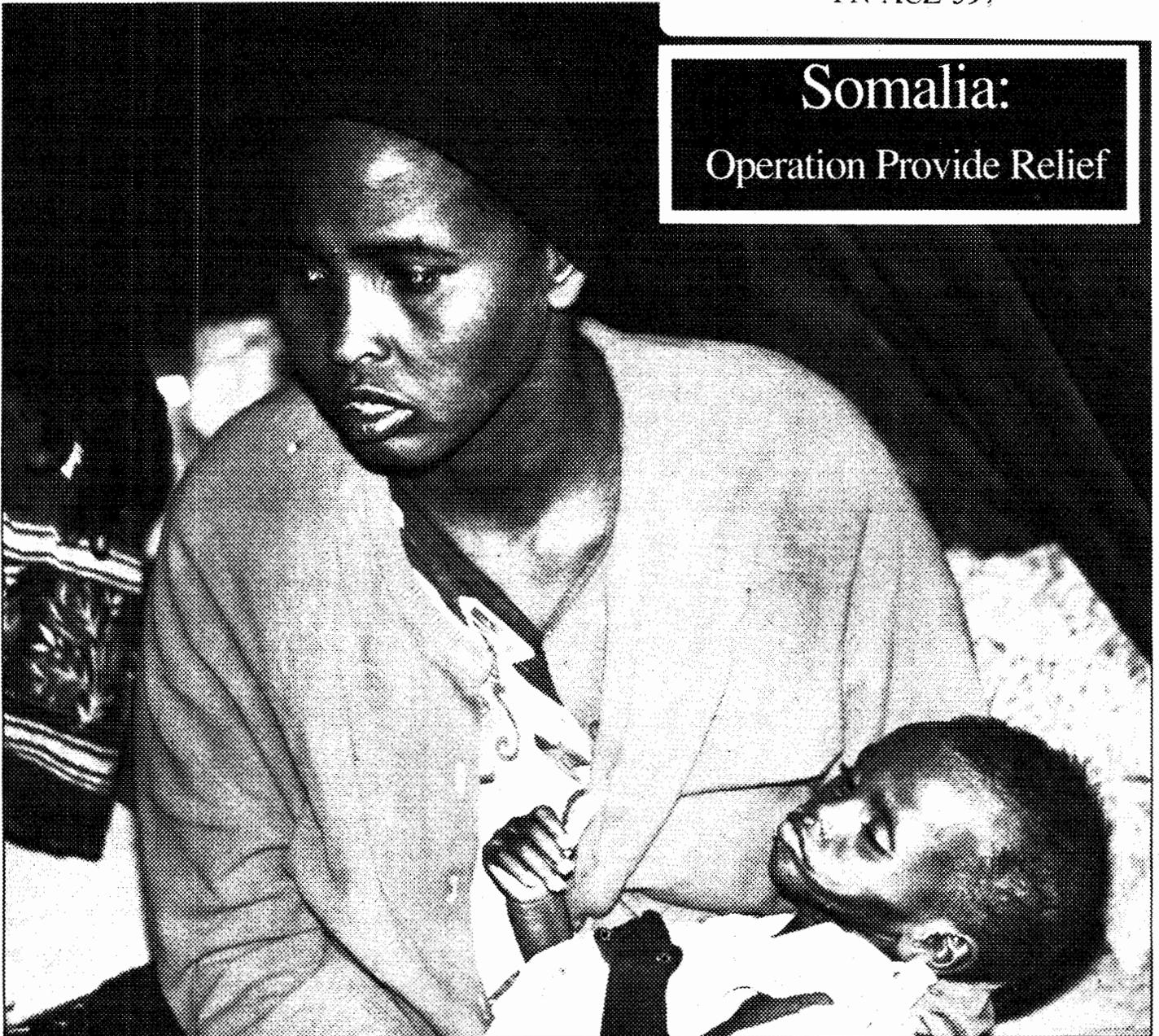
Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ■ SEPTEMBER 1992

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Somalia:
Operation Provide Relief





SEPTEMBER 1992

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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QUOTABLES

"Kenya, like much of southern central Africa, is withering in the worst drought of the past 50 years and perhaps the century. The situation here [northeast Kenya] is exacerbated by an influx of more than 400,000 refugees from war-torn Somalia, Ethiopia, Sudan and tribal conflict in western Kenya and a politically induced climate of uncertainty... I flew to Wajir (the most badly affected area), El-Wak (on the Somali border) and Banissa (on the Ethiopia frontier) for a one-day look-see... There are no paved roads in northeastern Kenya and the existing tracks are poorly maintained and frequently interdicted by large bands of heavily armed Somali army deserters operating as bandits... The children are like bony little birds, with just a few ounces of flesh cloaking their bodies. Their heads seem out of proportion to their bodies, and their eyes are unnaturally large and luminous. They search languidly in the folds of their mothers' clothes for a dug with milk and, finding none, look up without complaint. The most awful thing about it is their resignation."

Smith Hempstone, Jr., U.S. ambassador to Kenya, in a July 10 cable to the Department of State on the effects of the growing drought in south and central Africa



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Cover Photo: Somalia's people face starvation as the country stands victim to more than 19 months of clan warfare. Working with private relief organizations since the crisis began, USAID now has launched a major undertaking with the U.S. Department of Defense—Operation Provide Relief—to supply urgently needed food and medical supplies. See story on page 2.



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Front Lines

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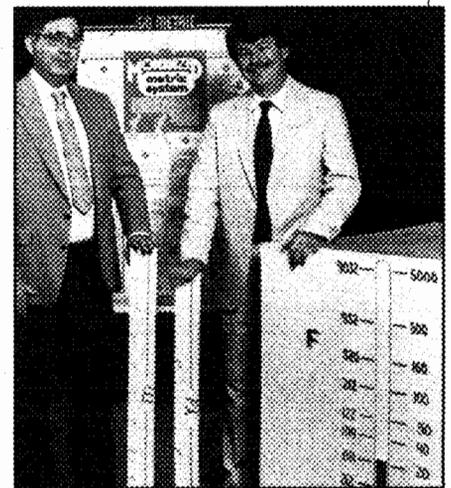


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U.S. Airlifts Food Into War-Torn Somalia

Andrew Natsios, USAID's assistant administrator for Food and Humanitarian Assistance who was appointed by President Bush as special coordinator for Somalia relief, went to Somalia to oversee relief efforts in late August. Upon his return, he called a special media briefing Sept. 1 to relay his eyewitness account of "Operation Provide Relief" and conditions in Somalia. The text of his remarks follows.

I just returned last night from Somalia and Kenya and would like to comment on three aspects of the situation: One, a brief review of what has already been accomplished and is now under way; two, some observations of current conditions and, three, our overall relief strategy for Somalia.

First, what has been accomplished. The

United States has been involved in humanitarian relief activities in Somalia now for over a year and a half. We have committed more than \$85 million to the effort and over 80,000 tons of U.S. food has either arrived or is in the pipeline for this fiscal year. Of all the food that has moved into Somalia over the past year, 57 percent is from the United States. I know many of you have heard this before, but I want to underscore it to disabuse anyone of the notion that we suddenly woke up this summer to the crisis in Somalia. We have been working hard on it for a long time and the new initiatives the president announced on Aug. 14 represent an augmentation of earlier efforts.

Seven days after the president's announcement, we began to airlift food into Wajir in northern Kenya. To date more than 1,600 metric tons have been flown to Wajir—consigned to CARE and targeted for Somali refugees who have crossed over into Kenya and for Kenyans stricken by the drought.

On Friday, Aug. 28—14 days after the president's announcement—the U.S. military began airlift operations into Belet Weyne in southern Somalia. As of this morning, we have flown 190 metric tons of food into Belet Weyne. This food is consigned to the International Committee of the Red Cross—ICRC—for storage and distribution. Flights are continuing, and I anticipate they will be expanded to other locations in Somalia in the very near future. I



Andrew Natsios, the president's special coordinator for Somalia relief, briefs the press on Operation Provide Relief.

spent considerable time with Brigadier General Frank Libutti, who is heading up the military airlift portion of our effort. He and the other task force members are doing an outstanding job as are the ICRC and other private voluntary organizations in the area along with the United Nations.

The day before the airlift into Somalia began I flew to Belet Weyne and visited several other locations in Somalia. Rather than give you some kind of summary review of the situation I want instead to give you a few very specific examples of what I saw and heard. I think when you hear these you will have a better understanding of our overall relief strategy.

First, there is a village near Belet Weyne. Several weeks ago the population of that village was about 600. Within one week, the number of people grew to an estimated 7,000. Why? Because of rumors or hints that food was coming into the area.

Second story: food prices. When I was in Belet Weyne we met with the clan leaders and elders of the area. I asked them to tell me about the price of a 50-kilo bag of rice on the open market. Two years ago, before the war and famine, they said it was about 35,000 Somali shillings. Last sum-



Children wait for food.

mer the price rocketed up to over 300,000 shillings, and last spring, as relief food began to move into the area, prices dropped to about 120,000 shillings. One day after we announced the American airlift to Belet Weyne, the price dropped to 80,000 shillings, still too high but a marked improvement over earlier prices.

In Oddur, we went into the marketplace and spoke directly with merchants. There, prices had gone up over 1,400 percent for a bag of rice during the past two years.

Third story: food distribution. When I met with representatives of ICRC on Thursday in Belet Weyne, they described a food shipment in March. The shipment arrived and was stored in a warehouse for "immediate"—they thought—distribution. That food stayed there for two tortuous weeks while ICRC had to engage in protracted negotiations with various clan leaders on which sub-clan would receive what percentage of the shipment of food when. When unanimous agreement is reached among the clans only then can food move safely. If one sub-clan is dissatisfied they make attempts, usually successful, to recover their just proportion by organized clan-based looting.

Incidentally, the Somali clan leaders with whom I spoke all expressed eagerness for American assistance.

Fourth story: Some teenage, armed hoodlums recently moved into the area and began raping women and looting food. Local clan leaders, attempting to put a stop to the violence, designated the most respected elder of the clan to meet with the young group. They blew his head off.

I tell these stories not to shock you but to give you some sense of the environment in which we and the non-governmental relief groups are trying to operate. And I believe you have to understand that environment to understand the rationale behind our relief strategy.

Our relief strategy consists of six key elements: First, sale of food to Somali merchants to reduce market prices, probably through an auction mechanism. Second, providing free food through feeding stations or soup kitchens (This is primarily targeted at

Operation Provide Relief

Operation Provide Relief," a coordinated effort by the U.S. government and private voluntary agencies, was launched Aug. 14 to help more than 75 percent of Somalia's 6.5 million people who are at risk of starvation.

The code name "Provide Relief" was given by the Department of Defense (DOD), which deployed four C-141s from the 437th airlift wing of Charleston Air Force Base, S.C., and eight C-130s from the 314th airlift wing at Little Rock, Ark., to Mombasa, Kenya, to begin food airlifts.

Somalia has been wracked by anarchy since the fall of the government last year. Ten rival clans now vie for power, making security impossible and food delivery extremely dangerous. More than 800,000 people have been displaced and have fled to neighboring countries. Estimates indicate that one-fourth of all children in Somalia under the age of 5 may have died already. The other three-fourths in that age group could die within the next six months.

Since the crisis began, the United States has played a leadership role in providing emergency assistance, including support of Red Cross relief flights to isolated towns cut off from supply by sea, shipment of fortified supplemental food for the most malnourished infants and children, provision of medical sup-

plies, restoration of water supply systems, and demining activities.

However, donations have been looted as armed rival clans stole and killed for food. At the dockside in Mogadishu, food piles up, undistributed because of gunfire and insecurity while people starve less than a kilometer away.

The U.S. effort includes short-term targeted airlifts through the use of Department of Defense resources to move food already in or on its way to the region more quickly. In addition, USAID sent a Disaster Assistance Response Team (DART) to the field to work with DOD, the United Nations, the International Committee of the Red Cross (ICRC) and private voluntary organizations (PVOs) on the emergency airlifts. The United States plans to increase its direct grants to the ICRC and the PVOs. The DART team also will be assisting in new relief programs.

Not all the food will be airlifted. Most of it will be delivered on ships and by truck. The purpose of the airlift is to move food into areas that are inaccessible otherwise.

"In Somalia, as we speak, thousands of children and adults who need help desperately are dying in silence," said Peter Davies, president of Interaction, a coalition of 135 U.S. private voluntary organizations at an Aug. 18 USAID press briefing. "The international community cannot remain indifferent to these events.

"I commend the commitment and leadership of USAID," Davies said. "Long before Somalia hit the front pages and TV screens, Andrew Natsios and others at USAID have been working tirelessly with our members to provide relief to war-torn Somalia. USAID's support of the work of the private agencies has been magnificent, but it must be supplemented by private donations."



DOD staff unload U.S. food.

—Betty Snead

internally displaced populations within Somalia in urban areas.) Third, providing free dry food in bulk quantities in rural areas. Fourth, enhancing security. And in that regard we fully support and welcome the U.N. call for additional peacekeeping forces. Fifth, decentralization. One of the classic phenomena that occur in famine situations is that populations—in search of food—begin walking to other areas. But when they do, many die along the way and for those who make it they put additional pressure and burdens on already overcrowded urban areas.

We had reports in Somalia, last week, for example, that in some areas 50 percent of the people moving into the Belet Weyne area were dying along the way. So as part of our strategy we want to distribute food in a number of areas outside the major cities to try and stop—or at least slow down—this deadly migration.

In this connection, I want to say a word about Mogadishu. Our conscious strategy, certainly in the near term, is to move that airlifted food into areas outside Mogadishu. Not only for the reasons I just mentioned having to do with stemming the flow of people, but having to do with security. We will concentrate our relief efforts on those areas that are relatively more stable and secure. We will still feed the hungry wherever they are. And I want to say this as clearly and as strongly as I can: The clan leaders must understand that we intend to concentrate on those areas. To the extent that they continue the inter-clan violence in their own areas, they will be preventing lifesaving food from reaching their own people.

We are all working very hard on this, but in the final analysis the fate of Somalia is in the hands of the Somalis.

Finally our strategy calls for a focus on rehabilitation in stable areas—providing seeds and tools; rehabilitating animal herds; reconstructing wells to provide water;



Children gather at a feeding center. Relief officials estimate that one-fourth of all Somali children under the age of 5 may have died already.

starting up the hospitals and the like.

Let me say a word about food monetization because it is a concept that is widely misunderstood. Of the 145,000 tons of food that the president pledged for the next fiscal year, I estimate that no more than 10 percent of that will be transported by air. The airlift is a specific short-term aspect of our overall strategy. Of the 145,000 tons, we are projecting that about half will be "free food" and half will be sold on the open market. People have said: "How in the world can we sell food to people who are starving?"

The answer is that we must use several approaches simultaneously to move food into the country. Clearly there are thousands who are destitute—and for those we and other donors are targeting free food. But at the same time it is imperative to get the commercial food markets going again at lower prices. As both free and monetized food flow into Somalia we will see—we are already seeing in some locations—dramatic price reductions.

Within the last two weeks, CARE reported that in the port of Kismayo looters commandeered several truck loads of sorghum. The Somalis do not particularly

care for it [sorghum]. So when the looters approached local merchants, they were offered only a very low price for their catch. The end of the story is that the sorghum was later found by CARE abandoned, intact, still on the trucks because it wasn't worth enough to loot. We need to drive food prices down so it isn't worth looting.

We must break the vicious cycle in Somalia where food equals money. Providing more food will not only make it more affordable, but it will also increase security.

I want to conclude with one final specific case. Last Friday we traveled to Baidoa. The conditions there are horrific. Over the last several years I have been witness to most of the major famines in the world and I can tell you that what I saw in Baidoa, Somalia, a few days ago is the worst in terms of human

suffering that I have seen. The ICRC has been collecting bodies from the streets and burying them. These, mind you, were only the people who had no relatives who could bury them. ICRC in one day collected 176 bodies in this one city. One hundred and fifty is the daily average in that particular town. We visited a feeding center in Baidoa that was feeding more than 4,000 displaced people. As I walked into the building, two elderly women—deceased—were at my feet. As I walked out a 12-year-old boy who had just died was being moved out of the center in a wheel barrow.

There was a 5-year-old girl in that center. Her mother and father were both already dead. Only her 11-year-old sister remained to look after her. That morning the littlest girl died, leaving the older sister alone in the world.

There are a lot of heroes in Somalia now—American and European private voluntary relief workers, the U.S. military, the International Committee of the Red Cross and Somalis—who are working extremely hard. I can only hope that through their efforts—and the efforts of the United States—that we can make these kinds of stories a thing of the past.

*"The level of suffering is so great....
the innocence of victims so profound..."*

Somalia is the worst humanitarian crisis in the world. The level of suffering is so great, and the innocence of victims is so profound, that it would be beyond tragic, it would be criminal, for us to turn our backs," stated James Kunder, director of the Office of U.S. Foreign Disaster Assistance (OFDA), at an Aug. 3 press conference at the State Department immediately following his return from that country.

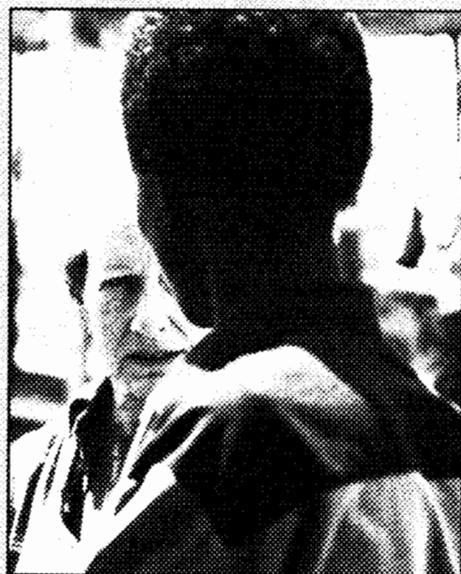
Kunder, the highest ranking administration official to visit Mogadishu, Somalia, since the crisis began last year, led a U.S. mission into the capital city in late July. The purpose of the visit was to review the effectiveness of U.S. emergency assistance programs.

Accompanied by OFDA disaster specialists Dina Esposito and Jan Westcott, who is based in Nairobi, Kunder spent six hours under heavy security in

Mogadishu. While there, he met with Somali, U.S. and other relief workers to thank them for their extraordinary efforts. "The men and women relief volunteers who have been working in Somalia since this tragedy began are among the most heroic people I have met," Kunder said. "The conditions they have worked under and the situations they have had to endure are beyond comprehension."

He also visited feeding stations and Digfer Hospital, where medical staff were trying to cope with up to 50 gunshot victims a day under conditions that Kunder described as resembling accounts of U.S. Civil War field hospitals.

Despite the anarchy that reigns in the capital city, "We found that U.S. assistance has been saving lives and keeping vital supply networks open," said Kunder. "However, without the provision of basic security in Somalia, hundreds if not thou-



Sen. Nancy Kassebaum talks with relief officials during a July trip with OFDA officials to Belet Weyne, Somalia, and to feeding camps on the Kenyan border.

sands of people will continue to die on a daily basis.

"We strongly endorse the deployment of armed U.N. humanitarian guards," said Kunder. "It's my strong feeling that the international community has some responsibility when the level of tragedy reaches these proportions. Whether every armed [Somali] faction agrees or not, there's a need for humanitarian intervention."

Before he traveled to Mogadishu, Kunder accompanied Sen. Nancy Kassebaum (R-Kan.), member of the Senate Foreign Relations Committee, to the Somali city of Belet Weyne and to feeding camps on the Kenyan border.

USAID has undertaken an all-out media campaign to bring attention to the crisis in Somalia. Since returning from Somalia, Kunder has conducted interviews with most of the major television news networks, newspapers and radio stations throughout the United States, Canada and Britain. He has noted repeatedly that "TV cannot convey the full horror" of the situation.

*— Renee Bafalis,
Office of External Affairs*



In Mogadishu, OFDA Director James Kunder (left) and disaster specialist Jan Westcott assess critical relief needs.

Agencies Explore U.S. Trade Strategies

Demonstrating the growing attention to and importance of the Agency's private sector initiatives, more than 200 people attended a seminar on "USAID's Market Niche: Trade and Investment for Development," held July 9 at the State Department.

The seminar concluded the 11-part series, "Trade and Investment Strategies for Emerging Markets," which ran from February through July and attracted nearly 1,000 people. Seminar topics ranged from broad trade and investment policy issues to sectoral themes such as agribusiness, the environment and capital projects.

Intended to promote understanding, dialogue and collaboration among USAID and other federal agencies on critical trade and investment promotion issues, the series drew speakers, panelists and moderators from a dozen public agencies, such as the departments of State, Commerce and Treas-

ury, the Export-Import Bank, the Overseas Private Investment Corporation and the Council of Economic Advisors. Because of its important role in the Agency's private sector efforts, the U.S. business community and representative organizations were also frequent participants in the seminar series.

Seminar attendance was equally diverse, with representatives of more than 20 public agencies present at various seminars. Attendees also were drawn from multilateral organizations such as the World Bank and the United Nations, as well as from U.S. Chambers of Commerce, business councils, associations, universities, foundations and consulting firms.

The July 9 seminar served to "wrap up" the series by describing some of the Agency's activities in the area of trade and investment. Kenneth Quinn, deputy assistant secretary for the State Department's Bureau for East Asian and Pacific Affairs, emphasized that economic strength has

replaced military might as a key component of U.S. national security. Echoing and amplifying this theme, the seminar panelists and moderator highlighted the many ways in which the Agency has linked U.S. business goals with the development objectives of the countries it assists.

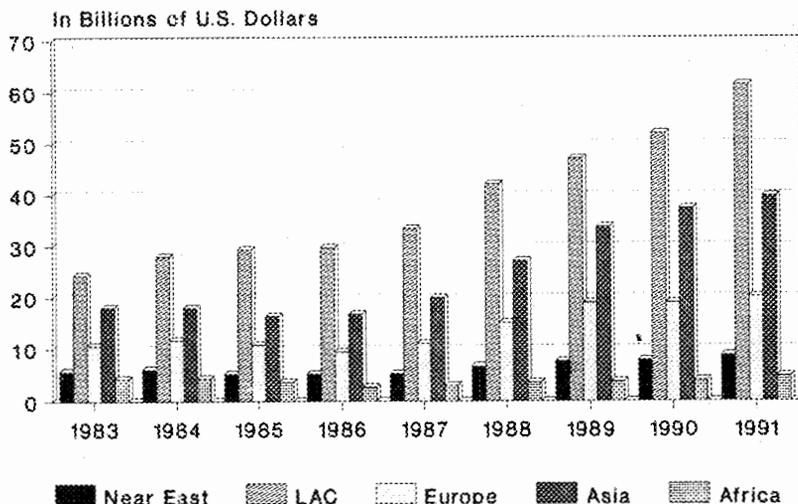
For instance, Henrietta Fore, USAID assistant administrator for Asia, introduced the U.S.-Asia Environmental Partnership, which is designed to encourage the use of U.S. technology to address Asia's crucial environmental needs. John Eriksson, director of the Agency's Center for Development Information and Evaluation (CDIE), drew on a recent CDIE assessment of export and investment promotion services to present important new conclusions about when export and investment promotion activities are likely to succeed and when they are likely to fail.

Ralph Blackman, USAID assistant administrator for the Bureau for Private Enterprise (PRE), described PRE's three-pronged approach to promoting U.S.-developing country trade and investment, an approach that includes support for the new Center for Trade and Investment Services (See page 7). Reginald Brown, Agency assistant administrator for the Near East, outlined some of the Near East Bureau's trade and investment activities, especially significant capital projects and accompanying procurement from U.S. firms.

In concluding this last seminar of the series, Administrator Ronald W. Roskens re-emphasized the importance of trade and investment to both the United States and developing countries and the equal importance of support for both policy reform and more "transactional" trade and investment promotion.

The seminar series was sponsored by the Agency's Office of Human Resources Development and Management and PRE in association with the Bureau for Near East and the Office of External Affairs. A comprehensive summary of proceedings from the series will be published. For a copy or other information, call Gary Vaughan, private enterprise officer, at (202)663-2486 or Douglas Broome, chief, professional studies, at (703)875-1105.

**U.S. Exports to USAID-Assisted Countries
By Regions, 1983-1991**



Source: U.S. Department of Commerce

USAID Opens Business Center

As part of its international mission, USAID promotes trade and investment between the United States and developing countries. It is often difficult, however, for businesses to determine commercial opportunities flowing from USAID missions overseas. This month, the Agency strengthened its outreach efforts to the business community by opening the Center for Trade and Investment Services (CTIS).

The Center for Trade and Investment Services is a full-service, "one-stop shop" operated by the Office of International Business Development, Bureau for Private Enterprise. Especially designed to help small and medium-sized American firms that may be less familiar with USAID procurement procedures, the center pro-

vides information and referral services to business communities in the United States and in USAID-assisted countries. The aim of CTIS is to help promote economic development by facilitating closer commercial ties between U.S. companies and business partners overseas.

CTIS staff are familiar with the range of USAID programs and the international programs of other government agencies such as the Department of Commerce, Export-Import Bank, Overseas Private Investment Corporation and the Small Business Administration. In addition, publications on business opportunities are available, including, "We Mean Business: How USAID Provides Opportunities to U.S. Business," just released by the Agency.

Want to Know More?

For assistance, call toll-free: 1-800-USAID-4U.

In the greater Washington, D.C., area, call (202)663-2660. Send facsimile material to (202)663-2670 or write CTIS at: U.S. Agency for International Development, Center for Trade and Investment Services, Room 100, SA-2, Washington, D.C. 20523-0216.

The center is open from 9 a.m. to 5:30 p.m. (Eastern time).

USAID/Philippines Encourages American Investment

U.S. Ambassador Elliot Richardson, U.S. special envoy to the Multilateral Assistance Initiative, and U.S. Peace Corps Director Elaine Chao take part in the official inauguration of the U.S. Desk in Manila. The office, which was funded by USAID and is located within the Philippines Board of Investments, opened July 1. The office will facilitate U.S. investments in the Philippines by providing personalized service for U.S. investors and by promoting specific investment opportunities for selected American companies. The U.S. Desk is managed in cooperation with the Economic Development Foundation, an indigenous private voluntary organization, and the American Chamber of Commerce in the Philippines.



U.S. Firms Launching Global Enterprises

BY GABRIELLE SUMMERS
AND KRISTINE HEINE

Rolfus International Inc. was selling grain drying equipment throughout much of the world but not in Southeast Asia. Then, in 1990, the owner participated in a governor-led trade mission organized by Jim Schill, senior trade and development adviser to the Agency.

As a result of that trip, Rolfus developed \$2 million to \$3 million worth of sales leads. The owner returned to Thailand, Malaysia, the Philippines and Sin-

“Businesses are hungry for information and willing to go the extra mile to trade with the developing world.”

gapore, where he signed deals for sales of products and an agreement for a joint venture manufacturing operation in Malaysia.

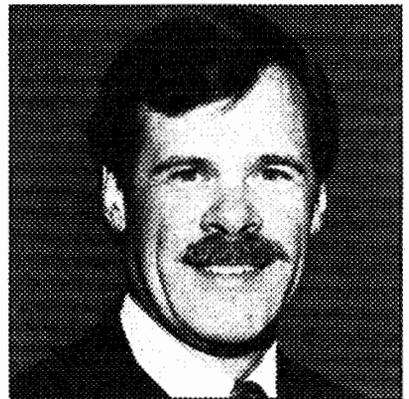
A small California firm, Air Instruments & Measurements Inc., which manufactures environmental monitoring instruments for use in large industrial operations, was confounded after obtaining its first USAID contract to deliver instruments to Pakistan. Because of his unfamiliarity with a USAID letter of commitment, the firm's banker was reluctant to provide export financing. After Schill explained Agency procedures to the banker and firm officials, however, the shipment was financed and delivered on time, and Air Instruments established a relationship with a new set of clients in the developing world.

Rolfus and Air Instruments are two of the many small and medium-sized businesses that have been introduced to the developing world and to USAID through the Agency's unique state-based U.S. business liaison program. Supported by the Bureau for Private Enterprise (PRE) and the Office of External Affairs (XA), Schill launched the pilot program in Iowa in 1990. Since January, the 26-year Agency veteran has been building ties between business communities in California and Oregon and USAID.

While headquartered in the offices of the Iowa Economic Development Department, Schill demonstrated that the Agency could assist U.S. businesses at the grassroots level with trade and investment opportunities in the developing world and heightened the overall awareness of USAID programs.

In addition to organizing a trade mission for agribusiness manufacturing firms, Schill addressed hundreds of businesses at workshops throughout Iowa. While introducing Iowa companies to potential markets in the developing world, he explained how small and medium-sized businesses could bid for Agency contracts, in keeping with Administrator Roskens' objective of opening up the contracting procedures to businesses throughout the United States. Schill discovered that many Iowans were not aware of the Agency, let alone of the potential business prospects available with USAID or in developing nations.

The success of the program attracted the attention of international trade and economic development officials in other states. To test the concept in two western states, USAID launched a pilot program in



Jim Schill: *“[Businesses] want equal access to USAID programs, contracts and grants. We're doing our best to help that process.”*

California and Oregon in January. Working out of the Oregon departments of Economic Development and Agriculture in Portland and offices in Torrance, Calif., Schill has been linking local businesses with USAID economic assistance programs and the trade and investment programs of other federal agencies as well.

“Businesses are hungry for information and willing to go the extra mile to trade with the developing world. They also want equal access to USAID programs, contracts and grants. We're doing our best to help that process,” said Schill.

Outreach in both states includes conducting seminars, workshops and individual meetings and publishing a monthly newsletter sent to more than 3,000 businesses. All are designed to increase awareness of USAID assistance programs and developing country business opportunities.

“The California and Oregon programs allow USAID to draw on the creativity and resources of West Coast businesses while enabling business to benefit directly from information on business opportunities in developing countries,” said Ralph Blackman, assistant administrator for PRE.

California and Oregon officials see USAID's presence as a breakthrough opportunity to involve their state's businesses in U.S. foreign assistance programs and help create new markets overseas. Glen Ford, director of the Oregon Development Department's International Trade Division, said, “By tapping into USAID's vast over-

seas activities. Oregon businesses can provide their expertise to developing country firms, provide new products to these growing markets and help the Agency leverage economic development in these countries while helping our business."

In May, Assistant Administrator for Asia Henrietta Fore spoke about the U.S.-Asia Environmental Partnership (USAEP) to more than 500 environmental business representatives in cities in California and Oregon.

In July, Blackman and David Hatcher, special assistant to Ambassador Richard Armitage, deputy to the coordinator for U.S. assistance to the New Independent States (NIS), addressed and counseled a similar number of businesses on a tour of Washington, Oregon and California about business opportunities in the NIS of the former Soviet Union.

After attending both the USAEP and NIS conferences, Richard McPherson, director of development of SGI International, a California-based developer of new energy technologies, said he sensed that "people feel that 'Washington' is genuinely trying to reach out and rejoin the people—especially small businesses." SGI has begun testing and evaluating Thai and Indonesia coal in preparation for developing clean coal refineries in those countries.

McPherson said SGI could not have proceeded as quickly as it has without help from Schill and USAID's missions in Thailand and Indonesia. He was so impressed with the NIS workshop that he has volunteered his time "to put together a program to identify clean coal technologies appropriate for various coals found in the NIS."

Schill's work on the USAEP and NIS tours and other outreach efforts "complement our responsibilities to educate the public on the U.S. foreign assistance program and engage American business in working with the Agency," said XA Director Stephen Hayes. He added, "We see his work as an important extension of the Agency and its commitment to involve the American private sector in development."

Summers was an intern in External Affairs, and Heine is chief of Public Liaison in XA.

Roskens Underscores Trade, Investment Message

"The post-Cold War era in which we find ourselves requires new changes in the way we allocate foreign assistance. One component of that change must be a greater emphasis on trade and investment. These are indispensable to the economic health of all countries, including ours."

This is the message Administrator Ronald W. Roskens has been bringing to audiences throughout the United States. Recently, the administrator hosted the National Export Initiative Conference in Louisville, Ky., to talk about overseas opportunities. Roskens also addressed this theme with a group of American corporate chief executive officers at the annual Junior Achievement conference in Bloomington, Ind., and before an audience of 200 business and government representatives at the Agency's concluding seminar in its series on "Trade and Investment Strategies for Emerging Markets."

The widespread acceptance of the American principles of free markets and free government has given America and Americans unprecedented opportunities in the developing world. These nations are eager for American goods and services and a larger stake in the emerging international economy. Export policy and investment are major underpinnings of foreign aid. Foreign aid, by strengthening the economies of less developed countries, contributes to stable governments and prosperity. But in addition to helping the host country, this emphasis on trade and investment also helps the United States in its global economic competition.

And there are many reasons why U.S. businesses should want to get involved in the developing world. As Roskens has pointed out, "In a very short time, four out of five of the world's consumers will live in the developing world;" certainly this is a market that the United States ignores at its own peril.

What furthers U.S. trade and investment? One factor relates to the regulatory schemes of host nations. When nations make the correct decisions about trade and economic policies, however momentarily painful these decisions might be, good things happen. As Roskens notes, "During the latter part of the 1980s, the increase of U.S. exports to aid-recipient countries undertaking reforms was almost twice as great as the increase in exports to non-reforming Agency-assisted countries."

At the same time, U.S. businesses must be quick to seize these opportunities. Roskens notes that "components of our Agency's Partnership for Business and Development...are in direct response or certainly concur with...the directives and expectations that have been expressed by President Bush and the secretary of state; namely, to assist U.S. firms as they seek to expand and develop new markets. [USAID's new] Center for Trade and Investment Services will provide the private sector of the United States with information about Agency programs in various parts of the world; it will provide information that will promote trade and investment—and this is all as a complement to our development assistance programs that are under way."

USAID's field presence in more than 80 overseas missions is another important element in this outreach effort to U.S. business. Roskens observes that "in many instances, information that the Agency people can provide regarding a country's economy, or opportunities in a particular sector of a country's economy, can make a very real difference to a potential investor or trader in this country."

In the future, USAID trade and investment programs will continue to play a very important role within the overall foreign assistance program. "Free markets and unfettered trade work," says Roskens. "They work to promote development and international prosperity. And the Agency is making these a key component of our work in the field."

— Jeff Nelligan, Office of External Affairs

Business Students Advise Entrepreneurs

By JOE BUKOVAC

Graduate business school students from across the United States are applying their school-honed business skills around the globe with the help of USAID and its newly created Free Market Development Advisers Program.

"This program is a pledge from USAID to help the participating countries improve their economies and promote the economy of our great nation at the same time," Administrator Ronald W. Roskens said as he inaugurated the Agency's Free Market Development Advisers Program (FMDAP) during a reception in Washington, D.C., in early August.

"This can and will be done with the help of the 'remarkable 17'—17 of the brightest graduate school business students who will become business ambassadors of the United States and the Agency for International Development."

The advisers program is an 18-month, \$1.3 million pilot program carried out through a Bureau for Private Enterprise (PRE) cooperative agreement with the Institute of International Education (IIE). The partnership was launched to engage American private sector participation in the effort to develop and sustain free-market principles and broad-based economic growth in developing countries.

"This program will transform MBA programs across the country and really put the Agency on the map as a driving force behind the promotion of international business interests to the United States and developing nations around the world," says Leslie Anderson, special assistant to the Free Market Development Advisers Program from the Bureau for Latin America and the Caribbean.

Agency missions helped identify rele-

vant work assignments in local firms. The final placements occurred in eight missions representing three regions—Asia, Africa and Latin America and the Caribbean.

The purpose of the program is to expand trade and investment opportunities for small and medium-sized businesses in developing countries using the advisers as technical assistants. By providing this technical assistance to private firms, the project seeks to increase the management and world market trading capabilities of entrepreneurs in developing countries and expand their contribution to economic development in their own countries.

Ralph Blackman, assistant administrator for private enterprise, says the project provides two-way business goals. On the one hand, the advisers will help improve the efficiency and productivity of assisted firms. On the other, advisers will gain a firsthand understanding of business practices in emerging markets and through this experience expand the international business school curricula at participating universities. Furthermore, follow-up activities will encourage relationships between U.S. and developing country firms and, in the long term, expand the pool of U.S. business executives with experience in developing countries.

To achieve these objectives, the Free Market Development Advisers Program has placed the 17 advisers, who are midway in their MBA academic programs, in host country firms for 10 months. The advisers will provide professional assistance to host-country management personnel in the areas of marketing, quality control, financial planning and other management responsibilities. At the end of their work assignments, the advisers will return to their universities and participate in structured follow-up programs to ensure that the project benefits extend to each business



Paul O'Sullivan



Lee Strauss



Kim Heath



Neal Brady

school and community.

Each of the students will write a case-study of his or her assignment, which will be available to U.S. businesses interested in initiating or expanding trading activities in developing countries. Likewise, small and medium-sized host-country firms will benefit through expanded trade and investment opportunities throughout the world.

All of the advisers expressed interest and anticipation as they begin their voyage into the land of international business.

Lee Strauss of the University of Maryland is assisting the Women Entrepreneurs Association in Kathmandu, Nepal. "This will be a great experience for me," she said before leaving. "I will be working to improve the quality and marketability of linens, textiles and clothing of the association. I will also help the Nepalese identify how best to export their products to markets around the world," she said. When she returns to the States, Strauss expects to pursue a career in human resources management.

Neal Brady of Columbia University and Kim Heath of California Polytechnical University are applying their academic expertise in Guatemala. A joint business

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Investments in Tonga's Cooperatives Pay Off

BY KIRK DAHLGREN

South Pacific islanders on Tonga are getting more consumer goods, have closer commercial ties with the United States and are exporting more vanilla, fish and handicrafts, thanks to two USAID-funded cooperatives—the Friendly Islands Marketing Cooperative (FIMCO) and the Tonga Cooperative Federation (TCF).

Successful operations of the privately owned cooperatives—FIMCO with 1,880 members and TCF serving 700 retail outlets—also have had a major role in government decisions regarding deregulation and privatization.

USAID's grant of \$973,000 enabled the Friendly Islands Marketing Cooperative to implement marketing functions once carried out by a government commodities board. The grant started FIMCO as an organization and trained both managers and support staff in areas such as business administration, computers, accounting and office management.

The marketing cooperative played a key role in giving growers the confidence to expand production of Tonga's second largest agricultural commodity, vanilla.

"Vanilla is an ideal crop for the remote island of Tonga," says John Kreag, an Agricultural Cooperative Development

International consultant under a USAID grant. "Not only is it a high-value, non-perishable product, but it requires almost no foreign exchange for production and curing."

FIMCO has succeeded in becoming Tonga's largest vanilla marketer. Since its start, the co-op has netted Tonga \$3.5 million in export earnings from vanilla. A recent evaluation described FIMCO as "operating sustainably," citing it as an example of how a project can succeed through the flexible project management approach taken by USAID.

A key to FIMCO's success was a shift from purchases of cured vanilla to buying only mature yellow-tip beans for curing in its sheds. The cooperative's sole market for cured vanilla is two U.S. firms, Centercham and Zink & Triest. These firms, in turn, provide the cured vanilla to companies that industrially extract the valuable active essence,

vanillin.

FIMCO also markets fresh fish and handicrafts—mostly finely woven baskets, hand-designed bark cloth wall hangings (tapa) and wood carvings. In addition, the co-op retails fishing gear and farm inputs.

"I see 1992 as the biggest year yet for FIMCO," predicts Edgar Cocker, a Tongan national, who is succeeding Kreag.

USAID's \$1.36 million grant to the Tonga Cooperative Federation saved it from bankruptcy in 1981, and it is now the country's largest wholesaler of consumer

goods. Its efficient operations played a major role in the government's decision to drop price controls on most food items. Today, 95 percent of food and beverage items are deregulated.

A 1988 evaluation of the USAID-funded cooperative described the TCF experience as "an impressive turn-around story." According to General Manager Tevita 'Ova, TCF recorded \$10.4 million in sales in 1991, exceeding 75 percent of all wholesale trade in the island kingdom.

"We now have a Tongan residing in the United States who buys goods and consolidates containers," says 'Ova. "Before this, almost all of our goods came from New Zealand and Australia. We have found that with some important items the U.S. prices are lowest, despite higher freight costs. Our frozen chicken imports from the United States have risen from about four containers to about 24 containers a year. Annual soft drink imports have grown from about 4 to 13 containers. And there are other items for which we find the United States to be the best source."

The Tonga Cooperative Foundation now operates 13 outlets, five stores and eight trucks, which serve 700 retail cooperative and private shops throughout the islands. The foundation recently moved to a computerized inventory system, the first in the islands. It is able to keep prices low through efficient management and ships

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At the USAID-funded co-op, a worker prepares vanilla for export.



A member of the cooperative takes her handicrafts to market.

Agribusiness: Vital for Africa's Future Growth

BY MILLIE MORTON

What is USAID doing to support agricultural marketing and agribusiness development in sub-Saharan Africa? A recent Africa Bureau conference enabled field and Washington, D.C., personnel to share answers to this question and address ways to improve the marketing of Africa's agricultural commodities. The result was consensus on a vision for agricultural development in Africa and a series of recommendations to guide future USAID action.

The Africa Bureau's Food, Agriculture and Resources Analysis Division in the Office of Analysis, Research and Technical

Tonga

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products to the outer islands without store owners having to travel to Tonga's main island for buying. TCF has prospered, with profits growing from about \$417,000 in 1990 to \$618,000 in 1991, and pays dividends to members annually.

John Woods, regional director in the South Pacific, sums up USAID assistance to the two cooperatives: "Our \$2 million investment in FIMCO and TCF proved to be a critical factor in allowing the vanilla industry to expand from a \$300,000 to an \$11 million industry in 10 years and in gaining farmers an additional \$2 million piece of the pie. Our assistance also allowed the Tongan Cooperative Foundation to become Tonga's major wholesale supplier. That's the kind of performance we would always like to attain on our aid investment."

Dahlgren is program officer, USAID/Fiji.

Support (ARTS/FARA) sponsored the weeklong conference, held in Baltimore July 12-17. Among the more than 80 people attending were 26 agricultural development officers (ADOs) from USAID missions in Africa and from Washington and representatives from trade groups, universities and private organizations.

"In the portfolios of African missions, agricultural marketing and agribusiness, especially exports and regional trade, are increasingly important," explains Tom Herlehy, chairman of the conference planning committee. "Africa Bureau support for improved efficiency in agricultural marketing systems may be under-reported because many agribusiness programs and projects are classified as private sector development activities without reference to their agricultural sector orientation."

"Agriculture involves more than what happens on the farm," says Ben Stoner, chief of ARTS/FARA. "Agriculture involves many activities from the supply of inputs to farmers, to production, to all the activities associated with selling that produce to consumers. In fact, by emphasizing consumers, we are focusing our attention on the demand for agricultural commodities. Marketing is how we meet that demand."

The Africa Bureau's strategic framework for Promoting Agricultural Marketing and Agribusiness Development in sub-Saharan Africa, approved in October 1990, presents guidance on this demand-driven approach. "The strategic framework has been well received in the field," explains Richard Cobb, deputy assistant administrator, Bureau for Africa. At the conference, several ADOs discussed ways in which they are applying demand-driven approaches.

The picture that emerged was one of ADOs as sectoral managers with responsi-

bilities for all kinds of agricultural development activities, including policy reform, institutional reform and training to improve input and output marketing, production, processing, distribution, storage, transportation and exports. USAID experience with policy reform received specific attention. "Policy reform is a process that should be monitored and supported over time," says Joanne Hale of USAID/Malawi. "Opening marketing systems to private agribusinesses involves more than changing a policy—it also involves changing regulations and changing the attitudes and behavior of both bureaucrats and entrepreneurs. With our field presence, experience and training, USAID missions can provide leadership for this process."

One conference session permitted constructive dialogue with two legislative aides: Lynnett Wagner, counsel, and John Ziolkowski, professional staff member, from the Senate Committee on Agriculture, Nutrition and Forestry. They explained the process by which Congress sets priorities for foreign aid and listened as ADOs talked about their work in agricultural development in Africa and its value to Americans.

Throughout the week, conference participants assessed USAID experience, examined the results of research and analysis, and explored new approaches. Participants recorded the successes achieved, improvements needed, innovations suggested and recommendations for action. A committee of ADOs reviewed and synthesized these findings. Through this process, participants were able to present a proposed plan to Alison Rosenberg, assistant administrator for Africa, when she attended one of the last sessions of the conference. The plan for agricultural development in Africa includes eight recommendations to guide bureau policy and program implementation.

The conference demonstrated the Africa Bureau's commitment to developing better agricultural marketing systems as a method of generating broad-based economic growth. As Rosenberg notes, "Now comes the hard part—implementing a realistic plan that will move Africa ahead."

Morton is a consultant in the Africa Bureau.

Agency Goes the Metric Mile

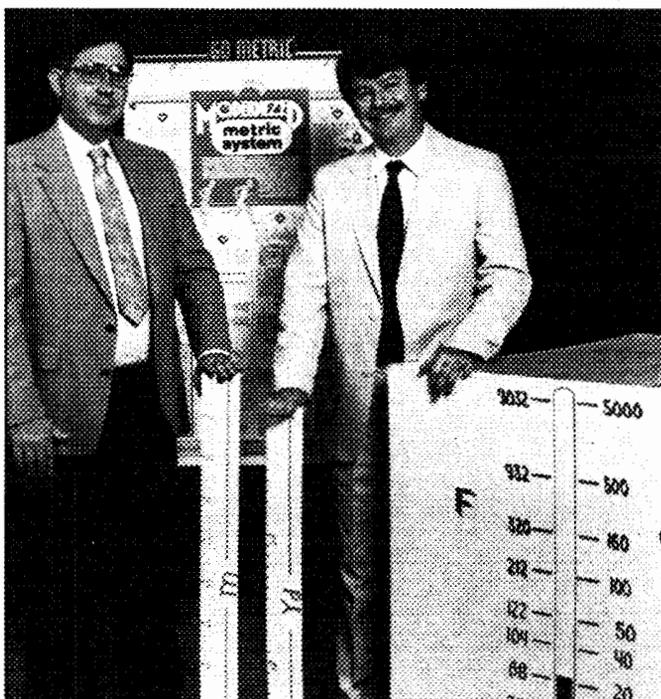
BY KEN MONSESS

USAID employees are finding new dimensions in their work as kilograms, meters and liters begin to replace the pounds, feet and gallons that traditionally have been used for measurement in the United States.

The United States is the last country in the developed world to get on the metric bandwagon. This delay puts the U.S. economy at a competitive disadvantage in international markets. For example, last year a German electronics firm announced plans to move its production operations from the United States to Canada, adding 9,000 jobs and the income they generate to Canada's economy instead of America's. This firm attributed part of the rationale for its move to the fact that Canada was more advanced in metric transition, which facilitated the firm's dealings with North American suppliers and European customers.

To better accommodate U.S. industry's participation in an ever increasingly global economic system, the Omnibus Trade and Competitiveness Act of 1988 designated the metric system as the preferred system of weights and measures for U.S. trade and commerce. The act requires all federal agencies to use the metric system in procurements, grants and other business-related activities by Sept. 30. Further, in 1991, the President's Executive Order 12770 expanded on the scope of the act and prescribed government-wide procedures for federal agencies to carry out the metric transition.

In accordance with the executive order, Administrator Roskens formally approved the Agency's Metric Transition Plan and designated Thomas Huggard, director of the Office of Administrative Services in the Finance and Administration Directorate, as the USAID metric executive to oversee its implementation. The plan



Thomas Huggard, USAID metric executive (left), and John Lamson, metric training coordinator for the Foreign Service Institute, compare meters and yards.

calls for a comprehensive metric transition throughout Agency systems and procedures, from the earliest stages of the assistance processes. This will require revising USAID directives that have an impact on the use of units of measurement, educating employees in using the metric system and coordinating with other agencies and the private sector. The target date for completing the transition to exclusive use of the metric system is December 1996.

Several measures will be taken in support of this commitment. Documents that form the bases for contracts and grants will specify quantitative data in metric units. Further, ancillary functions such as travel and transportation allowances, agency forms, automated data functions and agency reports will employ metric standards. Employees will notice that metric standards are being prescribed in USAID handbooks.

and the traditional measuring units may be used in tandem to specify a measurement as long as the metric units are listed first.

The most noticeable effect of metric transition for most employees will probably be the change to metric standard paper sizes: the standard letterhead size is 210 mm by 297 mm (8.3 by 11.7 inches vs. the traditional standard of 8.5 by 11 inches). The metric standard paper sizes offer the advantage of a constant proportion between length and width to facilitate reduction and enlargement, plus offering better compatibility with documents produced in countries that are more advanced in their metric transition.

It is not anticipated that any extensive replacement of existing Agency office equipment, data processing or filing systems will be necessary to accomplish the transition. There will be adjustments and

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Baltic Representatives Named

Cloutier, De Marcken and De Graffenreid Take Oaths of Office

The first permanent USAID representatives to the Baltic countries were sworn in and immediately assumed their posts: John Cloutier to Lithuania; Baudouin de Marcken to Latvia; and Adrian de Graffenreid to Estonia. All are former Peace Corps volunteers. The United States began assistance programs in the Baltic republics after they won their independence from the Soviet Union in September 1991.

Cloutier, of New London, Wis., has

more than a decade of experience with USAID and previously worked in the private sector as a certified public accountant. His most recent assignment abroad was in Nicaragua, where he helped facilitate that country's transition from a statist, planned economy to a free-market system.

De Marcken, of Babbitt, Minn., alternated between the private sector and the Peace Corps for two decades. He was Peace Corps country director in Zaire and Morocco before joining USAID in 1983.

His most recent foreign assignment was USAID deputy mission director in Zaire.

De Graffenreid was chief of USAID's European Project Development Division, Bureau for Europe, before assuming his new assignment. He joined USAID in 1975 after serving with the U.S. Marine Corps Reserve, Peace Corps in Brazil, and Office for Micronesian Status Negotiations, National Security Council. He brings to his new assignment 17 years of USAID Foreign Service experience in Eastern Europe, the Middle East, the Caribbean and Africa.

These representatives will oversee a variety of programs, including emergency food and medical aid to their respective countries. Other assistance in place, or planned by USAID, includes management training and economics education, advice on improved environmental practices and financial sector reform. USAID programs in all of the Baltic republics stress privatization, energy efficiency and agricultural assistance.



John Cloutier



Baudouin de Marcken



Adrian de Graffenreid

Nance Heads Mongolia Office

William Nance, a 21-year veteran of the Agency, was sworn in Aug. 7 as USAID's representative to Mongolia.

Nance will direct a \$16 million program of economic assistance that focuses on creating a framework for private enterprise, supporting democratic institutions and assisting Mongolia in meeting its energy requirements.

Mongolia recently moved from a communist, centrally planned economy toward democracy and a free market economy. USAID is supporting this transition.

Since 1990, Nance has served as chief of the program office in Morocco. For

several years before that he worked in various positions in Washington as desk officer for Bangladesh, the Philippines, Thailand and the Association of Southeast Asian Nations. He attended the Kennedy School of Government at Harvard University during the 1988-89 academic year.

Nance was stationed in Nepal from 1979 to 1983 as chief of the program office. From 1976 to 1979, he worked in the Near East Bureau, first as assistant desk officer for Syria and later as desk officer for Lebanon.

Nance joined the Agency in 1971 and served in Turkey until 1975, first as an international development intern and later as assis-

tant program officer. Before joining USAID, he was a Peace Corps volunteer in Nepal from 1967 to 1969 and later served as a Peace Corps recruiter in Atlanta for one year.

Nance received a bachelor's degree in political science and economics from North Carolina Central University, a master's degree in international relations from George Washington University and a master's degree in public administration from Harvard University.



William Nance

Haiman Named Ethics Counsel

Arnold Haiman, an attorney with more than 20 years of legal experience, was sworn in July 28 as the Agency's new ethics officer at a State Department ceremony.

As independent counsel for ethics, Haiman will manage the Agency's worldwide ethics program and provide guidance and counsel to all levels of management.

He will develop all Agency policy and guidance on ethics and conflicts of interest and serve as the Agency liaison with the Office of Government Ethics.

In welcoming Haiman to the Agency, Administrator Ronald W. Roskens said, "He will assure that ethics and conduct issues are considered in all aspects of Agency planning and policy development."

"I am very impressed with the manifestly high level of commitment and integrity displayed by USAID employees under very challenging circumstances," Haiman said.

"I promise to spare no effort in promoting ethical decision-making throughout the Agency. I look forward to working with Agency staff on these issues and hope that employees will contact me with any concerns or suggestions."

Since April 1990, Haiman served in the Department of Housing and Urban Development, first as legal counsel to the Office of Ethics, then as director of that office.

From 1983 to 1990, he held a variety of positions with the Navy Department, providing legal counsel on logistics, personnel, fraud, waste and abuse, legislative affairs, procurement, contracting and cost mischarging.

Haiman attended the National Law Center at George Washington University from 1982 to 1983 and was awarded a master of laws in criminal law with highest honors. While at the law center, Haiman did pro bono work providing legal advice



Arnold Haiman

to the indigent and the elderly and helped train law students.

From 1979 to 1982 he served with the Navy-Marine Corps Trial Judiciary at the U.S. Naval Station in Rota, Spain, as a trial judge. As a circuit-riding military judge, Haiman presided over trials throughout Europe, North Africa and the Middle East.

Haiman is licensed to practice law in the District of Columbia, Hawaii and New York.

A native of the Bronx, he has a bachelor of arts degree from City College of New York (1967) and a law degree from New York University School of Law (1970).

Haiman is eager to discuss government ethics issues with employees. He is located in room 6885 of the State Department and can be reached at (202)647-8548.

Advisers

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and international affairs major, Brady will be working for Maderas Milpas Altas, a wood products manufacturer, and will assist in the selling and testing of environmentally sound wood and rubber products for export to the United States. "It's a great chance to help a small Guatemalan business, and I'm sure it will be personally rewarding today and in the future," he said.

Heath is assisting a Guatemalan accessory business in marketing, quality control and business planning. "While I am in Guatemala, my job will be to provide a better business and trade understanding between the U.S. and Guatemalan firms so

Metric

(from page 13)

modifications to equipment, installation of supporting computerized instructions, the issuance of communications directives to cover revised line and page lengths, and interoffice coordination of the implementation of the new standard. Most copying and data processing equipment will require the replacement of paper trays, and the supporting software will require revision.

To help employees with the transition, pocket-size metric conversion cards have been distributed, and more comprehensive tables have been added to Agency telephone directories. Metric concepts will be incorporated into USAID training classes on project design, travel voucher preparation, etc. Training classes on the metric system will be provided for employees who will use the system extensively. For information, call (703) 875-1549.

A reference source on metric transition, the Metric Handbook for Federal Officials, may be requisitioned from FA/AS/PP. Because of the limited supply, requisitions are limited to one per office or mission. For more information, call (703)875-1531.

Monsess is a procurement analyst in FA.

that both may experience the benefits of the free market in the future," Heath explained.

Gambia, in West Africa, will be gaining the business knowledge and expertise of Paul O'Sullivan of the University of Houston. O'Sullivan has an international business background and will be aiding the Gambians in the seafood business. He will be responsible for processing, marketing, quality control and financial control of seafood exports to the United States, Europe and throughout Africa. "This program will continue to advance my education and experience in international business and enable the United States and the small nations of the world, like Gambia, to become economically sound business partners in the future," he said.

WHERE



In the World
Are USAID
Employees?

RETIRED

Dwyer, Eugene, FA/IRM/SDM, supervisory computer specialist, 22 years
Holtaway, James, COMP/DETAIL SUP, foreign affairs officer, 25 years
McJunkin, F. Eugene, R&D/H/AP, health science specialist, 9 years
Olinger, David, COMP/FS/REASSGN, supervisory housing/urban development officer, 18 years
Riley, Barry, COMP/FS/REASSGN, supervisory program officer, 25 years
Rosenberg, Leonard, AFR/ARTS/EA, economist, 26 years
Smith, James, AIDREP/Colombia, AID representative, 24 years
Viener, Ronald, LAC/DR/EHR, program operations assistant, 19 years
Woods, John, RDO/South Pacific, regional director, 25 years

Years of service are USAID only.

MOVED ON

Barhorst, Laura Lynn, COMP/YOC/COOP
Barrett, Dennis, South Africa
Biswas-Benbow, Indira, Malawi
Dandridge, Harry, FA/IRM/TCO
Hays, Ellen Janet, Pakistan
Hildebrandt, Pauline, FA/IRM/CLS
McCowan, Rodney, A/AID
McWhirter, Mary, FA/AS/ISS
Murray, Christyl, COMP/YOC/COOP
Pelczar, Richard, R&D/ED
Rabinovich, Diana, COMP/YOC/COOP
Reategni, Lisa Jann, COMP/NE/OJT
Vann, Theodore, COMP/YOC/COOP

PROMOTED

Alexander, Judy, FA/HRDM/XT, employee development specialist
Allen, Barbara, GC/LAC, secretary typist
Anderson, William, EUR/PDP, secretary typist
Beagle, Doris, FA/HRDM/PMES/ES, personnel management specialist

Bowser, Kimberly Frances, LAC/DI, program analyst
Boyer, Robbin, FA/B/SB, budget analyst
Bradley, Pamela, R&D/AGR/RNR, secretary typist
Bugg, Susan, LAC/DR/PS, program analyst
Cannon, Michele, FHA/OFDA/PMP, secretary typist
Carrier, Elizabeth, AA/FHA, special assistant
Carroll, Carolyn, GC/CCM, legal assistant
Chan, Carol, FA/OP/CC/P, contract specialist
Chase, Charlene, FA/FM/PPP, civilian pay supervisor
Collins, Mary Lou, FA/OP/CC/M, international trade specialist
Esposito, Dina, FHA/OFDA/DRD, disaster operations specialist
Fisher, Brenda, POL/CDIE/E/POA, administrative operations assistant
Friel, Lisa Bernadette, A/AID, director, White House liaison
Garcia, Leticia, IG/RM, secretary typist
Ghannam, Wendy, FA/IRM/IPA, secretary typist
Graeves, Nancy, FA/HRDM/EM, personnel management specialist
Hairston, Zanetta, NE/DR/PIE, clerk typist
Henderson, Parrie, EUR/PDP, economist
Hewitt, Martin, R&D/WID, program analyst
James, Eatrice, TDP/OD, secretary typist
Jones, Juanita, FHA/FFP, secretary typist
Kennedy, Brian, R&D/POP/OPS, program operations specialist
Leigh, Jeanne, FA/HRDM/PPM/PMC, classification assistant
Lundquist, Edward, EUR/EMS, administrative officer
Mangum, Betty, LAC/DPP, financial operations specialist
Mason, Hattie, FA/HRDM/TSD, employee development specialist
Mitchell, Toni, FA/HRDM/XT, employee development specialist
Morris, Brenda, FA/OP/CC/M, international trade specialist
Myers, Tony, IG/SEC/PS/ES, clerk typist
Overton, William, FA/FM/CMP/CGLC, financial management specialist
Owens, Loryn, FA/FM/AR, accounting technician
Skinner, Janene Kay, IG/RM/GS, contract specialist
Thomas, Victoria, COMP/YOC/COOP, student trainee typist
Vo, Nhung Thi, FA/FM/LM/LS, accountant
Walters, Rhovetta Doll, FA/HRDM/SCD/SC, staff assistant typist
Warren, Annie, AA/NE, administrative operations assistant typist
Warren, Gwendolyn, AFR/DP/PSE, secretary typist
Wilkey, Kim, R&D/AGR/IARC, secretary typist
Williams, Julia, FHA/FFP, secretary typist
Willis, Ann, R&D/AGR, secretary typist
Wilson, John, R&D/ENR, environmental protection specialist
Woodlin, Darlana, COMP/YOC/COOP, student trainee accountant
Wright, Valerie Jean, R&D/POP/PPS, program operations assistant typist

REASSIGNED

Adams, E. Cecile, COMP/FS/REASSGN, controller, to Kenya
Affleck, Aldona, R&D/ENR, secretary typist, to program operations assistant, EUR/RME/ECA
Akers, Andrew, Botswana, controller, to Sri Lanka
Anderson, Rose, FA/FM/A/NPA, accounting technician, to FA/FM/A/PA
Awad, Denise, Ghana, supervisory executive officer, to Belize
Backus, Russel, COMP/FS/REASSGN, agricultural development officer, to Egypt
Bardon, Jane, EUR/OISA, international economist, to NIS/TF/ER
Barrett, Lana, FA/FM/A/NPA, accounting technician, to FA/FM/A/PA
Beebe, James, COMP/DETAIL SUP, supervisory agricultural development officer, to supervisory agricultural economist, R&D/AGR/EP
Bever, James, Indonesia, supervisory program officer, to COMP/FS/REASSGN
Blackton, John, POL/OD, foreign affairs officer, to mission director, Pakistan
Blank, Herbert, Indonesia, engineering officer, to agricultural development officer, NE/DR/PIE
Boggs, Richard, RIG/A/I/Honduras, supervisory inspector, to inspector, RIG/I/LAA/W
Burke, Richard, Costa Rica, supervisory program officer, to COMP/FS/REASSGN
Burnett, Barry, AFR/ONI/TPPI, supervisory project development officer, to RDO/Caribbean
Butler, J. Wayne, Sri Lanka, controller, to Dominican Republic
Cabrera-Morales, Carlos, IG/A/PSA, auditor, to RIG/A/I/Kenya
Carr, David, COMP/FS/REASSGN, program economics officer, to Jordan
Chaplin, Patricia Ann, Oman, executive assistant, to COMP/FS/REASSGN
Cloutier, John Julius, Nicaragua, supervisory project development officer, to AID representative, Lithuania
Coles, Walter Jr., Jamaica, supervisory private enterprise officer, to COMP/FS/REASSGN
Conner, E. Lewis, Ecuador, supervisory financial management officer, to Guatemala
Connors, Donald, IG/LT TRNG, auditor, to RIG/A/I/Honduras
Cottingham, Terri, FA/HRDM/XT, employee development specialist, to FA/HRDM/TSD/PST
Cruz-Depaula, Danilo, COMP/DETAIL SUP, program officer, to COMP/FS/REASSGN
Cunnane, Robert, COMP/FS, IDI (health/population/nutrition), to Bangladesh
Cusumano, Vincent, R&D/AGR/EP, supervisory agricultural economist, to supervisory agricultural development officer, Honduras
Davis, Alan, Philippines, Food for Peace officer, to project development officer, Peru
De Marcken, Baudouin, Zaire, deputy mission director, to AID representative, Latvia
Del Bosque, Priscilla, POL/PAR, financial management officer (budget analyst), to associate mission director, Egypt

Derrick, Carl, El Salvador, contract officer, to project development officer, Egypt

Dewey, Arthur, FHA/OFDA/DRD, program manager, to NIS/TF/EHA

Doores, Elizabeth, FA/FM/P/SM, financial clerk, to secretary typist, FA/FM/P

Duncan, William, Bangladesh, supervisory project development officer, to South Africa

Eller, Don Carl, FHA/OFDA/DRD, program manager, to NIS/TF/EHA

Fine, Patrick Chilion, Swaziland, supervisory human resources development officer, to general development officer, Uganda

Foti, Mirinda, Egypt, secretary, to executive assistant, FHA/FFP

Fox, James, LAC/DPP/EA, supervisory international economist, to supervisory economist, POL/CDIE/E/POA

Fulgham, Alonzo, COMP/NE/OJT, IDI (private enterprise), to COMP/FS

Funk, Stephanie, COMP/FS, project development officer (CAP), to Malawi

Garland, William Richard, Costa Rica, project development officer, to Dominican Republic

Gary, Philip-Michael, COMP/LT TRNG, foreign affairs officer, to deputy mission director, Indonesia

Gary, Vivian Pettersson, COMP/FS/REASSGN, supervisory general development officer, to program economics officer, Indonesia

Guymont, Frederick, Tanzania, project development officer, to supervisory project development officer, Egypt

Hamminck, William, AFR/ONI/DG, project development officer, to supervisory project development officer, Madagascar

Hardy, Nancy Carmichael, Afghanistan, program officer, to ASIA/SA/A

Harvey, Ronald, Zaire, supervisory agricultural development officer, to deputy mission director, Cameroon

Henderson, Marshall, IG/A/FA, auditor, to RIG/A/I/Kenya

Herder, Francis, OPS/MRC, supervisory executive officer, to general development officer, Ethiopia

Horween, Matthew, Honduras, controller, to COMP/FS/REASSGN

Howard, Bruce, RIG/A/I/Honduras, supervisory auditor, to IG/A/FA

Hudec, Susan, OPS/MRC, budget analyst, to program analyst, NIS/TF/PAC/SPBC

Hullung, Albert, Zaire, controller, to COMP/FS/REASSGN

Jarman, Toby, RIG/A/I/Kenya, supervisory auditor, to RIG/A/EUR/W

Johnson, Charles, Zaire, mission director, to foreign affairs officer, AA/R&D

Johnson, Harry, COMP/FS, foreign affairs officer, to supervisory project development officer, South Africa

Johnston, Matthew, COMP/NE/OJT, IDI (financial management), to Nicaragua

Kearns, Laura, COMP/FS, IDI (health/population/nutrition), to Malawi

Kline, Brian, COMP/DETAIL SUP, administrative officer, to international cooperation specialist, NIS/TF/FA

Koecchley, Peter Charles, IG/A/FA, auditor, to

RIG/A/I/Singapore

Krell, Barbara, Zaire, financial management officer (budget analyst), to supervisory financial management officer (financial analyst), FA/FM/A/PA

Kunze, Kurt, RIG/A/NE/W, supervisory inspector, to RIG/A/I/Egypt

Leach, Alberteene, AA/EUR, program assistant, to coordinative operations assistant, NIS/TF/OD

Lee, Jeanette, LAC/DI, secretary typist, to PRE/DP

Lee, Jeffrey, REDSO/WCA, Food for Peace officer, to COMP/FS/REASSGN

Liberi, Dawn, COMP/LT TRNG, supervisory population development officer, to deputy mission director, Ghana

Lipson, Gerald, XA/OD special assistant, to supervisory public affairs specialist, XA/PR

Lizwelicha, Kumau, REDSO/WCA, IDI (financial management), to financial management officer (budget analyst)

Lunenburg, Robert, COMP/FS/REASSGN, Food for Peace officer, to project development officer, AFR/CCWA/PSEA

Lyvers, Francis, Egypt, supervisory agricultural development officer, to COMP/FS/REASSGN

Malinowski, Gloria, India, secretary, to COMP/FS/REASSGN

Manchester, Harry Jr., IG/SEC, security officer, to supervisory physical security specialist, IG/SEC/PS

Massie, Sylvia, LEG/PD, administrative operations assistant, to secretary, NIS/TF/PAC

McCarthy, Dennis, Burkina Faso, agricultural development officer, to supervisory agricultural development officer, Kenya

McDonnell, Thomas, IG/SEC/PSI, supervisory security officer, to security officer, IG/SEC

McFarland, Debra Dewitt, Panama, supervisory special projects officer, to special projects officer, LAC/DI

Moseley, M. Charles, El Salvador, supervisory general development officer, to energy officer, Russia

Moses, Vivian, LAC/DR/CAR, secretary typist, to LAC/DPP/SDPP

North, Walter, ASIA/EA, regional development officer, to deputy mission director, Ethiopia

Odle, Lawrence, Jr., Bolivia, supervisory project development officer, to Nicaragua

Orr, Everette, IG/A/PP/O, auditor, to supervisory auditor, RIG/A/I/Kenya

Ott, Mary Catherine, Panama, program economics officer, to supervisory program economics officer, LAC/DPP/EA

Pack, E. Wayne, RIG/A/LAA/W, inspector, to RIG/A/I/Egypt

Paige, Beth, Egypt, IDI (contract specialist), to contract officer

Papas, Steve, FA/FM/LM/GP, supervisory operating accountant, to accountant, FA/FM/LM/DR

Reed, Alan, COMP/NE/OJT/IDI (administration), to Egypt

Reese, B. Donald, Thailand, supervisory project development officer, to Jordan

Richardson, Cynthia, FHA/ASHA, program operations assistant, to AFR/ONI/PMO

Riley, Barry, COMP/DETAIL SUP, supervisory program officer, to COMP/FS/REASSGN

Rosenberg, Natasha, LAC/DPP, budget analyst, to program analyst

Savoy, Rolanda, GC, secretary typist, to secretary, NIS/TF/PSI

Scarborough, Wilbur Earl, Indonesia, rural development officer, to COMP/FS/REASSGN

Schaeffer, William, Thailand, supervisory executive officer, to COMP/FS/REASSGN

Schneider, John, COMP/FS, program officer, to supervisory program officer, Colombia

Scott, Marc Stratton, El Salvador, supervisory project development officer, to supervisory general development officer

Sheldon, Lynn, LAC/DR/CEN, project development officer, to supervisory special projects officer, El Salvador

Shoen, Samuel, AA/AFR, general business specialist, to AA/OPS

Smallwood, Bradford, IG/SEC/PSI/ES, security assistant, to investigator, IG/SEC/PSI/I

Solem, Sanna Lee, FA/HRDM/SCD/SC, staff assistant (typist), to personnel staffing specialist, FA/HRDM/SCD/SB

Spears, Floyd, Jamaica, executive officer, to supervisory executive officer, Ghana

Steele, John, Kenya, supervisory executive officer, to COMP/FS/REASSGN

Stephens, Judith, REDSO/ESA, executive assistant, to COMP/FS/REASSGN

Stonebrook, Edward, RIG/A/I/Honduras, auditor, to supervisory auditor

Stoner, Benjamin, AFR/ARTS/FARA, natural resources officer, to supervisory agricultural development officer

Strucfert, Randy, IG/SEC/PS, supervisory physical security specialist, to supervisory security specialist, IG/SEC/PSI

Totino, Thomas, Kenya, controller, to Ecuador

Vigil, Frederick Rudolph, FHA/FFP/LAC, Food for Peace officer, to agricultural development officer, Burkina Faso

Vollbrecht, Anthony, LAC/DR/EHR, development training specialist, to project development officer, ROCAP

Walker, James, LAC/DPP/EA, program economics officer, to supervisory program economics officer, COMP/FS/REASSGN

Wall, John Frederick Jr., COMP/FS/REASSGN, project development officer, to LAC/DR/CEN

Watson, James, COMP/NE/OJT, project development officer (CAP), to COMP/FS

Weden, Charles Jr., AA/NE, foreign affairs officer, to mission director, Indonesia

Wing, Harry Jr., FHA/PVC, special projects officer, to supervisory agricultural development officer, Peru

Young, David Paul, RIG/A/EUR/W, auditor, to RIG/A/Vienna

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