

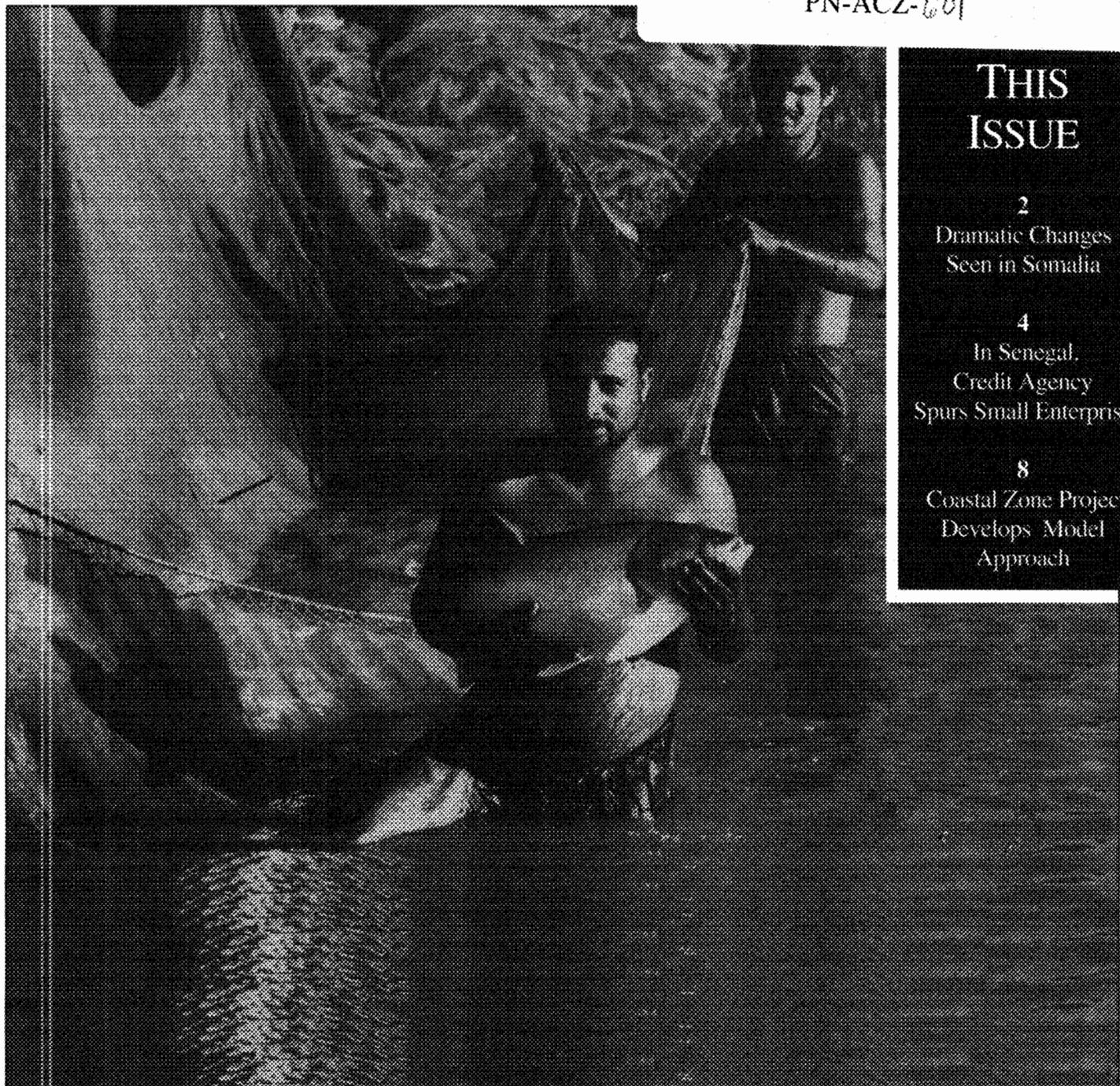
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ■



FEBRUARY 1993

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TO OUR READERS

With a new year before us, I wanted to take this opportunity on behalf of the entire *Front Lines* staff to thank all of our readers and contributors who have supported us in communicating this Agency's activities to the world.

In the past year, we have featured a great many excellent articles from Agency staff in Washington and the missions overseas. And the stories have covered Agency-supported programs around the globe, ranging from a self-financing health care project in Bolivia to the development of cooperatives in Tonga to this month's story on USAID/Senegal's assistance to a credit agency that is helping small business entrepreneurs.

So again in 1993, we ask you to continue sending in those stories and photos that illustrate the diversity of this Agency's important work.

Sincerely,

Nancy Long
Editor



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Cover Photo: A unique development approach funded by USAID is helping communities manage the critical natural resources upon which their future depends. See page 8.



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Front Lines

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Operation in Somalia Exceeds Expectations

At a Jan. 6 press briefing, Jim Kunder, director of USAID's Office of U.S. Foreign Disaster Assistance, who had just returned from Mogadishu, explained the U.S. government's humanitarian relief role and the current situation in Somalia. The following are excerpts from Kunder's briefing:

The military intervention [Operation Restore Hope] from the humanitarian point of view has far exceeded our expectations. I had a chance to visit Somalia several times before the military intervention, so I have witnessed some of the dramatic changes.

The goals for our mission were to do what we could to make the link-up between the military side and the relief side as effective as possible, and that has worked out exceptionally well. The military is listening closely to the needs of the relief organizations on the ground and has been providing excellent support. The relief agencies have been working hard to learn how to best operate with the military, and I think both sides have gone out of their way to learn what are two radically different cultures.

The other goal we had was to make whatever contribution we could to the UNCSOM [U.N. Operation in Somalia] Emergency Operation Center in Mogadishu so that we could have an effective location where security concerns could be exchanged between the civilian side and military side.

What you see on the ground is not the beginning of the end but the end of the beginning. You don't have a dramatic drop in the death rates yet in places like Baidoa and Bard-

era, where not long ago they were off the charts. We have some indications that Baidoa death rates are beginning to drop from the catastrophic levels of a couple of months ago. Normal death rates are about one per group of 10,000 people per day, but in some areas of Somalia, such as Bardera, the rates have been up to 60 people per group of 10,000 per day.



In Mogadishu, (from left) Jim Kunder, director of the Office of U.S. Foreign Disaster Assistance; Renee Bafalis, press officer for External Affairs; and Col. Greg Bolt discuss the relief operation.

and that is still 20 times what the mortality rate should be in that location. That, however, is not unexpected, given that the intervention only began on Dec. 9, and even with food moving it is going to take some time for those figures to be turned around. What I expect to see is very dramatic declines in the death rate by the end of January. In some cases it will happen sooner than that. For example, in Bardera one of the main causes of the high mortality rate has been polluted drinking water from the Juba River. The large gather-

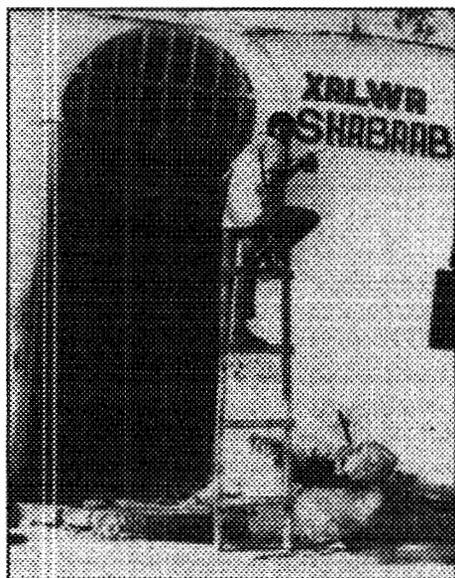
ing of the displaced there and the use of the river for human waste have helped drive up the death rate. The one non-river source of water, a well system, had been out of order because the pump had been looted during earlier skirmishes. We now have a new pump in place providing a clean water source.

The situation for relief workers on the ground continues to be dangerous. What the relief workers now face is random violence rather than any raids on the convoys or raids on warehouses. In fact, on that side the change has been most dramatic. Where we were unable to safely move a single convoy from Mogadishu to Baidoa for the three months prior to the military intervention, we are now moving convoys every three days.

In general, you have some very dramatic improvements; however, you still have some very significant problems that remain with high mortality rates. The water system in Mogadishu was repaired since the arrival of the troops, and we are now getting public water supplies to about 60 percent of the population of the city itself.

We will face a number of challenges on the humanitarian relief side in the months ahead. One is to get the mortality rates stabilized. The second is to make a smooth transition to the rehabilitation phase. We are driven by the imperative of the rains coming in the spring, so we have a critical window of opportunity to get people back on their land.

We have estimated that we have on the magnitude of 700,000 internally displaced people in Somalia and another 700,000 refugees outside Somalia. Last year's harvest was 20 percent of what it would be in normal circumstances. Our estimates are that 50 percent of the livestock in some areas have been destroyed. So we need to make the transition to recovery in the next couple of months. We need to get the people back on the land to begin the process of planting. . . begin the process of rebuilding the livestock herds . . . and begin the process of Somalia



A Somali businessman begins the restoration process to reopen his business.

feeding itself rather than relying entirely on handouts in the famine belt. However, a large number of people will remain reliant on the system of over 1,000 feeding kitchens around the country.

We remain committed to supporting those food kitchens until people can be moved back to their farms and villages. I do, however, think that we can shoot for 50 percent voluntary repatriation this season and that we can provide some of the incentives, like seeds and tools packages and vaccines for the animals, that will provide inducements for people to go back and start planting. There is a very significant security aspect to this as well, and until those issues are dealt with, people will remain hesitant to return home.

We are already beginning to do some of the long-range planning beyond the rehabilitation stage to the reconstruction stage. USAID, on the development side, has a team that recently went from Nairobi to Mogadishu to begin looking at long-term rebuilding issues like school systems, jobs programs and rebuilding the economy.

Clearly, those are everybody's long-term goals, but the staging over the next couple of months is the stabilization of the relief program quickly moving to the rehabilitation phase and then beginning the data gathering we need for a reconstruction effort.

Russian Local Leaders Embrace Change

BY TED WEIHE AND
NELLE TEMPLE BROWN

Shell-shocked by rapid changes, Russia is a country in psychological depression. Many Russians are passive and barely coping with day-to-day life. While Boris Yeltsin is important to the success of overall reform, so are the grass-roots leaders who are embracing private initiative.

These nuts-and-bolts leaders are trying to cast off 75 years of mismanagement. Undaunted by continuing bad economic news, they are squarely facing the change, and they need our help.

After driving past the small grimy towns of Lenin and Marx along the Volga River, we met one of these people, an energetic former senior communist who recently was hired as the manager of the Sokol Farm. With advice from a successful Minnesota farm couple, he reorganized the farm into 13 small agribusinesses and 12 individual holdings. He linked up the former collective with a defense electronics firm to gain investment capital in exchange for supplying the plant's employees with quality produce. He reflected ruefully that he had wasted his most fertile years in communism and wants to produce concrete improvements in farm life and enterprise. He expects to work himself out of a job in two years, when the transition to profitable private ownership is complete.

Another leader of 8,000 private farmers in the Saratov region left a senior management position in a military firm in 1990. A U.S. volunteer is helping him assess antiquated crushing equipment for sunflower seeds to produce higher quality oil for a U.S. joint venture in popcorn. He told of painstakingly training himself to take the initiative by looking into the mirror and asking his "boss" what he should do today.

Neither of these private farm leaders has an agricultural background.

A few Moscow professors and students have formed Russia's first national consumer advocacy group. Wizards of media, they are publishing a magazine like Consumer Reports, advocating consumer protection laws and promoting consumer cooperatives and credit unions. Meanwhile, U.S. credit union staff are helping strengthen newly formed credit unions in Suzdal and St. Petersburg. The group's strategy is to work with regional and local govern-

Our aid should help them imagine, create and organize transitional and nascent organizations that promote private initiative and nurture trust.

ments to pass model credit union laws, creating pressure for national legislation. In a country where consumers are daily abused or ignored, have no recourse for faulty products and have few places to save, these leaders are helping to start a grass-roots movement based on existing informal mutual aid groups.

A banker in Podlosk near Moscow is receiving advice from seven top U.S. farm credit specialists on how to transform his bank into a central institution with branch offices to provide credit to Russia's 120,000 struggling private farmers. His is the only bank owned by private farmers' groups. He told us no one tells him "no" or

(continued on page 5)



Senegal Loan Officers Pave Way for Success

BY NICOLAS ROFE

Loan agent Ibrahima Niang, working with a USAID-financed credit agency, maneuvers his Honda 125 motorbike through the sandy streets of the Castors neighborhood in Dakar, Senegal, and pulls up to the shop of an enterprising young tailor. He notes Senegalese and Western styles in the display window as he enters the tiny workshop and hears the buzz of sewing machines and the chatter of a dozen customers. The owner greets him with a nervous smile.

The tailor had ventured into Niang's office earlier in the week to request a \$1,700 loan, hoping to purchase a new sewing machine. This would permit the entrepreneur to hire a third tailor and expand into embroidery work, popular among his clientele.

Following their initial meeting in which the tailor described his need for financing, Niang began inquiries among neighbors and local tailors about his client's reputation. He now pays a surprise visit to the workshop.

Like a detective, Niang subtly questions the entrepreneur about his business operations. He is impressed by well-kept accounting books, a rarity in the Senegalese informal sector. By reviewing receipts, the agent verifies that the tailor is indeed the shop's owner. Niang then carefully appraises four machines offered as collateral.

One more item that strikes Niang positively is that his client does not appear to be well-connected or knowledgeable about loopholes in the law. The credit agency avoids such clients because they can refuse to repay a loan and then manipulate the legal system to prevent the seizure of their collateral.

Satisfied with his findings, Niang mounts his motorcycle and returns to his office. He will prepare a loan report to be reviewed by the regional supervisor, Cheikh Thiam, which will then be passed on to the Credit Committee for a final decision.

The savvy detective work of agents like Ibrahima Niang is the secret to the success of Senegal's leading lender to the informal sector—the USAID-financed *Agence de Credit pour l'Entreprise Privee* or ACEP. In 1992 alone, ACEP made over 1,400 loans totaling \$4.5 million.

ACEP is a bright star amidst a landscape of widespread bank failures in Senegal and throughout Africa. Since Senegalese banks do not lend to the informal sector, ACEP is the only game in town. Mayors throughout the country are clamoring for the credit agency to open a branch in their city.

Charging the market interest rate of 28 percent, the credit agency has maintained a write-off rate of 2 percent—a miracle in West Africa. In 1992, ACEP produced a net profit of over \$200,000.

The agency provides credit for up to 16 months in all major sectors of the economy: agriculture, commerce, manufacturing and services. Loans range from \$200 to \$12,000, with an average loan of \$2,800. The majority of clients have never had access to formal credit, and ACEP represents their first contact with a financial institution. Women, who have little or no hope of obtaining credit elsewhere, make up 26 percent of the clientele.

ACEP's performance has prompted the government of

Senegal, for the first time in its history, to invest its own funds, totaling \$1.8 million, in a donor-financed development project.

This unprecedented initiative by the government has enabled ACEP to expand to three new regions and establish a national network of branches.

In accepting the government of Senegal's contribution, USAID Mission Director Julius Coles summed up the reasons for ACEP's success: "They know what to avoid, and they don't fudge on collateral. They do business very much like small U.S. banks used to in the '50s, relying heavily on the assessment of a client's character and commitment to his business...and on the collateral in case they make a mistake about the person—a simple formula well managed."

Since its founding in 1986, the credit agency has been managed by the New Transcentury Foundation, a Virginia-based, non-profit organization. With headquarters in Dakar, ACEP maintains 19 branch offices throughout the country.

The credit agency does not spoil its agents with inflated bank salaries, but it



Small entrepreneurs, like this shoemaker, are able to borrow funds to expand their businesses through a USAID-funded credit agency.

does provide incentives through a yearly bonus system consisting of 5 percent of the net for each branch. According to ACEP's director, Nicolas Rofe, this provides the needed incentive to build a solid portfolio.

"Some agents have received bonuses that amount to a full year's salary, so they realize that their future is tied to their performance," he says.

ACEP runs an ongoing training program to replace agents who do not perform. The credit agency, which recruits agents with a high school diploma and practical accounting experience, hunts for "honest detectives" who view the company as their future. An agent is assigned a zone where he will settle, get to know the community, develop its potential and then reap the rewards of his labor.

From among the pool of branch agents throughout Senegal, ACEP has selected five with extensive field experience to serve as regional supervisors.

On a recent visit, regional supervisor Cheikh Thiam and Ibrahima Niang went to the home of a cab driver, who had requested a loan to buy his third taxi. Niang's

previous investigation gave him little reason to doubt the client's character or intention to invest the \$10,000 loan as planned. The follow-up inquiry revealed otherwise.

"How much do you earn per day on your two taxis?" asked Thiam.

"Approximately \$80 per day," the prospective client responded. He then handed the supervisor his ledger.

In looking through the accounts, Thiam noticed columns for three taxis. "Why do you keep accounts for three taxis?"

"One of them belongs to his brother who is in the United States. He manages it for his brother," Niang explained.

"Do you travel to the United States often? Are you in business with your brother?" Thiam continued.

"I haven't been to the U.S. in over five years. No, I'm not in business with my brother," he replied.

"May I see your passport?" asked Thiam.

Upon inspecting the passport, Thiam observed that the client had traveled to the United States every three months for the past several years. The passport had expired.

"Thank you," concluded Thiam as he stood up to leave. The supervisor strongly suspected that the client was in business with his brother in the United States and that he really intended to use the loan for his travels rather than for his stated purpose, the purchase of a new taxi. Doubting the integrity of a client who had lied about his travels to the United States, Thiam immediately rejected the credit request.

The entire process, from a prospective client's initial contact with a branch agent to his or her receipt of a bank check, if approved, takes about 25 days. This process compares very favorably to those of other development banks, which can take six months to a year to approve a loan request.

Having demonstrated that financing small enterprises can be profitable, ACEP is now in the process of becoming a permanent savings and credit institution with a membership of over 2,000 entrepreneurs and assets of more than \$4 million—making it the largest credit union in Senegal.

Rofe is a contractor for USAID/Senegal.

Russian Leaders

(from page 3)

"yes," so he just figures out how to move ahead on his own.

The elected leader of a national research institute in Pushchino is a leading world scientist in the use of bacteria to detoxify polluted soils. He is creating high-tech commercial ventures and reorganizing his staff into a university to qualify for additional grants. He is helped by two U.S. land grant universities and a major California fruit and vegetable cooperative. He said the scientists under him support the idea of change, but not for themselves. One of them said that all he wants from a joint venture is enough money to feed his family and to go on doing research.

Like plants sprouting in the cracks of a sidewalk, these leaders have made the complex mental shift toward initiative and self-reliance. They are under extraordinary

pressure, working against the inertia, passivity and fear inculcated by the old system. Given the Russian saying that "the nail that sticks up gets hammered down," their courage in exercising initiative in these uncertain times is awesome.

Organizations in Russia may at first look like those in the West, but they are built on different rationales and motivations. Banks are designed to disburse soft government credits and to collect private savings for government use while providing little interest, despite 2,000 percent annual inflation. So-called employee cooperatives are built on taking free goods from state supplies for private gain. U.S. advisers need to delve deeply into underlying assumptions before making recommendations. Our most useful people-to-people help is encouragement, moral support, dialogue and information on alternative ways to establish private operations.

Our task is to help these new grass-

roots leaders reorder their country's rich human and natural resources. Our aid should help them imagine, create and organize transitional and nascent organizations that promote private initiative and nurture trust. Countering the legacies of passivity and a dysfunctional economic system will take all the courage, patience and energy that these leaders can muster.

Ted Weihe is executive director of the U.S. Overseas Cooperative Development Council in Washington, D.C. Nelle Temple Brown is a staff member of the House Banking Committee. During a recent trip to Russia, they visited USAID-funded organizations operating in the former Soviet Union.

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Certification Plan Under Way

BY PIRIE GALL

By 1994, the Agency will have in place a program to certify the "front-line" staff who design, implement and evaluate USAID projects. Detailed planning now is under way for this program.

The Training and Staff Development Division of the Office of Human Resources Development and Management, Directorate for Finance and Administration (FA), is leading the program planning effort. In doing so, it is consulting other directorates, bureaus and missions. This is one element of the Agencywide Management Improvement Plan to ensure results and accountability in USAID programs and projects.

Certification is a means of assuring that personnel in key project management roles have met a specified standard of knowledge in key areas. Although it doesn't by itself guarantee improved staff performance (or improved projects), certification provides a basic credential of knowledge.

The Training and Staff Development Division also is working with other Agency units on certification of secretaries and contracting officers against a defined set of competencies for those positions.

The competencies that are certified through testing and other means must be ones that apply to all individuals who perform essentially the same job, wherever they are posted, whatever the content of the project, now and in the foreseeable future. Certification is used in a number of professions, such as accounting and law.

The Training and Staff Development Division completed a preliminary requirements study in December and found that in a number of other organizations certification of project managers is conducted by a professional organization, the Project Man-

agement Institute. Certification programs are under way in the Defense Department, the U.S. Postal Service and a number of major private companies.

Each organization adapts certification to its situation. In one organization, certification may be based on a written test of knowledge of basic subjects; in another, on a combination of testing and on-the-job assessment; and in one firm, simply on evidence of attending training courses.

The internal analysis showed that USAID staff and managers expect a program that is rigorous and has real value to both individuals and the organization. Certified project managers who master the knowledge and show that they can apply it well can expect payoffs in terms of being in demand for key assignments and other forms of recognition.

For mission and office directors, the payoff over time will be professionalization of the project management work force, an objective measure that certified officers command such core knowledge areas as:

- design and control of project scope;
- managing procurement and contract administration;
- managing time;
- managing risk and uncertainty;
- managing communications and reporting;
- managing people;
- managing funds; and,
- managing quality of results.

In addition to this employee certification effort, the Agency's Management Improvement Program includes a number of related activities that will improve the project management process and support for staff in the field.

These include rewriting and streamlining the program/project handbooks; revising personnel incentives and standards for performance management to focus on

results and accountability; standardizing portfolio reporting; and developing new approaches to automation and information management for program and project activity. A new series of project management training courses now is being designed and will be available in late fiscal 1993.

Design of the certification program for project managers began in January and runs through spring 1993. A number of key issues are to be analyzed and decided during this process, including defining the target group, the role of the project manager, the core competencies and the best means of preparing staff and testing them for certification.

[Certification] is one element of the Agencywide Management Improvement Plan to ensure results and accountability in USAID programs and projects.

The design team also will be looking at ways of "grandfathering" the existing project management staff and the system for managing the program.

As the work proceeds, the Training and Staff Development Division will be working closely with representatives of the Directorate for Operations, regional bureaus, Research and Development Bureau and FA offices and will seek recommendations from missions. Agency employees with comments, questions or suggestions should contact Pirie Gall, FA/HRDM/TSD, room 153, SA-14.

Gall is management training officer and project development officer in FA/HRDM/TSD.

New Law Enables Hungarians To Buy Out State Companies

BY KARYL MORRISON

During the communist era in Hungary, factory workers were told time and again that the factory belonged to them. For 40 years, they sacrificed for the good of the state, never realizing rights of ownership or reaping the benefits of quality workmanship.

Now on the road to a free-market economy, Hungary has taken steps to make true ownership a reality by enacting legislation that enables employees to buy shares of state-owned businesses. Hungary is the first country after the United States and Great Britain to enact a specific law to promote employee share ownership.

USAID is assisting in this transition by providing technical assistance to the Hungarian government through Coopers and Lybrand, Chemonics International and the Hungarian Share Participation Foundation. That assistance has provided the necessary legal, regulatory, financial and administrative framework to establish the Employee Share Ownership Plan.

The Employee Share Ownership Plan is a way for companies to begin the privatization process. Coopers and Lybrand, Chemonics International and the Hungarian Share Participation Foundation work with the Hungarian Office of the Minister for Privatization in establishing plans for companies throughout Hungary.

With the privatization plan in place, many Hungarian companies now are beginning the application process.

The world-famous Herend Porcelain Factory is one such company. For more than 150 years, the factory has charmed visitors with its renowned level of artistic achievement. Herend has produced a sophisticated art form that has captured the

hearts of its patrons and admirers with its delicate beauty and rare perfection. Unlike 95 percent of the world's porcelain, which is mass-produced, Herend's 1,600 employees do all shaping, ornamenting and painting by hand. True to tradition, Herend follows the same technique today as was done 200 years ago by the first European porcelain manufacturers.

Herend was founded by a Hungarian businessman 100 years after the invention



At the Herend Porcelain Factory, master painter Mrs. Gaspar gives guidance to Zoltan Nagy, a painter at the factory.

of porcelain for the purpose of making replacement pieces for the region's royal families. World prominence came in 1851 when Herend won a gold medal at the first world exhibition in London. Queen Victoria liked the prized porcelain so much that she ordered an entire set for Buckingham Palace. The pattern is still in production today and is named "Victoria Bouquet."

The village of Herend is home to some 3,000 Hungarians of various ethnic back-

grounds. About one member of every household is an employee of the Herend Porcelain Factory. The people of Herend and Hungarians across the country were unanimous in wanting to ensure that the company remain a national treasure and never become foreign-owned. With the advent of privatization, there were fears that the potential for foreign ownership would jeopardize the quality of Herend porcelain or alter its exquisite beauty.

Yet, although most employees had invested an average of 10 working years in the factory, they often had no more than \$100 in their savings account. But the Employee Share Ownership Plan offered another private sector option, and employees of Herend welcomed the alternative financial strategy.

Through the plan, Herend factory employees are able to acquire individual shares on credit without any cash payment or salary deduction for now. Hungary's State Property Agency, which handles the privatization of government assets, has passed a resolution that allows for about 75 percent of the shares to be sold to the company's employees through the share plan.

The remaining shares will be held by the government. The employee buy out for Herend should be completed early this year.

Although the bitter lessons of communism weigh heavy on the hearts of many Hungarians, Herend factory workers and employees at other participating companies embrace the Employee Share Ownership Plan as part of a financial strategy that will enable them to close the book on the past and work toward a bright and prosperous future.

Morrison was a personal services contractor for USAID/Hungary.



Coastal Zone Project Model for Development

BY RAISA SCRIBINE

Coastal zones today are a major focus of the world's development agenda. It is easy to see why. These regions are home to three-quarters of the world's people and contain the most productive and biologically diverse ecosystems.

And, they are expected to absorb the bulk of future population growth. Coastal zones support agriculture, industry and tourism and provide the bulk of the world's fish catch. They are, in short, a microcosm where problems related to sustainable development can be effectively addressed.

Just eight short years ago, when USAID signed a cooperative agreement with the University of Rhode Island to initiate the Coastal Resources Management

Project, the concept of coastal zone management was a relatively new one in developing countries. By the year 2000, however, all coastal nations are expected to have initiated coastal zone programs.

"Coastal management is increasingly recognized worldwide as a key issue in meeting both basic human needs and the needs of industrial development," says USAID's Coastal Resources Management project manager John Wilson. Integrated coastal management programs, for example, are called for in Agenda 21, the document of principles adopted at last June's U.N. Conference on Environment and Development in Rio de Janeiro.

The Coastal Resources Management Project, led by the university's Coastal Resources Center, has now garnered a wealth of practical experience in this area and has developed model approaches that have been proven to work.

"Initially our effort focused on pilot programs in three countries — Ecuador, Thailand and Sri Lanka," explains Wilson. "What we learned is applicable not only to coastal resources management programs in other countries, but to programs that deal with a wide range of natural resource management issues."

The success of the Coastal Resources Management Project is centered on its two-track approach.

"In each country,

we worked to strengthen the agencies of the central government while helping to empower the people in local communities who had a vested interest in effectively managing natural resources," explains University of Rhode Island project director Stephen Olsen. "Traditional sector-by-sector management approaches have not worked in the past, so we focused our efforts on what does — an integrated management approach to an ecological system dominated by people. We're now one generation into what has been a discovery process every step of the way."

Ecuador, a country dependent on the food and foreign currency it receives through its fishing and shrimp industries, is a prime example of how effective the "two-track" approach can be. Before the Coastal Resources Management pilot project began, the interrelationship between environmental quality and the sustained profitability of the shrimp industry was not recognized. Clearing of mangrove forests, declines in water quality and conflict between coastal resource users were all contributing to environmental decline. Overfishing and habitat destruction also affected estuarine and in-shore fisheries and the livelihoods of the poorest members of coastal societies.

"After assessing the situation, our aim was to build a local constituency for coastal management," explains Olsen. "It was important to get local people involved in defining how best to solve their problems." *Fundacion Pedro Vicente Maldonado*, a local environmental group, developed a profile of coastal provinces that examined the state and use of coastal resources and pointed out the need for resource management to the people.

For the first time, public workshops were held in each coastal province to design workable approaches to coastal management problems. "People who depend on natural resources for a living began to have a voice and a stake in the management process," says Don Robadue, University of Rhode Island Ecuador program manager. "Such a participatory approach, which enables local communities to influence government policy, is an important part of



Through the Coastal Resources Management Project's professional training programs, 100 people from 36 countries have received practical training in coastal management.

the process of democracy building.”

As dialogue opened among often competing groups — local fishermen, for example, began to discuss their concerns with tourism promoters — popular support grew. A manifesto calling for natural resource management put together by local political, academic, religious and private sector leaders was presented to Ecuador’s President Rodrigo Borja. In January 1989, the president signed an Executive Decree establishing an interministerial commission and creating a National Coastal Management Program.

“Working at the community level provided us a window to quickly see what could work,” explains Olsen. “Sponsorship by the central government and at the highest level by the president’s office remains essential to our success in generating a constructive attitude within government.”

The executive decree created six Special Management Zones, or *Zonas Especiales de Manejo*, for planning and managing coastal programs. A

ranger corps also was created to enforce regulations. Under the decree, citizen advisory committees were appointed in each special zone to assist in developing management plans for each Special Management Zone. The committees include local government officials and representa-

tives of local user groups and are supported by Ecuadorean and U.S. technical experts as well as by the *Fundacion Pedro Vicente Maldonado*. By May 1992, five plans were formally approved by the National Coastal Resources Management Commission.

A number of new policy initiatives such as locally managed mangrove areas and locally sponsored improvements in sanitation are focal points for small community involvement that resulted from the

planning process.

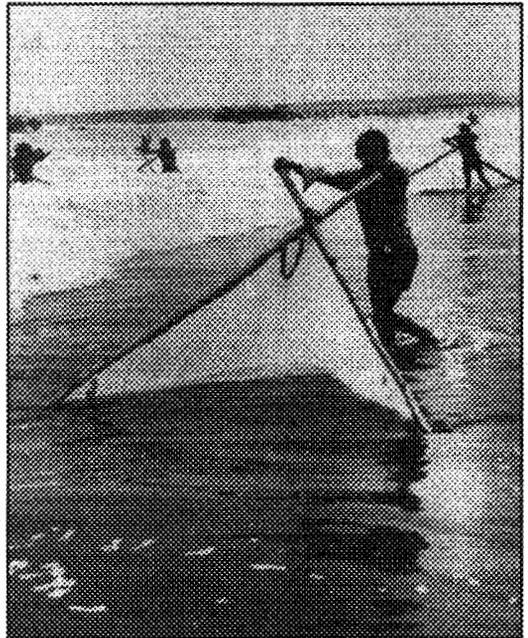
The project was lauded as a model for dealing with Ecuadorean environmental issues by two presidents — Rodrigo Borja and Sixto Duran. And, USAID’s initial investment of \$2 million has leveraged additional support. The Inter-American Development Bank, for example, is considering providing some \$16.4 million in funding for the next phase of the project.

In Thailand, the Coastal Resources Management Project faced a different set of resource management issues. While tourism was booming, pristine coastal areas were rapidly developed without regard for the environment. Thailand’s 12,000 square kilometers of coral reefs, for example, are an important resource for the country’s tourism

industry. In Phuket, a well-known coastal resort, reef-related businesses included more than 50 tour boat operations and 20 dive shops. Reefs were also an essential part of the resource base supporting more than 2,000 local fishermen. Yet, reefs were being degraded or destroyed by damage from the tourism-related activities and by destructive fishing practices. Live

coral was being killed by increasing sedimentation and pollution from nearby land development.

“When we began our effort in 1987 with a pilot project in Phuket, we recognized that the most urgent priority on Phuket was effective land use controls, but we made a strategic decision to begin by focusing on something both government agencies and the private sector would be likely to support — coral reef manage-



For the 90,000 people who support themselves through the shrimp mariculture industry in Ecuador, coastal resource management is critical.

“Coastal management is increasingly recognized worldwide as a key issue in meeting both basic human needs and the needs of industrial development.”

ment,” says Lynne Zeitlin Hale, Coastal Resource Center associate director. This was done both through extensive public awareness efforts combined with the demonstration of simple but effective technologies—like installing mooring buoys. Sound public education campaigns that often involved schoolchildren, tours by government officials and local entrepreneurs helped convey the concept that “good coral is good for business.”

“Showing people like hoteliers who are deeply involved in the local economy that it is in their interest to preserve coral helped create a climate for developing sound coastal management,” adds Hale. “It was then easier to convey that a broad range of issues is really involved in coral reef protection — issues like water quality and land use management.”

The impact of efforts in Phuket has been demonstrated by the fact that local private sector entrepreneurs have now banded together to help maintain the mooring buoys using their own equipment and supplies.

The project in Thailand has not only

built a constituency for natural resource management, but was the motivating force for the development of the Thailand National Coral Reef Protection Strategy. The strategy was formally adopted by the Thai Cabinet in April 1992, and some 51 million baht (\$2 million) was allocated by the Thai government to help manage coral reefs on a sustainable basis, supporting multiple uses such as fisheries, tourism, education and research.

In Sri Lanka, where the University of Rhode Island's Coastal Resources Center initiated work in early 1986, the foundation for a coastal management program was already in place.

"While in Ecuador we worked to build a program from ground zero, in Sri Lanka, we began a collaborative relationship with the Coastal Conservation Department with-

"...we set out to find out what works in coastal area management and discovered ...a model approach that can work to address a wide range of natural resource management issues."

in the Ministry of Fisheries," says Olsen. "Our efforts focused on assisting in the preparation of a national coastal management plan that was adopted by Sri Lanka's Cabinet in 1990." Despite civil unrest in the country, efforts continued to assess long-term trends and to plot a course for future coastal resources management. The resulting report, "Coastal 2000: A Resource Management Strategy for Sri Lanka's Coastal Region," will be published early this year.

"We're now working to develop three special area integrated management plans along the coast," notes the University of Rhode Island's Sri Lanka program manager

Allan White. In Hikkaduwa, a traditional tourism development area, emphasis will be placed on water quality issues. In Reka-wa, a small fisheries community, the plan will address sustainable use by local communities, while in the Bar Reef, management planning assistance will be provided to Sri Lanka's first national marine park, established in 1992.

Despite the different conditions in each of the three pilot countries, common features consistent to the project have produced effective results.

"We've always emphasized the need for building local capacity for resource management in each country," says Olsen. "We minimized reliance on short-term consultants in favor of building long-term, in-country collaborative relationships. In our projects, some 90 percent of our short-term and long-term staff are local people. In this way, we can leave behind a cadre of trained professionals with project experience to continue natural resource management efforts."

Training to strengthen the indigenous capacity for resource management also has been an integral component of the program. The program's support to Prince of Songkla University in Thailand is an example. In 1990, the Coastal Resources Institute was established at Prince of Songkla University. Doctoral-level training at the University of Rhode Island was provided to the Prince of Songkla University faculty in resource economics, natural resource science and ocean engineering. Associates of the Coastal Resources Institute also benefited from short courses in coastal management. With the three pilot projects, some 10 advanced degrees in natural resource management-related areas have been awarded through association with the project.

"We've encouraged doctoral students to conduct on-site research in their own countries on relevant resource management issues," notes Olsen.

Recently, the University of Rhode Island Coastal Resources Center has initiated an international training program to introduce participants to the practice of coastal management. The Summer Institute

in Coastal Management at the University of Rhode Island now provides intensive four-week courses in the design and management of coastal resource programs. Some 47 participants from 24 countries have taken part in the program since it began in 1991. "Our aim is to build a capacity in the practice of coastal management worldwide. Our summer courses, conducted with the University of Rhode Island's Department of Marine Affairs, are global in scope," explains Rhode Island's training program manager Brian Crawford. "Our regional courses, conducted with a cooperating local institution, focus on local-level planning."

A training course for participants in Asia and the Pacific was held at Prince of Songkla University last spring. A special area management planning course in coastal management for Latin America will be held in Ecuador in April and May 1993 and another for Asia in October and November in the Philippines.

"We're increasing our emphasis on institution building," adds Stan Cobb, University of Rhode Island program manager for institutional strengthening. "This is a long-term process. And, as part of our effort, we hope to be able to assist USAID missions as they work to strengthen local capabilities for addressing coastal resources management issues."

An investment in local people and institutions, a commitment to public education, focused programs that demonstrate visible results, involvement of communities that perceive their economic stake in sound resource management and political support from the central government have been the hallmarks of the Coastal Resources Management Project's pioneering approach.

"While we set out to find out what works in coastal area management, we discovered something broader—a model approach that can work to address a wide range of natural resource management issues," sums up Wilson. "It's been a sound investment that can enhance environmental quality for future generations the world over."

Scriabine is president of the Kingsbury Group in Washington, D.C.

Livestock Investments Create Opportunities

BY JOYCE TURK

Livestock specialists are rare species among their peers at USAID. Yet, these specialists play an important role in guiding projects that integrate livestock production with other Agency initiatives to help developing countries achieve sustainable agriculture production and move toward market-oriented economies.

The Food and Agriculture Organization reported in 1990 that in developing countries, livestock account for 25 percent of agricultural output. USAID's agricultural programs have focused on funding research programs to grow wheat, feed grains, oilseeds and similar commodities. To balance and integrate its portfolio, USAID needs to expand its research efforts in the livestock and poultry sectors. These sectors create a demand for grains and oilseeds. Thus, by concentrating on animal agriculture, developing countries increase employment, income and overall nutrition and development.

In most countries, higher family incomes create a demand for meat that cannot be met by domestic production. Importation of meat and other animal products binds developing countries to continued economic hardship. Through improved livestock production, these countries could satisfy their own demand for animal products and develop regional export markets within their regions.

The International Food Policy Research Institute estimates that by the year 2000, a deficit of 10 million metric tons of meat and 43 million metric tons of milk will occur.

To meet growing consumer demands for meat and milk production, USAID funded projects in Mali, Kenya, Morocco, Indonesia, Pakistan and Bolivia to assist

local producers increase their output.

Livestock and poultry production provides diverse products that have great potential for increasing income and are integral to sustainable agricultural production. Animal husbandry generates employment and increases revenues through value-added industries such as leather production.

Animal husbandry in developing countries is mainly a family enterprise. Even in densely populated regions like Indonesia or western Kenya, livestock sustain family incomes and dramatically increase the nutritional well-being of the rural poor.

Important decisions that affect a family enterprise revolve around who cares for the animals, who makes marketing decisions, who uses the byproducts and who determines how to spend income generated by the sale of animals and byproducts.

Because small ruminants (sheep, goats, etc.) are usually docile, women and children become their primary caretakers. Women, therefore, are usually the primary beneficiaries of the supplemental income these species generate.

Livestock production is an important income-generating industry in de-

veloping countries. For example, such production accounts for about 52 percent of total agricultural production values in the newly independent states of the former Soviet Union.

For nearly three years, this area of the world has been the No. 1 export market for U.S. feed grains. But if these states continue to shift from importing grains to importing meat—in other words, reducing domestic production of livestock—the demand for U.S. coarse grains will decline. This heavy dependence upon the livestock sector to generate economic growth creates golden opportunities for USAID to initiate agribusiness partnerships with U.S. producers and processors.

Of the 17 livestock projects funded by USAID in the last 20 years, only three continue today. Animal agriculture, however, still is an active component in many other USAID development projects. The



An Ecuadorian shepherdess, as drawn by Joyce Turk.

Agency also funds scientific research to develop vaccines against diseases that affect sheep, goats and cattle worldwide. Such research has stimulated the formation of U.S. private sector companies to develop and market products of USAID-funded livestock projects.

USAID-funded research also develops improved germplasm that are pest- and disease-resistant, economically sustainable and environmentally friendly. This research benefits both developed and developing countries.

USAID's livestock specialists play a role when it comes to natural disasters. For example, as southern Africa experiences the worst drought since 1920, USAID's

livestock analyst Harvey Blackburn developed a strategy to deflect the impact of drought on human and livestock populations.

Specifically, this activity aims to lessen the impact of drought on livestock and producers, maintain as high a level of animal productivity during the drought as possible and position the livestock sector for rapid recovery after the drought has subsided.

Based on field data collected by national agriculture research stations, computer simulations can be used to determine optimal combinations of interventions.

Such activities enable livestock producers to "bounce back" from drought more quickly and re-establish livestock-related income levels.

With the global population expected to rise about 1.7 percent per year during this decade, demand for high-protein foods—red meat, poultry, eggs and other dairy products—will increase.

The growing consumer demand for meat, coupled with policy changes in market-oriented countries, create opportunities for domestic and international business partnerships to produce and market livestock and value-added products.

Such opportunities benefit livestock producers and consumers in both the United States and developing countries.

Turk is a livestock specialist in the Bureau for Research and Development.

Developing Countries, U.S. Benefit From Livestock Programs

"Livestock are very important to the economic advancement of less developed countries," says the Agency's livestock specialist Joyce Turk.

"USAID development planners need to recognize the critical role livestock production and value-added processing plays in economic development programs. There are also many benefits these activities bring to livestock producers and related industries in the United States."

Turk began her career as a livestock specialist in the Peace Corps in the Philippines. She joined USAID as a Foreign Service officer in 1980 and served as livestock specialist in Sudan for three years.

In addition to her professional interest in animals, Turk is also an avid artist. She paints wildlife and domestic animals and has exhibited her paintings and photographs of animals in the Washington, D.C., metropolitan area.

A graduate of Ohio State and Cornell universities, Turk is the Agency's only direct-hire, Washington-based livestock specialist to backstop the missions overseas.

In this capacity, she performs three functions: managing research projects, working with U.S. businesses to get them involved in livestock concerns in develop-

ing countries and reviewing research proposals.

"In addition, I give speeches and present papers on livestock concerns at conferences worldwide," Turk says. "This is usually done in conjunction with other donors, institutions and universities."

Turk's management of small ruminant (sheep and goats) research projects brings her into contact with 10 U.S. institutions that collaborate with scientists in Morocco, Kenya, Indonesia and Bolivia.

In her work with the U.S. business sector, she points out, "I not only deal with companies that sell livestock, but also with cooperatives and businesses that train people, provide technical assistance or sell equipment.

"I also work with individuals," she notes. "For example, recently I was contacted by a sheep breeder from Vermont who has a 3,000-head flock. He has established a genetic line of sheep and a management package that he would like to market as a technical assistance program overseas. We had a lengthy discussion about the area of the world where this type of package would be the most appropriate since he raises wool



sheep, not tropical hair sheep." Turk concluded that Eastern Europe and the former Soviet Union were good prospects.

In reviewing research proposals, Turk says that USAID is focusing on animals that will provide employment and income—especially to women.

"USAID has created a much greater awareness

and sensitivity to these species. Now other donors come to us for information and are piggybacking on our efforts," she says.

Turk emphasizes that USAID-funded research also benefits the United States. "For example, the University of Florida veterinary school has been working with our mission in Zimbabwe to develop a vaccine against heartwater—a livestock disease carried by ticks," she says. "Heartwater is a major problem for livestock in Africa and the Caribbean and a threat to the United States. The benefits of such research can be applied worldwide, including the United States."

—Betty Sneed

“Erosion is the most significant environmental problem in the Philippines,” says Ed Paningbatan, professor of soils at the University of Los Banos.

“Look at the numbers. A ‘tolerable level’ of soil loss is 10 tons per hectare per year. During a typhoon, we can lose five times that amount in two days. Five years of tolerable soil loss in 48 hours—that isn’t an encouraging prospect for future generations.”

USAID’s Soil Management Collaborative Research Support Program (TropSoils) at North Carolina State University and the International Rice Research Institute (IRRI) hope to improve those prospects.

“We want to combine institutional strengths so that 1 + 1 can add up to more than two,” says TropSoils’ Roger Hanson. “In the Philippines, TropSoils will clarify the physical processes at work on the hillsides and will then use that information to design sustainable cropping strategies. Together we hope to achieve a quality of research technology that neither organization could have achieved on its own.”

Principal researchers in the collaboration are Keith Cassel of TropSoils at North Carolina State University, Dennis Garrity of IRRI and Fahmuddin Agus, an Indonesian graduate student cosponsored by TropSoils and IRRI. Cassel, a soil physicist, recently traveled to Los Banos and Claveria with a Time Domain Reflectometer, a high-tech device for monitoring moisture regimes along the hillsides.

“Getting it to the Philippines was very important,” Cassel says. “It may help to provide the information we need to reduce hillside erosion and make upland agri-

Hillside Erosion Threat to Philippines

BY TIM MCBRIDE

culture economically productive and environmentally sound.”

According to Paningbatan, that kind of management technology cannot be developed too soon.

“More than half of our 30 million hectares exhibit slopes of 18 percent or greater,” he notes. “Five million hectares of steep land are being cultivated. Four million hectares have already been so degraded that they are, in essence, completely lost. We just don’t know enough about how to farm these slopes.”



USAID-funded researchers study hill erosion in the Philippines.

With population increasing at a rate of 2.6 percent per year, the consequences of poor soil management can be environmentally disastrous. Already many farmers have been forced onto the hillsides—with predictable results: 84 of the

nation’s 300 rivers are biologically dead, the fish farming industry has been crippled, health problems have increased, and flash floods have intensified.

To counteract these problems, Cassel, Garrity and Agus are particularly interested in hedgerow systems and the soil changes that take place as natural terraces develop.

“We need a system simple enough to be used by extension agents, but flexible enough to be adapted to complex ecosystems,” says Garrity. “Our job is to explore and understand the long-term implications of these hillside systems and come up with a predictive tool that makes sustainable production possible. To do that, we need information about soil physical processes. The scientific community has been properly criticized for lacking that information in the past.”

In Claveria, the site of Agus’ research, Mayor Antonio Calingin was enthusiastic about the work being conducted by TropSoils and IRRI. “Until January of 1992, most of the decisions affecting agricultural policy came out of Manila,” Calingin points out. “Now, however, the agricultural extension office is linked directly to my office. We must find ways to manage these sloping lands.”

“In 20 years, this town could be a garden or a wasteland,” notes Garrity. “It all depends on how we learn to manage the land.”

McBride is editor of TropSoils at North Carolina State University.

Russians Delve Into Health Insurance Issues

BY KEVIN COVERT

Today's hot issue is health care reform. The debate has begun in earnest. Newspaper editorials solemnly weigh the merits of universal compulsory coverage against spiraling costs.

New phrases such as "managed competition," "the Canadian system" and "play-or-pay" have entered the everyday vocabulary. People are studying hundreds of plans, programs and proposals to reform the health care system.

This phenomenon is occurring not just in the United States, bastion of capitalism and free-market economics, but in Russia and the other newly independent states of the former Soviet Union.

In November, USAID and the Russian Association of Medical Insurers co-sponsored an intensive, five-day health insurance seminar in Yaroslavl, Russia. More than 70 Russian insurance executives attended the seminar in Yaroslavl, where the first private Russian health insurance company was founded in 1991. Four Russians traveled more than 3,500 miles to attend and were rewarded with a bottle of pure Vermont maple syrup, courtesy of the National Life Insurance Company of Montpelier, Vt.

This training seminar is part of the U.S. effort to help Russia's transition to a market economy.

Nine U.S. insurance experts, led by Leta Finch, Vermont Insurance Institute, walked the Russian audience step-by-step through the process of establishing premiums, setting financial reserves, evaluating claims and paying medical bills. In addition, the U.S. team demonstrated accounting procedures and offered tips on making wise investment and marketing decisions.

The seminar addressed several critical needs. Among them, it showed the Russians how to organize and manage a single company, and it highlighted the multiplier effect that the insurance industry has on economic growth.



Actuary Godfrey Perrott (right) explains the science of his business to a Russian insurance executive at a USAID-sponsored health insurance conference in Russia.

Dr. Alexei Zhelezov, president of the Russian Association of Medical Insurers, said the lectures will "enable our businesses to grow. Today, we are small, but tomorrow we will be larger—and wiser."

The association, founded in August 1992, now has 50 corporate members. Since the Russian Congress of People's Deputies legalized the formation of private health insurance companies nearly two years ago, more than 500 such companies have been formed throughout Russia.

In addition to direct technical assistance, the health insurance seminar also introduced the Russians to the Group Health Association of America—the U.S.

trade association representing health maintenance organizations. GHAA representative Leah Lough met separately with members of the association and invited Dr. Zhelezov to attend the GHAA annual meeting in June in San Francisco.

The Russian insurance executives seemed undaunted by the complex U.S. insurance industry. On the contrary, they demonstrated a sophistication and acumen that belied their inexperience. For example, the Russians asked about tax and bankruptcy laws, government regulatory practices and uniform quality standards for health care providers—all of which are now being adapted for the emerging Russian health care industry.

The timing of the seminar was critical because on Jan. 1 the new Russian Health Insurance Law went into effect. This law has two main objectives: to ensure "social protection and guaranteed access" and "free choice by patients of insurance companies, medical institutions and physicians." Details of the law are being clarified, making U.S. technical assistance crucial.

Although the Russian insurance industry is just developing, Russian insurance executives recognize the enormous opportunities and risks in their industry. (In the United States, for example, 5,000 insurance companies employ 1.9 million people, with total assets of \$700 billion.) The Russians know they must become experts

overnight on investment strategies, financial risk-management and banking practices, and they have turned to the United States for help.

In co-sponsoring the seminar, USAID was the catalyst for bringing together technical experts and students who promised to continue their new professional relationship. The seminar inaugurated a partnership between the Americans and their Russian counterparts that will blaze a new trail in the health care field for years to come.

Covert is a project officer in the Office of Development Resources of the Bureau for Europe.

New Field Assignments Announced

Craig Buck

Craig Buck was sworn in Dec. 10 as the first Agency mission director for the Central Asian Republics of the former Soviet Union.

Buck, a veteran USAID Foreign Service officer, will make his headquarters in Alma Ata, the capital of Kazakhstan. It also serves as the regional center for Agency programs in Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

Since the USAID Task Force on the New Independent States was created in April 1992, the Agency has initiated a number of technical assistance programs in Asia and the NIS.

These include activities to promote energy efficiency, coal mine safety, privatization, defense conversion, partnerships with U.S. hospitals, housing reform, banking, agricultural training and the construction of grain storage facilities.

"I look forward to my assignment with great interest," Buck said. "Kazakhstan's people possess great vitality and the country has vast economic potential. These factors, combined with its strategic geographic location, ensure that Kazakhstan will occupy a central place in the future of the Central Asian Republics."

Buck joined the Agency in 1969, and his first overseas assignment was in Turkey. Following that, he worked with the Near East and Latin America bureaus.

He served for three years as acting mission director in Uganda and in 1984 he was named director in Uganda. Later, he was deputy mission director in the Dominican Republic. He then served as director of USAID's Office of South American and Mexican Affairs. In 1989 he was appointed mission director in Peru.



Buck earned an undergraduate degree at Texas A&M University, a master's in Latin American studies at Stanford University and a master's in economics at Stanford's Food Research Institute. He was also a Fulbright Scholar in Bolivia in 1966.

A native of Tyler, Texas, Buck speaks Spanish and Turkish.

Arthur Danart

Arthur Danart, a veteran Foreign Service officer, was sworn in Dec. 15 as the Agency representative to Mexico.

Danart will direct an \$18 million economic assistance program that supports the North American Free Trade Agreement and focuses on environmental and population issues.

Danart assumes his new post after two years as desk officer for Argentina, Brazil, Chile, Mexico, Paraguay and Venezuela. Before that, he was deputy chief of the Office of Population and Nutrition.

Danart joined the Agency in 1977 as a project manager in the Office of Population before moving to Peru in 1982 where he served as the population officer for four years.

A native of Fort Lauderdale, Fla., Danart has a bachelor's degree from Florida State University.

Charles Johnson

Foreign Service officer Charles Johnson was sworn in Dec. 22 as director of the Agency's mission in Mali.

Johnson took the oath of office in a ceremony at the State Department. As mis-

sion director in Mali, he will direct a \$280 million program in development assistance and food aid.

Johnson, who began his career in international development in 1964

as a Peace Corps volunteer in Ethiopia, joined USAID in 1967 as a management intern in the Africa Bureau in Washington. He later served as a USAID program officer in Ethiopia, Afghanistan and Bangladesh.

He returned to Washington in 1978 as deputy director, Office of Development Planning, Bureau for Asia, and in 1981 was named director of Development Planning for the Near East.

Johnson returned overseas in 1985 as USAID director in Morocco and later served as USAID director in Zaire. Since 1992, he has served as deputy assistant administrator in the Bureau for Research and Development.

Johnson was appointed to the Senior Foreign Service in 1982 and holds the rank of minister counselor.

He has a bachelor's degree in public administration from California State University and a master's in comparative politics from the University of California.



IG Hotline

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

WHERE



MOVED ON

Bowman, Gloria, COMP/CS/RECRUIT
Carr, Sherri, Niger
Crowell, Christina, FA/OP/B/AEP
Dewitt, Vernon, FA/OP/CCP
Edelman, Mark, A/AID
Freeman, Mary Frances, R&D/WID
Kimball, Frank, PMC
Peaslee, Robert, COMP/YOC/COOP
Porter, Susan Kay, FA/PM/CAR/CAR
Quiros, Carlos, FHA/PPP
Sams, Regina, COMP/CS/RECRUIT
Thomas, E. Scott, EUR/PDP
Tolbert, Brigitte, FA/FM/CMP
Ward, Sally Ann, IG/RM/GS
Wright, LaWanda, POL/CDIE/E/SS

PROMOTED

Allen, Scott, POL/CDIE/E/SS/D, social science analyst
Arrington, Pamela, FHA/ASHA, program operations assistant
Ayers, Patricia Ann, AFR/SWA/MBF, secretary
Bellamy, Cherie, NE/DR/NENA, program analyst
Bostick, Gerothy, FA/FM/CMP/LC, financial management assistant
Bowman, Nancy, AFR/SA, secretary
Bowser, Jessie Lee, FA/AMS, program operations assistant
Bushy, Veronica, FA/OMS, overseas property management specialist
Carr, Ghytana, FA/HRDM/SCD/SA, personnel staffing specialist
Carroll, Diane, LAC/CEN, secretary
Chisley, Terry, SDB/OD, clerk typist
Colwell, Brenda, R&D/N, policy/program analyst
Cooper, Michelle, R&D/PO/PR, program operations assistant
Dixon, Dwayne, FA/B/BB, budget assistant
Evans, S. Rita, R&D/OIT/PP, participant training specialist
Felix, Amy Ellen, COMP/YOC/COOP, student computer trainee
Franklin, Etta, NIS/TF/DIHR, secretary
Gentry, Iudia Ladonna, R&D/OIT/PP, secretary
Grossi, Joanne, R&D/POP/IT, program operations specialist

Hecht, Francine Ellen, EUR/RME/PD, secretary
Horton, Angela, R&D/ENR, secretary typist
Howell, Renee Yvette, NE/DR/EPS, program operations specialist
Jobe, Jacqueline, EUR/RME/ER, secretary
Johnson, Jeanette, R&D/POP/PE, office automation assistant
Keasley, Monica Denise, EUR/DR/FS, secretary
Lankford, Sylvia Putman, XA/PI, public affairs specialist
Luck, Andrew, NE/ME, program analyst
Moses, Vivian, LAC/DPP, secretary
Pollard, Terri, LAC/CAR, secretary
Potee, Helen, FHA/PVC/MGD, program analyst
Ricks, Sharon, FA/AS/ISS, program operations assistant
Robinson, Constance, LAC/DR, administrative operations assistant
Sadler, Michelle, EUR/RME/ECA, secretary
Satterwhite, Mary, FA/HRDM/SCD/SA, staff assistant typist
Shanks, Darren, FA/HRDM/LER, office automation assistant
Simons, Phachita, FA/HRDM/SCD/SA, staff assistant typist
Smith, Scott, FA/FMA/NPA, accountant
Thomas, Cheryl Layne, FA/PPE/E, office automation assistant
Tolliver, Shelia Jones, FA/HRDM/SCD/SP, supervisory personnel staffing specialist
Walker, Linda, R&D/OIT/RS, program operations specialist
Walker, Michelle, FA/HRDM/SCD/SC, personnel staffing specialist
Whipkey, Frances, AFR/EA, secretary stenography
Williams, Tiffany, COMP/YOC/COOP, student trainee accounting
Zilius, Margaret, FA/FM/A/PA, accountant

RETIRED

Cooke, Louis, RIG/I/Dakar, supervisory inspector, 12 years
Cromer, Charlotte, R&D/POP/FPS, population development officer, 29 years
Edwards, Richard, REDSO/ESA/AGR, supervisory agricultural development officer, 5 years
George, Bryant, COMP/FS/REASSGN, supervisory special projects officer, 15 years
Kivimae, Ain Herzog, COMP/FS/REASSGN, foreign affairs officer, 26 years

Years of service are USAID only.

REASSIGNED

Arogbokun, Adebola, RDO/Caribbean, IDI (financial management), to supervisory financial management officer
Barash, Mablou, Bolivia, project development officer, to supervisory project development officer
Barberi, Kenneth, FA/PPE/E, procurement analyst, to COMP/NE/OJT

Bradley, Pamela, R&D/AGR/RNR, secretary, to personnel assistant typist, FA/HRDM/PMES/PM
Brazier, Donna, Indonesia, IDI (financial management), to financial management officer budget analyst
Brennan, Dennis, Mali, mission director, to U.S. representative, DAC, Paris
Cipriani, Aida, COMP/CS/RECRUIT, secretary typist, to secretary, NIS/TF/EHA
Dagata, Martin, DAC, U.S. representative, to mission director, Morocco
Dawson, Denise, FA/HRDM/R, secretary, to AFR/EA/RBI
Deikun, George, RHUDO/LAC, housing/urban development officer, to COMP/FS/REASSGN
Delaney, Richard, COMP/FS/REASSGN, program officer, to FA/B/PB/C
Duster, Stephen, IG/A/FA, auditor, to COMP/PSLT
Figueroa, Roberto, Honduras, special projects officer, to COMP/FS/REASSGN
Fikes, Elise, AFR/ARTS/IHR, secretary typist, to administrative operations assistant, NIS/TF/DIHR
Finney, Edmonia, LAC/DI, secretary typist, to secretary
Garrett, Crystal, LAC/DR/EHR, secretary typist, to secretary
Grossmann, James, RDO/Caribbean, supervisory private enterprise officer, to private enterprise officer, EUR/DR/BFI
Hairston, Zanetta, NE/DR, clerk typist, to office automation clerk, EUR/DR/DPI
Hogan, Archie, Jr., COMP/FS/REASSGN, agricultural development officer, to project development officer, SDB/OD
Hong, Howard, RIG/A/I/Kenya, supervisory inspector, to IG/COMP/LWOP
Huntley, Audrey, FA/OP/B, secretary typist, to administrative operations assistant, LAC/DPP
Johns, John, Costa Rica, executive officer, to COMP/FS/REASSGN
June, Mary Day, Egypt, supervisory project development officer, to project development officer, NIS/TF/PAC/PGE
Laemmerzah, Arthur, COMP/FS/REASSGN, supervisory commodity management officer, to commodity management officer, FA/PPE/P
Lee, Suk Han, EUR/PDP, program analyst, to EUR/RME/ECA/NT
Lewis, Wanda, EUR/DR/BFI, general business specialist, to program analyst, FHA/PVC/APS
Liefert, Patricia, Ecuador, IDI (project development), to project development officer
Linden, Gary, COMP/NE/OJT, IDI (economics), to Nicaragua
Little, Janice, LAC/DR/PS, clerk typist, to office automation assistant
Luckey, Rosalyn, LAC/DR/HPN, secretary typist, to secretary
Lunenburg, Robert, AFR/CCWA/PSEA, project development officer, to program officer, AFR/CCWA/TB
Miller, Frank, ASIA/DR/PD, supervisory project development officer, to supervisory program officer, NE/ENA
Mills, Elizabeth, LAC/EMS, executive officer, to FA/HRDM/PPM/PP

'I Heard It on The Radio'

This is USAID Radio World Report, brought to you by the Agency for International Development." So begins Mike Marlow, host of the Agency's weekly radio program, as he introduces listeners across the country to USAID activities around the world.

Started eight months ago by the Office of External Affairs, USAID Radio World Report is a five-minute program that features news of Agency activities. The 40 programs to date have broadcast nearly 200 stories featuring guests in Washington, D.C., and overseas. "I've done interviews at all hours of the day and night with senior mission officials from their posts overseas," says Marlow.

"Our guest list looks like the 'Who's Who' of USAID and the private voluntary agencies who work with us, including USAID's Kelly Kammerer (Nepal), Ted Morse (Zimbabwe), Carl Leonard (Colombia), Richard Johnson (Manila), Philip Gary (Indonesia), Bob Friedline (Mongolia), Suzanne Olds (Bulgaria), and David Cowles (Hungary)."

In August, the news service was translated into Spanish for Spanish-language stations. In Chicago, WCRW began carrying the Spanish edition of the program the first week it was offered. Broadcast on the UPI Noticias service, the programs are translated and voiced by broadcaster Maurice Goldchain.

USAID Radio World Report is available 24 hours a day to any station in the United States—or the world—through satellite and digital technology and 800 and 202 telephone numbers. Although primarily intended for U.S. radio stations, the

program has been picked up by the British Broadcasting Corporation in London for use in its worldwide service. Most recently, the BBC used sound bites from a report by then Somalia relief coordinator Andrew Natsios.

On occasion, special guests are featured. An English-language station in Moscow carried an interview with National Symphony Orchestra conductor Mstislav Rostropovich, who discussed the mobile medical clinics his foundation is providing for use around Moscow and the Russian countryside.

Also, during a visit to the United States last year, the president of Albania, Sali Berisha, discussed USAID assistance to his country on the radio program. And, during National Geography Awareness Week last year, the president of the National Geographic Society, Gilbert Grosvenor, was interviewed about the environment and the world's water problem.

Nindel, James, FA/OP/A/EE, contract specialist, to program analyst, LAC/DR/PS
Parks, Valarie Rene, LAC/DR/E, clerk typist, to office automation assistant
Penner, John Talbot, COMP/FSLT, supervisory private enterprise officer, to private enterprise officer, Russia
Peter, R. Natiello, COMP/NE/OJT, IDI (program), to IDI (project development), Bolivia
Reynolds, Magdalena, COMP/DETAIL SUP, secretary typist, to secretary, R&D/E&I
Rice, Lawanne, COMP/CS/RECRUIT, clerk typist, to secretary, FA/HRDM/SCD/SC
Richardson, Gene, IG/I, assistant inspector general, to senior adviser, IG
Riehl, Sophia, FA/HRDM/PMES/ES, supervisory personnel management specialist, to administrative officer, IG/RM/PEM
Robertson, Denny, ASIA/DR/PD/EA, project development officer, to supervisory project development officer, Thailand
Schoux, Christina, COMP/FS/REASSGN, foreign affairs specialist, to financial management officer budget/analyst, POL/PAR
Smith, Marsha, FA/FM/CAR/CAR, financial management officer financial analyst, to FA/FM/CAR
Sutton, Daniel, Jr., COMP/FS/REASSGN, supervisory executive officer, to FA/OMS
Swallow, John, COMP/FS/REASSGN, agricultural development officer, to education development specialist, AFR/ARTS/HRH
Tincoff, John, Jr., Pakistan, supervisory executive officer, to Mozambique
Tomasi, Myron, FA/OMS, executive officer, to Hungary



People at USAID

Jon Brause (left), a traffic management specialist in the Agency's Office of Procurement, Transportation Division, receives a Certificate of Merit from John Stevenson, associate administrator of the Agricultural Stabilization and Conservation Service at the U.S. Department of Agriculture. Brause was recognized for his assistance in coordinating logistics for the humanitarian food assistance provided to the newly independent states of the former Soviet Union. Brause's division provides ocean transportation contracting services, contracting oversight and logistics services to USDA under a Memorandum of Understanding between USAID's Transportation Division and USDA.

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