

# Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



JUNE 1993

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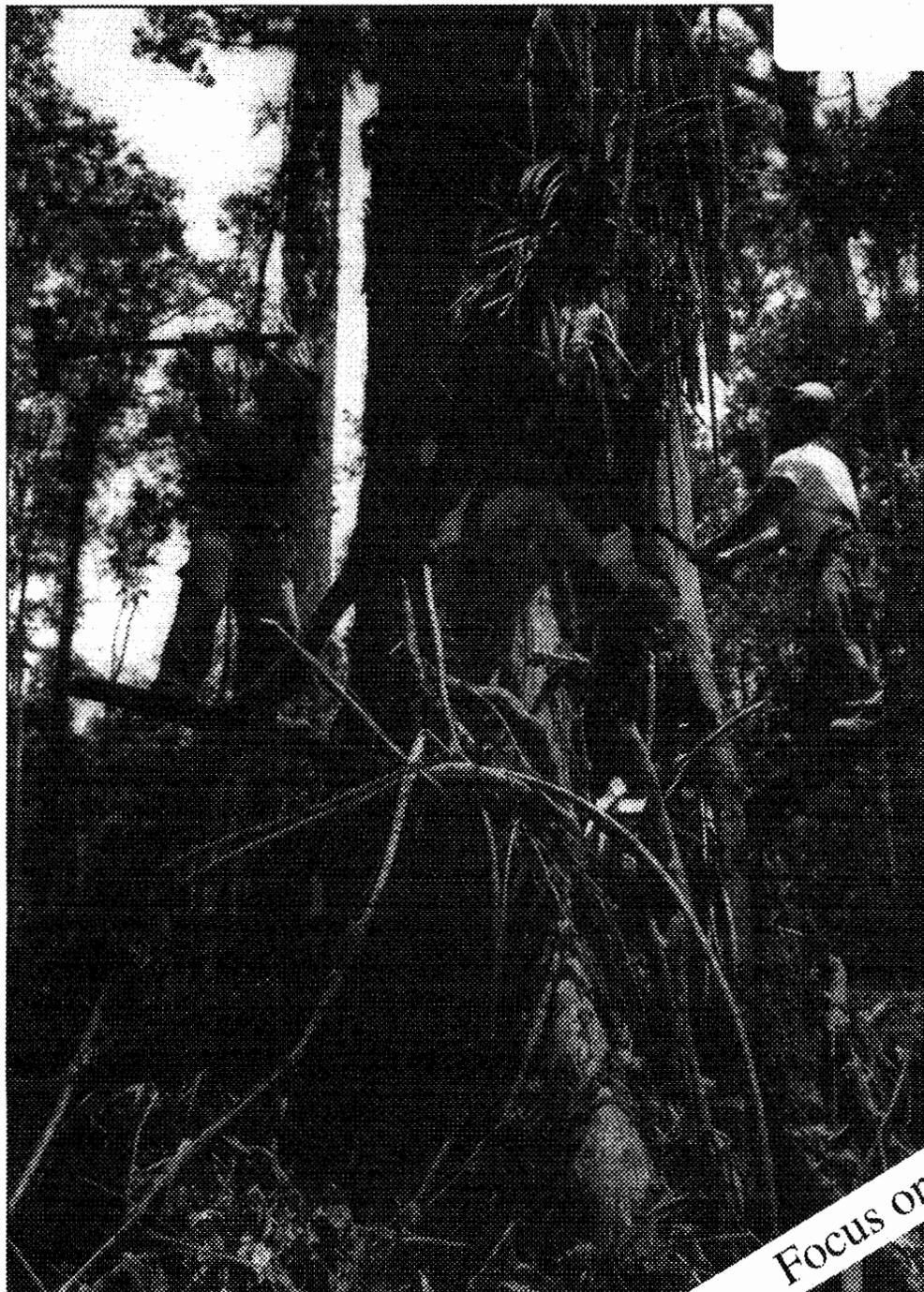
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*Focus on the Environment*



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## QUOTABLES

"Unless we act, and act now, we face a future where our planet will be home to nine billion people within our lifetime, but its capacity to support and sustain our lives will be very much diminished. Unless we act, we face the extension of untold numbers of species that might support our livelihoods and provide medication to save our very lives. Unless we act now, we face a future in which the sun may scorch us, not warm us; where the change of season may take on a dreadful new meaning; and where our children's children will inherit a planet far less hospitable than the world in which we came of age. I have a faith that we will act, not from fear, but from hope through vision."

— President Clinton at the U.S. Botanical Gardens in Washington, D.C., on Earth Day, April 21

"One cannot speak seriously about Africa's economic future without speaking also about Africa's environment. In Africa, economics and environment are inseparable. And today, Africa's environment is under great strain. About two-thirds of sub-Saharan Africa's wildlife habitat has been destroyed by development. Uganda's forests have been decimated and its once plentiful grasslands have nearly been eliminated. Africa's desert is gaining ground at some three to six miles each year. In Ethiopia, the Rift Valley's acacia forest is fast becoming semi-desert. . . . No one who has visited Africa can help but feel the great tragedy that these statistics embody. And no one who understands Africa's economy can help but see the imperative of addressing Africa's environmental needs as part of an economic strategy."

— National Security Adviser Anthony Lake, speaking at the Brookings Africa Forum, Washington, D.C., May 8



**Photo Credits:** Clyde McNair, pages 2 (top), 5, 15; Andre Teague, page 2 (bottom); Jim Fickes, SECID, pages 6, 7; USAID/Jamaica, pages 8, 9; World Wildlife Fund, page 13.

**Cover Photo:** Halting the destruction of forests is part of the Agency's environment program, which emphasizes the sustainable use of natural resources. As the United Nations marks World Environment Day June 5, *Front Lines* spotlights a few of USAID's collaborative environmental efforts around the world, including projects that have helped establish protected parks in Jamaica and fostered tree planting in Senegal. See stories beginning on page 6.



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# Front Lines

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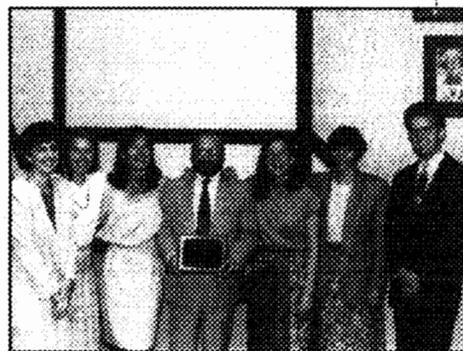
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# Administrator Takes Oath Of Office

**J** Brian Atwood was sworn in formally as the 11th administrator of USAID during a ceremony in the Ben Franklin room of the State Department May 21.

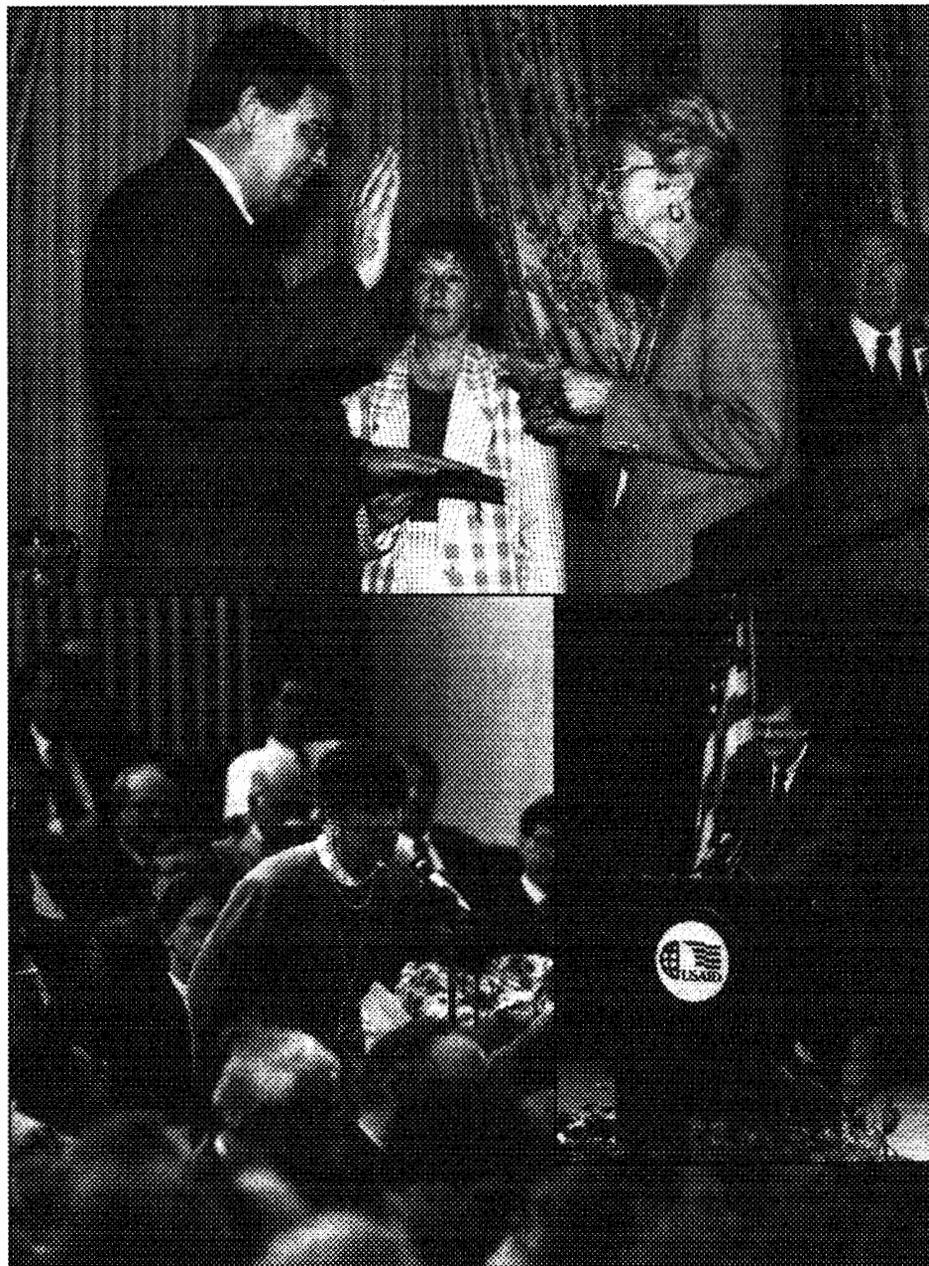
Secretary of State Warren Christopher joined the administrator's family, friends and colleagues as well as members of the Hill and the private voluntary community in welcoming him to the Agency.

"As we swear him in, of course, we're in the process of revitalizing USAID for a new and different era," Christopher said. "I don't know of anybody who brings a better combination of talent, skills and experiences to this task of reorganizing and revitalizing the Agency."

"USAID is more important today than it ever has been," Atwood said. "It is at the very center of President Clinton's foreign policy agenda. Whether we're discussing environment and implementation of the Agenda 21 at the U.N. Conference on Environment and Development or whether we're talking about population growth or economic growth or democracy or humanitarian assistance, USAID is right there in the center."

"We've got to work very, very carefully to make sure that USAID has the capacity to perform this very aggressive, very ambitious agenda. It is going to take more than simply moving the boxes around and a wiring diagram. It's going to take a change of attitude and a change of culture, and we've begun that process already."

Earlier in the day, Atwood met with USAID employees in the Dean Acheson auditorium to discuss his ideas for the Agency. In that address, he emphasized the necessity for teamwork within USAID and the need to take risks in carrying out Agency objectives.



*(Top) J. Brian Atwood is sworn in as USAID administrator as his wife, Susan, holds the Bible in a May 21 ceremony at the State Department. Lois Hartman, acting director of the Office of Human Resources Development and Management, executes the oath, as Secretary of State Warren Christopher looks on. (Bottom) Earlier the same day during an employee meeting in the Dean Acheson auditorium, Joanne Grossi, program operations specialist in the Office of Population, directs a question to the administrator.*

The administrator, who has worked closely with Deputy Secretary of State Clifton Wharton on a study of USAID due to be completed in June, also told the standing-room-only crowd that the Agency is

spread too thin and that he would endorse reducing the number of country programs and projects the Agency works on to help narrow the Agency's focus and clarify its objectives.

# During Senate Hearings, Atwood Calls for National Consensus on Foreign Assistance

*On May 7, the Senate confirmed J. Brian Atwood as USAID administrator. Excerpts from the text of the administrator's opening statement for his confirmation hearings before the Senate Foreign Relations Committee on April 29 follow.*

... The mission of USAID is not fundamentally different from the mission we face here at home. And the reasons for accepting that mission do not differ all that much either.

In purely negative terms, we know what the failure to act will bring. Poverty, civil strife, ethnic tension—all threats to our national self-interest as well as to our sense of ourselves as a people, whether they happen here at home or whether they happen abroad. It is hard to solve our problems here; it is even more difficult to solve them abroad. But both must be addressed because they are interrelated.

The challenge we face is simple: We must avoid these terrible human and financial costs by joining with other nations in a long-term development effort. The benefits of that effort are, in my mind, obvious: more jobs for Americans, cleaner air and water, stable populations that can care for their own children, and more democratic governments working in partnership with the United States.

USAID should be at the center of that effort. And it can be if changes are made.

... I will work to assure this committee, the Congress, and the country that USAID is promoting our national values and interests; that it is undertaking programs designed to achieve meaningful results; and that it is eager to be measured against—and held accountable to—a set of clear, straightforward goals.

In that context, I want to work with you—Democrats and Republicans alike—in forging a new national consensus in support of a foreign policy that acknowl-

edges our global interdependence and our responsibility to future generations. I believe that consensus can be built on four goals.

First, as a nation we have profound moral, political and security interests in helping the developing world respond to the growing demand for democracy, social justice and human rights. A democratic, pluralistic, market-oriented world is a safer and better world for our country and for our children.

Second, we have an abiding interest in joining with other industrial powers in promoting sustainable development. This does not require—and is not consistent with—an international welfare program; this does not require—and is not consistent with—investments in societies whose governments do not take the steps necessary to help themselves. Rather we recognize that sustainable development is most likely to take place within relatively stable political systems and sound economic policy structures. It is in such an environment that we can expand markets among entire populations rather than just ruling elites. It is in such an environment that we can recruit fully functioning members of the global economy and the international political system. It is in such an environment that we can reap the benefits of greater stability abroad and increased economic growth here at home.

Third, we have an immediate and urgent need to assist the developing world in coping with global or transnational issues—those vast challenges to international well-being that know no borders and recognize the sovereignty of no state. We want to help developing nations curb the destruction of tropical forests, prevent the pollution of oceans and rivers and clean up the air. We want to help them achieve these goals because they are our goals as well. As last year's U.N. conference in Rio de Janeiro

reconfirmed, there is an inextricable link between development and our environmental security...

Fourth, we will continue to reflect in our mission the humanitarian impulses of the American people to relieve human suffering. We see that suffering in stark

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***“We cannot be everywhere. ...we can no longer afford to be in countries where corruption, authoritarianism or incompetence makes development doubtful.”***

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detail on our television screens, we feel it in our hearts, we need to respond to it with the best efforts our minds can conceive.

But we need to do more than provide disaster relief—food and shelter—we need to help societies that have fallen into conflict and anarchy to repair their governmental institutions. USAID needs a rapid response, nation-building capacity to fulfill this need in concert with the United Nations or our own peacekeeping forces.

I cannot tell you in good conscience that USAID is ready today to pursue these four objectives efficiently and effectively. But I can tell you, in good conscience, that I believe we can be ready.

As undersecretary of state for management, I have worked closely with Deputy Secretary Wharton in his examination of the Agency's structure. We have confirmed what other studies have concluded: USAID is burdened by a surfeit of goals and objectives, encumbered by excessive red tape and beaten down by poor morale.

These problems will not be cured over-

night, nor will we be able to achieve all of our international developmental goals simply by solving our internal problems. But we must begin...

The changes I will be proposing will be radical departures from past practices. In my view, radical changes are the only way to regain the faith of the Congress and the country in an enterprise which is central to our nation's international agenda. We cannot afford to fail—and I do not intend to.

Let me share with you some preliminary thoughts about what needs to be done.

First, we need strong leadership. But leadership requires more than a USAID administrator who knows how to manage. It requires a team that will respond....

I have been impressed by the many talented and dedicated career people within USAID. I want to draw on their experience and insights. And I want to support them with a leadership team that will listen to their suggestions and act on them.

Second, we need to take realistic risks. The four policy goals I have described should do more than influence the boxes on an organizational chart. They should empower USAID to free itself of the forces that have sapped it of so much strength and creativity. I want the people of USAID to take risks in an effort to produce results....

Third, our development strategies should be focused, integrated efforts based upon USAID field analysis of political, economic and cultural realities and our government's global priorities.

Our objectives should be clearly rather than narrowly defined. Sustainable development cannot be achieved if we believe that every challenge lends itself to the same solutions. We cannot put our strategic planners into a budgetary straightjacket. We cannot be all things to all people.

We cannot be everywhere. In particular, we can no longer afford to be in countries where corruption, authoritarianism or incompetence makes development doubtful. What is important is achieving results. If money cannot be productively used in a particular situation, it should not be spent.

Fourth, our relationship with Congress must change. I hope the Congress will agree to hold us accountable for develop-

ment results and not just for expenditures. Today you know, in great detail, how much USAID has spent—but with few exceptions you do not know whether the funds have been wisely spent. We are in a cycle of restraint and retreat: Congress, with increasing doubts about its efficacy, appropriates money...; and USAID, with increasing doubts about its efficacy, rushes to obligate money before fiscal years come to an end. Somewhere along the line, we have

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***“I firmly believe that if USAID did not exist, we would have to invent it; its work is that central to our foreign policy agenda and that critical to our ability to preserve our national interest.”***

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lost sight of those national objectives on which we can all agree. And somewhere along the line we have forgotten to ask whether we are succeeding in doing anything meaningful or simply succeeding in spending and accounting for the money....

Fifth, we need to emphasize participatory programs. This administration believes in putting people first in reaching both our domestic and international goals. USAID needs to draw more actively upon the energies and information of individuals working at the community level to guide the design and implementation of projects.

In that context we will not, of course, ignore governments. Participatory programs and indigenous non-governmental organizations must work with the more established structures....

Sixth, we must seek and secure international cooperation in our efforts. We need to work in concert with other bilateral donors and multilateral organizations. We need to reassert American leadership in these areas. We need to leverage our scarce resources by convincing others to work with us. I intend to strengthen the leveraging function by creating a special office,

reporting directly to the administrator, that will actively seek donor support for jointly conceived development plans....

I plan to apply these concepts to both new and existing commitments. I pledge to you that the new USAID team and I will review all significant USAID programs to determine whether or not they serve identifiable and achievable interests in promoting sustainable development.

At the same time, we need to carry out a top to bottom examination of the organization and structure of USAID and its management practices. I want to assure you of my commitment to adequate financial control and accountability. I know this is an area that concerns the Congress, the GAO [General Accounting Office], the OMB [Office of Management and Budget] and the USAID Inspector General. You have all said we need to do a better job. And I intend to do just that.

However, I must say in all candor that our failures in the past have produced over-regulation in the present. We have spent more time on paperwork than people work. USAID personnel have become more concerned with process than development.

Mr. Chairman, some have said my challenge is to “save a troubled agency.” I do not view my mission that way. I agree that there are troubles at USAID. But I also recognize the Agency's strengths. I firmly believe that if USAID did not exist, we would have to invent it; its work is that central to our foreign policy agenda and that critical to our ability to preserve our national interest.

USAID is carrying out programs in the former Soviet Union that are vital to the success of economic and political reform. USAID relief efforts are playing a key role in Bosnia and Somalia. USAID is doing more than any other organization internationally to provide family planning services and combat AIDS. USAID agricultural and environmental programs are helping to protect against ecological disaster and starvation. USAID is funding democracy programs throughout the post-communist and developing worlds.

USAID does not need saving. It needs rejuvenating....

# Economists Plan Ways To Curb Latin Inflation

BY MARY OTT

**B**ecause high rates of inflation impede sustainable economic development and most Latin American countries have found it difficult to keep inflation low, the Bureau for Latin America and the Caribbean and the Institute for Policy Reform co-sponsored a workshop recently in Washington, D.C., called "Ways to End Inflation in Latin America." Chaired by Sebastian Edwards of the University of California at Los Angeles and senior fellow at the Institute for Policy Reform, the workshop provided an opportunity for top policy-makers and leading academics to discuss the nuts and bolts of how a country can reduce its inflation rate.

Nearly 100 senior officials from Latin America and the Caribbean, U.S. govern-

ment agencies and international financial institutions attended the workshop. In his opening remarks, acting Deputy Administrator James Michel said that reducing inflation is an important tool in alleviating poverty in the region, since inflation disproportionately penalizes the purchasing power of the poor. Moreover, he noted, it acts as a disincentive to broadly shared economic growth and threatens democratic objectives as well.

Workshop discussions centered on three key themes. The first topic was the role of institutions in reducing inflation. Most of the discussion focused on central bank independence. There was considerable debate on the extent to which an independent central bank is necessary for successful management of monetary policy. The group did agree that at worst, it cannot hurt, and that independence together

with a narrowly defined role limited to maintaining low inflation can make the central bank an effective institution. Other institutional arrangements relating to management of inflation also were reviewed, including the national budget process, currency boards and political leadership.

The discussion then shifted to the costs to the economy of reducing inflation and the relationship of these costs to the speed of the inflation reduction program. The panelists agreed unanimously that the costs, if any, of reducing inflation are far lower than

the costs of not reducing it. Any costs of disinflation can be mitigated with policy measures such as fiscal reform and elimination of formal and informal indexation mechanisms.

The final segment of the workshop considered the possible strategies countries could adopt to manage the macroeconomy in a way conducive to minimizing inflation. In this session, exchange-based stabilization was compared with monetary-based stabilization and the appropriate circum-

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*"The higher the inflation, the thicker the fog, and the less likely that there will be investment in productive, job-creating new enterprises and effective public programs."*

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stances for choosing one over the other.

The panel of speakers included Ronald McKinnon of Stanford University; Andres Bianchi, president of the Banco Continental Groupe Credit Lyonnais in Chile; Francisco Gil Diaz, undersecretary of revenue of Mexico's Ministry of Finance and Public Credit; Deepak Lal of UCLA; and Nissan Liviatan of the Hebrew University of Jerusalem.

The last speaker, Arnold Harberger, UCLA professor and chairman of the IPR advisory board, likened inflation to a fog. "Inflation makes it difficult for economic actors—consumers, investors, entrepreneurs, government—to determine how best to operate.

"The higher the inflation," he explained, "the thicker the fog, and the less likely that there will be investment in productive, job-creating new enterprises and effective public programs."

Using another analogy, Harberger also

(continued on page 7)



Sebastian Edwards of the Institute for Policy Reform leads a discussion addressing the serious inflation situation in Latin America. Also shown are panelists Jim Michel, acting USAID deputy administrator, and Francisco Gil Diaz, Mexico's undersecretary of revenue for the Ministry of Finance and Public Credit.



# Senegal Profits by Reforestation Effort

BY DONNA L. BRODSKY

**K**hassim Ndour and his family operate a lucrative fruit and vegetable business in the village of Seby Ponty, Senegal. The Ndours grow green beans and other vegetables on their farm located about 40 kilometers outside the capital city of Dakar and market them both to hotels in the city and to outlets in France. Their thriving farm would not exist without the protection from the wind and intruding animals afforded by a living fence of thousands of *Leucaena* trees.

In the village of Diengue, in southern Senegal, Cherif Diatta sells the cashews he grows on his four-hectare plantation in the local market. Diatta planted more than 1,400 cashew trees in 1988, and in just



*A Senegalese entrepreneur uses locally grown eucalyptus poles to make fences.*

three years he is seeing the economic fruits of his labor.

Khassim Ndour and Cherif Diatta are only two of the thousands of Senegalese people whose lives have been touched by USAID's Senegalese Reforestation Project (SRP). The eight-year, \$14 million project aims to stem the rapid and vast deterioration of Senegal's land and forest resources and reclaim and enrich the dry, nutrient-poor soils by encouraging and supporting popular participation in a massive reforestation effort.

For the past five years, the project's countrywide media effort has broadcast the message by television and radio that both immediate and long-term benefits can be gained by planting and maintaining trees. The programs point out that trees not only improve soil fertility and ultimately crop yields, but also can be just as profitable an economic activity as growing agricultural crops.

That this message has been heard loud and clear across Senegal is evident in the tens of thousands of men and women who have applied for SRP matching grants and the 1 million trees that have been planted during the first four years of the grant program. Since 1988, thousands of individuals, community groups and rural-based businesses have been spurred by the matching grant program to invest in nurseries and agro-forestry activities. In 1991 alone, 54,000 men and women participated in the program.

Sharing the start-up costs of such efforts is only part of the SRP's approach to convincing would-be entrepreneurs to launch new agro-forestry ventures. Another critical component is the private sector effort, which identifies, creates and publicizes market opportunities for wood and wood products. The Senegalese market is sizable, with more than \$30 million of

forest products imported annually.

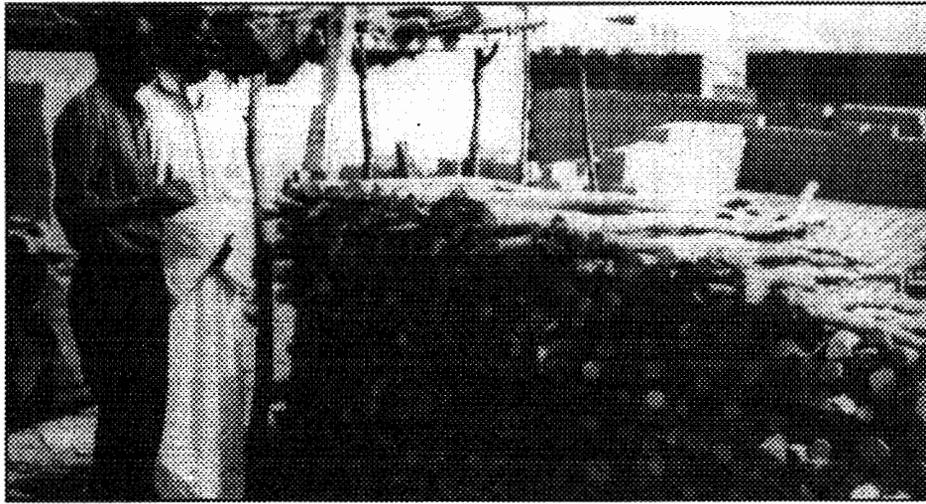
The Senegalese Reforestation Project's private sector component broadcasts market information nationwide via Senegalese media outlets, bringing together buyers and sellers and helping project participants realize the highest economic returns from their investments.

The private sector effort also funds feasibility studies for specific forest products. For example, working with SENELEC, the national electric company, the project is testing eucalyptus cross beams to determine their suitability for use in supporting low-tension electric cables. If the beams pass the tests, a new market will be created for locally produced eucalyptus, and, because Senegal today imports 100 percent of the beams, the government of Senegal will save scarce foreign exchange.

One of the many successes recorded by the project's private sector component was in the village of Thiallé. Working closely with local authorities, project staff helped village residents commercialize a 15-hectare eucalyptus plantation by conducting economic studies and identifying potential markets. To date, eucalyptus from the village's plantation has been sold to 19 construction enterprises in Dakar.

Tree-planting activities also are promoted by the project's roadside planting program. Thousands of trees have been planted along miles of roads throughout Senegal as a result of this program, which provides financial support and technical and management training to private businesses, organizations and women's groups. Twenty-five new businesses have been formed in response to the economic opportunities created by this program, resulting in jobs for some 400 Senegalese workers. In addition, the entire Senegalese population has benefited from the new, lush greenery that protects the country's roadway system against wind and water erosion.

The fifth component of the SRP, training, is critical to extending the impact and benefits beyond the life of the project. The project's goal is to provide information and formal training to 1,200 government employees and selected members of the pri-



*Salif Gueye (left), coordinator of the private sector component of the Senegalese Reforestation Project, talks with a wood wholesaler who has introduced locally produced eucalyptus poles to the local construction market.*

## Latin Inflation

*(from page 5)*

argued that economic policy-making is like bringing up a teenager. There is no hard and fast guidebook for either. He said, "Each teenager or country must be approached individually. Credibility is extremely important. Being permissive generally does not help the situation." Harberger said that the same is true for institutional questions such as independent central banks. "Institutional strength does not guarantee that you will have good economic policy," he noted. "To the extent, however, that countries develop sound institutional arrangements related to economic policy-making, they will more likely have effective policies."

Harberger's final point was that character may be even more important than institutions when it comes to making policy. The main factor that determines whether a country has success in reducing inflation is the quality of its leadership. The countries that have brought inflation under control did so under the leadership of policy-makers who, by the enormous force of their personalities and ability to mobilize action, were able to change history.

At the close of the workshop, the panelists and participants were left wishing there was more time to continue the dialogue on the topic of inflation. Mother Nature was quick to respond. The worst March snowstorm in recent history closed local airports and trapped workshop participants in the hotel for the weekend. According to reports, the group continued the debate over techniques for reducing inflation as Washington shoveled out.

The conference proceedings can be obtained from James Elliott, USAID, Bureau for Latin America and the Caribbean, Office of Development Programs and Policy, room 2246 NS, (202)647-9525 or from Loraine Halsey, The Institute for Policy Reform, 1400 16th Street, N.W., Washington, D.C. 20036, (202) 939-3450.

*Ott is chief economist in the Bureau for Latin America and the Caribbean.*

vate sector to facilitate changes in attitudes and practices that will ultimately contribute to mass participation in reforestation.

Six master's degree candidates are enrolled in forestry and soil conservation programs in the United States. In addition, there is an active program of U.S.-based short courses and study tours, third-country conferences and study tours, as well as local seminars and workshops in Senegal. Trainees have included Forest Service agents, ministry and forest department officials, extension agents and representatives of small businesses involved in the roadside planting and matching grant programs.

The Senegalese Reforestation Project's accomplishments, measured in terms of trees planted, matching grants awarded and individuals exposed to the "plant trees" message, are significant. But Jim Fickes, the project's chief of party, is looking to the future.

Fickes is a faculty member of the College of Forestry and Wildlife Resources of Virginia Polytechnic Institute, the lead institution implementing the USAID project under a joint venture between the South-East Consortium for International Development and Louis Berger International.

"The ultimate success of the tree planting programs will be determined in part by

the return on investment," Fickes says. "If the participants who have invested their scarce capital in reforestation are able to see a positive return from this activity either directly or indirectly, then they will serve as examples to other, more risk-averse members of the population. This potential replication effect should have a significant positive impact on the environment."

Julius Coles, USAID/Senegal director, calls the Senegalese Reforestation Project one of his mission's "most successful projects," and also points out how well the project supports the ongoing forestry projects funded by other donors.

"By encouraging the planting of trees for home use and for the marketplace," explains Coles, "the Senegalese Reforestation Project has complemented forestry management projects aimed at sustainable forest use. The model we have created here in Senegal—reforestation and sustainable forest use activities taking place side by side—has significant advantages. We hope it will be looked at seriously by other USAID missions as they consider viable approaches to reforestation."

*Brodsky, a free-lance writer based in Washington, D.C., wrote this article under contract to the South-East Consortium for International Development.*



# Jamaica Takes Steps to Save Environmental Heritage

BY MARK NOLAN AND GENE WILKEN

**I**n naming the island of Jamaica, the natives acknowledged the country's extraordinary natural abundance—the word Jamaica derives from the Arawak *Xaymaca*—land of wood and water.

Helping Jamaica preserve this environmental heritage was the objective of USAID/Jamaica's Protected Areas Resources Conservation Project, a collaborative program with the government of Jamaica to establish protected park sites.

In addition to preserving regions of exceptional scenic beauty for public enjoyment, nationally protected parks also provide a broad range of environmental services, notes PARC Project Manager David Lee. Parks in watersheds help to control erosion and maintain water quality and quantity; coastal parks can provide for the protection of coral reefs, which serve as nurseries for fish populations; and parks in general preserve the region's biological diversity.

Jamaica has plenty of park candidates. Within the country's 11,000-square kilometer area, there are high volcanic mountains, limestone hills and plateaus, interior and coastal plains, extensive wetlands and coral-skirted shorelines that support an enormous

variety of terrestrial and marine ecosystems, each with diverse and unique plant and animal communities.

"Before 1992, Jamaica had no national parks. Now there are two, with more to come in the next five years," says David Smith, executive director of the Jamaica Conservation and Development Trust, discussing the Blue Mountains and John Crow Mountain National Park, which was inaugurated in February and is a product

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***"It's heartening and rewarding to see communities that initially were hostile to the national park being converted to the idea and becoming 'watchdogs' for the environment."***

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of the USAID and the government of Jamaica PARC Project.

The 80,000-hectare area in the Blue and John Crow Mountains northeast of Kingston was a perfect candidate for a park. The area is famous for Blue Mountain coffee and spectacular scenery that includes waterfalls and the country's highest mountain. Many endemic and endangered plants and animals make their home there, including the black-billed streamertail hummingbird, the giant (world's second largest) swallowtail butterfly, the Jamaican coney (a land mammal) and the Jamaican boa or yellow snake. It also contains some of the country's most important watersheds, including those that supply the country's capital, Kingston.

The Blue and John Crow Mountains, like mountain areas in much of the tropical world, are under heavy pressure directly from rural populations needing land and indirectly from urban populations needing forest products such as lumber and charcoal. Although protection of Jamaican natural resources has been legislated since the 19th century, enforcement of environmental laws has been stymied by a lack of funds and trained personnel. Thus the elements of the challenge were in place: a valuable environment and habitat in urgent need of protection, inadequate human and financial resources to manage the area and pressure from rural populations and commercial interests to exploit resources.

Before the Blue and John Crow Mountain Park could open, many legal and operational details had to be resolved. In the end, the institutional arrangements rivaled the ecological complexity of the park itself and constitute a major achievement of the project.



*During the opening ceremony for the Blue and John Crow Mountain Park in Jamaica, farmer Icylin Duffus delivers the keynote address as U.S. and Jamaican officials listen.*

From the start, it was acknowledged that success would also depend upon cooperation by many national, regional and local groups. The project had to address diverse needs of many groups. To ignore immediate economic growth concerns of national political leaders and the rural and urban poor would risk the charge of indifference to economic and political realities.

With the park as a focus, the PARC Project assembled the necessary institutional support. Legislative and administrative details were handled by 15 government agencies, including the Forestry and Soil Conservation Department of the Ministry of Agriculture, Natural Resources Conservation Authority, and the Planning Institute of Jamaica. Technical assistance came from the Jamaican government, The Nature Conservancy and USAID. Three local advisory committees provided mechanisms for local participation.

Establishing the protected areas has meant reshuffling established rights and benefits of local resource users. Cooperation from these stakeholders could only be secured if they appreciated the advantages derived from the new arrangement. "The challenge," says park manager Robert Kerr, "was to help locals understand that the park would also help meet their needs. And now they see that their communities have benefited. Small farmers who had fears about the advent of the park stand to profit from better farm lands and water supplies, increased markets and technical support for farming and agroforestry activities. I'd say that the only people that the park will limit negatively, at least in their minds, are those who still want to abuse the forests and wildlife."

Begun in November 1989, the PARC Project also has been instrumental in establishing the Montego Bay Marine Park, which already has set boundaries and usage zones, trained staff, run environmental education and community outreach programs and strengthened regulation and enforcement against fishing, landmining and water pollution. PARC also developed a National Parks System Plan, a National Parks Advisory Council, a network of non-governmental and private voluntary organizations, local advisory groups and a financial plan to provide continuity for implementing the parks plan.

Other aspects of the project included educating the public about the importance of establishing the park area, encouraging local entrepreneurs to provide food and lodging, tours and souvenirs in adjacent buffer zones, enforcing regulations by a trained and equipped corps of park rangers, and, perhaps most importantly, creating local participation.

"In the case of Jamaica, the success of the PARC Project is due in large measure to the many committed and visionary Jamaicans living in the communities around the parks and the young, energetic and innovative people directly and indirectly involved in park development and management," says Lee.

"It's heartening and rewarding to see communities that initial-



*PARC Project Manager David Lee (left) talks to USAID/Jamaica Mission Director Robert Queener (sitting), Deputy Director Marilyn Zak, and Project Development Officer Christopher Brown (far right) about the PARC Project along the trail to Blue Mountain Peak.*

ly were hostile to the national park being converted to the idea and becoming 'watchdogs' for the environment," adds Peter Parchment, community outreach/public relations officer.

Now the major challenge to Jamaica's park system is to expand and remain financially sustainable.

The USAID/Jamaica PARC Project will end this summer, but USAID, the Jamaican government and key non-governmental organizations involved in parks are already developing a second phase of the PARC effort.

The PARC II initiative will develop a financially sustainable institute for management systems, possibly enlisting private Jamaican non-governmental organizations to administer the parks that the government identifies. The institute's first task, once it is established, will be to manage the two existing parks—Blue and John Crow Mountain and Montego Bay Marine. Its second major objective will be to develop proposals to establish and manage additional parks in other pristine areas. Leading candidates for early inclusion are the Black River wetlands and other areas.

Each new park would be undertaken after identifying ways to pay for both the investment and the recurrent costs. The government, with the institute's help, also would identify and reconcile conflicts which could arise from those who would use the land in question for other purposes.

The PARC Project is an innovative and promising approach to managing a nation's parklands. It represents an experiment, but its success so far in launching the first two parks is impressive. In the Blue Mountains, there is already a growing sense of ownership which the PARC staff has been encouraging. The park motto, in sparkling Jamaican patois, expresses the strong sense of local identification—"A fi wi it, tek care—It's ours, take care of it."

*Nolan is USAID/Jamaica PARC Project officer, and Wilken is regional environmental adviser.*



# U.S.-Asia Partnership Promotes Environmental Cooperation

BY BETTY SNEAD

**M**ore than half the world's poor, more than 600 million people, live in USAID-assisted countries in Asia. These countries stretch from Afghanistan to the South Pacific. Although Asia has experienced high economic growth in recent years, it continues to have high rates of poverty and population growth in many countries. Because of its growing urban population, by the end of this decade an estimated 15 of the world's largest 30 cities will be in Asia. The region now faces major urban and industrial pollution and destruction and degradation of its renewable natural resources.

Thus was born the need for the United States-Asia Environmental Partnership (US-AEP). "This partnership was created to solve Asian environmental problems using U.S. environmental goods, services, management and ideas," says Timothy Titus, a US-AEP official. "This is good for Asia and good for America." Titus is on long-term loan to the US-AEP Secretariat from the Environmental Protection Agency.

This new environmental initiative was launched in Singapore in January 1992, and Asian leaders were invited to join with USAID and other U.S. government agencies in the partnership. The U.S. consensus is that because the public sector alone does not have the resources to solve all the environmental problems facing Asia, the solution lies in partnerships between the private and public sectors.

Today, the US-AEP, with coordinating experts from 25 U.S. departments and agencies, the private sector and non-profit organizations, is off the ground and running. The US-AEP Secretariat, headed by

Lewis Reade, former USAID mission director to Indonesia, oversees the daily operation.

The partnership focuses on four major components: professional and organizational development; technology cooperation; environmental and energy infrastructure; and regional biodiversity conservation.

"We now have our 'people-to-people' component up and running," says Titus.

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***"This partnership was created to solve Asian environmental problems using U.S. environmental goods, services, management and ideas. This is good for Asia and good for America."***

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"The Asia Foundation is implementing our fellowship program which involves exchanges of high-level U.S. and Asian policy-makers in both the public and private sectors for one-to-four months. We are planning for 150 exchanges a year, with two-thirds coming from Asia." By the beginning of May, 34 people had completed or were participating in The Asia Foundation-sponsored fellowships.

"We also have the World Environment Center coordinating two-to-four week exchanges of business people on such issues as wastewater treatment and air pollution," Titus explains.

Some 64 environmental professionals from 10 Asian countries are already in

training at the U.S. Environmental Training Institute in Washington, D.C.

The US-AEP soon will have environmental business representatives in Bombay, Jakarta, Seoul, Manila, Bangkok, Kuala Lumpur, Taipei, Hong Kong and Singapore. These representatives, managed through the Commerce Department, will expand environmental technology cooperation between the United States and Asia. They will look at environmental needs in Asia and send this information back to the US-AEP Secretariat to match Asia's needs with U.S. providers of goods and services.

Environmental Action Teams are already responding to specific environmental problems in Asia. These teams, led by EPA experts, may include members from USAID, other federal or local government agencies, international organizations, businesses and non-governmental organizations.

The first Environmental Action Team was dispatched to Bangkok last January at the request of the Royal Thai government. The team investigated severe health effects experienced by people near a power plant in northern Thailand, which produces 27 percent of the country's electrical power. The team worked with experts from the Thai Ministry of Health, Ministry of Science, Technology and Environment, and the Electrical Generation Authority of Thailand to isolate the causes of the health problems and recommend control and prevention strategies.

As a follow-up to the Environmental Action Team mission, 12 Thai officials from the Electric Generating Authority of Thailand and other Thai government agencies recently visited six U.S. cities noted for their clean coal technology—Houston, Texas; Bismarck, N.D.; Chicago, Ill.; Cincinnati, Ohio; Paducah, Ky.; and York-

town, Va. An interagency briefing in Washington at the end of the visit emphasized the capacity of U.S. clean coal technology to assist the Thai authority in overcoming air pollution problems around the Mae Moh plant.

US-AEP partner organizations are developing other training, technical and commercial follow-up activities, as well.

To ease U.S. participation in environmental and energy infrastructure projects, US-AEP is forming a financial advisory service to enable small to medium-size businesses in the United States to access a range of government programs designed to bring their products to the Asian environmental market. This includes USAID financial assistance, Small Business Administration training, Export-Import Bank financing, Overseas Private Investment Corporation insurance and private bank financing.

US-AEP also plans to place an environmental engineer in the Asian Development Bank and the World Bank to identify major environmental projects coming down the line.

The partnership is working in 14 states and the District of Columbia through a seed fund administered by the National Association of State Development Agencies.

The Montana Department of Commerce is sponsoring three workshops organized by the Geo Research Company, a Montana-based company, to introduce state-of-the-art environmental technology information for users in Asia. The first workshops will be held in Malaysia and Nepal.

In Wichita, Kan., the Mid-America World Trade Center will create a consortium of small and medium-size U.S. environmental firms to market their waste management and recycling products and services in the Philippines.

Alaska already has formed a partnership with Mongolia. In April of this year, a team from Alaska's Office of International Trade visited Mongolia to assess that country's needs to develop an energy strategy plan. The team was comprised of eight individuals with expertise in small and large coal-fired power generation

## Environment Integral to NIS Transition to Democracy

**F**rom the start little more than a year ago, USAID assistance to the New Independent States of the former Soviet Union has addressed the acute environmental needs of the region, budgeting some \$12 million in fiscal 1993 to improve the short- and long-term environmental quality of the NIS.

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***"Environmental problems have an impact on public health and impede economic development. We must contribute to improved environmental quality to achieve sustainable development in the NIS."***

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In fiscal 1992, the United States allocated \$235 million to help the new republics as they take the steps necessary to make the transition to democracy and free-market economies. Through the Freedom Support Act, Congress authorized an additional \$417 million for the NIS for fiscal 1993.

engineering and operations.

"In addition," says Titus, "25 grants have been awarded to environmental companies in 17 states to conduct seminars, demonstrate equipment, conduct engineering roundtables and demonstrate our technologies."

USAID has committed \$100 million as seed money to start the United States-

The initiative for the environmental effort, announced in October 1992, is designed to ensure that environmental quality goes hand-in-hand with economic and democratic reforms.

Assisting USAID in implementing the initiative are the Environmental Protection Agency, the U.S. private sector and U.S. non-governmental organizations in cooperation with their NIS counterparts in government, private sector and citizen organizations.

Resident and short-term advisers, working with decision-makers in environmental and natural resource ministries and legislature, are helping develop new environmental policies, laws and regulations.

USAID and EPA also are organizing and conducting training programs to strengthen environmental management institutions. For example, this summer USAID will host a workshop on water resources management for representatives from the Central Asian republics, with a particular focus on the Aral Sea and related problems.

In close collaboration with the World Bank and other financial institutions, the United States is identifying specific regions in the newly independent states with significant environmental challenges for urgent attention. U.S. expertise will identify

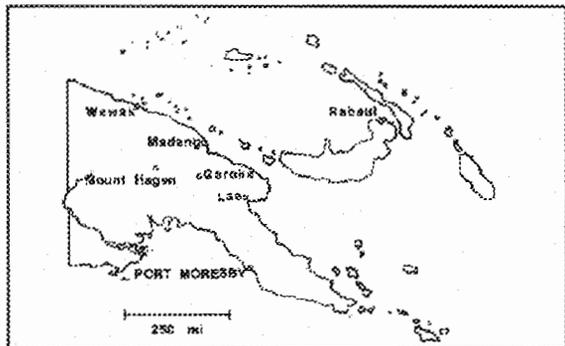
*(continued on page 13)*

Asia Environmental Partnership.

"We hope to get \$400 million from other government agencies and the private sector," Titus adds. "We expect that the U.S. investment of a half billion dollars will generate \$5 billion to \$10 billion in new environmental exports for the United States and more than 100,000 new U.S. jobs."



# Papua New Guinea Seeks to Protect No. 1 Asset



BY BETTY SNEAD

**M**any Americans recall Papua New Guinea in the South Pacific as a friend during World War II when more than 1 million U.S. military personnel served in the area. Gen. Douglas MacArthur occasionally made his headquarters in Port Moresby, the capital.

Today, another generation of Americans is more familiar with Papua New Guinea for its bounty of natural resources and unparalleled biological diversity.

The island of New Guinea, which includes Indonesia's Irian Jaya and Papua New Guinea, supports the largest area of mature tropical moist forest in the Asia/Pacific region. In terms of number of species, New Guinea is one of the richest islands in the world. It is also rich in mineral resources, including petroleum.

Papua New Guinea's social and cultural heritage is unique. Its 4 million people live in an area roughly the size of Oregon and Idaho where more than 700 languages are spoken. The literacy rate is 32 percent, and life expectancy is 49 years. Sustainable development and progress do not come easy.

"It is now apparent that Papua New Guinea's major asset is its wealth of environmental resources," says Papua New Guinea's ambassador to the United States, Margaret Taylor. "The forests, the mangroves, the reef and the ocean are abundant with a richness that is desired by peoples and corporations for their monetary value.

"For Papua New Guinea these resources are a life source for current and future generations. Managing our resources in

this century, when many of our people want the benefits of a modern economy, is an even greater challenge. Leaders in Papua New Guinea have a grave responsibility in meeting the needs of our communities and taking the country into a modern life with the benefits of good health facili-

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***"Once our environment is gone, there is nothing, absolutely nothing left for us as a people. . . ."***

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ties, education and economic opportunities.

"In the desire to progress, we endanger the very sources of our physical and spiritual existence," says Taylor. "Greed has motivated the exploitation of our resources. Once our environment is gone, there is nothing, absolutely nothing left for us as a people. I do not want to be responsible for that loss. Therefore, in this time of choice and decision, the challenge is to ensure that every effort that is humanly possible is made to direct the development of our country on a sustainable pathway."

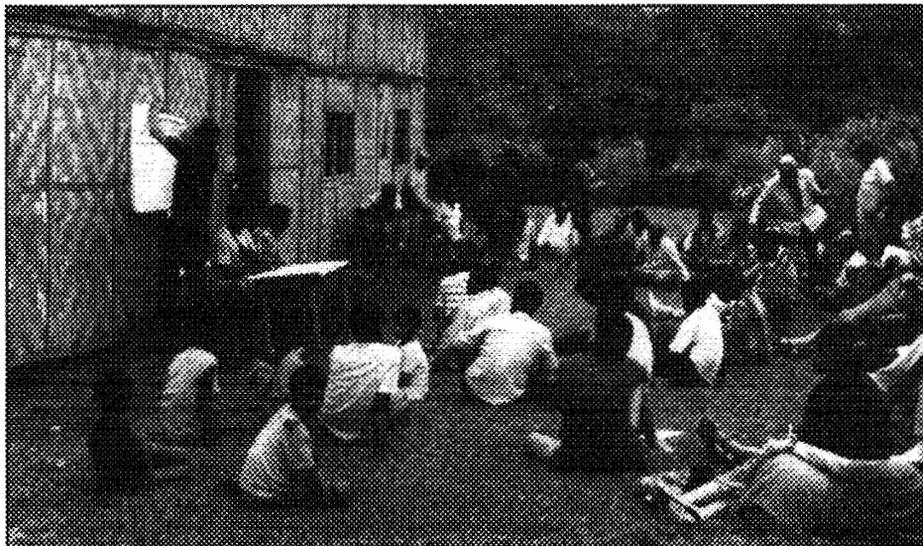
Papua New Guinea has already committed itself in its constitution to conserve and use its vast natural resources wisely in its development process. At the same time, the government wants to use the country's own social, political and economic organizations in its conservation efforts. What makes this unique is that Papua New Guinea's legal system recognizes Melanesian land and resource tenure systems. Indigenous kinship groups control land use. As much as 97 percent of the country's land

and forests is therefore claimed by the people. In most developing countries, the opposite is true—the state owns the forests and natural resources.

In the past, landowner groups often were not aware of their options or long-term consequences of their actions. Today that is changing. In a country where subsistence agriculture has been practiced for 9,000 years and high levels of food production have not caused environmental degradation, the outlook is both promising and challenging. It is foreign investment in logging and mining that has caused serious environmental problems, and the local people have benefited only minimally.

At the request of the government of Papua New Guinea in 1991, USAID provided technical assistance to its Department of Environment and Conservation to assess the conservation needs and resources of the country. The Conservation Needs Assessment Project was carried out by the Biodiversity Support Program, a USAID-funded consortium of the World Wildlife Fund, World Resources Institute and The Nature Conservancy. The consortium worked in collaboration with local and international non-governmental organizations, museums and academic institutions. Among these were Wildlife Conservation International, Greenpeace, Experiment in International Living, CARE, National Alliance of Non-governmental Organizations of Papua New Guinea, Smithsonian Institution and the University of Papua New Guinea.

The Conservation Needs Assessment final report, based largely on the workshop held in Madang, Papua New Guinea, last year, was formally unveiled on March 17 at the State Department in Washington, D.C.



*One of the keys to the success of the Papua New Guinea Conservation Needs Assessment was involving the local population in identifying and discussing environmental concerns and making recommendations to improve conditions.*

On hand were representatives of the two governments, USAID officials and the staff from the collaborating private organizations.

The assessment was conducted by local and international experts who studied the known data on Papua New Guinea's biological diversity, identified areas for further research and prepared maps showing areas rich in species diversity.

The assessment team found that:

- Papua New Guinea has a unique and rich repository of biodiversity which is under immediate threat from development activities, and action is needed.
- Action must be appropriate to Papua New Guinea's ways and systems of resource ownership. Cooperation must exist among the government, scientists, private organizations, landowners and donors. All landowners should be encouraged to undertake conservation actions for sustainable use of their natural resources.
- Better means are needed to disseminate information for making decisions and setting priorities at local and national levels.
- The country lacks sufficient funding and government support for conservation action. Innovative options that link conservation with local economic benefits are needed.

The team made the following recommendations:

- Establish a Natural Resources Option Center; implement the National Environment and Conservation Plan; and strengthen government capacity for environmental monitoring, impact assessment and enforcement.
- Distribute the Conservation Needs Assessment biodiversity maps as widely as possible; reform existing legislation to strengthen environmental management and customary tenure systems; and support research focused on priority sites within Papua New Guinea, in collaboration with local scientists and landowners.
- Provide training in environmental planning, monitoring and management for government and non-governmental organizations; strengthen relationships between government, NGOs and local landowners in Papua New Guinea; and establish an independent environmental trust fund to support and fund conservation activity in Papua New Guinea.

For additional information and a copy of the assessment report, write The Biodiversity Support Program, c/o World Wildlife Fund, 1250 24th Street, N.W., Washington, D.C. 20037 or call (202) 861-8313.

## NIS Environment

(from page 11)

fy the ecological, epidemiological and economic risks of pollution in selected regions and develop new policies and practices by demonstrating technologies that improve environmental quality.

"Early work in Russia has focused on environmental policies and the effects of restructuring and on air quality in Volgograd," says Dennis Long, the environmental officer for USAID's NIS Task Force.

"We are also providing emergency assistance," says Long. "For example, USAID/Armenia is helping repair the city water supply system, which serves the needs of half the country's population."

USAID also is supporting partnerships between U.S. non-governmental environmental organizations and their counterparts in the New Independent States to strengthen NIS management capabilities and enhance public participation in environmental management. Support is provided for public education programs to improve public awareness of environmental problems and efforts to solve them.

As an example of this effort, USAID published a magazine supplement in *Delovye Lyudi* [Business and the Ex-USSR] summarizing U.S. environmental management experience and the role of American business.

"Environmental issues continue to remain an important part of the democratic transition process in the newly independent states," says Long. "Environmental problems have an impact on public health and impede economic development. We must contribute to improved environmental quality to achieve sustainable development in the NIS."

In addition to environmental policy and technology, other USAID projects in the newly independent states of the former Soviet Union involve energy efficiency and market reform; health care improvement; private sector initiatives; food systems restructuring; housing sector reform; and training.



# Institution Building, Collaboration Mark African Conservation Effort

BY MICHAEL BROWN

*"Nteri, ibolo do nfe—My friend, place your hand in mine."*

This Malian proverb defines the essence of the Bureau for Africa's approach to natural resources management in sub-Saharan Africa. Since 1989 the USAID-funded Private Voluntary Organizations and Non-Governmental Organizations in Natural Resources Management Support (PVO-NGO/NRMS) Project has worked to strengthen the technical and institutional capacity of African non-governmental organizations.

Initial indicators of success have validated the belief of participants such as the Management Consortium of World Learning Inc., CARE and the World Wildlife Fund that natural resources management in Africa can be achieved if effective partnerships between all key "stakeholder" groups are established. Resource-user communities, indigenous and international NGOs and government agencies must all participate in the process if natural resources are to be managed effectively.

The project also has demonstrated that U.S. PVOs can collaborate cost-effectively with African partners to promote sustainable natural resource management and reverse negative environmental trends in Africa.

Three interdependent elements form the basis for the project's success: Africans' participation in designing, implementing, monitoring and evaluating NRMS activities; national-level consortia assisting members to develop their technical and organizational skills, resulting in improved natural resources management as well as greater impact at the national policy level;

and, regional information exchange so that positive lessons are learned and negative experiences are not replicated.

The project has focused on a broad spectrum of natural resource management issues, such as promoting innovative ap-

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*By empowering the people of Africa,...they will collaborate in the management of resources in which they perceive a stake for their families and their communities.*

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proaches to achieve gains in soil fertility and vegetative cover; integrating sustainable development activities with conservation in buffer zones of national parks; and improving the technical and organizational skills of non-governmental organizations so that agricultural production or conservation of biodiversity can be sustained.

More than 250 NGOs in Mali, Cameroon, Uganda and Madagascar have participated in the project, which cuts across the full range of Africa's ecological zones.

Training, technical assistance and information support have been the project's mainstays over the past three years. But the cornerstone of project activity has been the awareness resulting from the promotion of North-South/South-South information exchange.

For example, before traveling to Rio de Janeiro for the Global Forum in June 1992, country coordinators from Mali,

Cameroon, Uganda and Madagascar each presented an overview of their country's programs in Washington.

Mali project coordinator Jean Dakouo discussed an innovative collaborative activity that NRMS helped initiate. The project's Malian NGO partner, the Country Activity Coordinating Group, is working in partnership with CARE-Mali, local communities and a World Bank-funded pilot project. According to Dakouo, this is the first time a holistic, integrated approach to land use management has been tested in Mali.

The viability of the experiment rests on the successful relationships forged between the participating natural resource management groups in the zones where the new management techniques are being tested. A byproduct of such collaboration is the strengthening of the fledgling democratization process in Mali.

Another example of information exchange involved the country coordinator from Cameroon, Ada Ndesso-Atanga, and the village community of Tororo, Uganda.

Ndesso-Atanga queried the Tororo community on its commitment to apply the fruits of the participatory rural appraisal training it recently had completed. (The training provides rural people with tools to assess their natural resources and devise appropriate management plans.) In addition, community members also had received associated training on essential organizational management skills.

Based on the training, the community had successfully developed a resources management plan. However, the community was hesitating over what to do next. Ndesso-Atanga asked, "Isn't it time to take the skills that you've gained, empower yourselves to seek out funds from other donors and actively manage your natural resources?"

Faced with this challenge, the community agreed and with the project's help is now preparing proposals to donors for protecting the community's springs and wetlands.

A final example of the role information exchange has played in the NRMS project was demonstrated at a Buffer Zone Management Workshop held in Uganda in 1990.

Buffer zone management refers to the management of natural resources around a core protected area such as a national park or forest reserve by integrating sustainable development with conservation activities.

A non-governmental organization participant from Tanzania, Shomet Ole Naingisa, was asked to comment on the impact of the workshop.

He responded that the workshop had changed the way he thought about project planning.

"Unless the interests of local people are seriously considered during the design and implementation of a conservation project, the most 'technically sophisticated' project will likely not succeed," he observed. "Government alone cannot manage and enforce rules that will ensure conservation of elephants, for instance, unless local people perceive an interest in conserving the elephants."

Ola Naingisa echoes an overarching lesson that the Natural Resources Management Support Project has learned during the past three years: By empowering the people of Africa through the promotion of quality information exchange and the acquisition of analytical and technical skills, they will collaborate in the management of resources in which they perceive a stake for their families and their communities.

But most importantly, abide by "*Nieri ibolo do nfe*—My friend, place your hand in mine," and Africans together with their NGO partners from America and elsewhere in the world will contribute to reversing environmental degradation in Africa. Through empowerment and friendship, daunting challenges can be overcome.

*Brown is the PVO-NGO/NRMS project director.*



*At an April 30 congressional luncheon marking the 20-year anniversary of the Percy Amendment, Deputy Secretary of State Clifton Wharton greets attendees. Also shown are (second from left) Sen. Nancy Kassebaum (R-Kan.) and Mayra Buvinic (right), president of the International Center for Research on Women.*

## Agency Marks 20 Years of Women in Development

BY ANNIE FOSTER

Deputy secretary of state Clifton Wharton joined congressional staffers and leading figures of Washington's non-governmental organization community April 30 to mark the 20th anniversary of the Percy Amendment, which put the United States at the forefront of women in development (WID) efforts.

Wharton commended the Agency for its "many achievements" in women in development, but noted that the Agency "can do better."

"A revitalized USAID can't achieve its goals without expanding opportunities for women," he told the audience of more than 100 gathered at the Hart Senate building.

Wharton specified five areas in which developing countries should put a greater focus on including women: health care, agriculture, financial services, labor force participation and—above all—education. Noting that every added year of education for a girl has the potential to raise her income by 20 percent and lower her fertility rate by at least 5 percent, Wharton said that "promoting female education must become a high priority for the Agency."

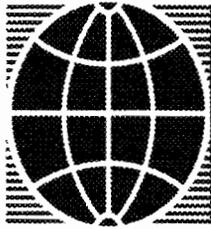
Wharton stressed that a WID focus to foreign assistance programs fits well with President Clinton's policy of "putting people first." As foreign assistance programs adapt to post-Cold War realities, he said, "we can't afford to waste the talents women possess—they are, after all, half of the world's population."

Sponsored by former Sen. Charles Percy, the amendment to the Foreign Assistance Act made the United States the first donor country to officially recognize women's roles in the development process. It requires that U.S. foreign assistance be administered "so as to give particular attention to those programs, projects and activities which tend to integrate women into the national economies of foreign countries."

The luncheon commemorating the 20th anniversary of the legislation was sponsored by several organizations, including the International Center for Research on Women. The center took a leading role in drafting a position paper on women in U.S. foreign assistance programs that was sent to President Clinton in February.

*Foster is communications officer for the Office of Women in Development.*

# WHERE



In the World  
Are USAID  
Employees?

## Moved On

**Castillo, Irenemaree**, ROCAP  
**Fieser, James**, Burundi  
**Floyd, Jacquelyn**, FA/HRDM/PMES/ES  
**Graves, Julie**, IG/RM  
**Jones, Dorothy**, Cape Verde  
**McManamon, Deborah Jane**, GC  
**Whitaker, Junious**, COMP/YOC/COOP  
**Wilson, Katherine**, PRE/EM

## Promoted

**Adams, Michelle Christine**, FA/IRM/CLS, computer specialist  
**Beamon, Joanne**, SDB/OD, general business specialist  
**Butera, Gregory**, COMP/YOC/COOP, student trainee (computer)  
**Foltz, Jennifer**, FA/HRDM/SCD/SP, administrative operations assistant typist  
**Furlong, Thelma**, FA/HRDM/PMES/ES, personnel management specialist  
**Harris, Vickie**, FA/AS/TT/TS, transportation specialist  
**Ice, Janet**, EUR/PDP/PA, program analyst  
**Kellam, Sharon**, EUR/EMS, information analyst  
**McFowler, Elizabeth**, IG/IS/IS, administrative operations assistant typist  
**Peters, Nicole**, R&D/H/CD, program operations assistant (office automation)  
**Ploch, Jennifer**, POL/PAR, secretary  
**Raybold, Joan**, EUR/PDP/PD, program operations assistant  
**Royalty, Carla Montemayor**, FA/HRDM/EM, personnel management specialist  
**Tate, Amber**, FHA/MGT, office automation assistant  
**Travett, Evette**, R&D/UC/PDM, office automation assistant  
**Von Feldt, Jana**, COMP/YOC/COOP, student training (computer)  
**Webb, Tara**, IG/RM, clerk typist  
**Weems, Debra**, FA/OP/CC/NIS, office automation assistant

## Reassigned

**Ali, Syed**, Egypt, IDI (financial management), to financial management officer

**Armstrong, Paul**, RAO/Manila, supervisory auditor, to RIG/A/Singapore  
**Athanas, James**, FA/OP/B/LA, contract specialist, to FA/OP/CC/P  
**Baskin, Terry**, RIG/A/Singapore, auditor, to IG/A/FA  
**Brown, Karen**, EUR/RME/ECA/BAL, international cooperation specialist, to COMP/DETAIL SUP  
**Brown, Margaret**, Niger, agricultural development officer, to supervisory agricultural development officer  
**Carolus, Carol**, Uganda, program economics officer, to AFR/ARTS/EA  
**Countryman, Ilona Kazimi**, ASIA/DR/TR, program operations specialist, to program analyst, NIS/TF/DIHR  
**Crawford, Linda**, Egypt, secretary, to AA/OPS  
**Daniel, Ronnie**, AFR/SWA/RP, regional development officer, to private enterprise officer, Haiti  
**Doheny, Lorie**, FA/OP/A/HRN, contract specialist, to FA/OP/CIMS  
**Doo-Soghoian, Dana**, FA/OP/CC/P, contract specialist, to FA/OP/A/EE  
**Duster, Stephen**, COMP/FSLT, auditor, to financial management officer, Mozambique  
**Escalona, Julia**, ES, writer editor, to program analyst, FHA/PVC  
**Fine, Susan**, COMP/NE/OJT, IDI (project development), to Uganda  
**Fuchs-Carsch, Michael**, AFR/ARTS/FARA, agricultural development officer, to regional development officer, AFR/SWA/RP  
**Fulgham, Alonzo**, COMP/FSLT, IDI (private enterprise), to Jordan  
**Fuller, Georgia**, FA/OP/B/HNE, international trade specialist, to contract specialist  
**Fullmer, Jennifer**, FA/OP/A/EE, contract specialist, to FA/OP/CC/P  
**Gaughran, James Bernard**, IG/A/PSA, auditor, to IG/A/FA  
**Goodson, Jeffrey**, ROCAP, project development officer, to supervisory project development officer  
**Gregory, Linda**, Zaire, executive officer, to special projects officer  
**Hairston, Cynthia**, FA/AS/PP/RP, secretary (office automation), to general services specialist  
**Haynes, Stephen**, Niger, supervisory agricultural development officer, to agricultural development officer, Albania  
**Heneghan, Philip**, IG/A/PSA, auditor, to IG/A/PPO  
**Horschler, Philip**, IG/A/PPO, auditor, to IG/COMP/LT  
**Hubbard, H. Phillip**, COMP/FSLT, supervisory private enterprise officer, to Honduras  
**Jordan, Robert**, Egypt, supervisory project development officer, to associate mission director  
**Lerner, Patricia**, Czechoslovakia, regional development officer, to USAID representative, Slovakia  
**Lewis, Carl**, Namibia, controller, to Ethiopia  
**Lyvers, Francis**, COMP/FS/REASSGN, supervisory agricultural development, to program officer, Sudan  
**Ottke, John**, IG/A/PPO, auditor, to IG/A/FA  
**Pierce, Thomas**, ASIA/DR/TR, natural resources officer, to program officer, ASIA/SA/NS  
**Poole, Virginia**, COMP/NE/OJT, IDI (health/population/nutrition), to India  
**Rader, Owen Patrick**, EUR/PDP/PA, program

analyst, to EUR/RME/PD PDA  
**Ryner, Betty**, COMP/DETAIL SUP, administrative officer, to AFR/MRP  
**Schulman, Janet**, REDSO/WCA, project development officer, to supervisory project development officer, Burundi  
**Smith, L.M.**, FA/AS/PP, support services supervisor, to facilities coordinator, FA/AS/OD  
**Smith, Margaret Ann**, Kenya, IDI (economics) to project development officer, Tanzania  
**Steele, Carol**, COMP/FSLT, supervisory program officer, to EJ Salvador  
**Strom, Pavlina**, FA/HRDM/PPM/PMC, position classification specialist, to personnel management specialist  
**Taylor, Scott**, Honduras, IDI (project development), to supervisory private enterprise officer  
**Walker, Dwight**, COMP/FS/REASSGN, natural resources officer, to NE/DR  
**Wentling, Mark**, COMPTL TRNG, foreign affairs officer, to COMP/FS/REASSGN  
**Williams, Aldrena**, NIS/TF/FA, clerk typist, to office automation assistant, AFR/ARTS/HHR  
**Zak, Michael**, Yugoslavia, USAID representative, to Croatia

## Retired

**Bahl, Byron**, AFR/EA, supervisory regional development officer, 28 years  
**Champagne, John**, NE/ME, supervisory regional development officer, 23 years  
**Clary, Barbara**, RS/AFRICA/OD, executive assistant, 15 years  
**Cushing, Henry**, AFGHAN/A, special projects officer, 24 years  
**Gunning, John**, ASIA/SA/NS, program officer, 31 years  
**Latham, G. Franklin**, COMP/FS/REASSGN, controller, 22 years  
**Zobrist, Frederick**, PRE/CAP, supervisory general development officer, 16 years

*Years of service are USAID only.*

## Obituaries

**LG Rothney**, 72, died March 19 at the Queen Elizabeth Hospital in Bridgetown, Barbados. He joined the Agency in 1966 and was an agricultural adviser in Vietnam at the time of his retirement in 1974.

**Edward S.C. Kim** died of cancer on April 12 in Maseru, Lesotho. Kim served as an Agency engineer at the time of his retirement in 1980.

# USAID BRIEFS

## “Take Stock In America” Today

The 1993 U.S. Savings Bond Campaign is under way until July 2. Savings Bonds purchases through a regular payroll savings plan offer a convenient method of saving that provides tax advantages and market-based interest.

For more information, call Sharon Sadler in the Directorate for Policy at (202)736-4071.



### People at USAID

*Jeffrey Evans (center), recipient of the 1992 Public Service Award from the Presidential Management Alumni Group, poses with former and present Presidential Management Interns (from left) Megan Hill, Jeanne Bourgault, Susan Reichle, Deborah Crane, Julie Allaire-MacDonald and alumni group President Gary Bowden at the May 7 award ceremony held at the International Club in Washington, D.C. Evans, a USAID Foreign Service officer now with the New Independent States Task Force, received the award for his outstanding work in recruiting and mentoring presidential management interns for the last five years. He was the first from USAID to be honored with the nationwide award.*

## Buckley Heads External Affairs

Jill Buckley, a veteran public relations professional, has been named director of the Office of External Affairs. She will manage the divisions of Press Relations, Publications, Public Inquiries, Public Liaison and International Development Communications.

Buckley, who began work as director of communications for the Agency May 17, headed her own Washington, D.C.,-based public affairs/communications consulting firm, Jill Buckley & Associates, which she had re-established in January of this year before joining USAID. Among her clients



were the American Association of Retired Persons, National Legal Aid and

Defenders Association, The Jefferson Center—Citizens Jury Project, and St. Maarten's Patriotic Alliance—The Netherlands Antilles.

From 1988 to 1992, Buckley was a partner in the FMR Group, a full-service public affairs firm, whose clients included The Sierra Club, National Democratic Institute for International Affairs, American Israel Public Affairs Committee, American Nurses Association, National Association of Social Workers, and Planned Parenthood Federation of America.

Before joining the FMR Group, she headed J. Buckley & Associates, Inc., from January 1983 to November 1988 where she advised over 100 candidates for federal and statewide offices on campaign strategy and message and produced and placed campaign advertising.

Other clients included the National Education Association, the American Trial Lawyers Association and the

National Clean Air Coalition.

From 1973 to 1982, she was a founding partner in Rothstein/Buckley, Inc., one of the nation's first Democratic political consulting firms specializing in media. Rothstein/Buckley served political candidates in 40 states including Sens. Don Reigle (D-Minn.), Bob Kerrey (D-Neb.), Tom Daschle (D-S.D.) and many members of the U.S. House of Representatives.

Buckley has conducted training sessions for the Democratic Party and for environmental, international and women's groups.

In addition, she led sessions in Czechoslovakia, Romania, South Africa and Northern Ireland for the National Democratic Institute for International Affairs. She also has lectured at the University of Chicago, Yale, Harvard, George Washington University and American University.

Buckley has a bachelor's degree in English from the University of Oregon and has done graduate work at the University of Denver and Georgetown University. She has one daughter, Melissa, a graduate of Stanford University.

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

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