

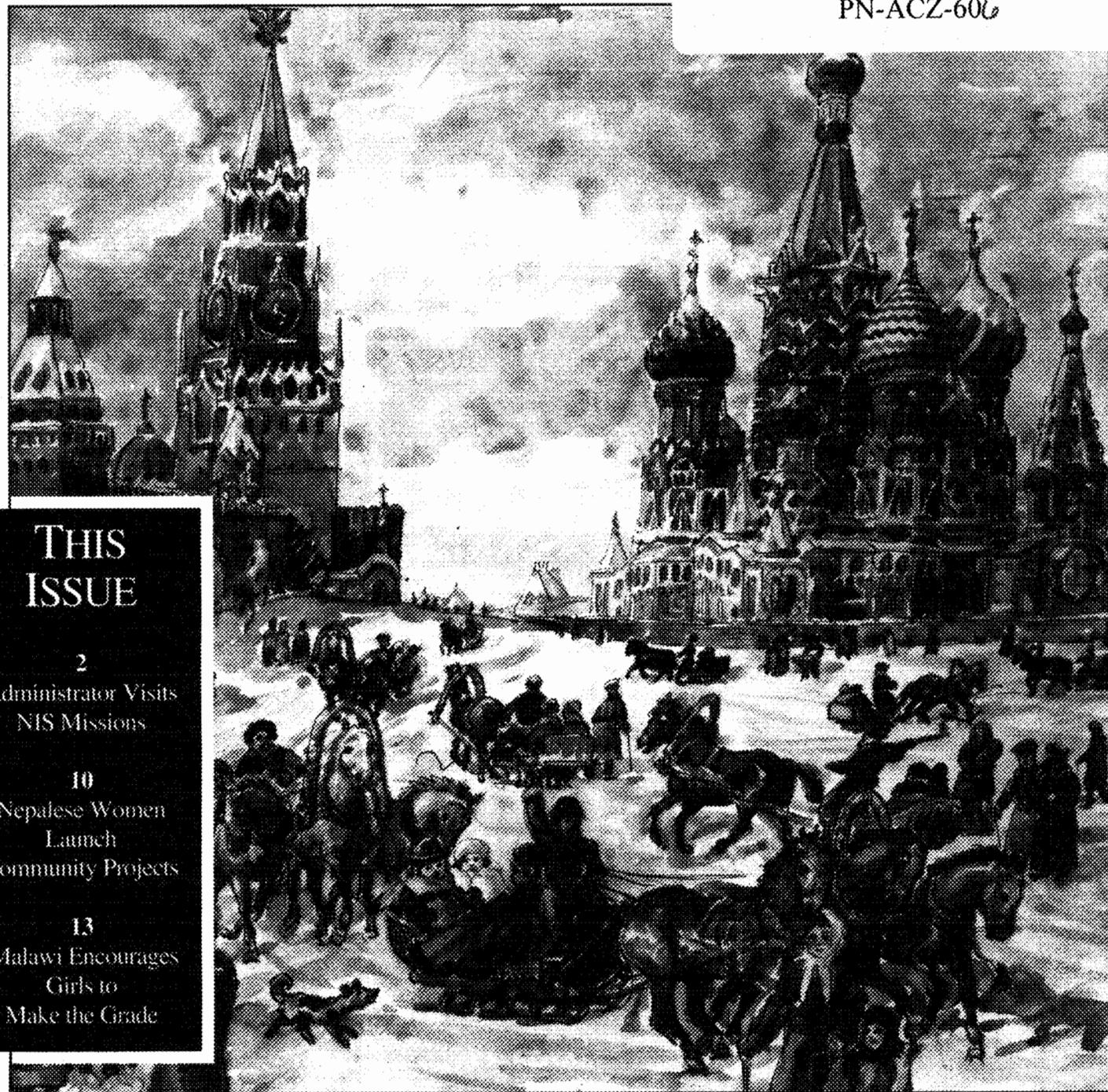
Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

AUGUST 1993

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QUOTABLES

"The essential first question we had to ask ourselves was whether foreign assistance, and particularly the type of development assistance that USAID can offer, continues to be essential in the post-Cold War era. Our Task Force concluded unanimously that foreign assistance, in the light of new international realities and challenges, remains a fundamental cornerstone of U.S. foreign policy, and is just as important, if not more so, than it ever was."

Deputy Secretary of State Clifton Wharton Jr., testifying before the Senate Foreign Relations Subcommittee on International Economic Policy, Trade, Oceans and Environment concerning the Wharton Task Force on foreign aid reform, July 14

"I am convinced that our foreign assistance to the NIS is having a measurable effect. Given the trillions of dollars that were spent defending democracy during the Cold War, the budget request for assistance to the NIS and Eastern Europe is a remarkably good investment. In the two referenda questions this spring, the Russian people endorsed Boris Yeltsin and his economic program, and the reformers have been in the driver's seat ever since. Small businesses are being privatized by the thousands. Apartment complexes are being auctioned to their tenants. There are plans to break up collective farms. Much of this is occurring because technical and financial support from the Western democracies is flowing at precisely the moment when reform is taking off."

Administrator J. Brian Atwood, in a statement before the Senate Committee on Foreign Relations Subcommittee on International Economic Policy, Trade, Oceans and Environment concerning foreign aid reform, July 14



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Cover Photo: Russian artist Azabehrob depicts a long ago scene in Moscow's Red Square. USAID is supporting a wide range of activities in the New Independent States to help those nations build strong market-based, democratic societies. In June, Administrator Atwood visited USAID missions in the NIS that are supporting democratic institutions including a free press, privatization and humanitarian activities. See story on page 2.



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Front Lines

NEWS & FEATURES

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During Visit to NIS, Atwood Notes Spirit of Historic Opportunity

BY JOHN RIDDLE

In his first trip abroad as administrator, J. Brian Atwood visited Ukraine, Russia, Kazakhstan, Armenia and Georgia. The nine-day mission emphasized the Clinton administration's determination to help former Soviet republics build democratic market economies.

Meeting with government officials, private voluntary organizations, the media and USAID staffers in the five states, Atwood stressed the cooperative nature of the USAID program. The program covers many areas, from privatization and energy to humanitarian assistance—all designed to assist the New Independent States with the transition to democratic market economies.

Movement from Marxist economies toward democratic, market-driven economies has been traumatic for many, marked by severe economic stress including hyperinflation and high unemployment.

In Armenia, the situation has been made worse by the near complete economic blockade imposed on the landlocked Caucasus mountain country as a result of the armed conflict over Nagorno Karabakh, the Armenian enclave inside Azerbaijan. Georgia suffers the effects of civil conflict and a dramatic increase in organized crime.

Atwood's tour was characterized by a new openness with the working press and television news organizations. In Ukraine and Russia, the administrator appeared on radio programs hosted by Doug Stephan and Ellen Ratner, who also interviewed USAID mission directors Terry McMahon and Jim Norris, as well as NIS Task Force Director

Malcolm Butler. Atwood held formal news conferences in four of the five countries he visited. ABC's David Ensor interviewed Atwood in Russia, and Reuter's television bureau taped an interview for NBC. Atwood also met with Doug Stanglin of US News & World Report and correspondents for the Associated Press in Moscow and Almaty.

Putting Power in Ukraine's Free Press

The administrator's visit began in Kiev, Ukraine, where there is concern that Russia has received the lion's share of world attention since the breakup of the Soviet Union. The Ukrainian press was

quick to question Atwood on the significance of his first NIS stop. Atwood did not disappoint them, when he explained, "Let me honor you and your country even more than you imagine. I have only been the administrator of the U.S. Agency for International Development for five weeks and this is the first country I have visited in this capacity."

Accompanied by Butler and McMahon, USAID mission director to Ukraine, Belarus and Moldova, Atwood announced two new grants (including a \$4.8 million grant for U.S. Internews Network) to a standing-room-only news conference, where the television lights pushed temperatures close to the 100-degree mark.

Atwood said the Network grant would be used to help expand the Kiev International Media Center.

"It might even help to purchase an air conditioner," said Atwood, prompting laughter in the crowded room. "It is also an indication of how important we believe free journalism is in a democracy," he added.

The grant will enable the media center to broaden its training, education and journalistic reform, while providing services to resident and visiting journalists. Atwood quoted Thomas Jefferson, who said "he could dispense with most democratic institutions, but not with a free press."

Atwood also announced a \$1 million grant to Counterpart, an American private voluntary organization, to establish a service center designed to link U.S. and Ukrainian PVOs in building economic and social programs.

In addition to the grants, Atwood



(from left) Administrator J. Brian Atwood, U.S. Ambassador to Russia Thomas Pickering, Nizhniy Novgorod Governor Boris Nemstov and NIS Task Force Director Malcolm Butler discuss Nizhniy Novgorod's economic future.

said that USAID will provide \$15 million to Ukraine in the form of technical assistance for business privatization. He also told the Kiev press corps that USAID would send U.S. experts to work with Ukrainian professionals on the privatization effort.

While in Ukraine, Atwood toured a maternity and children's hospital where USAID-funded Project HOPE provides medical supplies. Atwood also met a number of young leukemia victims at the hospital. Doctors explained that while the U.S. cure rate for childhood leukemia is 80 percent, it is only 40 percent in Ukraine because of the lack of new medicines and technology.

The administrator met for lunch with many Ukraine-based representatives of USAID-funded PVOs, who reported on

their efforts in areas as diverse as coal mining and farming.

Buying Stock in a Russian Bakery

Traveling to Russia, Atwood's arrival on a rainy morning at Sheremetevo Airport Number 1 offered a sign of the hard times. Along the edge of the taxiways, just as they had been at Kiev's airport, were large numbers of mothballed former Soviet passenger aircraft. Most were idled in Ukraine because of fuel shortages—in Moscow they sat unused because of decreased air travel, the rising cost of fuel and parts manufacturing and distribution problems.

Atwood went directly from the airport to the USAID mission, where he was briefed by staffers on a program that will touch the lives of virtually every Russian citizen—privatization.

Privatization is the cornerstone of this Russian revolution. Thousands of Russians now own part of local businesses. By the end of this year, Russian officials estimate as many as 150,000 small companies will have been sold into private hands, forming the core of the country's retail economy.

Tenants are buying their apartments. Collective farms are being broken up and sold. USAID is involved in all this and more, including projects to increase energy efficiency and clean up the environment left devastated by the communist government's economic and defense policies.

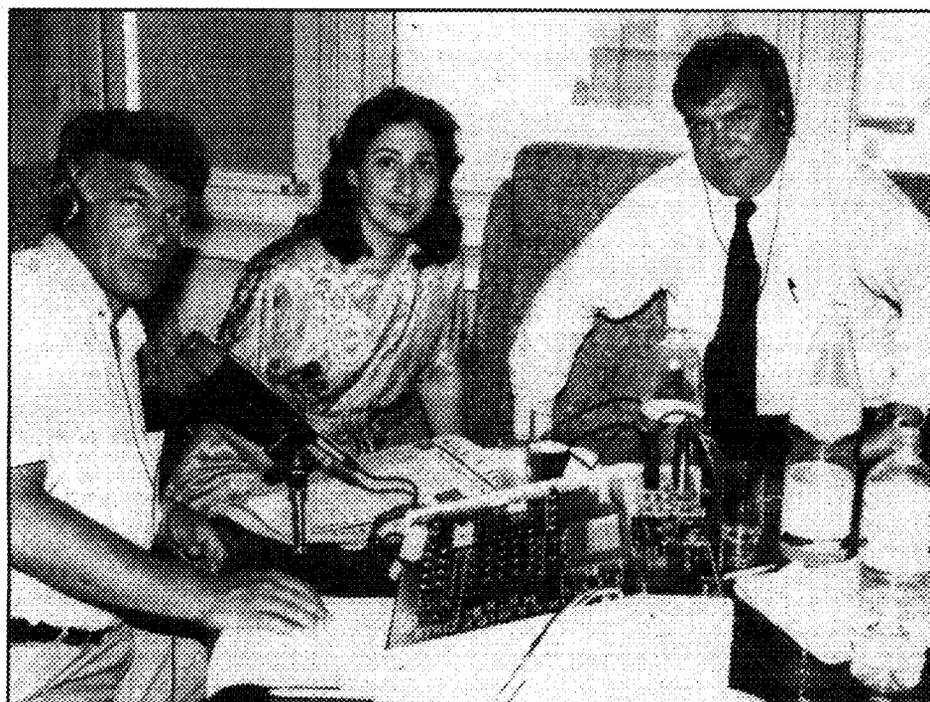
At a privatization auction in Moscow, Atwood met a woman who had come to buy stock in her local bakery. "I spend money there every day," she said. "All of my neighbors are buying stock, too. We're going to insist that the bakery do a better job."

Russians use recently issued vouchers, now with a face value of 10,000 rubles, up from 3,000 when they were first issued, to buy shares in companies being auctioned off by the government.

In Moscow, Atwood met with Russia's Deputy Prime Minister Yuriy Fedorovich Yarov, who explained constitutional and political developments and economic relations between the central and regional governments.

The administrator had dinner with representatives of PVOs and other non-governmental organizations, who assist Russia with its transformation to a democratic market economy. The groups help write laws, teach business skills and show local mayors how to run a municipality. They also help Russians establish PVOs and NGOs of their own. More than 1,600 already have been established, creating conditions which lessen the likelihood of a return to authoritarianism.

From Moscow, and accompanied by Ambassador Thomas Pickering, Atwood flew early Saturday morning to Nizhniy Novgorod, better known in the West as Gorky, the city where the Soviets exiled Sakharoff and his wife Elena Bonner. Under the Soviet regime Gorky was a city closed to foreigners. Today Nizhniy Novgorod is one of the most progressive



Two U.S. national network radio program hosts, Doug Stephan and Ellen Ratner, interview Administrator Atwood (right) in the International Media Center in Kiev during the administrator's June trip to the New Independent States. The Agency was accorded nearly 28 hours of "live" radio coverage—seven hours a day for four days—as the Independent Broadcasters Network (IBN) broadcast two days each from Kiev and Moscow. During the special coverage from the NIS three separate IBN programs, "Good Day America," "Live Line America" and the "Ellen Ratner Show," featured live interviews with the administrator and 20 other USAID/NIS guests.

cities in Russia. Nizhniy Novgorod's innovative economic programs make the city a model of reform for the rest of Russia. As Russia's third largest city, it is a major industrial center producing GAZ trucks, Volga cars, MIG aircraft and submarines. Two years ago, 90 percent of the city's production was defense-related. Today, Nizhniy Novgorod is engaged in a major defense conversion effort. Since April 1992, 800 of the city's 2,000 retail establishments have been privatized.

Atwood met with Nizhniy Novgorod's governor, Boris Nemtsov, and reviewed the work of USAID-funded PVOs in the region. The administrator also visited a large privatized department store in the city center, before boarding the flight to Almaty, Kazakhstan.

Supporting Privatization in Kazakhstan

Kazakhstan passed a privatization decree in March, following the completion of a privatization plan developed with the



help of USAID and the World Bank. USAID will provide \$3.3 million in grant funds to the World Bank to finance the first phase of the program, a voucher-based

approach to privatizing small-scale businesses, wholesale distribution enterprises and transport companies.

In addition to economic restructuring and financial sector reform, USAID is involved in health, housing and energy reform. The agency funds the National Democratic Institute and the International Republican Institute to carry out political party training and civic education activities.

In agriculture, USAID funds the Farmer-to-Farmer Program, which Atwood had a chance to see firsthand at the Jetigan State Farm, the largest dairy and cattle farm in Kazakhstan.

While visiting Kazakhstan's capital, located just about 200 kilometers from the border with China, Atwood met with Almaty City heating facility director, Mukhtar Keimbaev, who had

earlier toured U.S. utility companies. Atwood had a chance to see some of the equipment USAID donated to the plant to increase energy efficiency.

Accompanied by Craig Buck, mission director for Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan and Uzbekistan, Atwood met with First Deputy Prime Minister Daulat Sembayev and First Deputy Minister of Economy and Chairman of the National Agency for Foreign Investment Oraz Jandosov. Atwood urged the Kazakhs to build a sound economic framework to encourage foreign investment in order to generate the resources the country needs for its longer-term development.

The administrator also talked with legal reformers and political leaders of Kazakhstan at a meeting held in the home of U.S. Ambassador Bill Cortney and his wife, USAID officer Paula Feeney.

Providing Humanitarian Relief to Armenia

Following a news conference at the U.S. Embassy, Atwood flew to Armenia's capital Yerevan, crossing back through three time zones. Armenia was the first republic of the Soviet Union to receive assistance from USAID — \$10 million to three private voluntary organizations for earthquake rehabilitation in 1989. Since then, USAID and other U.S. government agencies have provided more than \$189



At Children's Hospital No. 14 in Kiev, Atwood listens as Ukrainian doctors explain their efforts to save a premature baby using equipment delivered by USAID-funded Project HOPE.

million in humanitarian and development assistance in 1992 and 1993 (\$40 million came directly from USAID).

Since declaring independence, Armenia's development has been complicated by the conflict over Nagorno-Karabakh, an Armenian-populated enclave inside Azerbaijan that voted to become part of Arme-

**... USAID's presence
in the NIS will serve as
a model for future
USAID operations.**

nia in 1991. Thousands have died in the fighting, which is the most serious territorial dispute in the former Soviet Union.

Armenia's support for the Nagorno-Karabakh Armenians resulted in Azerbaijan strangling landlocked Armenia with an economic blockade that has all but stopped foreign trade.

The blockade has made imports of food and fuel almost impossible. Before the Soviet Union broke up, 75 percent of all fuel and food came through Azerbaijan en route to Armenia.

The Azerbaijan blockade, the disintegration of the Soviet Union and the aftermath of the massive December 7, 1988, earthquake, have left Armenia in an acute economic crisis. Industrial production has fallen 85 percent. Almost 95 percent of the population lives below the official poverty line. Constant shortages of fuel, electricity, medicines and food plague the community.

Against this backdrop, Atwood met with President Levon Ter-Petrossian, Deputy Prime Minister Vigen Chichtechian, State Minister for Energy and Fuels Steve Tashjian, and with the deputy ministers of the economy and the foreign ministry. In his 40-minute meeting with Ter-Petrossian, Atwood stressed the U.S. desire to end the Nagorno-Karabakh hostilities.

Accompanied by USAID Mission Director Suzanne Olds and Ambassador Harry Gilmore, Atwood told Ter-Petrossian, "We

look forward to the time when we can move from humanitarian assistance to providing more U.S. development assistance in cooperation with you, your government and the new private institutions of the country."

However, Atwood said, the Nagorno-Karabakh conflict makes it almost impossible to fund development work in Armenia at this time because the blockade has devastated the economy.

At a dinner attended by representatives of many of the USAID-funded private voluntary organizations in Armenia, Atwood heard details of American, U.N., and European Community efforts to assist Armenia with its move to democracy and a market economy. Organizations such as Volunteers in Overseas Cooperative Assistance, the American Bar Association and the American University of Armenia have helped the country make some progress in economic and political reform.

USAID's strategy in the current economic climate is to increase food supply, prevent and contain communicable diseases, and improve access to energy for heat and cooking.

Supporting History in the Making

Because of the fuel shortage in Armenia, the administrator's flight flew out of Armenia to Tblisi, Georgia, in search of fuel. While there, the USAID team met with U.S. Ambassador Kent Brown at the U.S. Embassy, where they also received a briefing on USAID/Georgia programs. Later that day, Georgian airport authorities sold the U.S. military aircraft enough jet fuel to make it to Russia, where at sunset the plane was fully fueled and the group took off for Frankfurt en route to Washington.



At a welcoming ceremony, Kazakh farmers are shown with the cake they presented to the USAID team at the Jetigan State Farm where the team saw the work of the Volunteers in Overseas Cooperative Assistance under the Farmer-to-Farmer Program.

Accompanying Atwood on the NIS trip were: NIS Task Force Director Malcolm Butler; Special Assistant to the Administrator Jennifer Windsor; Russia and the Caucasus Desk Officer Terry Myers; State Department NIS representative Bill Taylor; and John Riddle from the XA Press Office.

When he returned from the NIS, Atwood testified before the Senate Committee on Foreign Relations. He said USAID's presence in the NIS will serve as a model for future USAID operations. He told the committee a spirit of historic opportunity animates USAID staffers and the PVO and NGO representatives working in the NIS.

"I was reminded of the people who helped guide the Marshall Plan. This historic endeavor was the highlight of their lives. They came away from the experience utterly changed. And so will this group," said Atwood.

Riddle is a press officer in the Office of External Affairs.

U.S., NIS Scientists Collaborate on Research

USAID Program Hosts 150 Specialists

BY JAYCEE PRIBULSKY

The recent economic and social crises in the New Independent States (NIS) of the former Soviet Union have forced many scientists to reduce their research projects and, in some cases, suspend their work altogether. But Alla Romanova, a Russian scientist, is exploring new research methods in the field of genetic engineering.

Romanova did not undertake this project in her native Russia. She pursued her study at Washington State University as a participant in the Cooperation in Applied Science and Technology (CAST) Program funded by USAID and administered by the National Academy of Sciences/National Research Council. The program sponsors scientists and engineers from the NIS to carry out joint research at U.S. universities and research institutions for one academic year.

Recently, Romanova and eight other CAST participants met in Washington, D.C., to present their research findings, share their experiences and assess the CAST Program.

Romanova, a scientist at the Institute of Soil Science and Photosynthesis in Pushchino, Russia, met her American partner, Bruce McFadden, at a series of jointly sponsored U.S.-Soviet conferences, although the two partners were already familiar with their respective research. Both scientists had undertaken parallel projects, and their work followed similar patterns for many years.

Through the CAST Program, Romanova finally had the opportunity to come to the United States. "I was so excited to come here and undertake this study," she

says. "I feel that these collaborations are great opportunities for the world of science to work more productively."

Inta Brikovskis, program specialist at the National Academy of Sciences/National Research Council, explains, "U.S. scientists

"Now, with increased partnerships between the United States and Russia, I am hopeful that I will find new outlets in this country for future research projects."

or engineers interested in hosting a foreign specialist apply to the program on behalf of both parties." This ensures that the American scientist or engineer has an established connection to a colleague in the NIS before the program begins.

Research applications are awarded based on the benefits of the proposed research to both the United States and the NIS, the contribution of the research in improving science and technology, the defense conversion aspect of the research and the potential commercial application of the research. The CAST Program Panel gives young specialists who demonstrate the potential to contribute to the development of the private sector in their home countries special consideration in the selection process.

The original goal of the CAST Program was to host 150 participants throughout the 1992-93 academic year. Last fall, 73 specialists from various NIS countries, including Armenia, Georgia, Kazakhstan, Russia, Ukraine and Uzbekistan, teamed up with U.S. scientists and engineers from institutions ranging from Utah State University to New York Medical College in fields ranging from computer science to microbiology. In May, a second group of specialists received grants.

Brikovskis credits much of the program's initial success to one integral element: "I really feel the opportunity provided by CAST for these scientists to work one-on-one is important for both the United States and the NIS."

Alexey Nenarokomov, an assistant professor at the Moscow Aviation Institute, also agrees that the program is a step toward improved collaboration between the United States and the former Soviet Union. Nenarokomov and his U.S. partner, Ashley Emery, studied optimal sensor location at the University of Washington. "We had different approaches to the problem. Our goal was to compare both efforts and then combine the two approaches. The entire process was a learning experience," Nenarokomov says.

"After the participants complete their nine-month programs and the visitors return to their home countries, many plan to continue their collaborative efforts in the future."

Romanova explains, "I have recently had very few possibilities to work on collaborative projects at home. Now, with increased partnerships between the United States and Russia, I am hopeful that I will find new outlets in this country for future research projects."

Brikovskis, summing up the future of the CAST Program, says, "We have realized that the NIS specialists currently participating represent only a fraction of those who could contribute to important scientific research. We have a wealth of untapped resources left to explore."

For more information on the CAST Program, call Inta Brikovskis at the National Research Council at (202) 334-3655.

USAID



Pressley Named To Head Poland Office

Donald Pressley was sworn in on July 15 as the second USAID representative to Poland at a ceremony at the State Department.



In his new post, Pressley will direct U.S. assistance efforts in Poland to support private sector development and to strengthen institutions essential for sustainable democracy.

Poland continues to be the largest recipient of U.S. assistance in Central and Eastern Europe.

Pressley has spent nearly two decades working with developing nations. He began with USAID in 1974 as an intern in the Office of the General Counsel and has worked in various posts including Cairo, Islamabad, Dhaka and Manila.

Starting in 1986, Pressley spent nearly four years working in a private investment firm before returning to USAID as director of the Office of European Affairs, where he started the Central and Eastern Europe program.

Pressley has a bachelor's degree and an MBA from the University of South Carolina and a law degree from Georgetown University.

President's Council on Management Recognizes Guatemala for Excellence

The Agency's mission in Guatemala received a 1993 Award for Management Excellence from the Office of Management and Budget's President's Council on Management Improvement at a ceremony in Washington, D.C., on July 22.

USAID/Guatemala received the award for its "highly successful efforts in assisting Guatemalans to create a policy environment conducive to sustained development while significantly reducing the mission's operating costs."

William Granger, executive officer of the USAID/Guatemala mission, accepted the award on behalf of USAID/Guatemala from Phil Lader, the Office of Management and Budget's deputy director for

management, in a ceremony at the Washington Hilton Towers Hotel.

In 1989, the USAID/Guatemala program had an annual operating budget of \$8.1 million. In late 1990, the mission launched a comprehensive effort to improve management and cut the budget. As a result, between 1989 and 1993 the budget was reduced by 53 percent.

The government-wide annual awards recognize excellence by federal employees, groups or entire agencies in support of the president's management improvement program.

The awards program also encourages overall improvement in the quality of federal delivery, operations and service to the public.



At a July 22 ceremony in Washington, D.C., Phil Lader (left), deputy director for management of the Office of Management and Budget, presents William Granger, supervisory executive officer for USAID/Guatemala, with the 1993 Award for Management Excellence as Acting Deputy Administrator James Michel looks on.

Aaron Williams

The Making of a Senior USAID Manager

BY STEPHANIE JOYCE

Aaron Williams remembers the day he decided to join USAID. "I can describe it to you exactly," he says. "It was a cold winter day in Minneapolis. I couldn't see my car because it was buried in snow. That was the day I got a call from a former Peace Corps colleague about an agribusiness project in Honduras."

That was 17 years ago. Now, he is the newly appointed executive secretary charged by Administrator Atwood with creating a stronger Executive Secretariat that will serve as the hub of the Agency's internal communications and assist the administrator to institute his initiatives for the agency.

In his new role, Williams sees himself as a communicator and facilitator, providing information and assistance to agency offices and bureaus. "My goal," he says, "is to turn ES into a 'Center of Excellence,'" an objective that he says will be reached by facilitating a two-way flow of information in a "user friendly" manner to its primary customers—USAID staff—and by providing timely and balanced points of views on issues that the administrator addresses day to day.

A veteran development professional, Williams admits that his career has taken some detours since he left his native Chicago. Along the way he's been a teacher, a corporate executive, a consultant; he's lived in six countries (one son, Steven, was born in the Dominican Republic, his other son, Michael, in Honduras) and speaks Spanish at home; and, at USAID he's won a number of prestigious awards.

It all started, he says, when he was 20. That was when he traveled to the Dominican

Republic to work for the Peace Corps.

"That was the turning point in my life and one of the most important things I've ever done," Williams recalls. "I liked everything about it. I was able to look at the United States from a different perspective. I learned Spanish and learned how to thrive in a foreign country where I didn't have the normal support systems, such as my family, friends and the culture I grew up in. Furthermore, and most importantly, I met my wife, Rosa Maria."

Williams worked as an interim professor at the Dominican Republic's Catholic University while staff members were being trained in the United States through a USAID-funded grant. "At the university I discovered that I wanted more experience outside the United States," says Williams. "I also learned about USAID and the important role it played in the social and economic development of the Dominican Republic."

After serving the Peace Corps stateside in public affairs and as a minority recruiter—"It was a good chance to decompress: I got a chance to tell people all about my experience in the Peace Corps"—Williams became interested in management. He returned to school.

In 1973, armed with an MBA from the University of Wisconsin, Williams began a



Aaron Williams: "My management philosophy is very simple: I identify goals, build teams based on the strengths I recognize in my staff, I give them space to do their work, provide as much support as needed and continually evaluate our results."

three-year stint in the food industry, working at two Fortune 500 corporations in Minneapolis. His jobs, first as assistant to the corporate vice president, then as a marketing manager, gave him a thorough understanding of management, product development and marketing, as well as budgeting, planning and industrial analysis. Then his career took another twist when he received that telephone call one snow-covered morn.

By June 1976, Williams was in Honduras, under contract to design and carry out the USAID/Honduras mission's first agro-industrial project. The project, which provided small farmers' cooperatives their first access to U.S. markets (and which today averages \$1.5 million worth of exports to the United States), led to a staff position in Honduras. Williams still remembers Honduras as one of his favorite posts.

"All of my assignments were great; but I enjoyed Honduras immensely. That was my first post. It was there that I learned how USAID operates and what the U.S. government can do to further economic development."

Williams moved on to establish and direct the agency's private enterprise offices in Haiti and later Costa Rica, where he was promoted to assistant mission director.

"Costa Rica was a challenge," he says. "In the early eighties, the economy was dependent on coffee, and the country faced a serious economic crisis. Our economic assistance helped reform the government's economic policies, which triggered tremendous economic growth, diversified the country's exports, created thousands of new jobs and strengthened Costa Rica's democracy. It was a major economic transition."

After serving three years in Washington as director of Bureau for Latin America and the Caribbean Private Sector Office, Williams received a posting as mission director in the Caribbean Regional Development Office in Bridgetown, Barbados. "It was my first job as mission director—that's a milestone for anyone in USAID," he says.

"I had to decide how to use the resources and staff to handle our projects on 15 islands.

"One of the toughest challenges, and one of my most rewarding professional experiences, was managing the relief and recovery programs set up to respond to the devastation of Hurricane Hugo in 1989. In many ways it was one of our finest hours because of the cooperation we elicited from all involved organizations and governments and the dedicated, hard work of my staff.

"We planned and executed a combined effort with British and Canadian governments that successfully assisted the islands affected by that massive hurricane. As a result of our timely disaster relief programs, comanaged with the agency's Office of U.S. Foreign Disaster Assistance, we were able to provide critical help to the people of these islands, repair essential infrastructure and electrical power and implement a

broad-based economic recovery program for these island nations."

When he again returned to Washington in 1991, Williams was named deputy assistant administrator of LAC and was serving as the bureau's acting assistant administrator before accepting the executive secretary appointment. In the LAC position, he was responsible for formulating policy, reviewing programs and budgets and managing 800 U.S. and foreign staffers in the Washington office and in 30 countries in the region.

Williams speaks easily and quickly.

"My goal is to turn the Executive Secretariat into a 'Center of Excellence.'"

Only once is he unsure—he can't remember what his awards are for, and then he's up, out the door and back in less than a minute with the answer. "The Meritorious Honor Award in Honduras [1979] is a unit citation. The one from Haiti [1981] is a unit citation for relief efforts following Hurricane Allen. The Superior Honor Award [1983] was for my work in private sector development." In 1988 and 1993 Williams also received Department of State Presidential Awards for his service.

He credits his supervisors for his success. "I've been fortunate," says Williams. "I've worked for some very innovative and skilled managers.

"My bosses made all the difference in the world. They decided to give me an opportunity, and I was determined to show them that I was capable of designing and managing assistance programs. My management philosophy is very simple: I identify goals, build teams based on the strengths I recognize in my staff, I give

them space to do their work, provide as much support as needed and continually evaluate our results."

Williams says that a broader perspective is the biggest adjustment for new senior managers.

"When you make the move up from the ranks to a leadership position, you take on special responsibilities. Your job is expanded considerably; where before you were responsible for one piece of the operation, now you're responsible for the entire organization. You have to learn to manage and balance your time and to know how to read the bureaucracy. You have to know how to manage under different conditions and, in my opinion, project a calm and reasoned leadership style.

"Although they say it's lonely at the top, I have found an extensive network of people—other mission managers, social and professional contacts—that you can count on. Of course, management takes a tremendous amount of energy. But that's the price of admission to a challenging and exciting career."

His outside activities, Williams says, help him relax. He jogs, plays tennis, coaches his sons' athletic teams and collects classical music, especially his favorites, Copeland and Tchaikovsky. He reads "two or three books a week—spy novels—and I'm a real student of African-American, ancient Roman and Jewish history."

Out of 17 years at USAID, Williams has only spent five in Washington. He values his U.S. tours. "In the field you're in touch with the people in your host country, and that's very exciting. But you're divorced from the big picture. Here you can see how the president's policy is shaped, articulated and implemented. And you can see this across a broad spectrum of agencies. With the end of the Cold War, we are facing some enormous challenges as we attempt to restructure foreign assistance programs. I want to be a part of this, and I plan to stay in USAID/Washington for a while."

Joyce is a free-lance writer based in Washington, D.C.



In the village of Risal Danda, women participating in the Income Generating Groups gather to discuss how they can improve their community and increase their incomes. (At right) A farmer explains how she manages her mushroom farming venture, which she launched after receiving a loan through the USAID-funded project.

Nepalese Women Initiate Community Improvements

BY NANCY LONG

Not far outside the Kathmandu area of Nepal, Shashi Dhar Bhakta Raya hurries along the rugged, steep path that leads him to the village of Risal Danda where village women are holding a meeting.

Shashi listens as the women discuss their plans for themselves, their families and their community. Those concerns run the gamut from establishing better hygiene conditions in the village to creating more income opportunities.

Shashi is a field motivator assigned to the village by the Institute for Integrated Development Studies, a non-profit indigenous private voluntary organization in Nepal. With USAID funding, the institute has helped organize 500 women into 20 income generating groups. Located at six project sites, the groups help women in rural areas of Nepal learn to be more self-reliant.

And that is just what they've become. The 36 members of the Income Generating Group in Risal Danda have elected a president, secretary and treasurer for the group. They are quick to point to the many improvements they've initiated in the mountain village.

Dahna Kumari, secretary of the group, describes the activities with pride. "We've built 24 latrines, we've cleared the pathways that lead to the main road, we've even learned to sign our names." Illiteracy is high in Nepal; only 18 percent of men and 13 percent of women are able to read and write.

Batuli Neupane, group president, enumerates some of the rules that members have agreed to follow including sending their children—especially the girls—to school and following hygiene practices.

Neupane says there was some resistance to the rules at first, but when they saw the improvements the group accomplished, they realized it was for their own benefit. Members also pay dues to the



(from left) Clearing and rounding out steep pathways has made it easier for people to carry vegetables to market. USAID/Nepal Foreign Service National Anjali Pradhan (second from left) joins IIDS staff (from left) Arjun Prasad Sapkota, Kanta Singh and Shashi Dhar Bhakta Raya to see how village women are improving their communities through the USAID-funded project.

treasury—5 rupees (about 12 cents) for every meeting, and the average balance available for community projects is about 1,400 rupees (\$35). In addition to community projects, the money is used to support individuals with small but critical financial needs. “We provided money for a woman to take her sick child to a doctor. And we’ve enabled poorer members to mark the events that people everywhere commemorate—the ceremony to name a newborn or the rite after death,” says Neupane.

The Institute for Integrated Development Studies provides loans for more costly ventures based on the recommendations of the women in the group. The income generating group members identify the families in most need by dividing households into three economic strata according to their landholdings and sources of income. Loans are made to people in the middle and lower economic brackets.

In Risal Danda, the loans have made a difference in the lives of many and helped women realize their business potential. One woman says she bought a goat with her 500 rupees (\$12) for goat raising. She will repay the loan by selling the first calf from the goat. Another borrowed \$30 to expand her small poultry farming business, and still another invested in mushroom farming and proudly shows off the dark room where hundreds of the brown fungi thrive.

“The amount of loans provided to the group is very small, but

it is an incentive to bring the women together,” says Anjali Pradhan, a USAID/Nepal Foreign Service National who is the project officer.

“What is more important,” she adds, “is that the women are able to organize themselves and carry out various activities, generating a sense of solidarity and enabling them to analyze their social and economic status and work collectively to solve problems. Adult literacy programs have been introduced in all of the six sites this year.

“Through the field motivator, the institute also provides technical assistance by helping the women keep records of their meetings and their businesses,” says Pradhan.

The women also are encouraged to plant more vegetables to improve their family’s nutrition. Not only are they all raising more vegetables than ever before, but they have planted fruit trees with the institute’s help.

Many of the field motivators are the primary health care workers in areas where no health care facilities are available.

Field motivators and supervisors recently attended a three-day training workshop, enabling them to discuss activities and pass on ideas that have worked in various villages. One of their new tasks will be to form user groups to protect the forests and to make people more environmentally conscious. Posters on environmental protection have now been distributed to project sites.

As Asparagus Grows, so Grows Peru's Economy

BY CONNIE GUTIERREZ

USAID provided \$400,000 of seed money in the form of technical assistance between 1984 and 1987 and parlayed it into a \$14.2 million asparagus industry.

This industry now provides employment for more than 6,000 people in the Peruvian coastal valley of Ica.

Ica (the Spanish version of an Incan name meaning "place on top of the water") is located 300 kilometers south of Peru's capital, Lima. The name was used to describe this unique valley surrounded by sand dunes that, at the beginning of the century, had 18 pristine lakes fed by the springs of the Andes.

The combination of different temperatures during the day and proximity to the equator provides the Ica Valley with a distinct microclimate in which a variety of agricultural products can be grown, including asparagus. Fresh asparagus is virtually absent from the U.S. market during the months of December and January, and the Ica Valley's unique climate allows for harvesting during this window of opportunity.

Dick Goldman, director of USAID/Peru's Office of Economic Recovery, describes this program as a perfect example of how USAID assistance can be used most effectively. "It's catalytic, highly leveraged by complementary private sector investment, opens up new areas for development and generates substantial increases in employment and income," he said.

In 1984, USAID provided \$200,000 to pilot a non-traditional export promotion program and another \$193,000 in grant money to the Ica Producers Association (IPA) to begin private agricultural research and technology diffusion. The results of this investment enabled IPA to turn its San

Camilo-Ica research facility into one of the most innovative in Peru.

Today the research station is self-sustaining. Sixty hectares are used to provide sufficient income to pay all operating costs for the 50 workers and research staff. Eight hectares are planted with fruit and crops, 20 are devoted to new varieties of cotton, 20 others are used to develop improved varieties of asparagus and the remainder of the land is devoted to export crops such as beans and broccoli. IPA now represents more than 220 growers who own an estimated 10,000 hectares.

In 1985, Couture Farms in Bakersfield, Calif., which specializes in marketing green asparagus and cantaloupes in the United States and Japan, began growing green asparagus in the Southern Hemisphere. An invitation to visit Peru through USAID's centrally funded Project Sustain brought Steve Couture to Ica where he found ideal business partners. Peruvian and U.S. experts developed experimental plantations and began testing for yield and quality. By 1987, 30 Ica producers signed an agreement with Couture Farms and began cultivating 300 hectares of green asparagus for export.

With technical assistance from USAID, the 30 growers then formed the Association of Producers of Asparagus in Ica (APEI) and signed a three-year exclusive agreement with Couture Farms to market in the United States.

They purchased a \$400,000 processing plant and cooler from J. Milano and Co., in Bakersfield, Calif., as well as four refrigerated tractor trailers to take the packed asparagus to the airport in Lima.

Despite many successes, there were obstacles to overcome, including how to secure air cargo space to ensure that the asparagus would reach the United States within two to three days of harvesting and processing. Failure to resolve transportation problems would mean that the price obtained in the U.S. markets would decrease by at least 40 percent.

With increasing export volume, the problem resolved itself and beginning in 1991, APEI began arranging its own charter flights. The initial 300 hectares planted with green asparagus produced \$2 million worth of foreign exchange earnings. In 1992-93, APEI planted 700 hectares and exported 200,000 boxes earning \$4.7 million. Couture Farms has renewed the commercial agreement twice and will be handling the association's marketing until 1994.

Piero Zanobini, APEI's former president explained the success of their first exports to the U.S. by saying, "It was the

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Workers process asparagus at a factory in Peru's Ica Valley, where USAID-funded technical assistance helped develop a \$14 million asparagus industry.

USAID Helps Girls Stay in School

Malawi Program Fosters Change in National Attitude

BY ANNIE FOSTER

As Malawians went to the polls in June to vote in a national referendum, GABLE was completing the first year of its own kind of national campaign: a campaign for full recognition of the importance of girls education to Malawi's development.

GABLE, USAID/Malawi's Girls' Attainment in Basic Literacy and Education Project, covers the primary school fees for all non-repeating girls and has virtually become a household word in the process.

The headmaster of Koche School in Mangochi said the fee-waiver component of GABLE is changing the way girls and their parents view primary education. Sending daughters to school was often regarded as expensive and wasteful to many parents in his school district, most of whom make a meager living fishing and farming. While educating boys is seen as an investment, poor families often don't see the benefit of schooling for girls, whose labor they depend on at home.

USAID/Malawi and the government of Malawi launched GABLE at a critical time in Malawi's history. Malawi is one of the world's 10 poorest countries, with a gross domestic product per capita of \$175. One out of every six children dies before the age of five. The average Malawian woman bears more than seven children.

Research shows that increasing girls education is key to improving all of these statistics. Beyond significantly improving household incomes, providing women with at least four years of education cuts fertility rates by one-third and reduces infant mortality rates by half.



USAID/Malawi is helping to keep girls in school by funding primary school fees—the main reason most parents give for taking their daughters out of school.

In Malawi, the number of girls finishing primary school is less than half that of boys. "There are basically an equal number of boys and girls entering school," said Karen Hyde of Malawi's Center for Social Research. "Yet by the time you get to [the eighth grade] the girls have almost evaporated into thin air. They just fade away. You have to pay attention to what is pushing the girls out."

In a broad-based approach, GABLE attacks the problem of low female education rates from a variety of angles.

At the household level, parents are assured they will not be required to pay the \$1 or \$2 in annual school fees for each daughter promoted to the next grade. This fee waiver was devised after a study showed that 80 percent of parents cited school fees as the primary reason for taking their daughters out of school. Some 400,000 girls are benefiting this school year.

Inside the classroom, redesigned textbooks depict women on an equal par with men. A lecturer on gender issues has been recruited at Malawi's Institute of Education to work directly with curriculum designers. Portraying women as professionals and as household decision-makers in schoolbooks goes a long way to keeping girls in school, Hyde said.

"People wonder about the benefit of girls education," she said. "Parents say, 'We can see what boys can do. We can see that they can become drivers and policemen and government officials. But we don't see any women shown in these jobs.'" GABLE's curriculum design component is aimed to correct that.

"The new curriculum treats men and women equally—there is no difference between them now," said a third-grade teacher.

Like many of his colleagues, this teacher has been taught by GABLE how to use the new curriculum and employ "gender-sensitive" teaching techniques. For example, teachers are taught the importance of calling on girls as often as they do boys and are discouraged from segregating the girls and boys in class. Perhaps more importantly, teachers learn to address their own personal biases.

"There is a conviction that girls are not as bright as boys," Hyde said, and this bias shows up in teaching techniques. As a result, girls are often not given equal attention and are not encouraged to match the achievement levels of boys. Ignored, bored and frustrated, girls tend to drop out more frequently than boys.

(continued on page 17)

Farmers Reap Benefits Of Improved Seed Yields

BY MILLIE MORTON

When USAID/Uganda initiated the Manpower for Agricultural Development (MFAD) Project in 1983, Uganda's agricultural research stations were in shambles. During years of civil strife, buildings were looted, germ-plasm collections were lost and research plots disappeared into bush and forest. "Everything that could be removed was gone, even plumbing and lighting fixtures," says Al Agard, USAID project officer.

"We had no seed, no hoes, no trainers and no technology," recalls Yuventino Obong, deputy director of the research station at Namulonge.

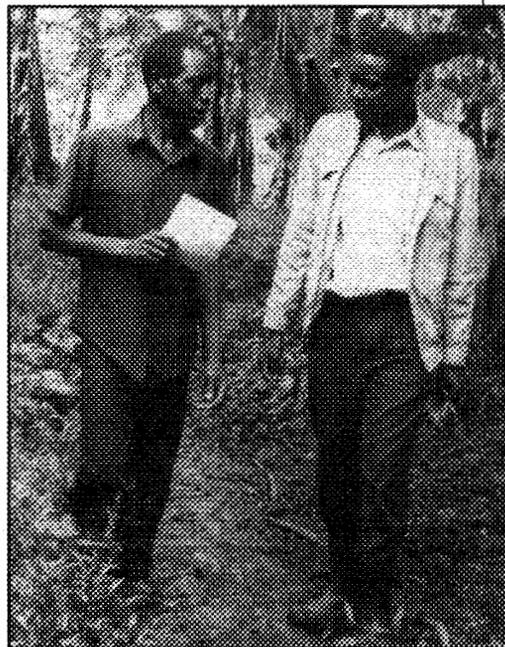
During the past 10 years, MFAD, with Ohio State University as the prime contractor, has helped the government of Uganda to rehabilitate agricultural research facilities and increase small farm food production. "Until the 1970s, Uganda was the breadbasket of Africa," explains Keith Sherper, USAID/Uganda mission director.

"For more than 60 years, it had been self-sufficient in basic foods. Then war and drought wiped out years of achievement. Because 90 percent of the people live in rural areas and rely on agriculture for a living, developing agriculture was essential."

MFAD's rehabilitation activities have restored three research facilities to operating condition, two operated by the Ministry of Agriculture, Animal Industry and Fisheries and one operated by Makerere University. "Things have been back to normal since 1990," explains John Nakibinge, estate manager at the Kawanda Agricultural Research Institute. "We restored the staff houses and research facilities so employees could return to work. We built fences to contain livestock and secure property. MFAD purchased tools and equipment and trained Ugandans to use them. When operations returned to normal, we began focusing on training to ensure that buildings and equipment are maintained after the project ends."

Initially, USAID was the only donor supporting the restoration of Uganda's research facilities. Then other donors made contributions, providing equipment and supporting research. "People work hard now—and are excited about what they are doing," says Obong.

The hard work seems to be paying off. Work on maize began in 1986, with the collection of materials throughout Uganda for evaluation. Taking advantage of the two growing seasons

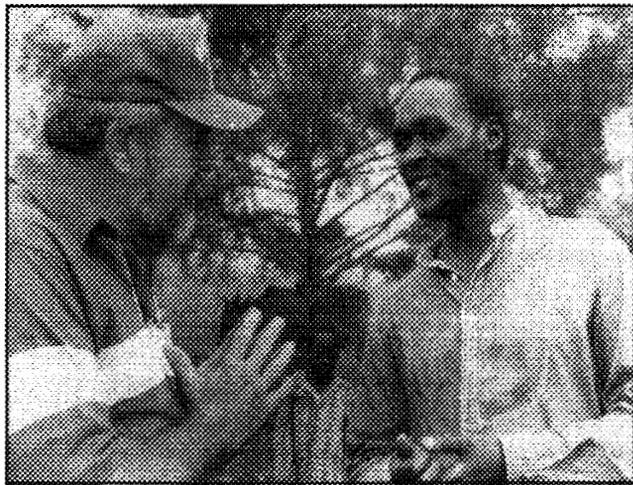


Moses Matuvo (left), a farmer in Luwero district, discusses farming techniques with his extension agent. In his Farm Records book, Matuvo keeps notes on his soybean, cassava and bean crops.

each year, maize breeders worked quickly to identify a new variety that would meet farmers' needs. The new variety, called Longe-1, was released in 1991 and is being multiplied by the Uganda Seed Scheme to ensure that adequate quantities are available for sale to farmers.

A recent survey showed that 60 percent of the farmers in one district were planting Longe-1. "Farmers prefer Longe-1 because it has a good taste and very high yields," reports Charles Nyamutale, an on-farm trial coordinator. Longe-1 is early-maturing and resistant to major diseases. Both characteristics are important. Early maturation enables crops to be harvested when food is scarce. Resistance to maize streak virus ensures that there will be a crop to harvest. (The virus can reduce yields up to 80 percent.) Farmers who use Longe-1 report that their maize yields have doubled. Research confirms that yields can be even higher, with improved cultural practices.

Work on cassava has generated positive results also. "What's happening with cassava is very exciting," says Antony Bua, socioeconomist at Namulonge Research



Frank Calhoun, chief of party for the MFAD Project, talks to David Lule, a farmer who has cooperated in on-farm research.

Station. "Since 1983, we have developed 10 varieties of cassava. One variety, T.S.M. 60142, is outstanding. It's highly resistant to major pests and diseases and has on-farm yields up to three times higher than yields of the local variety." The new variety is being distributed to primary cassava-producing areas of Uganda, where it is consumed fresh, used to make local brew or transformed into flour for making bread.

A new variety of soybean, Nam-1, was released in 1991. Farmers grow soybean as a source of both food and animal feed. In Luwero District, Victoria Bugimbi is proud of her soybean crop. Following the extension agent's direction, she plants in rows and weeds regularly. She roasts some of the beans to make a beverage that her children take to school. And she sells soybean too—for processing into animal and poultry feeds and commercial products that help avert protein malnutrition.

Three new varieties of potato have enabled farmers to abandon local varieties that had poor yields and were susceptible to disease. "I like the new varieties," says Joe



Pracy Kemilembe harvests potatoes near Kabale. She prefers Victoria, one of the new varieties developed under the MFAD project, because it is disease-free and has high yields.

Bikwatsizehi, a farmer in Mbarara district. "They do not get infected with diseases. They are very sweet and good to eat. And people like to buy them."

How do the new varieties reach farmers? "Under the MFAD project, research has facilitated the process of getting new technologies to farmers," explains Frank Calhoun, chief of party for the MFAD Project. "When a promising technology is available, influential farmers in selected districts are invited to participate in on-farm trials. Neighboring farmers observe the results, in passing or during field days that are held periodically. When they see crops with high yields and no disease, they clamor for seeds and information so they can duplicate what they have seen."

The new varieties and new cultural practices are changing agriculture in Uganda. But new varieties are only part of the development process. Through support for training and the reorganization of agricultural research, USAID has promoted conditions that enable Uganda to continue rigorous selection and breeding activities and ensure that priority needs are addressed.

With USAID support, more than 70 Ugandans earned (or will soon receive) advanced degrees in agriculture. About half studied in the United States, and all returned to continue building Uganda's agricultural system. The other half completed degrees at Makerere University. "I'm impressed with the master's students at Makerere," says John Mugerwa, dean of the Faculty of Agriculture. "Strengthening staff here pays off because we can train seven master's candidates at Makerere for the price of one student going to the United States."

MFAD supported short-term training for more than 100 Ugandans who work in agriculture-related fields. The courses were organized by international agricultural research centers, land-grant universities and the U.S. Department of Agriculture. In addition, about 1,500 of the 3,000 employees working in extension participated in local training on leadership, management and program planning.

Through research and training, MFAD has facilitated the development of strong links between the university and the minis-

try and synergy among research, training and extension personnel. "Now, we are working together," says Dean Mugerwa. "Ministry and university personnel conduct joint research on national commodity programs. We are even working together to modify the curriculum and prepare our graduates for new employment opportunities in agribusiness, banking and industry."

The recent creation of a National Agricultural Research Organization provides an organizational structure for continuing the integrated work of various agricultural research units.

With USAID support, Ugandans have established the conditions under which the development and transfer of agricultural technology can flourish. "MFAD has improved morale," says Mugerwa, "and initiated a process that we are committed to continue."

Morton is a consultant in the Africa Bureau.

Asparagus

(from page 12)

first time that Peruvian producers have joined efforts in making a successful partnership work. We put forth our best efforts over a very short period of time to plant the right varieties of asparagus, build and equip the processing plant, learn from our U.S. counterparts how to harvest this highly perishable product and make all the logistical arrangements to transport it—in record time—to the United States."

Beginning in 1988 four more plants were built. These plants process an additional 700 hectares of asparagus and bring in an extra \$6.5 million in revenue. The Ica Valley now grows 1,400 hectares and processes more than half a million boxes of green asparagus. Two other plants located outside the valley, one of them a state-of-the-art, individual quick-frozen plant processing green beans and broccoli florets also produces Ica asparagus and nets an additional \$3 million profit.

Gutierrez works as Business Liaison Officer for USAID/Peru.

WHERE



Moved On

Amin, Sandra, FA/HRDM/PPM
Dean, Robert, Bangladesh
Doty, James Brian, COMP/YOC/COOP
Duerbeck, Warren, NE/EMS
Dugger, Laura, COMP/YOC/COOP
Duncan, Joe, LEG/CL
Felix, Amy Ellen, COMP/YOC/COOP
Harrell, LeVonne, FHA/OFDA/DRD
Helplinstine, Kimberly, FA/HRDM/SCD/CD
Keppler, Christopher, FHA/OFDA/DRD
Knox, Claudia Kravets, REDSO/WCA
Krull, Michael Allen, FHA/PVC
Latta, Kathleen Merron, EUR/PDP/PD
Liner, David, LEG/CL
Marks, Linda, COMP/YOC/COOP
Myers, Linda, Niger
Norris, Jeremiah, EUR/DR/HS
Sunson, Eric Vail, EUR/RME/ER/BLA
Shane, Judi, Botswana
Smith, Marwin Anne, Philippines
Stiegler, Karen, Chad
Stillings, Michael, COMP/YOC/COOP
Vann, Causha, COMP/YOC/COOP
Von Feldt, Jana, COMP/YOC/COOP
Walden, Rowena, COMP/YOC/COOP

Promoted

Barnes, Tommie, IG/I&S/PS, physical security specialist
Blackburn, Bonita, R&D/POP/CPS, program operations specialist
Brown, Patrick Ann, R&D/PO/PR, program operations specialist
Bullock, Patricia, FA/PPE/P, procurement analyst
Burnett, Sonya, FA/AMS, administrative operations assistant (office automation)
Caldwell, Jennifer, FA/HRDM/TSD, office automation clerk
Carroll, Jacob, AFR/EA/U, secretary (office automation)
Corbett, Christina, AFR/MRP/PML, administrative operations assistant (office automation)
Cordaro, Elizabeth, FA/PPE/E, supervisory procurement analyst
Czaplewski, Ellen, EUR/RME/ECA/FYR, interna-

tional cooperation specialist
Drew, Robert Jr., IG/I&S/PS, physical security specialist
Dworkin, Dorothea, R&D/MGT, secretary (office automation)
Gagne, Gerard, FA/AS/ISS/PG, visual information specialist
Garris, Demaris Anita, POL/CDIE/E/SS, secretary (office automation)
Hall, Susan, GC/ICE, program analyst
Hoggard, Christopher, AFR/MRP/PML, information analyst
Johnson, Gwendolyn, R&D/UC, secretary (office automation)
Kelly, James, FA/PPE/P, procurement analyst
Koek, Irene, R&D/POP/OPS, social science analyst
Lark, Evelyn, FA/HRDM/SCD, file clerk (typist)
Lee, Jeanette, PRE/DP, program operations assistant (office automation)
Lee, Suk Han, EUR/RME/ECA/NT, international cooperation specialist
Mathis, Felicia, ASIA/EA, secretary (office automation)
McCray, Deborah, FA/HRDM/OD, administrative operations assistant (office automation)
Newton, Mary, FHA/PVC/IPS, registration analyst
North, Jeanne, R&D/EID/RAD, social science analyst
O'Hara, Kathleen, FA/PPE/P, supervisory procurement analyst
Perry, Jeremiah Joseph Jr., FA/AS/ISS/RM, management analyst
Pridgen, Marcus Edward, R&D/POP/FPS, program operations specialist
Rader, Owen Patrick, EUR/RME/PD/PDA, program analyst
Saille, Rodney, EUR/RME/ER/PF, secretary (office automation)
Satterfield, Troy Dewaine, COMP/YOC/COOP, student/trainee accountant
Saunders, Palma, FA/HRDM/SCD/CD, office automation assistant
Smith, Catherine Allen, FA/AS/OD, support services supervisory
Terry, Simone, FA/B/PB/RPA, secretary (office automation)
Toomer, Joyce Renee, NIS/TF/FA, administrative operations assistant (office automation)
Venable-Burton, Marian, ASIA/FPM, secretary (office automation)
Watson, Latia, COMP/YOC/COOP, student trainee typist
Williams, Tiffany, COMP/YOC/COOP, student trainee accountant
Wilson, Nakia, COMP/YOC/COOP, student trainee clerk
Wright, Jerome, COMP/YOC/COOP, student trainee typist

Reassigned

Adams, Michelle Christine, FA/IRM/CLS, comput-

er specialist, to program analyst, AFR/DP/PSE
Alexander, Susan Lynne, Chad, IDI (project development), to COMP/NE/OJT
Angeles, Hawthorne Aida, ROCAP, supervisory financial management officer, to financial management officer financial analyst, Hungary
Becker, Carol, Sudan, special projects officer, to health/population development officer, ASIA/DR/TR
Braden, Robert, COMP/FS/REASSGN, engineering officer, to supervisory engineering officer, REDSO/ESA/ENGR
Bruce, Kendra, ASIA/FPM, office automation assistant, to budget analyst
Cohn, Rebecca, RDO/C/HP&E, supervisory general development officer, to RDO/C/GD
Cole, Andrew Wesley, IG/COMPLT, inspector, to RIG/I&A/Dakar
Cox, Timothy, IG/A/PSA, supervisory auditor, to RIG/A/Cairo
Custer, Gerard, RIG/A/Nairobi, auditor, to IG/A/PSA
Dinsdale, Dona, FA/HRDM/SCD, secretary (office automation), to FA/HRDM/PPM
Doe, Brenda, Bangladesh, population development officer, to health development officer, El Salvador
Doyle, Mai Liis, FA/IRM/PMA, computer specialist, to program analyst
Edmond-Fennell, Sherrí, FA/HRDM/SCD/SB, staff assistant (typist), to personnel staffing specialist
Esch, C. David, Pakistan, human resources development officer, to program officer, ASIA/SA/P
Fort, Vernita, RDO/C/ECON, program economics officer, to RDO/C/PD
Fraenkel, Richard, NIS/TF/FA/CA, program officer, to supervisory program officer, Chad
Fullmer, Jennifer, FA/OP/CC/P, contract specialist, to international cooperation specialist, EUR/RME/ECA/BAL
Garms, David, Sri Lanka, supervisory program officer, to Food for Peace officer, FAO/AFF/Rome
Gilson, Robert, Senegal, program officer, to Madagascar
Hansen, Kathleen, COMP/LWOP, legal officer, to GC/LAC
Horne, Carolyn Linda, POL/SP, secretary (office automation), to NIS/TF/PSI
Hubbart, Reuben Jr., RIG/A/Cairo, supervisory auditor, to IG/A/PSA
Huden, Gudrun, FHA/OFDA/PMP, disaster operations specialist, to environmental protection specialist, R&D/ENR
Hummon, John, COMP/FS/REASSGN, foreign affairs officer, to FA/HRDM/WPRS
Imhoff, Gary, Philippines, supervisory project development officer, to Haiti
Kerst, Erna, Penn, supervisory project development officer, to housing/urban development officer, RHUDO/NE
Knepp, Paul, R&D/OII/PETA, program analyst, to program analyst officer, AFR/ONI/TPPI
Krell, Barbara, FA/FM/A/PA, supervisory financial management officer (financial analyst), to supervisory financial management officer, COMP/FS/IT

Malawi

(from page 13)

But before any of these activities were launched, the government of Malawi had to show its commitment to making long-lasting improvements in education.

The USAID Program Grant Agreement required the government of Malawi to increase its allocation for education to 15 percent of its total budget. During the first two years of GABLE, the percentage of the education budget targeting primary education increased from 42 percent to 57 percent.

Additionally, the government agreed to address the poor quality of Malawi's educational system and the country's dire lack of schools and teachers. Under the

five-year project, the government is building 332 additional classrooms and recruiting more teachers. To address the critical shortage of textbooks and other school supplies, the government is buying more supplies and improving distribution.

These desperately needed measures will benefit both boys and girls. But girls may reap the greater reward.

"Girls are penalized more than boys if schools are of poor quality simply because most girls don't progress past the first four years of primary school," said Joan Larcom, USAID/Malawi's education officer. "This is all they've got to depend on for their entire lives."

Although it is still too early to obtain concrete results of the GABLE project, preliminary findings indicate that more girls are enrolled in school this year and

that there is a decline in the number of girls dropping out.

Initial signs also point to a basic and sustainable change in the national attitude toward girls education. Sitting in a dusty principal's office in a rural school, a group of mostly male teachers proudly describes the achievements of the school's girl students. The teachers are now as comfortable with terms like "gender-sensitive teaching techniques" as they are with other concepts of teaching.

"At first, within the Ministry of Education, there were a few giggles about the project's focus on girls," Larcom said. "But now people are really committed and can articulate the goals of the program."

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

Livesay, Laura Weathers, FA/IRM/TCO, telecommunications specialist, to computer systems analyst, FA/IRM/CLS
Machmer, Frederick Jr., COMP/FS/REASSGN, foreign affairs officer, to supervisory regional development officer, NE/ME
Mahoney, Roberta, Malawi, supervisory program officer, to COMP/FS/REASSGN
Marwitz, Harald, RDO/C/PROG, program officer, to RDO/C/PD
Mason, Garnet Lenora, LAC/CEN, administrative operations assistant to secretary (office automation), ASIA/SA
Maxwell, Carl, Egypt, agricultural development officer, to special projects officer, Sudan
McKinney, William, NE/DP, program officer, to USAID representative, Yemen
McPhie, Emily Baldwin, RDO/C/PROG, program officer, to RDO/C/PD
Merrill, Henry, FA/HRDM/WPRS, supervisory program officer, to PRE/DP
Merritt, Charles Gary, AFR/CCWA/NL, program officer, to COMP/FS/SLT
Morris, Thomas, R&D/POP/FP, social science analyst, to international economist
Morse, Wendell Jr., COMP/FS/REASSGN, agricultural economics officer, to development training officer, FA/HRDM/TSD/PST
Newman, Nancy Jo, EUR/RME/ECA/ST, program officer, to project development officer, EUR/RME/PD/PDB
Nicholson, Norman, OPS/PRC, program analyst, to international economist, POL/IDP
Noren, Craig, R&D/PO/AE, project development officer, to AFR/ARTS/EA
Pastic, Joseph, NE/DR/EPS, engineering officer, to supervisory project development officer, EUR/RME/PD/PDB

Peevey, John, COMP/FS/SLT, executive officer, to supervisory executive officer, Bolivia
Rahmaan, Carl Shakir, Niger, supervisory health development officer, to health development officer, Egypt
Reddy, Ray, RDO/C/D, executive officer, to COMP/FS/SLT
Smith, Donald Lee, RDO/C/AGR, supervisory trade development officer, to RDO/C/TTD
Stein, Monica, Philippines, financial management officer financial analyst, to controller, Burundi
Sterne, Marx, NE/ME, international cooperation specialist, to budget analyst, AFR/DP/PAB
Stilwell, Sharon, IG/A&S/PS, secretary, to administrative operations assistant, NIS/TF/EHA
Szadek, Stephen, Jamaica, supervisory agricultural development officer, to agricultural development officer, EUR/DR/FS
Thompson, Graham, FA/HRDM/SCD/CD, supervisory project development officer, to supervisory regional development officer, EUR/RME/ECA
Travett, Evette, R&D/UC/PDM, office/automation assistant, to AFR/CCWA/MS
Zelaya, Rafael, Lesotho, controller, to supervisory financial management officer, ROCAP

Retired

Allen, Fred, FA/AS/ISS, management analyst, 33 years
Collins, Constance, AFR/ONI/TPPI, health population development officer, 26 years
Redman, Gary, NE/DR/MENA, supervisory project development officer, 22 years

Years of service are USAID only.

Obituaries

Richard Henry, 68, died of pulmonary fibrosis in Falls Church, Va., on July 9. Henry, a Foreign Service retiree, served in Korea, Liberia, Vietnam, Brazil and Kenya as a controller for the agency until his retirement in 1981.

Alan Jacobs, 81, died of heart failure on July 9 at Georgetown University Hospital. Jacobs served as director of the agency's Energy Office at the time of his retirement in 1986.

Joseph Loudis, 72, died of cancer on May 19 at New England Deaconess Hospital in Boston. Loudis served as chief of the family planning services division in the Office of Population at the time of his retirement in 1986.

Robert Mills, 66, died of respiratory arrest on May 31 at Arlington Hospital. Mills, a Foreign Service officer, served the agency for 24 years as an economist and program officer before his retirement in 1985.

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