



U.S. Agency for International Development—USAID

Abstracts

Technical Information from the Africa Bureau's
Office of Sustainable Development—AFR/SD

Winter 2002

Most of these documents can be downloaded in full-text free of charge at www.dec.org/title_search.cfm. Search for the desired document ID number (DOCID), for example, PN-ACM-505, in the fielded search option.

Health

Youth in Sub-Saharan Africa: A Chartbook on Sexual Experience and Reproductive Health

Carr, Dana, Ann Way, et al. Population Reference Bureau, Inc., Opinion Research Corp. Macro International Inc., USAID/G/PHN/POP, USAID/AFR/SD, Washington, DC. April 2001. 48 p. \$6.24 paper
PN-ACM-505

This study examines factors that are important to a healthy transition to adulthood for teenagers, primarily those aged 15-19, in Côte d'Ivoire, Ghana, Kenya, Madagascar, Mali, Mozambique, Senegal, Tanzania, Uganda, Zambia, and Zimbabwe.

The study presents several key findings. In nine countries, at least one-third of young women married before age 18, and at least half had sex before age 18. In countries with data available for single teenagers, 13 to 38 percent of young women and 8 to 39 percent of young men either received or gave gifts or money in exchange for sex during a recent period. In such situations, adolescents may be unable to negotiate condom use or the fidelity of their partners, leaving

them at greater risk of sexually transmitted infections and unintended pregnancy.

In most of the countries studied, over 50 percent of adolescents believe that they have little or no risk of getting AIDS. Young men are more likely to report condom use than young women. HIV infection levels are often higher among teenage women than among teenage men, in part because their partners are likely to be older, more sexually experienced men rather than men their own age.

In eight countries, teenage birth rates show some sign of decline, but rates of unintended pregnancies among teenagers remain high at more than 20 percent. In seven countries, less than 5 percent of married adolescent women report use of modern contraception. However, single, sexually active adolescents are often more likely to rely on contraception, with use among women ranging from 5 percent in Mozambique to 23 percent in Ghana. In eight countries, at least 10 percent of 16-year-olds have started child-bearing. Although many adolescent mothers received prenatal care for recent births, access to professional delivery care remains limited. In 10 countries, less than 55 percent of young women reported receiving such care. Includes policy recommendations.

Women's NGO Networks in Nigeria: Providing Reproductive Health Information and Services— Promoting Reproductive Rights

NGO Networks for Health, USAID/G/PHN, USAID/AFR/SD, Washington, DC; USAID/Nigeria.

June 2001. 46 p. \$5.98 paper

PN-ACL-863

This study documents the activities and effectiveness of 51 networks of women's nongovernmental organizations (NGOs) delivering reproductive health (RH) information and promoting women's reproductive rights in Nigeria. These women's networks partici-

In this issue...

Cross-Sectoral Links	3
Economic Growth	4
Environment	6

pate in a wide range of RH activities, including the provision of family planning services and products, individual counseling, and community education on RH issues such as HIV/AIDS and harmful traditional practices, and provide a trusted source of RH information and services. They also work with traditional and religious leaders, link their efforts with those in other sectors to increase effectiveness and legitimacy, help institutionalize democratic practices and values among their members and beneficiaries, and contribute to the foundation of civil society. Key challenges for the future are to improve managerial and administrative capacity, improve technical capacity to deliver RH information and services, diversify funding sources, advocate for government recognition of women's NGO networks' contributions and legitimacy as full partners in development, and strengthen internal democratic governance.

Numerous lessons learned are detailed in the study. The most effective and sustainable women's networks were created by NGOs and community-based organizations to address specific, identified problems and functioned informally before formalizing their operations. Integrating RH activities into programs implemented by women's networks is an effective strategy to increase women's access to RH information and services. Shifting funds away from the NGO sector to the Nigerian government will have devastating effects on civil society and the RH sector. Funding of women's networks is most effective after local stakeholders have established ownership of the network and requested support for specific programmatic and institutional needs. Training and technical assistance seldom strengthen the effectiveness and sustainability of women's NGO networks because the networks lack the resources needed to apply newly acquired knowledge and skills. A network's structure is a major factor in the sustainability of the RH services it provides as well as the support it is likely to receive from beneficiaries. And literacy is a critical component of a holistic strategy for promoting women's social, economic, and political empowerment and welfare. Includes recommendations.

Prevention of Mother-to-Child Transmission (MTCT) of HIV in Africa: Practical Guidance for Programs

Preble, Elizabeth A. and Ellen G. Piwoz, Academy for Educational Development, Inc., USAID/AFR/SD, Washington, DC. June 2001. 53 p. \$6.89 paper
PN-ACM-052

This paper summarizes current knowledge about mother-to-child transmission (MTCT) of HIV/AIDS and provides program and policy guidance on selecting and implementing MTCT prevention interventions in Africa. The bulk of the paper describes the core interventions to combat MTCT that are now available through existing programs such as comprehensive maternal child health services; voluntary, confidential counseling and testing services; counseling and support for safe infant feeding practices; and short-course antiretroviral therapy for HIV-infected pregnant women. These and other core interventions, which vary in cost, potential impact, and ease of delivery, are most effective when delivered in combination; no single intervention is 100 percent effective. Further, MTCT prevention is most effective when undertaken as part of a continuum of HIV/AIDS interventions that range from primary prevention to care and support for people living with HIV and AIDS. Specific issues and activities that link the health and well-being of women to MTCT are described in the paper.

All MTCT prevention packages require policy analysis, consideration of ethical issues, training and supervision, logistics support, behavior change communication, social mobilization, community participation, operations research, and monitoring and evaluation. Because of these demands, interventions may need to be phased in over time. Actions recommended to meet the challenge of slowing the alarming increase in pediatric AIDS in Africa are detailed. Includes references, statistics on the effect of AIDS on infant and child mortality in sub-Saharan Africa, and a technical review of anti-retroviral drugs for MTCT prevention.

Cross-Sectoral Links

Forgotten Children: The Legacy of Poverty and AIDS in Africa

Strickland, Brad and Donna Woolf. American Institutes for Research, Ambush Productions, USAID/AFR/SD, Washington, DC. 2001. 13 minute video. **PN-ACM-957**

Over one million Zambian children have lost one or both parents, mostly to AIDS. Most of these children still live within their extended families and communities. Yet the scale of the AIDS pandemic—an estimated 20 percent of the adult population has the HIV virus—has placed an enormous strain on Zambia's traditional safety net. More and more orphaned children lack the basics such as food, shelter, and protection. Increasingly, these young people join other runaways to make up Zambia's mushrooming population of street children.

This video chronicles a day in the lives of several children surviving on the streets of Lusaka, Zambia's capital. Shot from the boys's point of view, the film highlights the boys' natural dignity and resourcefulness. Their stories of dead parents and grandparents, abusive relatives, and the difficulties of survival are told without self-pity.

The video's purpose is to give information that will raise awareness and mobilize resources to confront this crisis. The problems of street children create a staggering burden on families and communities. As the video shows, soup kitchens and other charitable handouts can help keep the street kids alive. But the real key to helping these children is to keep them from moving to the street in the first place—by helping them to find protection and care within their own communities.



HIV/AIDS in the Commonwealth Capacity Building Programmes—Facing the Reality of HIV/AIDS: Training, Managing and Motivating in Circumstance of High HIV/AIDS Prevalence

Hoover, Deborah A. and Malcolm F. McPherson. John F. Kennedy School of Government, Harvard University, Boston; BHM International, Inc., Associates for International Resources and Development, USAID/AFR/SD, Washington, DC. EAGER/African Economic Policy Discussion Paper No. 61. August 2001. 19 p. \$3.00 paper **PN-ACM-681**

This article discusses the changing strategies used in a capacity-building project in the Zambian Ministry of Finance (MOF) at a time of high HIV prevalence. Absenteeism, morbidity, opportunism, and death took their toll on MOF operations, already overloaded as the chief architect of Zambia's economic reform program. Existing literature provided little guidance in addressing these problems.

Widespread denial allowed the epidemic and its attendant problems to intensify. Governments and business associations hesitated to admit HIV/AIDS was a problem because of its potentially adverse effects on tourism and foreign investment, and because of racial and ethnic sensitivities.

In response, the project scaled back long-term training abroad and contracted local training organizations to design a series of short-term courses relevant to broad categories of workers such as entry-level auditors, registry clerks, and senior accountants. These courses proved useful and also boosted morale.

The project taught a number of lessons. First, capacity-building activities need to be flexible. Once it was realized that the problems facing the MOF were not those originally anticipated, the training effort was refocused. Second, using local training institutes has advantages of custom designing local courses and providing the necessary follow-up. Moreover, supporting their operations helps create the capacity needed to continue efforts once donor-funded projects end. Finally, there is much more to be learned about training, managing, and motivating staff when HIV/AIDS is at epidemic proportions.

How Can Health Serve as a Bridge for Peace?

Rodriguez-Garcia, Rosalia, James Macinko, et al. Payson Center for International Development and Technology, Tulane University, New Orleans; George Washington University Medical Center, USAID/AFR/SD, Washington, DC. Linking Complex Emergency Response and Transition Initiative (CERTI) Crisis and Transition Tool Kit. February 2001. 96 p. \$12.48 paper

PN-ACM-035

Health as a Bridge for Peace (HBP) is a strategy, conceived by the World Health Organization (WHO) and originally undertaken in Central America in the 1980s, consciously designed to both improve public health and promote peace and reconciliation. The present report, based in part on case studies of HBP interventions in El Salvador, Angola, Croatia, Haiti, and Bosnia-Herzegovina, examines the concept and practice of HBP and how it is translated into an approach to providing health inputs before, during, or after crises.

Experiences to date have included both successful and unsuccessful HBP operations. Research on HBP suggests that the presence of certain critical elements in any given conflict situation may increase the chances of a successful HBP operation. These elements include political will of national governments; support and facilitation of an international health organization, such as WHO; investment of financial, material, and human resources; the training of health personnel in skills such as conflict analysis, negotiation, and diplomacy; and the tailoring of HBP activities to the specific contextual situation. Includes recommendations for future HBP work in sub-Saharan Africa under the Africa Bureau's Complex Emergency Response and Transition Initiative.



Economic Growth

Perceptions of Business and Governance in Africa: A Survey of Eight Countries

Goldsmith, Arthur A. John F. Kennedy School of Government, Harvard University, Boston; Associates for International Resources and Development, USAID/AFR/SD, Washington, DC. EAGER/African Economic Policy Discussion Paper No. 82. September 2001. 53 p. \$3.00 paper

PN-ACM-787

This study reviews results of a 1999-2000 survey of 800 business leaders and civil servants in Ghana, Kenya, Madagascar, Malawi, Senegal, Tanzania, Uganda, and Zambia on the perceptions of governance. Most business leaders still see major problems with governance. Despite a decade of reform, they find government officials lacking the will or capability to provide a legal, regulatory, and political environment in which private enterprise can flourish. The perception, however, is that conditions have improved somewhat in the past several years.

A second key finding concerns business associations, which were set up to provide advocacy and informational functions. There had been debate whether the business groups would represent all their members' interests or become captive to the state or larger members. But they seem to work reasonably well, especially where these groups are seen as less dependent on government, and are likely to be building blocks for future progress in governance.

A third finding points to a modest perception gap between the private and public sectors. Government officials generally believe they are doing a better job than business managers give them credit for. This perception gap points to a fourth key finding: the risk of unmet expectations. Most survey respondents expect governance conditions to improve over the next few years. It will be difficult to meet these higher expectations simply by continuing the modest governance reforms of recent years. Yet not meeting expectations is likely to dampen economic confidence and make lobbying for additional market liberalization seem pointless.

Kinks in the Links: Financial Intermediation for Africa's Poor

Rosengard, Jay K. John F. Kennedy School of Government, Harvard University, Boston; BHM International, Inc., Associates for International Resources and Development, USAID/AFR/SD, Washington, DC. EAGER/African Economic Policy Discussion Paper No. 84. August 2001. 25 p. \$3.00 paper

PN-ACM-657

This report summarizes three policy research field studies on financial intermediation for Africa's poor: a state-of-the-art survey of financial intermediation, a South African case study, and a Senegalese case study. It also explores the policy implications of the findings of these studies. The report concludes that it is necessary to build on existing foundations and enhance the quality and quantity of financial intermediation for sub-Saharan Africa's poor. There is considerable scope for providing the poor with more and better choices, and for enabling them to benefit from healthy competition for their business. This can best be achieved by helping semi-formal microfinance organizations scale up and graduate to the status of regulated financial institutions, and commercial banks scale down to include microfinance in their portfolio of products and delivery systems.

Microfinance Development in Kenya: Transforming K-Rep's Microenterprise Credit Program into a Commercial Bank

Rosengard, Jay K., Ashok S. Rai, et al. John F. Kennedy School of Government, Harvard University, Boston; BHM International, Inc., Associates for International Resources and Development, USAID/AFR/SD, Washington, DC. EAGER/African Economic Policy Discussion Paper No. 70. June 2001. 50 p. \$6.50 paper

PN-ACL-492

The Kenya Rural Enterprise Programme (K-Rep), one of the most innovative and successful microfinance schemes in Africa, is in the process of reorganizing into two complementary institutions: a commercial bank (K-Rep Bank) and a nonprofit research, development, and advisory organization (K-Rep Holdings). This study discusses key issues involved in this reorganization.

The creation of K-Rep Bank raises a host of strategic, operational, and regulatory issues related to its new role in microfinance. How might K-Rep Bank's need to be commercially viable and self-sustaining affect its current microbanking mission and market niche? What are the potential complementarities and contradictions in the missions of K-Rep Bank and K-Rep Holdings? How will K-Rep Bank mobilize voluntary savings? How can K-Rep Bank improve efficiency while maintaining the quality of its lending operations? Are the Central Bank of Kenya's commercial banking statutory requirements and prudential norms and regulations appropriate for microfinance banks? The report analyzes these issues in light of the experience of microfinance institutions in other countries and K-Rep's research and strategic planning efforts to date and provides specific recommendations.

Sustaining Trade and Exchange Rate Reform in Africa: Lessons for Macroeconomic Management

McPherson, Malcolm F. John F. Kennedy School of Government, Harvard University, Boston; BHM International, Inc., Associates for International Resources and Development, USAID/AFR/SD, Washington, DC. EAGER/African Economic Policy Discussion Paper No. 66. May 2001. 82 p. \$3.00 paper. Related document: PN-ACJ-134

PN-ACL-899

This paper expands on ideas from a previous document of the same name, PN-ACJ-134. It examines why trade and exchange rate reforms undertaken by governments are reversed, as well as the implications of these reversals for macroeconomic management. It analyzes the mechanisms through which the reversals occur and the steps that might be taken to ensure that policy reforms, once taken, do not unravel.

Mechanisms for sustaining economic reform typically involve a combination of enhancing the rewards of constructive changes and increasing the penalties for delay. Over the last two decades, the judgement of economic performance has been assumed by donor agencies, who have sought to reward good performance by providing additional foreign aid and to ensure compliance by attaching conditions to that aid.

The performance of African countries casts doubt on the wisdom of this approach. Billions of dollars of

foreign assistance and literally thousands of conditions have not produced sustained economic reform. Moreover, they have not left African countries better placed to move forward. This study maintains that the focus must shift from rewards and conditions to economic performance based on government self-restraint. Furthermore, a key feature of self-restraint for any government is that policy reforms, once implemented, are not reversed. Annexes on conditionality in Ethiopia, pressures on the real exchange rate in the franc zone, and the sequencing of economic reform elaborate on points made in the text.

Financial Reform as a Component of a Growth-Oriented Strategy in Africa

Duesenberry, James S. and Malcolm F. McPherson. John F. Kennedy School of Government, Harvard University, Boston; USAID/AFR/SD, Washington, DC. EAGER/African Economic Policy Discussion Paper No. 42. March 2001. 54 p. \$3.00 paper
PN-ACK-927

This report examines key elements involved in using financial reform to foster sustained economic growth. The report first discusses the context within which financial reform in Africa is being undertaken, then the issues involved in promoting financial reform, including financial rehabilitation, financial markets, and financial competition and supervision. Next, two special considerations that relate to the success of financial reform are addressed: capital flows and currency substitution; and deposit insurance and failure resolution.

The report concludes that the process of restoring confidence in the financial system and in the central bank's capacity to undertake constructive monetary policy will be involved and time-consuming. The aim of such an effort should be to eliminate the distortions in the financial system, rehabilitate the insolvent institutions, and develop procedures to prevent the situation from recurring. Setbacks will occur. The donor community should be ready to help make a positive contribution through technical assistance and, if needed, financial resources. The annex discusses monetary programming and reserve management, since the promotion of financial reform requires action by the central bank (or monetary authorities) as a necessary context.

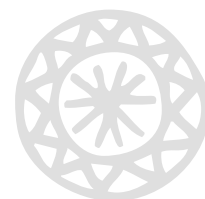
Environment

Beyond Boundaries: Transboundary Natural Resource Management in Sub-Saharan Africa

van der Linde, Harry, Judy Oglethorpe, et al. World Wildlife Fund-U.S., The Nature Conservancy, World Resources Institute, USAID/G/ENV/ENR, Washington, DC. 2001. 181 p. \$24.44 paper
PN-ACM-983

Transboundary natural resource management (TBNRM) may be defined as any process of collaboration across boundaries that increases the effectiveness of attaining natural resource management or biodiversity conservation goals. This publication presents a framework for TBNRM, including general concepts, the transboundary process, and lessons learned, based on a review and analysis of TBNRM experiences to date in sub-Saharan Africa.

The document outlines the key elements of TBNRM, covering stakeholders and their interests, the different roles people play in the TBNRM process, levels in the TBNRM process (both within and across countries), the need for and types of agreements in TBNRM, organizational and individual capacity and communication needs, and constraints and enabling conditions. It then describes the process of scoping and analysis to help assess whether or not it makes sense to apply this approach in a particular situation. This process also helps to distinguish objectives that can be achieved effectively by working collaboratively across borders and those for which internal actions alone would suffice. The report covers the need for developing a joint vision, and the planning and design of the initiative. The section on monitoring, evaluation, and adaptive management is relevant for people already working in TBNRM. Finally, the last chapter outlines major findings and conclusions from the project, and reviews gaps and future needs.





A Vested Interest: BSP Experiences with Developing and Managing Grant Portfolios

Christen, Catherine A. and Jonnell Allen. World Wildlife Fund-U.S., The Nature Conservancy, World Resources Institute, USAID/G/ENV/ENR, Washington, DC. 2001. 63 p. \$8.19 paper

PN-ACM-979

The Biodiversity Support Program (BSP) is a USAID-support consortium of the World Wildlife Fund-U.S., The Nature Conservancy, and World Resources Institute. This report documents lessons learned in grant management in five varied BSP grant-giving programs. It discusses general lessons learned regarding effective conservation grant management such as the need for clear selection criteria, communication, site visits, mentoring, and networking, and also outlines several specific lessons. For example, it is important to seek appropriate grantees by becoming familiar with local conditions where the grant program is to take place, using nontraditional media outlets and outreach methods to connect with potential grantees, and taking risks on nascent NGOs and early-career researchers.

Proposal and concept paper preparation is vital. BSP found that it works well to encourage short concept papers before or instead of full-length proposals, and provide guidance in thinking through linkages between objectives, outcomes, and methods.

With regard to grantee capacity strengthening and grantee/grantor interchange, BSP learned to establish a field presence to the extent feasible, be flexible with timelines, promote partnerships between grantor and grantees, provide training and workshops based on grantee needs, and facilitate the involvement of national and international grantees with local participants. During grantee networking and presentation of results, the report recommends creation of grantee networks within the program portfolio, facilitation of grantee opportunities to disseminate results, communications training for grantees, and recruitment of volunteer mentors to provide technical assistance. Finally, for the monitoring and evaluation process, BSP recommends introducing monitoring and evaluation into the project planning process; providing guidelines, assistance, and rationale for baseline data collection; and facilitating grantee selection of simple, measurable, and useful indicators.

Adaptive Management: A Tool for Conservation Practitioners

Salafsky, Nick, Richard Margoluis, and Kent Redford. World Wildlife Fund-U.S., The Nature Conservancy, World Resources Institute, USAID/G/ENV/ENR, Washington, DC. 2001. 100 p.

\$13.26 paper

PN-ACM-980

Adaptive management is a style of project management that integrates design, management, and monitoring to systematically test assumptions in order to adapt and learn. This guide describes and analyzes the use of adaptive management in biodiversity conservation projects. An initial section outlines the conditions that warrant the use of adaptive management such as the complex and constantly changing systems in which conservation projects take place, the cleverness of businesses in circumventing conservation laws and restrictions, the need to take quick action, and the difficulty of obtaining complete information, along with the possibility of learning and improving.

The guide reviews the sources of the adaptive management approach and describes current conservation projects in Zambia, British Columbia, and Papua New Guinea that employ it. The next section discusses the seven steps of the adaptive management cycle: 1) establish a clear and common purpose; 2) design an explicit model of the project; 3) develop a management plan that maximizes results and learning; 4) develop a monitoring plan to test assumptions; 5) implement management and monitoring plans; 6) analyze data and communicate results; and 7) adapt and learn. Finally, the guide outlines principles behind the process of adaptive management.

Is Our Project Succeeding?: A Guide to Threat Reduction Assessment for Conservation

Margoluis, Richard and Nick Salafsky. World Wildlife Fund-U.S., The Nature Conservancy, World Resources Institute, USAID/G/ENV/ENR, Washington, DC. 2001. 55 p. \$7.15 paper

PN-ACM-978

Threat Reduction Assessment (TRA) is a practical, low-cost alternative to more cost- and time-intensive approaches for measuring the impact of environmental conservation projects. TRA is based on easily

collected, readily interpreted data. It is sensitive to changes, allows comparisons of performance among projects at different sites, and can be used either as a completely independent measurement of project success or as a complement to other methods.

The core section of the document presents the 10 steps involved in developing the TRA Index, which provides summary indicators of the degree to which a project has succeeded in reducing the threats to conservation at a particular site, using an example in Papua New Guinea. The 10 steps are: 1) define the project area in space and time; 2) develop a list of all direct threats; 3) define the threats and what 100 percent reduction means for each; 4) rank each threat for the area; 5) rank each threat for intensity; 6) rank each threat for urgency; 7) add up the ranking scores; 8) determine the degree to which each threat has been reduced; 9) calculate raw scores; and 10) calculate the TRA Index. A shorter example of the use of the TRA Index in Lore Lindu National Park in Sulawesi, Indonesia, is also provided. The advantages of the TRA over the traditional biological indicator approach are discussed in the conclusion. Includes a TRA worksheet, references, and an e-mail address for providing feedback.

SD Abstracts is a technical bulletin from the Office of Sustainable Development (SD) of USAID's Africa Bureau. This bulletin is designed to share with a wide audience the results of the analytic work of SD resident staff, project field advisors, collaborators, and contractors.

SD Abstracts is published by the Africa Bureau Information Center (ABIC). ABIC is operated by the Academy for Educational Development, Inc. under contract to USAID, and is part of the Development Information Services project of USAID's Center for Development Information and Evaluation.

Editors: Christine Chumbler
Patricia Mantey



To receive *SD Abstracts* contact:
Africa Bureau Information Center
1331 Pennsylvania Avenue, NW, Suite 1425
Washington, DC 20004-1703 U.S.A.
Tel: 202-661-5827
Fax: 202-661-5890
E-mail: abic@dis.cdie.org
www.usaid.gov/regions/afr/abic/

To order documents from *SD Abstracts*:
Use the order form included. Prices are included for non-USAID readers.



Abstracts

Order Form

Name _____

Address _____

Country _____

Postal Code _____

Document Title _____

Document ID **PN-** _____-_____

Document Title _____

Document ID **PN-** _____-_____

Document Title _____

Document ID **PN-** _____-_____

Document Title _____

Document ID **PN-** _____-_____

Document Title _____

Document ID **PN-** _____-_____

Mail orders to: USAID/DEC, 1611 North Kent Street, Suite 200, Arlington, VA 22209-2111
 Fax orders to: 703-351-4039
 Email orders to: docorder@dec.cdie.org

Winter 2002

TO ORDER DOCUMENTS:

1. Send orders to **USAID/DEC/DDU, 1611 North Kent Street, Suite 200, Arlington VA, 22209-2111, USA**. Non-USAID readers may have to order some publications directly from the publisher. In these cases, the publisher's contact information is provided at the end of the abstract.
2. Include the **document identification number** when placing an order. This number is found at the top of each abstract. **Example: PN-AAJ-875**.
3. USAID readers should indicate whether they would like an **electronic version** of the document, if available.
4. Note the following categories of customers:
 - **USAID employees, USAID contractors overseas, and USAID-sponsored organizations overseas** are **USAID readers**, and may order documents from SD Abstracts at no charge.
 - **Universities, research centers, government offices, and other institutions located in developing countries** may order up to five titles per issue at no charge.
 - **All other institutions and individuals, including local USAID contractors**, may purchase documents at the prices given. **Do not send payment** with your order. Applicable, reproduction and postage costs will be billed.

FOLD

**USAID/DEC/DDU
1611 NORTH KENT STREET, SUITE 200
ARLINGTON, VA 22209-2111**



FOLD