

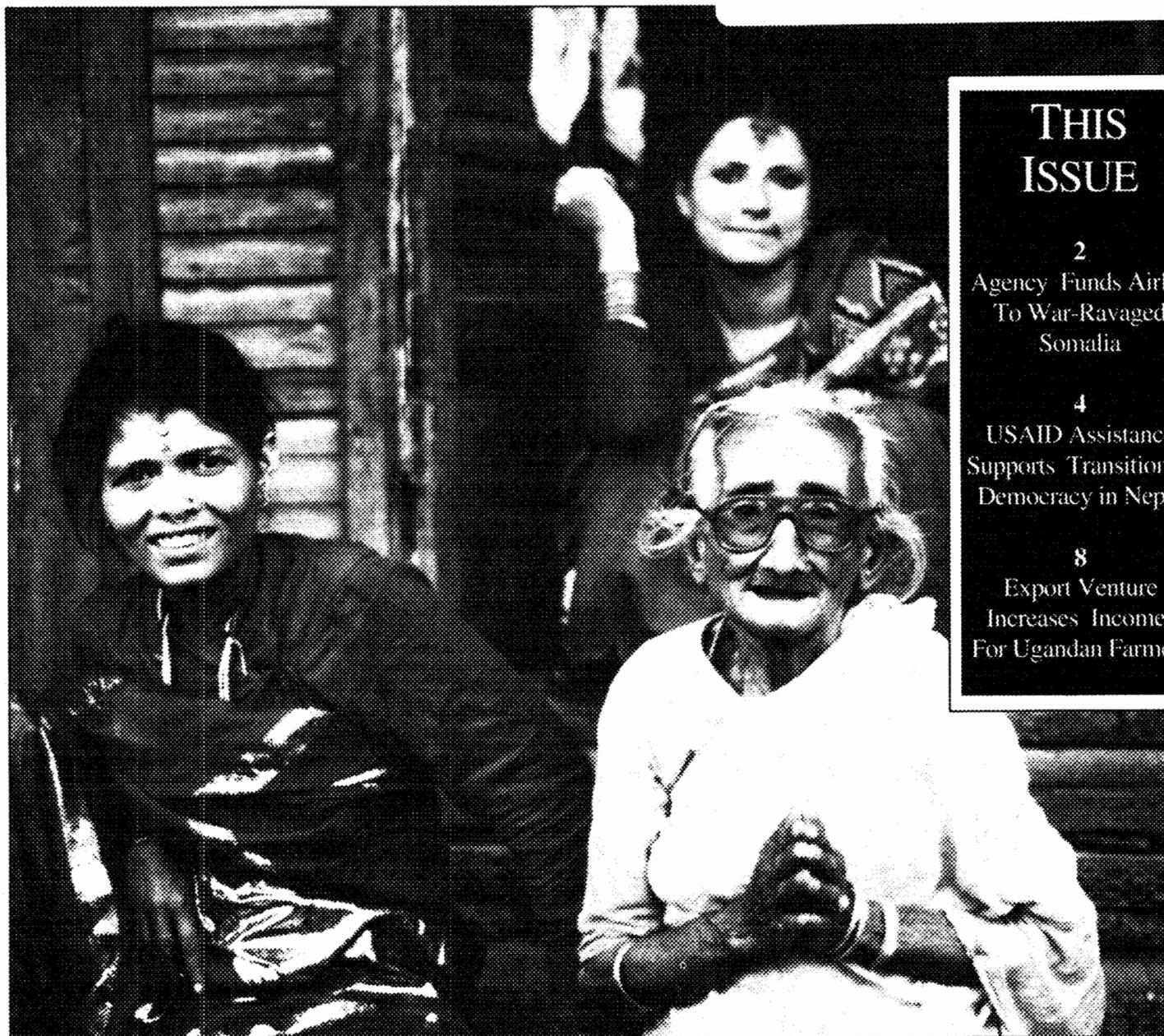
# Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



MARCH 1992

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To War-Ravaged  
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Supports Transition to  
Democracy in Nepal

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Increases Incomes  
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# MARCH 1992

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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## QUOTABLES

"Foreign assistance doesn't just build a secure and stable world. It's an economic resource as well. Our fastest growing markets are in the developing world. The U.S. annually exports \$130 billion of American goods and services to developing countries. Developing countries now account for approximately half of U.S. food grain and feed exports. Moreover, our exports to developing nations now account for more than 2.8 million American jobs, more than all the jobs now provided by General Motors, Ford, Chrysler, Sears, IBM, K-Mart, and Walmart. The fact is, increased prosperity in developing countries means greater prosperity for Americans."

*Administrator Ronald W. Roskens, testifying before the House Committee on Foreign Affairs, Feb. 20*

"We sat down with a village elder and I asked how he has survived the drought, out here in the heart of nowhere. At that, he went into a hut, and came back with a big empty sack. He said there are a few more like it in the huts, still full. The sacks, he said, were full of grain. And I still remember what was printed on them. They bore an emblem of one hand reaching out to another. And they bore these words: 'Gift of the People of the United States of America.' When I think of what this country is, I often think of that moment. Unlike many western nations, we are not at heart a selfish place. Even in hard times, we see ourselves as a blessed people who feel a mission to help those who are not so blessed. No arm of government embraces that vision with more commitment than the Agency for International Development . . . ."

*Mark Patinkin, in his Dec. 15 column in the Providence Journal, describing his visit to a drought-stricken village in Timbuktu, Mali*



**Photo Credits:** Nancy Long, cover, page 4; Winrock International, page 3; SEARCH/Nepal, page 6; ASSET, page 7; Thomas Hettichy, pages 8-9; Clyde McNair, pages 10-11, 14; USAID/Hungary, page 16

**Cover Photo:** Women are among the beneficiaries of Nepal's newly born democracy. One year ago, in the months preceding Nepal's first multi-party election in 32 years, USAID sponsored a number of activities to support Nepal's transition to democracy, including a seminar on women's rights under the new constitution and a voter education campaign to let women know their new rights and roles in a representative government. See story on page 4.



*Front Lines is printed on recycled paper.*

# Front Lines

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# Airlift Enables Relief To Continue in Somalia

**A** USAID-funded airlift of urgently needed food and medicines for the victims of war-ravaged Somalia landed in Mogadishu Feb. 18.

Conditions in Somalia have deteriorated significantly since the fall of the Siad Barre regime in early 1991. The country is controlled by heavily armed clan factions, and there has been fierce fighting in Mogadishu, where two sub-clans have been battling for control of the city.

"This is the worst humanitarian crisis in the world right now with no exceptions," said Andrew Natsios, assistant administrator of the Bureau for Food and Humanitarian Assistance (FHA), during a Feb. 3 CNN interview on the crisis in Somalia.

"We are facing not a civil war, but anarchy. Even if there were peace between the two sides that are fighting, there are several other clans . . . fighting among themselves. So there are no two forces you can write an agreement with to protect relief workers or to have a ceasefire. It's anarchy. There's just no other way to put it," he added.

The airlift has been funded through a \$221,000 grant from FHA's Office of U.S. Foreign Disaster Assistance (OFDA) to Save the Children Fund/United Kingdom.

USAID's contribution is part of an ongoing U.S. emergency program to provide humanitarian assistance to needy Somalis. In the last 16 months, the United States has provided more than \$40 million for food, health and medical care, water and sanitation and, in northwest Somalia, de-mining programs. These activities have been funded primarily through non-governmental organizations and through the International Committee of the Red Cross (ICRC) and UNICEF.

Save the Children Fund will disburse the emergency food for a therapeutic feeding program to some 5,000 malnourished children, while the medicines will be used to aid

civilian casualties of the ongoing civil war. The USAID funding, in conjunction with a contribution of \$50,000 from the United Kingdom, will enable Save the Children Fund/UK to continue its relief program through mid-April.

"The biggest problem right now is Mogadishu and the area about 20 or 30 miles outside the city," said Natsios. "Tens of thousands of people have left the city because there's indiscriminate bombing going on, . . . So to escape the fighting they've left the city without food, without water, without sanitary facilities, without shelter, and they're living on beaches around the port area north of the city."

Natsios added that no assessment teams have been able to survey the rural areas, but that relief workers fear that many people may be dying of starvation. He said one ICRC report indicated that the level of severe malnutrition is up to 60 percent of all children under five in the south.

OFDA Director Jim Kunder left for the Horn of Africa on Feb. 25 to meet with representatives of private voluntary organizations, the ICRC and other organizations working in Somalia to seek additional ways to assist Somalis displaced and otherwise affected by the conflict.

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***"This is the worst humanitarian crisis in the world right now."***

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## Food Aid Destined For Haitians Most at Risk

**U**SAID contributed 19 metric tons of non-fat dry milk powder as part of a continuing humanitarian assistance program for the people of Haiti. The donated food was flown to Port au Prince on an Organization of American States (OAS)-sponsored plane along with 11 tons of medical supplies donated by the Pan American Health Organization.

Before the Sept. 30 coup, USAID had allocated \$82 million in economic and humanitarian assistance for Haiti in fiscal 1991. The day after Haiti's democratically elected president was overthrown, the U.S. government, in concert with the OAS, halted all bilateral Development and Economic Support Fund Assistance and all deliveries of P.L. 480 food as required

under Section 513 of the Foreign Assistance Act.

USAID is supporting a limited humanitarian program in Haiti, authorized under Section 617 of the Foreign Assistance Act, for Haitian children under five and pregnant and lactating women. The current feeding program serves about 45,000 people and is restricted to the urban areas of Port au Prince, Les Cayes and Gonaives.

In addition to the feeding programs, USAID has provided medicines and medical supplies to clinics and hospitals nationwide. These health services are aimed at 2 million Haitians, who would otherwise have no medical care.

—Kelly Presta, Office of External Affairs

—Renee Bafalis, Office of External Affairs

# Biomass Offers Energy Options

*Agency Promotes Environmentally Sound Practices  
While Spurring Exports of U.S. Technology*

BY ROBERT BELL AND  
ROSS PUMFREY

**D**uring the 1991 sugar cane harvest in the Guanacaste region of Costa Rica, the El Viejo sugar mill produced something perhaps more valuable to the country's economy than sugar.

The mill, by burning its surplus processing wastes, generated more than 6 megawatts of electricity for sale to the national utility, inaugurating a new era of private power from biomass in Central America.

As part of the Agency's Global Warming Initiative, the Office of Energy and Infrastructure has been in the forefront of promoting biomass energy by financing the Biomass Energy Systems and Technology (BEST) project. Administered by Winrock International, BEST was instrumental in the success of the production and sale of

biomass energy by the El Viejo sugar mill.

When coupled with the increasing trend toward private power, biomass energy offers developing countries a way to generate significant amounts of power without incurring more public debt and expending scarce foreign exchange to import fossil fuels. It is environmentally sound because it has a renewable resource base, produces fewer emissions and does not contribute to global warming when managed properly.

"Currently, the greatest opportunities for generating electricity from biomass exist at sugar mills, sawmills and rice mills," says Frank Tugwell, Winrock director of the BEST project and former USAID Foreign Service officer.

"Many mills burn their processing residues to meet on-site energy requirements, but they frequently have enough remaining residues to pose waste management problems," he says. "If these mills

could secure a contract with a local or national utility, many could use these excess residues to generate substantial amounts of electricity for sale to the grid. By diversifying their operations to include power production and sale, these mills can enhance both their profits and stability."

BEST also developed an innovative support program that shares the costs of feasibility studies with potential developers. "USAID is thus lowering the perceived entry risks by local entrepreneurs while developing commercially viable projects and spurring exports of U.S. technology," says James Sullivan, director of USAID's Office of Energy and Infrastructure, which oversees BEST.

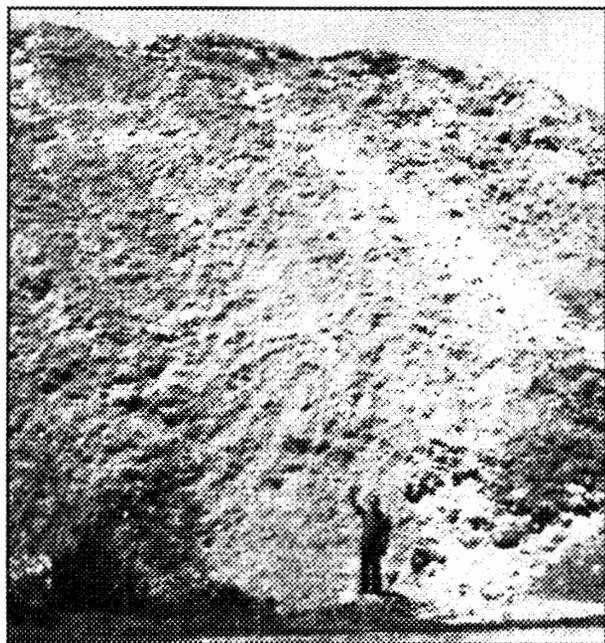
Recently, BEST worked with USAID/Costa Rica and USAID/Indonesia to establish renewable energy support offices to solicit and select projects to receive feasibility assistance.

Now in its third year, BEST has worked with industries, utilities and developers to help identify a number of opportunities in Costa Rica, the Dominican Republic, Honduras, India, Indonesia, Jamaica and Thailand.

Last year, the Thailand Nong Yai Sugar Factory, with BEST assistance, was able to generate and deliver 2 megawatts of electricity to the national grid.

BEST now is undertaking an assessment of the energy potential from the sugar industry in Honduras. Preliminary calculations suggest that the industry could produce 85 megawatts of power for the national grid—more than 15 percent of the national utility's capacity.

*Bell is a development intern with the Winrock project, and Pumfrey is an energy systems analyst, USAID's Office of Energy and Infrastructure.*



*Frank Tugwell, BEST project director, stands in front of a mountain of unused sugar cane residues at the Nong Yai Sugar Factory in Thailand. Last year, USAID helped the sugar mill burn its surplus residues to supply electricity to the national utility.*



# USAID Helps Usher In Era Of Nepal Democracy

BY NANCY LONG

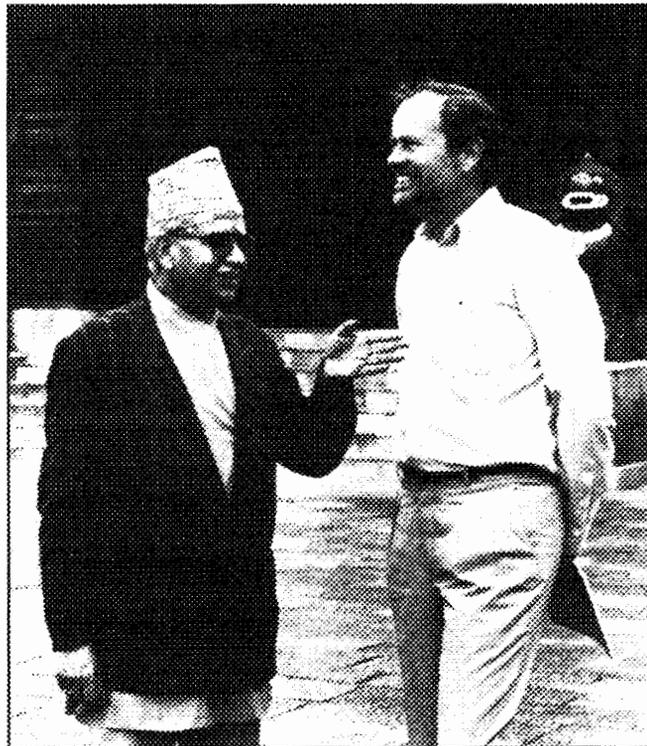
**T**hroughout the Kingdom of Nepal, people are celebrating a new era. Last May, the country conducted its first multiparty elections in 32 years. By all accounts, the activity on election day portrayed a citizenry eager to participate in representative government. When election statistics were in, 70 percent of the 11 million eligible voters had cast ballots on that historic day.

And considering that many people in villages throughout the Himalayan country had to walk for hours—if not days—across rugged hills to their polling booths, the 7.7 million voters who made that journey made quite a statement about democracy.

In 1990, the Movement for the Restoration of Democracy, a pro-democracy alliance of political parties in Nepal, called for dismantling the party-less panchayat system of government and restoring a multiparty system. The push for democratic change in the country reached a critical turning point after months of popular demonstrations led King Birendra, who essentially had ruled with absolute power, to announce elections for a parliament and a new constitution in April 1990.

From the time of the monarch's announcement, USAID/Nepal worked in several ways with the government of Nepal, indigenous and international private voluntary organizations and other interested governments to help prepare the country as it took on the momentous task of ushering in a more representative government.

Those early efforts resulted in an wide array of U.S. support that served to form the beginning of the Nepal Democracy Strategy, a prototype mission strategy developed as part of the Bureau for Asia's



*Michael Calavan, program officer for the mission's democracy program, talks with Secretary General of the Nepal Parliament's Secretariat Jivan Satyal in front of the Nepal Parliament in Kathmandu.*

Asia Democracy Program.

"America stands for democracy, and Nepal's democracy to me is as important as democracy is anywhere else around the world," says U.S. Ambassador to Nepal Julia Chang Bloch in describing U.S. support for democracy in Nepal.

"Democracy is at the heart of human rights and private enterprise. If we can help normalize the democratic processes, we promote development," she said.

Nepal, which was closed off from the rest of the world for more than 100 years until 1951, is one of the poorest and least developed countries in the world. The

average annual per capita income is \$160.

USAID/Nepal coordinated activities designed to respond to the changing events in Nepal, specifically looking for opportunities to help the appointed interim government with its objectives, says Michael Calavan, program officer for the mission's democracy program. Initial objectives were to write a new constitution and to hold elections.

By June 1990, USAID provided funds to a Nepalese private organization—Legal and Environmental Analysis for Development and Research Services (LEADERS)—to conduct a survey of public opinion about

constitutional issues. Surya Dhungel, associate professor of law at Tribhuvan University and president of LEADERS, said his organization was able to sample 12 districts in various parts of the country to ferret out popular opinion on what the new constitution would say, what interests it would protect, what institutional relationships it would create.

And according to Dhungel, perceptions about what the constitution should say differed greatly. In fact, in sampling one district, he says, farmers said they wanted a constitution that ensured that they received their fertilizer and seed on time. "If parlia-

mentarians are to represent the needs of the people, it's important that policy-makers understand that for some, survival issues are paramount and civil rights arguments are secondary," says Dhungel. LEADERS submitted the survey report to the Constitution Recommendation Committee, and members of the committee say they relied on it during the course of debate before the new constitution, which granted full politi-

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***"We are dedicated to the Nepal Constitution and to parliamentary democracy, and although there will be difficulties, the future of democracy is very bright in this country. Of this I have no doubt."***

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cal rights and civil liberties, was endorsed in October 1990.

LEADERS also conducted seminars that addressed technical issues such as the impact of development on the environment. A seminar on the role of women in strengthening democratic processes also was held. LEADERS sent a group of women to several districts to explain the constitution and women's rights under it, as well as the role of women in the election. Some 6,000 women were apprised of their rights under the new constitution.

"The participation and energy of people everywhere was tremendous," says Timm Harris, deputy chief of the mission's Program and Project Development Office. "People who never before had an opportunity to take part in government were discussing land ownership issues, women's rights and whether or not Nepal should be a Hindu state."

Once the constitution was in place, the next big hurdle was preparing for elections.

USAID/Nepal supported the election by funding a Voter Education Campaign, the preparation of district political profiles and international and Nepalese election observation teams. Voter education, one of the most vital exercises for the election's success, proved the most laborious effort.

"When you consider that the last real election was in 1959 and that life expectancy in Nepal is about 50, most of the election day voters had never voted before," says Harris.

Furthermore, only about 30 percent of the adult population is literate, so mass education efforts are confined to visual or audio means. And because access to televisions and radios is limited outside the Kathmandu valley, getting the word out about the election became a person-to-person endeavor in remote rural regions.

USAID/Nepal funded the Election Commission's production of a Voter Education Film by Royal Nepal Film Corporation. The two-part film was shown in cinema halls (the second media

choice after radio), on Nepal television and on videos at agricultural and health posts.

In the months leading up to the election, an indigenous PVO, Service Extension Action and Research for Communities in the Hills (SEARCH), with the mission's support provided intensive education operations in 30 mid-hill districts of the country. During a weeklong training session, some 150 trainers studied the election curriculum, prepared posters and brochures and mapped out the geographic and political profiles of their assigned districts. In groups of five, the teams journeyed to 30 hill districts, traveling from village to village and explaining the new system of representative government, the importance of voting and how to register to vote, and rights under the constitution. After two and a half months, these teams reached a million voters who also were instructed on election day logistics, including where polling booths would be stationed and how to mark ballots.

### **Laying the Groundwork**

Providing assistance quickly enough to be useful during the constitution-drafting and pre-election days was crucial, and one of the first things USAID was able to do was provide funds for training.

Government and non-government staff who could benefit from studying the work of legislatures in other countries were sent to observe institutions in Sri Lanka, India and Pakistan where they examined the way those countries' parliaments operated.

As part of USAID-funded training, Secretary General of the Nepal Parliament's Secretariat Jivan Satyal visited legislatures in Pakistan, India and Thailand to exchange information and seek ideas for establishing parliamentary rules and procedures. "It will take time, but I am very optimistic that the parliament system is a permanent aspect of Nepal's government," says Satyal.

USAID financed the travel to Nepal of Leo Rose, a professor of political science at the University of California who has an extensive background in Nepalese political history. Rose provided assistance to the Constitution Recommendation Commission during the drafting process. He also was a member of a USAID-sponsored team of American political scientists who visited Nepal in May 1991 to document the elections.

Through the International Visitors Program of the U.S. Information Service (USIS), USAID funded a team of four Nepalese to attend "The American Legal System" program for one month in the United States. The program acquainted them with American society and expanded their knowledge about the principles of the U.S. legal system. In addition, six Nepalese political leaders were sent for a month-long tour to the United States to observe U.S. congressional elections. To enhance reporting of parliament and policy formation, USIS also trained journalists.



*With USAID support, one Nepal private organization provided intensive education in the mid-hill districts. (At left) A team leader explains the new system of representative government and voting to villagers in a hill district of Nepal while using a poster (above) to help illustrate voting logistics.*

Team leader Shailesh Shrestha reported that he went house to house, explaining the new constitutional form of government. In some areas, he met with a town leader and then scheduled general meetings which 30 to 50 people attended.

On May 12, the day of the election, USAID/Nepal funded several groups to take part in observing the voting in precincts from the plains to the Himalayas. Observers from SEARCH, the Election Monitoring Group and an American team that was part of a 64-member international delegation monitored fair, free and open elections.

When the votes were in and counted, the Nepali Congress party won a narrow majority (110) of the 205 contested seats, followed by the United Marxist-Leninist party, which won 69 seats.

Since the election, much of USAID democracy assistance has gone to help strengthen Parliament, the judiciary and the media, much of it administered by The Asia Foundation, a U.S. private voluntary organization.

The Asia Foundation supplied books and resources on constitutions of the world

for the library and computers for Parliament's secretariat as well as other office furnishings. The secretariat, the Parliament's support staff, needed assistance gearing up for the information needs of the first session of the newly elected Parliament. "In a democracy, the public has a right to know what government is doing," says Suzanne Wallen, director for the Nepal program for The Asia Foundation. "We are bringing the tools that will foster the exchange of information by helping the Parliament document proceedings, debates and rulings." The Macintosh computers that now serve the secretariat replaced a very old printing press that was inadequate to fulfill information needs. Training on the new computers was part of the support to the secretariat.

Judicial assistance included technical and ethical training for judges, government attorneys and officers of the judicial system. The Asia Foundation provided publishing equipment to the Ministry of Law and Justice and to the Forum for the Protection of Human Rights.

The foundation supported the Nepal Press Institute and the Asian Mass Commu-

nication Research and Information Center in bolstering rural reporting and parliamentary reporting. With a USAID grant, it also provided support for establishing a regional newspaper based in Western Nepal with the goal of providing leaders in Kathmandu with a better idea of rural concerns.

"The USAID democracy program activities are part of a mission strategy tailor-made for Nepal," notes USAID/Nepal Mission Director Kelly Kammerer. "Long-term development depends on a system of government that is in tune with and responsive to the needs of its people. Last year, Nepal took the steps that will help ensure continued gains for the country's economic development."

The Secretary General of Parliament's secretariat Jivan Satyal concurs. "Three things are interrelated: the sovereignty of a country, democracy and development, and all three need to be approached at the same time," he says. "We are dedicated to the Nepal Constitution and to parliamentary democracy, and although there will be difficulties, the future of democracy is very bright in this country. Of this I have no doubt."

# Course Integrates Environment, Development

BY JANE SEVIER JOHNSON

**F**or Eduardo Queblatin, the role of the environment in development is a growing concern. The USAID/Philippines Foreign Service National works on two of the mission's environmental programs worth at least \$145 million and serves as backstop officer for the mission's environmental officer. In November 1991, Queblatin and 17 other Agency staff brought their environmental concerns to a course in Environmental Impact Assessment offered through USAID's ASSET training program.

"It was both management mandate and vocational interest that led me to take the Environmental Impact Assessment course," Queblatin says. "The Philippines is increasingly becoming more sensitive to environmental concerns. We need to build on this quickly, striking while the iron is hot. There are a lot of projects that require environmental impact assessments, particularly those that affect resources that have worldwide implications like our tropical rainforests.

"For example, policy-driven programs such as the USAID-assisted \$125 million Natural Resources Management Program involve policy reforms that could lead to sustained use of tropical rainforests by organized communities. We would like to assess the program to see if those policies are indeed in the right direction."

Queblatin says he appreciates the opportunity the course has provided for



*As part of the ASSET Environmental Impact Assessment course, participants make a field trip to the Smithsonian Environmental Research Center in Edgewater, Md.*

networking with both public and private organizations here in the United States that are concerned with environmental management. He will put his new knowledge to work in several ways upon his return to the Philippines.

"I would like eventually to help the mission develop better ways of integrating USAID's and the Philippine government's environmental assessment procedures, striking a balance between urgent development needs and long-term ecological concerns. The similarities between the programs are there but have not been fully articulated yet."

In an era of increasing environmental consciousness, the Agency's ASSET (A.I.D. Staff Strengthening through Environmental Training) program helps to translate global and local environmental issues and U.S. foreign assistance policies into concepts and practices useful for participants' work in international development. Through lectures, panel and participant presentations, case studies and field trips, ASSET helps USAID staff respond to the challenge of promoting economically sustainable development that protects vital resource bases and safeguards

human health.

"Most of the people who attend our courses are well aware of the many difficulties in trying to make the concept of sustainable development operational, especially in developing countries," says ASSET Acting Director Faith Halter. "ASSET is one vehicle for helping USAID staff to improve their ability to integrate environmental, economic, social and cultural considerations more effectively in their development work. The courses benefit tremendously from the variety of experience and expertise contributed by participants."

According to ASSET program officer Donald Foster-Gross of the Agency's Professional Core Training office, the program courses target three basic audiences: generalists, staff who are managing environmental programs and economists.

ASSET has three regularly scheduled courses and also responds upon request to short-term training needs through conference presentations, seminars and briefings. The three core courses cover Environmentally Sound Development Planning, Envi-

*(continued on page 13)*



# By Growing, Exporting Vanilla, Ugandan Farmers Add to Income

BY THOMAS J. HERLEHY

**W**e are earning so much money from growing vanilla," exclaims Mrs. Banakola, a Ugandan farmer. "Now we can pay school fees for our children, buy paraffin for cooking and afford enough flour, sugar, salt and bread to feed our families. This vanilla is really helping us."

Banakola's enthusiasm is shared by 600 other farmers living in Uganda's Mukono District, near the shores of Lake Victoria. With USAID assistance, they are participating in an innovative project to re-establish vanilla exports. The vanilla project is just one of several export schemes that are being supported by the USAID/Uganda Agricultural Non-Traditional Export Promotion Program. Since 1988, USAID has been helping the government of Uganda's Export Policy Analysis and Development Unit identify export opportunities and provide assistance to export-oriented agribusinesses.

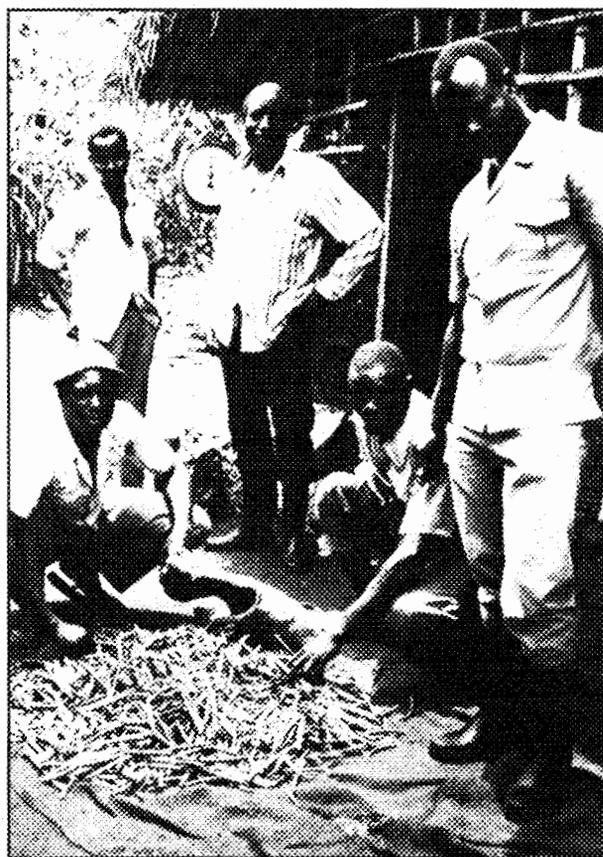
Uganda stopped exporting vanilla in 1971 when Idi Amin came to power and expelled foreigners. Almost 20 years later, Aga Sekalala Jr., a commercial dairy farmer, asked the Ugandan government for help in identifying export opportunities. After a 1990 feasibility study determined that Ugandan farmers could produce a vanilla bean of export quality, Sekalala approached USAID about funding a pilot project to export vanilla. He was willing to invest his time and money, but he could not cover all project costs by himself. Sekalala needed assistance to identify an international buyer, rehabilitate a vanilla curing (drying) facility and train farmers in growing, nurturing, pollinating and harvesting a bean of high quality.

"I spent a long time discussing this vanilla project with the USAID staff," said Sekalala. "At first, USAID was reluctant to provide financial support and technical assistance to just one businessman. But after I explained to them that the biggest benefit of this project would be additional income for the many men and women who grow vanilla, USAID agreed."

With a grant of \$86,000 from USAID/Uganda and \$20,000 from the Africa Project Development Facility (APDF) in Nairobi, Kenya, Sekalala began working. He made contact with four international spice firms and sent test market samples. One firm, McCormicks of Baltimore, Md., agreed to purchase the vanilla. McCormicks also provided advice on quality control and recommended low-cost equipment for the vanilla curing facility.

In 1990, several hundred men and women farmers cultivated vanilla beans for Sekalala. Using the USAID grant and his own money, Sekalala purchased five metric tons (5,000 kilograms) of vanilla beans, which yielded about one metric ton of cured vanilla beans. He sold the entire quantity to McCormicks in January 1991.

"I paid the vanilla farmers 3,600 Uganda shillings (about \$4) for one kilogram of fresh vanilla beans," says Sekalala. "This is far above what farmers were being paid for coffee, our main export, so farmers



*Farmers bring freshly harvested vanilla beans to Sam Kasirye's (right) weighing and buying station.*

became very enthusiastic about vanilla." Coffee farmers were being paid 220 Uganda shillings (about \$.25) for one kilogram of high quality arabica coffee.

McCormicks paid Sekalala \$40 per kilogram for the cured vanilla, much less than the premium price of \$72 per kilogram paid for Madagascar (Bourbon) vanilla. Sekalala accepted McCormicks' price because it enabled him to establish a market niche, to cover his costs (which included local transport, processing, storage, packaging and air freight to the United

States) and generate a modest profit. Sekalala agrees that the price differential is justified until Uganda demonstrates that it can deliver high-quality produce year after year. He is optimistic. "My tests and McCormicks' confirm that Uganda can produce a vanilla bean that meets the quality of the best Madagascar vanilla," he asserts. "We must produce consistently high quality crops first; then everything else will follow."

Since February 1991, Stephen Caiger, a spice production and marketing specialist funded by the USAID grant, has been helping local farmers achieve that quality. He registers men and women vanilla farmers and teaches them appropriate cultivation, pollination and harvesting practices. He identifies progressive farmers, especially those who can read and write English, and trains them to serve as extension agents. For example, two private extension agents, Joseph Oler and Susan Mugabi, receive 1,000 Uganda shillings (\$1) per month under the USAID grant to Sekalala.

During their visits to vanilla farmers, they use an illustrated field manual prepared by Caiger. The manual is being translated into LuGanda for the benefit of farmers who do not speak English.

"We believe the project is succeeding because it is moving slowly and not overwhelming indigenous capacity," says Caiger. "After a month of training local farmers and investigating potential vanilla growing areas, we leave the local farmers alone for several months before coming back to see how they have done."

"Vanilla is a good crop for Ugandan farmers because they can raise their in-

comes without abandoning other crops in the process," notes Keith Sherper, USAID/Uganda mission director. "Vanilla vines grow almost anywhere and are often planted among coffee trees and banana plants because vanilla requires some shade to

grow well. Since vanilla is being grown by both men and women, both are benefiting from increased income."

Sekalala continues to invest his own time and money in the vanilla project. He makes no-interest loans to farmers so that they can buy machetes to cut weeds and

rejuvenate their vanilla vines. He sponsors monthly farmer meetings at his own farm where he provides advice on proper farming practices, such as techniques of pollinating vanilla by hand and applying compost and organic fertilizer. At these meetings, Sekalala also awards bicycles and farming tools to progressive farmers. Every Friday, Sekalala sponsors a 30-minute radio program, "Calling Farmers."

The program, broadcast in LuGanda, the local language, provides farmers with advice and news about a variety of agricultural matters that directly concern them. Interviews with farmers help maintain a large radio audience.

Ugandans are anxious to raise their living standards and improve their welfare by exporting what they can grow. With USAID support, they have initiated vanilla exports. But they are not content to stop with vanilla. "We want to grow more things like this vanilla," Banakola told Caiger recently. "We want to do more work! What else can you show us that will bring even more money?"

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***"We want to grow more things like this vanilla. We want to do more work! What else can you show us that will bring even more money?"***

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*A USAID-sponsored spice production and marketing specialist, Stephen Caiger, meets with private extension agents Joseph Oler and Susan Mugabi to plan daily visits to vanilla farms.*

*Herlehy is an employee of the U.S. Department of Agriculture's Office of International Cooperation and Development on assignment to the Africa Bureau's Office of Analysis, Research and Technical Support.*

# Climbing the Ladder: First Jobs

Watching television on school nights prepared me for my first summer job as a secretary in the office of the mayor in my hometown, Hopkinsville, Ky.

You see, I rarely attended shorthand class during my senior year since that time was allotted for my work as editor of the high school newspaper or on the yearbook. So for dictation practice, I would spend a minimum of 30 to 40 minutes each night taking shorthand notes of what was said by TV announcers and entertainers. All that practice helped me land a summer job in the mayor's office. What I remember most about that job was being locked in a jail cell (as a joke, of course) while I was touring the local police department during the first of several such visits to take prisoners' depositions.

I also recall the many hours spent with the city clerk, billing city residents for tax assessments. The best part of the job was meeting and working with a variety of city officials—the mayor, councilmen, city clerk, police chief and even arrested felons—and learning how city government works.

It wasn't all work, however. There was the Fourth of July parade when I was invited to ride on the city's float. There

*(continued on page 12)*



*Bette Cook, legislative program specialist in the Bureau for Legislative Affairs*



*Fred Cole, program analyst, Bureau for Food and Humanitarian Assistance*

In the years following World War II, the village of Halesite, Long Island, boasted perhaps a couple of thousand people, maybe a few hundred more during the summer when New Yorkers and Brooklynites caught the rays and did some serious fishing in Long Island Sound. Halesite took its name from the revolutionary war

hero, Nathan Hale, who, when hanged as a spy by the British, said, "I regret I have only one life to give for my country." There is still a large rock sitting on the shore of Huntington Bay commemorating his heroism.

Just 200 yards from the rock was the Nathan Hale Beach Club, a summer haven for local sports who were mainly commuters to the Big City. For several years I apprenticed as a "beach attendant" under the benign tutelage of older, but still amateur, lifeguards. Finally, in my midteens, with a Red Cross lifesaving badge proudly sewn to my trunks, I inherited the intimidating responsibility of managing the 10 a.m. to 6 p.m. chores of the beach club. The more hectic days included raking the seaweed off the beach at low tide, sweeping the sand off the walkways around the changing lockers and from the shower booths and endlessly keeping the kids from disturbing their elders. No small task.

Aside from a friend who nearly chopped off a foot splitting wood for a bonfire and who had to be taken to the emergency room, the only truly memorable event was the rescue of a visiting young lady—attractive, as I recall—who suffered a severe cramp in her leg while swimming off the dock. For several hours I was treated with the respect owed to daring rescuers, although some cynics pointed out that she probably wouldn't have come to any great harm in the five feet of water in which she was swimming.

*(continued on page 12)*

**A**lthough I had done yard work and shoveled snow to earn extra money, my first "real" job involved setting up a small—very small—business. It turned out to be a very short venture into the world of free enterprise.

There were tons of wild red and black raspberries in my neighborhood in Camp Hill, Pa., a suburb of Harrisburg. While picking them for my family and seeing that they were sold at the local farmers' market, I put one and one together as only a 10-year-old boy can and came to the realization that I had a potential gold mine. I didn't have to pay for my product. I didn't have to pay for advertising. I didn't have to pay for anything. All I had to do was pick the berries and sell them door-to-door.

In no time at all I would be rolling in dollars and quarters. I would have a princely sum to while away the summer, eating candy and reading comic books, unrestrained by the limitations of my allowance. I would be on Easy Street.

But I had made a wrong turn somewhere. I wasn't on Easy Street. I was on the Road of Life.

It was hot, really hot. It was humid, too. There were thorns and brambles tearing at my muscular (a bit of hyperbole) torso. There was an air force of gnats and mosquitoes attacking me at every turn. The berries did not fall off the vine into the box. Each one had to be picked separately and gently placed in the box.

It took forever to fill one box. But I persevered. This was the hard part. I told myself.

Or so I thought. I had misjudged demand. I loved raspberries so I assumed that everybody did. They would sell like hotcakes. They did. Unfortunately, hotcakes don't sell in the middle of the summer. It took me hours of pulling my wagon, knocking on doors and using my incredible salesmanship skills to sell what had now become a lousy 10 boxes of raspberries.

The future looked dim. I couldn't quit. This was my chosen profession. I had to succeed, press on, hone my skills. Then the raspberry season ended. I thought they bloomed for as long as I needed them.

Saved by Mother Nature, I closed up shop, declared the venture a success, squandered my earnings and began to read fiction, just fiction. There was plenty of time to learn about the real world—later, much later.



*Jan Müller, assistant general counsel for employee and public affairs in the Office of the General Counsel*



*Jerry Jordan, director of the Office of Management Resources Planning, Bureau for Africa*

**M**y junior year in high school was a turning point for me. I landed my first job.

In order to go to college, I knew I had to work and save money. Living in a small North Carolina town in the mid-50s, I soon learned that I wasn't the only high school student needing employment. I knew that I wanted to work in a small, family-owned drug store where all the teenagers went after school, but the competition for jobs was stiff.

On my 16th birthday, I approached the owner, Mr. Hollowell, and told him of my desire to work for him, and to eventually go to college. Without the job, there was no way I could afford to attend East Carolina University. I guess the sympathy route worked with him, as two days later I was behind the counter dishing out sundaes and sodas in the esteemed position of "soda jerk."

My first promotion came four months later in the summer when I was able to work full-time. My move to the prescription department let me earn the whopping sum of \$30 per week.

Looking back, I realize that this first job set me on my career track. I really enjoyed the personal contact and helping people make decisions. Of course, these weren't major decisions — I'm speaking of chocolate vs. vanilla ice cream or coke vs. root beer! There was a man by the name of Mr. Hicks

*(continued on page 12)*



# Age-Old Maize Collections Preserved

**A**s part of its support to international biodiversity activities, USAID provided a grant to the International Maize and Wheat Improvement Center (CIMMYT) to regenerate and save maize germ plasm collections generated over centuries in Latin America and the Caribbean. Maize

accessions collected from the 1940s to 1970s and stored in the region's germ plasm banks are threatened because the banks lack funds to store and regenerate the seed properly. Such collections must be planted out periodically to replace old seed, which even under optimal storage conditions slowly loses its power to germinate.

The endangered seed is mostly of land races—maize varieties shaped over centuries by farmers selecting for preferred grain type and adaptation to particular environments. Land races have been used to breed hundreds of new varieties that were released to farmers in scores of countries. Many are no longer sown by farmers, having been replaced by hybrids and higher yielding varieties. They now exist only as a few kilograms of seed in canisters under cold storage, yet their genetic diversity may hold improved traits for future breeding.

The project to regenerate the land races and some ancestral and primitive genetic stocks of maize will involve collaboration with 13 Latin American and Caribbean countries. With assistance from CIMMYT and the National Seed Storage Laboratory of the U.S. National Plant Germplasm System, the collaborating banks will begin to regenerate almost 10,000 accessions of maize identified by the group as vulnerable to loss. CIMMYT and the National Seed Storage Laboratory will be provided with backup samples and basic information about the regenerated material, thereby serving as global repositories for these long-term base collections.

According to Joel Cohen, biotechnology and genetic resources specialist at USAID, "The maize regeneration project will be an important contribution to establishing a new era of international links in which the burden of regenerating germ plasm would be shared by various organizations through international cooperation." The project could serve as a model for future efforts to preserve other species.

The project also will help CIMMYT to establish a global maize germ plasm network. Eventually, information on every maize collection in the world could be available on a single database for use by all cooperators in the global network.

—Dan Connolly, Bureau for  
Research and Development

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## First Jobs

(from page 11)

### COOK

also was a local beauty contest, but I assure you that my winning the contest had nothing to do with the fact that my boss, the mayor, was one of the judges.

This first working experience set me on a career of public service—first with the city, then the state as legal secretary to the Commonwealth of Kentucky's prosecuting attorney, and finally the federal government, which I entered as a Foreign Service secretary with USAID. And those shorthand skills, honed before the television set while in high school, are a continuing asset in my current position, in which I must report on meetings and hearings with congressional members and staff.

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### COLE

There was another memorable occasion, when, with two sidekicks, in a dinghy armed only with an oar, we captured a four-and-a-half-foot sandshark which was threatening our waters. Actually, it had been pretty much demobilized by a porpoise, but still, a shark's a shark. This feat was captured on film by the publisher of the local paper, who was present. This will tell you something about the exciting times we used to have in Halesite, Long Island.

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### JORDAN

who came in the drug store almost everyday. He had more problems than anyone in town. I would spend a lot of time talking to him until one day Mr. Hollowell told me he wasn't paying me \$2.50 an hour to provide advice and counsel to customers. I knew then that I needed to find a career that would pay me to do just that!

My college days were cut short because of finances and the difficulty of working and keeping up with my studies, but I was able to obtain a secretarial degree from the local business school in eight months. Later, when a USAID recruiter came to town, there were stars in my eyes over the thought of coming to Washington. After taking the typing test at least five times, I joined USAID as a GS-3 clerk typist in 1962. I knew then that I was in the right place to achieve my career goals. However, I never dreamed while dishing out all that ice cream that those goals would also give me an opportunity to see the world.

# Environment

(from page 7)

Environmental Impact Assessment and Environmental Economic Analysis.

The two-week Environmentally Sound Development Planning course provides a broad overview of environmental issues and how they fit into development work in general and into Agency policies and programs in particular. The course is designed for a cross-section of Agency and mid-level professionals.

The three-week Environmental Impact Assessment course is designed for USAID staff who have direct responsibility for environmental work with the Agency and who are generally conversant with environmental matters. The course reviews a broad range of analytical tools and methods and stresses their practical application in preparing and critiquing initial environmental evaluations, writing scopes of work for environmental assessment teams, interpreting the results of assessments and building assessment findings into development projects and policies.

Environmental Economic Analysis will be held for the first time this August and is intended for Agency staff who have prior training and experience in economics. The course will provide an opportunity for economists to explore developing concepts in the relatively new field of environmental and natural resource economics. Coverage will include both valuation methodologies and questions of economic policy, with an emphasis on their application to USAID projects and policies.

"The USAID employees who are out there in the missions are real development decision-makers," says Frank McCormick, course coordinator for Environmental Impact Assessment. "USAID staff are working in the most important places; 70 percent of the world's peoples live in less developed countries. That's also where most of the world's natural resources are, and that's where they're being degraded most rapidly. The Agency staff are key environmental decision-makers, and they need to be better prepared to make those decisions. Environ-

mental Impact Assessment, for example, is a development planning tool to help a decision-maker make better decisions. It helps you look at alternatives to identify the best approach."

According to McCormick, ASSET is helping develop a cadre of USAID environmental officers who can integrate environment into the development planning process.

"The participants contribute the most

other environmental NGOs. The mission is strongly supporting this new initiative since we are interested in helping make this organization the best and most effective possible."

For Rosario, exposure through ASSET to environmental analysis has been particularly useful. "Understanding through analysis how our actions are affecting the environment has prepared me to evaluate more fully what technicians in the field

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***"Our work in the environment is critical to development. We're talking about a global issue. ASSET gives USAID officers the tools to deal with that issue."***

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to the course," McCormick says. "I don't have to worry about how rich a database I've got for them to do a simulated exercise. Their experience brings in more than any database. What we have had to learn from them is to pull out the richness of their experience, and if we learn too slowly, they let us know it. What they have to contribute is far beyond what they realize they can contribute."

Rafael Rosario, director of the Natural Resources and Environment Division of the Office of Agricultural and Rural Development at USAID/Honduras, has attended both Environmentally Sound Development Planning and Environmental Impact Assessment through ASSET. He is managing three environmental and natural resource projects with a portfolio of about \$110 million. His division is in charge of all environmental projects that the mission is involved in either directly or through local non-governmental organizations (NGOs) and private voluntary organizations (PVOs).

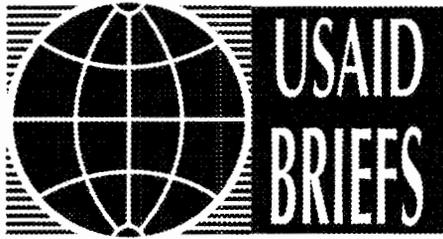
"Right now we are working on establishing an environmental fund to be managed by the local NGOs. A new NGO—*Fundacion VIDA*—has recently been created in Honduras to channel resources to fund environmental activities for

actually do," he says. "Now I feel that I have enough knowledge to understand and interpret environmental assessments and carry them out more effectively. I have to conduct a couple of upcoming environmental assessments in Honduras," he continues. "I'll have a better input in the scope of work, which I learned to do here."

ASSET faculty member James Newman notes that the program gives participants a chance to get together and discuss their successes and experiences.

"That's very important in providing not only a network but also an understanding of what people are doing," he says. "I have tried to provide a framework within which they could pull out their experiences so they could see how they would fit into Agency guidelines. I dealt more with the industrial consequences of projects—the effect power plants and industry have on natural resources. Looking at the staff's backgrounds, most of them have training in agriculture or forestry development but don't quite understand the industrial implications."

"Our work in the environment is critical to development," Foster-Gross says. "We're talking about a global issue. ASSET gives USAID officers the tools to deal with that issue."



## Nelson Sworn In as Director to Rwanda



Gary Nelson was sworn in as mission director to Rwanda Jan. 24.

Nelson will administer a \$20 million U.S. economic development and humanitarian

assistance program in this East African country.

Nelson has served as the USAID deputy mission director in Senegal since 1989. He joined USAID in 1971 as a rural development adviser in Vietnam and in 1973 came to Washington as an agricultural economist.

Since 1973 much of Nelson's USAID career has focused on Africa where he served as a project design officer in Cote d'Ivoire and as a project officer and deputy mission director in Somalia. He also served in Washington, D.C., as the deputy director of USAID's regional office of Central Africa.

From 1986 to 1989 he served in South Asia as the deputy director of USAID/Sri Lanka.

Nelson was born and raised on a dairy farm near Buffalo, N.Y. He received a bachelor of science degree in agricultural economics from Cornell University in 1968 and a masters in economics at the Food Research Institute of Stanford University.

He and his wife, Judith Pagett Nelson, served as Peace Corps volunteers in Sarawak, Malaysia, from 1968 to 1970.



## Agency Office Creates Black History Month Display

During February, Black History Month, employees of the Office of Financial Management (FM) organized an exhibit to commemorate African American history. Throughout the office, people contributed posters, newspaper clippings, brochures, books, artwork and musical instruments to the display, which was set up in SA-2. (At left) Indar Singh and Ronnie Gilmer, organizers of the exhibit, show some of the books and artifacts collected. (Below) Taking a few moments to view the display are FM staff (clockwise from left) Barbara Williams, Jean Burroughs, Theresa Essel and Lassine Doumbia.



## Blane Named First Representative To Albania

Dianne Blane, a 27-year veteran Foreign Service officer, was sworn in as the first representative to Albania in a ceremony at the State Department Jan. 24.



As representative in Tirana, Blane will oversee a development program stressing humanitarian assistance, support for economic restructuring and democratic pluralism, with particular emphasis on privatizing the government-run agricultural sector and promoting development of a private sector agribusiness.

Blane has been serving as deputy chief of project development with the development resource office in USAID's former Bureau for Asia and Private Enterprise.

Albania, a Balkan Peninsula country of

about 3.4 million people, is the poorest in Europe. Diplomatic relations between the United States and Albania were re-established on March 15, 1991, following a break of almost 52 years.

Blane joined the agency as a summer intern in 1965 before starting her senior year at Mount Holyoke College in South Hadley, Mass.

After graduation, Blane joined USAID full time. Serving in the Africa Bureau and the Africa region for 22 years, she has held many positions including acting USAID representative in Benin, program analyst in development planning and project officer for the Regional Economic Development Services Office in East Africa.

In her last overseas assignment for USAID, Blane served as a general development officer in Chad.

She also has been chief of the Caribbean finance division of the development resource office in the Latin America and Caribbean Bureau.

While in Washington, Blane was a member of the USAID chapter of the Women's Action Organization, serving as its president for two years.

Born in Durham, N.C., Blane was raised in Wilmington, Del., and has a bachelor of arts degree in French language and literature from Mount Holyoke College.

## Economists Study Development Issues

Democracy, the environment, trade and investment, and economic policy reform were among the topics discussed at the biennial USAID Economists Conference recently held in Durham, N.C. The Agency-funded Institute for Policy Research helped put together the gathering, which attracted more than 100 USAID economists and representatives from other institutions.

During the weeklong conference, participants explored the correlation between democracy and economic growth, studying country programs currently undertaking legal, regulatory and judicial reform.

To receive any of the conference papers or the week's agenda, call Ed Costello at (202) 647-9012.

## IN MEMORIAM

Daniel Parker, former USAID administrator and head of the Parker Pen and Omni-flight Helicopters corporations, died Jan. 28 of complications after bone surgery at a hospital in Charleston, S.C. He was 66.

Nominated as administrator by then President Nixon in September 1973, Parker served until 1977. During his term, he called for more direct involvement by private and voluntary organizations in the social and economic development of the world's poorest countries, advocated agribusiness systems abroad and instituted the Agency's women in development policy.

Parker also was interested in improving and speeding U.S. efforts to help disaster victims. While he was administrator, a series of earthquakes struck Guatemala. Parker requested the U.S. Department of Defense to fly the U-2 reconnaissance plane over Guatemala to survey the damage, saving weeks of time in relief efforts.

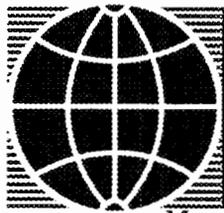
### Test Your Ethics IQ

*Learning the rules of ethics doesn't have to be dull. When they are not immersed in legal documents, the ethics staff in the Office of the General Counsel takes time to clarify different issues with a tongue-in-cheek example.*

**Q.** Harry Dial owns some AT&T stock in a telecommunications firm doing work overseas. He asks if he can work on an Agency telecommunications strategy. He thinks it's OK because it's not a particular grant or contract. He says it's too general a matter to be a conflict. Is he right?

**A.** Hold the phone. The law prohibits working on not just particular matters, but general matters that affect your financial interests. An employee can get a waiver if the financial interest is remote and unsubstantial. But until he gets a waiver or sells the stock, he is prohibited from working on the matter.

# WHERE



In the World  
Are USAID  
Employees?

MOVED ON

Allen, Colleen Roberson, R&D/OIT/PP  
Baumann, Andrea, R&D/EID/IDM  
Betsey, Genelle, LAC/DR/CEN  
Cope, Veronica Mary, USAID/Niger  
Eldred, Douglas, FHA/OFDA  
Gallup, Nancy, FA/B/PB/RPA  
Jenkins, Nicole, FHA/OFDA/DRD  
Krumpe, Paul, FHA/OFDA/PMP  
Livesay, Lawrence, FA/IRM/CLS  
Mankin, Margaret, COMP/DETAIL SUP  
McDonald, Angela, COMP/CS/RECRUIT  
Patterson, Christine, R&D/AGR/RNR  
Roberts,Carolynn Foye, FA/FM/A/OE  
Scott, Tracy Marquise, IG/SEC/PS/I  
Swanberg, Kenneth, AFR/ONI/TBCV  
Young, Veronica, FA/AMS

## REASSIGNED

Marcus, Gwendolyn, FA/HRDM/SCD/SA, personnel staffing specialist, to administrative officer, POL/EMS

## PROMOTED

Adams, Michelle Christine, FA/IRM/CLS, computer specialist  
Alvarez, Gina Song, TDP/PEP, secretary typist  
Archie, Tonya, LAC/SAM, secretary typist  
Bolt, Gereda, PRE/H, secretary typist  
Buchan, Marilyn, USAID/Pakistan, supervisory contract officer  
Carney, Sharon, R&D/MGT, administrative officer  
Davis, Chivon, FA/FM/P/PPB, civilian pay technician  
Halvosa, Sharon Marie, FA/OP/W/R, contract specialist  
Hawkins, Judith, NE/DP, budget analyst  
Joyner, Frances, AFR/DP/PP, secretary typist  
Lark, Evelyn, FA/HRDM/SCD, file clerk (typist)  
Maness-Blakney, Carmelita, R&D/OIT/RS, participant training specialist  
McCarthy, Robert, COMP/YOC/COOP, student training (computer)  
Taylor, Alice, POL/OD, secretary stenographer  
Nickens, Stacie Leanne, FA/HRDM/PMES, clerk typist  
Pedersen, Bonnie, R&D/POP/IT, nurse midwife  
Perlino, Zandra, FA/HRDM/TSD/PCT, employee development assistant typist

Rader, Owen Patrick, COMP/YOC/COOP, student training (computer)  
Randall, Trisa, FA/FM/P/PPB, civilian pay technician  
Segerson, Joan, ASIA/FPM, program analyst officer  
Shivers, Angela, POL/OD, secretary typist  
Sidbury, Theresa Ann, FA/HRDM/PMES/ES, personnel clerk typist  
Smith, Larry, FA/IRM/TCO, supervisory telecommunications equipment operator  
Stroughters, Herbert Jr., FA/IRM/TCO, supervisory telecommunications equipment operator  
Ward, Robert, NE/EMS, executive officer

## RETIRED

Dwyer, Eleanor, Zimbabwe/D, secretary, 27 years  
Jackson, Curtis, R&D/UC/PDM, director, office research university relations, 5 years  
Jarmon, Hattie, R&D/OIT/PP, education specialist, 32 years  
Jones, Sammie, AID REP/Belize, supervisory executive officer, 24 years  
King, Lawrence, FA/PPE/E, procurement analyst, 2 years

*Years of service are USAID only.*

## USAID/Hungary Supports Home Care Training Center

Health care for the elderly has become a major problem for Eastern European countries, which are facing difficult economic and social transitions.

Ninety-five percent of Hungary's elderly live in their homes, but many are frail, invalid and in need of comprehensive care. With USAID support, the American Jewish Joint Distribution Committee opened a training center for health care providers serving the elderly in one of the poorest districts of Budapest.

The project's main objective is to implement a system of health care for the elderly based on available resources and medical and social care. The project focuses on four areas: a comprehensive training program for health professionals; a home care program that takes health professionals to the homes of the elderly for rehabilitation and support; the upgrading of four local day centers to transform them into centers where a daily hot meal will be served and a wide range of activities will be available; and the establishment in the local government of a division of Health Care for the Elderly to initiate further studies pertaining to the welfare and health care of the elderly.

The new Home Care Training Cen-



*In Hungary, (from left) Karyl Morrison, project assistant; Ferenc Melykuti, Foreign Service National project specialist; and USAID/Hungary Representative David Cowles visit the USAID-funded Home Care Training Center.*

ter, the first of its kind in Hungary, hopes to save hospitalization costs by providing preventive and maintenance care that will allow elderly Hungarian citizens to lead independent, purposeful lives.

*—Karyl Morrison, USAID/Hungary*

# FS Grievance Board Amends Time Process

BY JAMES OLDHAM

**T**he Foreign Service Grievance Board recently modified the grievance process timetable to help bring cases to a final decision with a minimum of delay.

Under the previous timetable, parties in a grievance often would submit their arguments just before the end of the established 90-day filing deadline, unnecessarily prolonging the process. In addition, parties often would submit briefs to the record more-or-less simultaneously, precluding each party from fully addressing the arguments of the other.

The board sought to resolve these problems by providing for sequential submissions by the grievant and the agency, within prescribed response times. Under the new deadlines:

- A grievant will have 30 days to supplement an initial filing with the board.
- An agency will have 30 days thereafter to respond to the grievance.
- The grievant will have 15 days after receiving the agency's response to submit a rebuttal.

If a grievant wishes to put interrogatories to agencies or to request documents, it must be done within 30 days of the initial filing. The sequence outlined above then resumes following the grievant's receipt of the documents or of the answers to the interrogatories.

The revised procedures also provide for flexibility where warranted. For example, grievants at remote overseas posts may have limited access to needed documentation and may be handicapped in meeting prescribed filing deadlines by poor mail facilities. The board's policy is to issue a decision within 90 days of the completion of submissions by the grievant and the

agency. In cases where a grievant's separation has been stayed by the granting of what is known as "prescriptive relief," action will be expedited and a decision issued within 60 days.

In reviewing the process, the board further found that considerable delays and unnecessary effort have resulted from the grievant's lack of adequate information regarding filing requirements.

To remedy this situation, the board has provided the Foreign Service agencies with a fact sheet outlining the filing requirements and deadlines. The agencies will provide grievants with the fact sheet when the final decision letter denying a grievance at the agency level is issued.

The revision was first suggested at one of the board's periodic "roundtable meetings" with agency and union representatives, and a committee of the board was formed to review procedures and make recommendations.

The revised guidelines incorporate suggestions from the foreign affairs agencies, the American Foreign Service Association, the American Federation of Government Employees and attorneys specializing in grievance cases. Members of the Foreign Service who have further suggestions on how the board's grievance process might be improved are invited to submit their ideas to the Foreign Service Grievance Board, S/FSG, Suite 200, SA-30, Department of State, or to the board at 3330 Washington Blvd., Arlington, Va. 22201.

*Oldham is chairman of the Grievance Board, on which he has served since 1988. A professor of law at Georgetown University Law Center, he has been arbitrating in various industries since 1972.*

## Massive Scanning Effort Completed

*How do you eat an elephant?  
One bite at a time.*

**W**hen the Inspector General's Office of Security (IG/SEC) acquired OSCAR (Office of Security's Combined Automated Records)—tailored automated equipment and a specially designed database to process security clearance requests—in 1990, staff were faced with the challenge of scanning thousands of existing security files into the new system.

IG/SEC began this undertaking one file at a time, displaying "Eat the Elephant" signs prominently throughout the office.

Before scanning the files into OSCAR, security professionals screened each folder to determine if it were a current security clearance or one terminated within the past year to be kept in the system, or if the file should be retired to the National Records

Center. More than 7,200 security files—about 1 million pages—were screened.

The massive scanning effort that followed the screening process loaded more than 2,300 files into OSCAR. The remaining files were retired or destroyed.

To celebrate the completion of this undertaking, IG/SEC closed the final chapter of the Eat the Elephant campaign by consuming a cake decorated with an elephant at an in-house luncheon.

The office has upgraded its system and added an optical disk reader known as a 5 1/4 Jukebox, which houses and accesses 50 optical disks with a storage capacity of approximately 900,000 pages of paper.

Anyone interested in seeing OSCAR and discussing its potential application in other environments should call Tom McDonnell, Office of Security, at (202)875-4102.

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