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QUOTABLES

"Why should we support foreign aid? First of all, Americans continue to have a humanitarian desire to help the less fortunate. Among all the nations of the world, only a handful choose to give substantial amounts of their wealth to less well-off nations. No nation has done so for as long as the United States—and none has given as much as we have.

Those who think our foreign aid program is just an outgrowth of the Cold War don't have much appreciation of American history. When the country was less than 10 years old, we sent relief to refugees from Santo Domingo. We sent the Greeks aid in the 1820s and helped the victims of the Irish famine in the 1840s. In the 1920s, Herbert Hoover led the effort to feed thousands of starving Russians....

I know we have problems at home. We have to take care of those problems. But Americans also care about others....

To the voices in our land who say 'let us retreat behind high walls; let us put America first; let us tend to those things that matter to Americans,' there is just one answer. We have to respond that the things that matter to Americans do not need the protection of high walls. The strength of our nation lies in the universal character of our beliefs. Our strength lies in the certainty that our own best interests are best served in a world where nations are freed from poverty and ignorance. America's own best assurance of strength lies in a world where everyone is free and prosperous."

Excerpted from "Why Foreign Aid?" published by USAID's Bureau for Legislative Affairs, 1992



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Cover Photo: The United Nations has named the 1990s the International Decade for Natural Disaster Reduction. USAID disaster assistance programs span the globe and range from helping victims of last year's volcanic eruption in the Philippines to assisting drought victims in Africa. See story on page 8 and related article on disaster rehabilitation programs in the Philippines on page 10.



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Front Lines

NEWS & FEATURES

THE FRONT LINES OF A LONG TWILIGHT STRUGGLE FOR FREEDOM—*John F. Kennedy*

2 Administrator Outlines Management Reforms

3 Agency Condemns Execution of Sudanese Employees



4 Jessalyn Pendarvis: Promoting Fairness and Justice in the Workplace

By Stephanie Joyce

6 Dominicans Reflect Local View In Design Of Mission Projects

By Pete McLain

7 U.S. Helps Romania's Children

8 1990s Mark Decade For Natural Disaster Reduction

By Joe Ponte

10 Filipinos Rebuild After Pinatubo

By Reynalita Manuel-Santana

11 Management Incentives Approved

By Kathie Pett

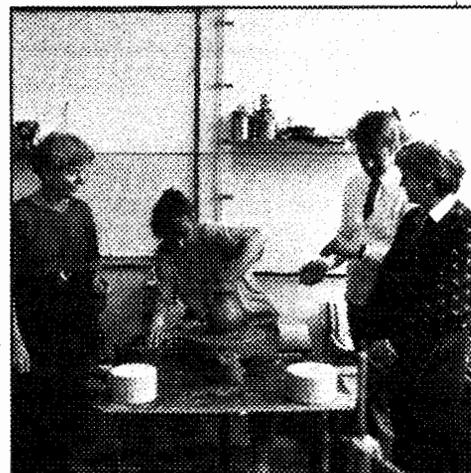


12 Along the Nile, USAID/Egypt Promotes the Basics In Education

By J.D. Deming

13 Artisans Market Folk Art

By Karyl Morrison



14 In Malawi, Program Targets AIDS

By Christopher Phillips

AIDS Education Module Available

15 USAID Briefs

16 Where in the World?

Administrator Outlines Management Reforms

On Sept. 10, Administrator Ronald W. Roskens addressed Agency employees on the progress of the new Agency management plan. Following is a partial text of his remarks:

Abroad, tumultuous, even cataclysmic, upheavals have created uncertainty and imbalance in world conditions. At home, we are beset by the complexities of an uncertain future, with exacerbated tensions resulting from certain actions of the Congress and the presidential election campaign.

All of this affects us. We continue to pursue an agenda over which we don't have complete control. Of far greater consequence, however, is your continuing record of substantial achievements despite sometimes hostile impediments and unfair criticism.

And so first I want to salute all of you for persisting, for deepening your commitment to our objectives and for responding more fully to changes than many of you thought you were capable of a year ago.

Our revised structure with clarified fiscal, operating and policy assignments is functioning very effectively. Indeed, I want to elaborate upon what we are terming Phase II of our Management Improvement Plan, which is aimed at analyzing and, where necessary, reforming and simplifying many of our processes and programs.

The subject of management reform is an issue which can be both controversial and somewhat esoteric. Even so, it is a subject which should be of intense concern to all of us because we want to see the U.S. foreign assistance program modernized and strengthened.

Significant changes in an agency as large, complex and far-flung as ours do not

occur in a grand flash. Rather, the process is part of a long continuum. It is a series of steps. Some are as simple as changing the routing of a requisition form. Others are wrenching—like the reassignment of personnel or major alterations in the ways we're accustomed to doing things.

But, the ultimate result will be—must be—a more streamlined, efficient, productive management system.

Let me insert here three quick observations. First, there will be one Management Improvement Plan for the Agency. To be sure, it will incorporate valuable proposals and recommendations provided by the three recent external studies of the Agency. But no single study encompasses the breadth of reforms that we are undertaking.

Second, our management assessment has been a process to which you have contributed immeasurably. Agency staff at all levels have been instrumental in steering and directing the recalibration of our instruments.

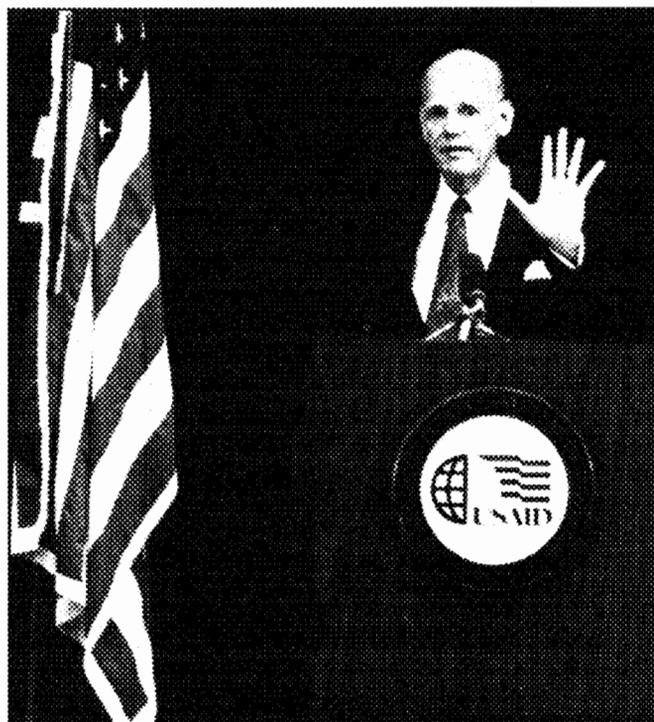
Third, while again acknowledging the assistance of outside groups, I want to re-emphasize that we had, in many instances, already identified these areas of concern.

All of which is to amplify two simple items: No one knows this Agency—its strengths, its weaknesses—better than the people who compose it. And

in many instances, because of information lags and some impenetrable external biases, much of our progress through the year has not been acknowledged.

That this is an election year has, of course, impinged upon our circumstances and our budget. In June, the House passed our fiscal 1993 foreign aid bill that provided \$19 million less in operating expenses (OE) than the president requested. At that level, we would need to maintain strict hiring controls and staff would be reduced by about 100 from planned levels, which would be accomplished through normal attrition.

The bill has now moved to the Senate where there is talk of a freeze on salary accounts. This would result in a reduction of \$39 million below the House OE and \$57 million below the president's request. We are counting on congressional leadership in both houses to hold the line on budget cuts. And at this point, I am guardedly optimistic that our operating expenses will not be cut so deeply that measures such as furloughs or RIFs [reductions in force] would be needed.



Administrator Roskens addresses employees at an Agency-wide meeting at the State Department Sept. 10.

Now, let me briefly sketch some of the reforms we are instituting in five major areas: human resources, portfolio management, contracting, financial audits and program evaluation. First, human resources. We are moving rapidly to strengthen the link between our performance appraisal system and individual accountability. Our plan—to be completed over the next six months—includes clearer, more measurable work agreements and fulfillment of such agreements as a prerequisite for consideration for promotion. We recently issued a revised Foreign Service Employee Evaluation Report and we are about to do the same for Civil Service and Senior Executive Service personnel.

We are also starting what will be a long-term process of "certifying" our employees before assigning them to key project management positions, particularly in field missions. We have hired a new, full-time ethics officer—an independent counsel for ethics. Moreover, training in ethical decision-making and organizational values and ethics will be mandatory for all employees.

The second area is portfolio management. It is extremely important in our decentralized structure, with substantial authorities delegated to our field missions, that Agency managers at all levels have appropriate and timely information about our projects and other USAID activities in the field.

So we are working to design by the end of this year a standardized reporting system that includes all activities in the Agency's portfolio. The system will ultimately provide an accurate portrait of the Agency's diverse activities and permit standardized analyses at the program and function levels. We expect that the preparation of the first cycle of reports under this new system will be complete by March 31, 1993.

Third, contracting. We will provide more training for contracting and project personnel and increase scrutiny of contract administration and contractor performance. Our Procurement Management Review Program will be expanded substantially, with the number of headquarters reviews of

mission contracting systems increased from eight to 32 annually. Moreover, contracting officers will soon report directly to mission directors.

Fourth, financial audits. USAID is responsible for ensuring that adequate and timely audits are performed on all its contractors and grantees. But this has been made difficult in the past by the division of responsibilities for audits between the Office of the Inspector General and the Office of Procurement.

Program evaluation is the fifth area of improvement. We're already making substantial progress in helping our managers measure program and project performance and in transmitting this information to key decision-makers. We must emphasize measurable results. And we must give greater weight to incorporating our evaluation findings in all of our program, policy and budget reviews.

As I noted earlier, these represent only

some of our changes. To list all of them would detract from our agenda today.

Regarding timetables, most of you know that some of these Phase II efforts represent systems changes that have already begun. Others require management changes that will take longer. Several reforms will also require resources that, given the Agency's budget situation, may have to be phased in over several years.

Nevertheless, as you can see, we have made solid, concrete progress.

We are addressing problems, and we are solving them. And we are doing it with the ingenuity and persistence for which this Agency is known throughout the world.

These are exhilarating times in which to be a part of the Agency. The near-universal acceptance of American ideals has given our efforts new energy around the globe which is why our management structures and procedures must be as strong as our newly inherited responsibilities.

Agency Condemns Execution Of Sudanese Employees

Administrator Ronald W. Roskens condemned as outrageous the reported executions of two USAID Foreign Service National employees in Sudan and demanded an accounting from the government there in a statement issued Sept. 22.

"These outrageous acts of barbarism were committed in clear violation of international law and in disregard of repeated requests by U.S. authorities for information on our employees," Roskens said.

Andrew Tombe, a Sudanese, was executed in Juba after being tried in secret by a military tribunal on charges of treason. A second Sudanese USAID employee, Baudouin Tally, also has been reportedly executed.

"The Sudanese government should immediately provide a full accounting of the detention, trial and execution of Mr. Tombe and information on the location and condition of Mr. Tally," Roskens said.

Tombe and Tally were working in the USAID office in Juba, which has been under siege by forces of the Sudanese Peoples Liberation Army, which has been fighting a civil war against the government in Khartoum.

Jessalyn Pendarvis

Promoting Fairness and Justice in the Workplace

BY STEPHANIE JOYCE

I've covered the waterfront," says Jessalyn Pendarvis, director of the USAID Office of Equal Opportunity Programs (EOP). "I've learned from all my positions, and my career serves me well because I can be comfortable anywhere."

Jessalyn Pendarvis gives the impression not so much of comfort, but of quiet competence. Behind her, two broad windows open on a bright, slow-moving Washington panorama: planes arching through the pale sky, bridge traffic glittering above the brown curve of the Potomac. Pendarvis ignores them and talks quietly, without hurry, of working her way to the Senior Executive Service, of being an African-American female with ambitions, and of learning, waiting and enduring.

"I guess it's from growing up in Montgomery, Ala., during the civil rights movement," she says. "You learn not to let emotion or adversity get in your way, and you don't give up. You bide your time."

Under Pendarvis' leadership, EOP has produced policy statements on sexual harassment and affirmative action for the disabled and is updating the Agency's handbook to reflect new regulations on the disabled.

Pendarvis' greatest concern now is streamlining the Agency's complaints adjudication process. In part, this is a necessity, since the Equal Employment Opportunity Commission this fall will require resolution of all complaints within 180 days. But even more importantly, says Pendarvis, grievance actions sour the work place.

"Something happens to everybody when complaints are filed," she says. "And it happens on both sides—the longer it takes, the more negative the atmosphere becomes."

As part of the streamlining process, Pendarvis has redesigned the process by which equal employment opportunity (EEO) counselors are selected from among the Agency's staff.

"These people are volunteer counselors, and in the past they often didn't get sufficient training and/or support for conducting this essential function," Pendarvis notes. "We're now providing them with training in three areas: Title VII law [Civil Rights Act, which deals with employment discrimination], writing skills and mediation skills, and we hope to add further training with a thrust toward resolution."

To address the support issue, she has hired a manager and staff to maintain day-to-day monitoring of counseling activities.

"As of June 5 we had selected 12 individuals for training. They're all different—Civil Service, Foreign Service; all grades, all races. They have an average of 12 years with USAID and 16 years as federal employees. They're people who really understand the Agency, and that can often help resolve problems more quickly.

"We're still evolving in terms of our function and what we provide USAID," says Pendarvis. "But I feel it's EOP's job to explain ways to speak to management and to point out problems to administrators and to provide solutions to the problems.

"We're bureaucratically divided in too many little camps, and we need to talk more than we do," says Pendarvis. "The bottom line is that we all work for USAID. If we want to move to 'management through excellence,' we have to define our jobs with reference to reaching our common, well-defined, goals."

Common goals have mattered to Pendarvis all her life, for as a girl she lived at the heart of the nascent civil rights movement. Her grandfather and many of her neighbors attended Martin Luther King's church. Her parents participated in the

1955 bus boycotts, leaving home at five in the morning to walk to the schools where they taught; and while still in high school Pendarvis herself participated in the second march from Selma to Montgomery.

She was deeply impressed by the cooperation and determination she witnessed in those hopeful, fearful days. "When you've been through that, you know you can make it," she says. "In the civil rights movement I saw that not everyone was an organizer like the Rev. King. But still, everyone had a part to play, and everyone deserved respect."

Pendarvis says her parents taught her and her brother to aim high. "You were either a doctor or a lawyer or teacher. But whatever station in life one achieved, be good at it. And in the sixth grade, I started saying I was going to law school."

And so she did: after an undergraduate degree in political science at Tuskegee Institute she went on for a law degree at Notre Dame. She broke barriers there; she was one of three women and three minorities to graduate in a class of 150.

"We all felt that we had to project an image that everything was OK, so we didn't share our experiences," she remembers. "We needed each other, but we were afraid to show signs of weakness. In hindsight, we all regret this terribly."

After graduating, Pendarvis was hired by the Justice Department's Civil Rights Division and worked on Title VIII (fair housing) cases. It was there that she began learning important lessons about working in bureaucracies.

"People were used to working with minorities at Justice," she says. "But they weren't used to women. I found out all about the 'old boy network.' I learned a lot in those early days—that when you don't get support in your work, you bide your time, and you don't give up. Sometimes you moved on. But there's always something you can do."

Pendarvis worked next as a hearing examiner at the Civil Service Commission (now the Office of Personnel Management). "I learned how Title VII works and about personnel issues—that was some of the best training I've had, and it relates to

my current position," says Pendarvis.

Briefly, Pendarvis basked in what she calls "the glamour of the Hill" as a legislative assistant. "I learned the legislative process," she says. "But you had to be ready to do anything, and I found that the political aspect wasn't for me. I liked resolving complaints most."

Pendarvis also had decided to move into management. "I wanted to make a contribution and to do work I was good at. And I wanted to enter SES [Senior Executive Service]. So I looked for jobs that would give me the experience I needed."

Pendarvis moved from Capitol Hill to the Civil Rights Commission, where she investigated and reported on civil rights issues in education, housing and other fields. It was there that she moved into EEO.

"I learned a lot about research, the distinctions and objectives of the various executive agencies, and writing at this job," she observes. "I enjoy research, analysis and writing; it's like a puzzle, where you sift through the facts and pick out what's most important. And it's a terribly important communication skill."

Seeking experience managing larger programs with different kinds of employees, Pendarvis moved next to the National Institutes of Health where she served as head of EEO. She had never before worked among scientists and medical researchers. "It taught me how to fine-tune my skills and to relate to people in terms they understand—it's like learning a foreign language. You don't need a science background; scientists will respect you if you do your homework and approach things logically," she says.

To qualify for SES, Pendarvis knew she needed management experience in a very large organization. When an EEO directorship opened at the Army's Materiel Command, she applied for it.

"That was a real challenge—people



Jessalyn Pendarvis: "There's no question there has been progress in equal employment opportunity, but it is just as clear that much more can and must be done."

said I couldn't get it because the Army grew their own," says Pendarvis. "But I knew I could get an interview. And I had the background." So it was there that Pendarvis found herself running an EEO program that covered 106,000 civilians and 9,500 military employees.

Pendarvis found the Army very proactive in terms of EEO policy and a very demanding employer—conditions, she says, that made the job a pleasure. "The Army lets you know what's expected of you. The general I worked for gave me total responsibility for my work and all the decisions I made. I found that very comfortable. Also, the Army thinks of itself as a family, and they take care of their own."

Pendarvis computerized EEO operations for the Materiel Command, which meant automating the command headquarters, subordinate commands and 65 installations throughout the world. The computerization provided interoffice communication and improved monitoring and general efficiency.

For her leadership Pendarvis received a Commander's Award for Civilian Service in 1988. That award and others decorate

her uncluttered office; on a coffee table hovers a golden eagle, awarded this year by the Federal Asian Pacific American Council, to honor Pendarvis' promotion of Asian concerns through US-AID's EEO. She also has received Outstanding Service Awards from the National Association for Equal Opportunities in Higher Education (1980) and from the Federal EEO Coalition of Small Agencies (1981).

When Pendarvis spotted the SES position at USAID, she had been with the Army for a year. She decided to put in her papers, if only for the experience.

"Again, I knew I could get an interview," she says. "I could find out what questions they ask for SES jobs—if nothing else, I'd get good practice." She was hired in 1989 as director of USAID's EOP—her present

position.

In her three years at USAID, Pendarvis has reorganized the EEO office in physical and functional terms. "We've moved things around so that the office works more efficiently," says Pendarvis. As part of managerial restructuring she created two supervisory positions to head two programs: affirmative employment and complaints adjudication.

"It took a long time to get those supervisors," she says. "But the new positions help us work better as an office. It's improved morale and improves our contacts within USAID. Now we're moving to what I would consider the third phase of building a comprehensive program: to improve existing programs and develop new ones."

Now that she's gotten her supervisors on board, Pendarvis hopes for some leisure time—something she hasn't had for several years. In the past she enjoyed tennis and running and volunteered as a counselor at a D.C. child abuse and suicide prevention hotline. "In this job you need an outlet in

(continued on page 13)

Dominicans Reflect Local View In Design of Mission Projects

BY PETE McLAIN

Medio paso atras (a half step behind) is the guiding philosophy that underlies the way USAID does business in the Dominican Republic.

"By letting the Dominicans design their own project including writing the project paper and completing all supporting analysis, we hope to ensure the project's sustainable impact," USAID Mission Director Ray Rifenburg explains. "Often USAID is several steps ahead of a country, trying to encourage them to follow. This increases the danger that when the money stops, the activity stops. Now the Domini-

USAID-designed projects. By allowing for local design of a project, the mission is encouraging local ownership and enthusiasm with positive results.

This approach was first tried when the mission decided to initiate a project to strengthen democracy in the Dominican Republic so that a broader spectrum of Dominicans would have a say in the political process. Although the Dominican Republic officially has been a democracy for more than 30 years, in practice the tradition of *caudillismo*, or concentrated and personalized political power, is still pervasive. Governmental powers historically have been concentrated in the presidency. With the exception of elections

every four years, participation in the democratic process has been minimal.

In designing the project, Rifenburg and Deputy Mission Director Francis Conway thought that if USAID tried to be prescriptive, any democracy project would be doomed to failure because the United States would be perceived as imposing a "made in the U.S.A." version of democracy on the Dominicans. Rifenburg and Conway felt it was important to identify and support those Dominicans interested in strengthening democracy in their country so

that democratic institutions would be able to respond to the complex challenges of the country's development.

The mission formed a consultative group of 40 Dominicans to identify the problems in their country's democratic system and to design a project that would address them. The group included academics; leaders of professional, business and

trade union organizations, foundations and non-governmental organizations; and leaders of community-based and grassroots groups and institutions.

One of the major obstacles to the functioning of the Dominican political system is the absence of a spirit of cooperation among the different political forces of the nation. Because the consultative group had to reach all decisions by consensus, the project design itself became a lesson in the

"The Dominicans have already demonstrated initiative, commitment and ownership.... Those three ingredients are what make any development endeavor long-lasting."

democratic process. "The project was already a success before it even got out of the design stage," says mission project officer Manuel Ortega.

"The mission was asking for approval of a 10-year project with no defined results—just a process to determine the results," says Bill Schoux, former director of the Latin America and the Caribbean Bureau's (LAC) Office of Democratic Initiatives. "That's not what Washington normally wants to see in a project. I was convinced, however, that democracy programs must be tailored to local circumstances, and I was willing to see the mission take the risk. I have since returned to the Dominican Republic, and I must say that I am quite impressed. The project is working."



In the Dominican Republic, local leaders help plan how best to institute a USAID-funded program to strengthen democracy in the island nation.

cans take the first step, and we are following a half step behind."

USAID long has recognized the need to be responsive to local initiative and to achieve "local ownership and enthusiasm." Translating that recognition into design of specific projects, however, is sometimes difficult. Often the Agency has instituted its own perception of local ownership in

The consultative group recommended the following project priorities:

- establishing a permanent program of education for democracy at all levels to promote citizen participation, including distribution of educational booklets and citizen manuals, courses and workshops for leaders of community-based and grassroots organizations, and seminars and workshops for sectoral and political leaders;
- supporting institutional reform and modernization of the state and the political system, including electoral reform, institution of a civil service law, strengthening of the judiciary power, reforming the constitution, reforming and modernizing the National Congress, decentralizing the political system and strengthening municipal governments; and,
- collecting results information, including an inventory of the social and political institutions and a collection of electoral and public opinion surveys.

The group also recommended that the project consist of a consultative council, an operational unit and a selection committee—somewhat analogous to three branches of a democratic government. The consultative council, composed of members with diverse political opinions and representing a variety of sectors, advises on the policies, goals and standards of the project, examines the recommendations of the selection committee and approves the annual working plans submitted by the operational unit. The operational unit is directly responsible for the administration of the project. The selection committee examines and evaluates all proposals for sub-grants to carry out the project and submits its findings and recommendations to the consultative council for approval. Final approval rests with USAID.

"This democracy project is, by far, the best model to come out of USAID," says David Scott Luther, a member of the consultative group. "The Agency's normal approach has been top down, selecting models from outside the Dominican Republic. No one knows the Dominican situation better than the Dominicans themselves. This project is extremely innovative. Participation is not just token. I'm

U.S. Helps Romania's Children

As part of its overall \$29 million assistance program to Romania, USAID works through numerous private voluntary organizations (PVOs) such as Project Concern International, World Vision and others to make a considerable difference in the lives of institutionalized Romanian children.

By providing \$7.5 million in economic assistance to the PVOs, USAID has supported the following major achievements:

- direct assistance to 16,000 children, including evaluations of 12,000 children for medical, educational and social problems, and indirect services to an additional 22,000 children;
- screening of more than 1,900 children for specific surgical treatment;
- training for 22,000 Romanian staff, professionals and volunteers;
- technical assistance and training to the Romanian Adoption Committee, social workers and staff of 20 orphanages;
- reunification of 168 children with their families; and,
- shipments of donated shoes, clothing,

medical equipment and food valued at more than \$15.6 million.

A major breakthrough, which USAID encouraged, is the enactment of a new



USAID assistance to private voluntary organizations is helping many Romanian children needing medical care.

policy regarding international adoption of special-needs children. The Romanian Adoption Committee now expedites adoption procedures for children, something never done before in Romania, where handicapped children were placed in institutions permanently.

impressed with USAID. It is the only donor taking this approach."

"Now the whole process is in the Dominicans' hands—and not just one or two Dominicans," says Radhames Mejia, a member of the advisory group. "There is full participation from all sectors of society. Dominicans truly feel that this project is one they really want."

USAID/Dominican Republic now is designing all its new projects based on this approach. Projects in health sector reform, economic policy reform, energy and agriculture all have been designed involving Dominicans in the early stages of the process. Dominicans are responding enthusiastically. Projects are being carried out at a much faster rate than normal.

"By placing responsibility with Dominicans for the preparation of the project paper, by the time the project agreement is

signed, the first 18 months of implementation have already been completed," says Joe Stepanek, director of LAC's Office of Development Planning and Programs.

This innovative approach to project design comes at a time when the Agency is struggling with sustainability issues. Agency projects have not always proved to be sustainable once outside assistance stops.

Rifenburg thinks this approach to project design in the Dominican Republic will help ensure sustainability. "The Dominicans have already demonstrated initiative, commitment and ownership because they wrote the project paper and prepared all of the supporting analysis. Those three ingredients are what make any development endeavor long-lasting."

McLain is chief of the LAC Program Coordination and Outreach Division.

1990s Mark Decade For Natural Disaster Reduction

BY JOE PONTE

In the last month, the United States has seen the impact of major natural hazards on the citizens of Florida, Louisiana and Hawaii.

The repercussions of such catastrophes tear at the social and material fabric of the areas affected, sometimes disrupting whole communities irreparably.

Natural disasters in developing countries can cause even greater economic suffering and loss of life. Poor building standards, insufficient health care and erratic food production often increase the vulnerability of local populations to many types of physical disruption. Disasters can be forestalled or ameliorated, however, by reducing the effects of natural hazards through prevention, mitigation and preparedness.

On Dec. 22, 1989, the United Nations General Assembly adopted Resolution 44/236 declaring the 1990s the International Decade for Natural Disaster Reduction (IDNDR). The goal of the IDNDR is to foster international cooperation in an effort to reduce the impact of natural disasters. By developing prevention, mitigation and preparedness strategies, the IDNDR proposes to provide a multidisciplinary approach for preventing losses due to earthquakes, cyclones, typhoons, volcanic eruptions, hurricanes, wildfires, pestilence, landslides, tsunamis and drought. The U.S. National Committee for the Decade for Natural Disaster Reduction also was established in 1989 to develop a decade program for the nation and to work in conjunction with the IDNDR.

In order to keep natural disasters from becoming major disasters, IDNDR and the U.S. National Committee are promoting a program that is proactive rather than reac-



Local villagers in the Philippines evacuate as volcanic mudflows render the area uninhabitable.

tive. Their joint strategy integrates seven major elements that should be developed simultaneously for it to be successful. These elements include hazard and risk assessments; public awareness and education; mitigation; preparedness for emergency response, recovery, and reconstruction; prediction and warning; lessons-learned strategies; and international cooperation.

To develop these elements in unison requires that the current international knowledge of hazards and their mitigation be transformed into an operational framework. With an emphasis on increasing public awareness of local vulnerability, hazard reduction policies and practices need to be integrated into community-based activities worldwide. These activities should result in more comprehensive hazard reduction programs tailored to community needs. National governments, however, will provide the necessary scientific and technical knowledge and tools to assist locales in developing their distinct

hazards mitigation and disaster prevention programs.

The initial meeting of the U.N. Special High-Level Council of the IDNDR was held in New York on Oct. 9-10. Oct. 9 was designated as the International Day for Natural Disaster Reduction. Council members discussed how to promote activities that will foster public and private sector hazard reduction initiatives in their specific region or country.

The U.S. National Committee will be coordinating a national education and awareness program for Disaster Day, to be observed this year on Oct. 14. Marilyn Quayle is a member of the U.N. Special High-Level Council, and her initiatives in this area have focused the National Committee's attention on increasing disaster awareness among schoolchildren in 1992. Subsequent Disaster Days will broaden the focus to include wider audiences.

The 1991 report of the U.S. National Committee, *A Safer Future*, provides the



At a feeding center in Kenya, a young African receives U.S. food aid. Drought and civil strife have devastated the continent's food supply.

basis for planning successful national programs during the decade. The National Committee's Subcommittee on Natural Disaster Reduction's soon-to-be-released *Hazard-Proofing the Nation* lays the groundwork for realizing the ideas discussed in the 1991 report.

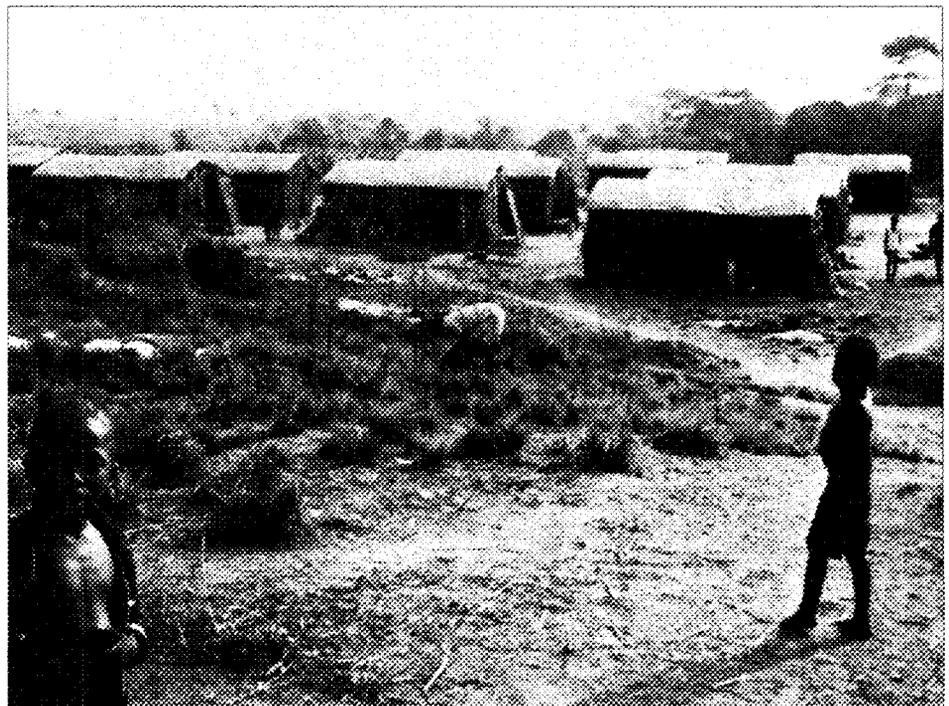
At present, the Federal Emergency Management Agency (FEMA) will be in charge of carrying out domestic IDNDR activities. The U.S. Geological Survey, the Department of Agriculture, the Department of Health and Human Services, USAID's Office of U.S. Foreign Disaster Assistance, and the National Oceanic and Atmospheric Administration are all collaborating with the United Nations in programs of technology transfer, training and research.

By building on existing worldwide programs and resources, the 1990s can be the first decade in which the world can prevent many natural hazards from becoming major disasters. The challenge to be faced is how to increase and disseminate knowledge of hazard assessment and prediction. Since citizens of the world are susceptible to natural hazards, they must be enlisted in the fight to control the losses of life, property and natural resources. Local

Largest Expenditures for Natural Disasters by the Office of U.S. Foreign Disaster Assistance in Fiscal 1992 *

Southern Africa (regional)—Drought	\$11,532,752
Malawi—Drought	1,675,491
Mozambique—Drought	1,493,463
Philippines—Volcanic Eruption (Mount Pinatubo)	1,146,600
South Africa—Drought	738,858
Kenya—Drought	725,000
Western Samoa—Cyclone Val	522,482
Namibia—Drought	481,415
Zimbabwe—Drought	458,470
Philippines—Tropical Storm Uring (Thelma)	446,370

* as of Sept. 21



In Rwanda, USAID disaster assistance helped set up these simple shelters—tents covered with eucalyptus leaves and plastic.

input by government officials, business leaders, professionals, educators, students, architects and health officials is needed to create sensible preparedness and mitigation programs.

With the IDNDR and U.S. National Committee identifying opportunities for

international and domestic cooperation, the United States can join with others to create a safer and less disaster-prone world as the new century approaches.

Ponte is an information specialist for Labat-Anderson.

Filipinos Rebuild After Pinatubo

BY REYNALITA MANUEL-SANTANA

More than a year after the eruption of Mount Pinatubo, the Agency continues to provide assistance to the Philippines and to the Filipino people displaced by what is considered by experts to be the worst volcanic eruption in recent history.

Mount Pinatubo erupted on June 12, 1991, spewing billions of cubic meters of volcanic debris over a 50 kilometer radius. Hundreds of people were killed or injured, and thousands were forced to flee to safer grounds. The estimated cost of repairing or replacing damaged or destroyed public infrastructure exceeded \$100 million.

As of June, USAID has provided more than \$41 million in grants to the Philippines in the form of technical assistance in areas such as seismic forecasting, health, agriculture and housing. Emergency relief was provided in the form of cash grants, equipment, food supplies and resources for the reconstruction and rehabilitation of infra-

structure projects. The estimated total U.S. government assistance to date amounts to \$69 million.

In April 1992, USAID held a two-day consultation with other donors to assess relief and rehabilitation options and to make recommendations to the government of the Philippines in this area. The joint consultation and coordinated efforts have generated about \$350 million in delivered and pledged assistance since Mount Pinatubo erupted last year.

USAID also is helping raise awareness among Philippine government agencies, non-government organizations and donor agencies to the danger of continuing volcanic mudflows (lahar). Lahar forms when loose materials along the slopes of the volcano are saturated with rain—a serious problem during the May to October typhoon and tropical storm season.

Significant volumes of lahar deposits in the Mount Pinatubo area continue to threaten the heavily populated areas in the provinces of Pampanga, Zambales and Tarlac and swamp 2,000 square kilometers

of land (almost equal to the state of Rhode Island). Volcanologists predict that the lahar threat will continue for up to 10 years.

To design solutions to the mudflow problems on Mount Pinatubo, USAID's Office of Capital Projects is financing an extensive study of the lahar threat.

The study will be conducted by the U.S. Army Corps of Engineers who dealt with a similar situation after the eruption of Mount St. Helens in 1980.

The lahar threat is compounded by the fact that the eight river basins draining the volcano were the main cause of heavy flooding after the eruption last year.

In September 1991, USAID sent a team of experts from the U.S. Army Corps of Engineers to assess the extent of damage and define requirements for further technical analyses.

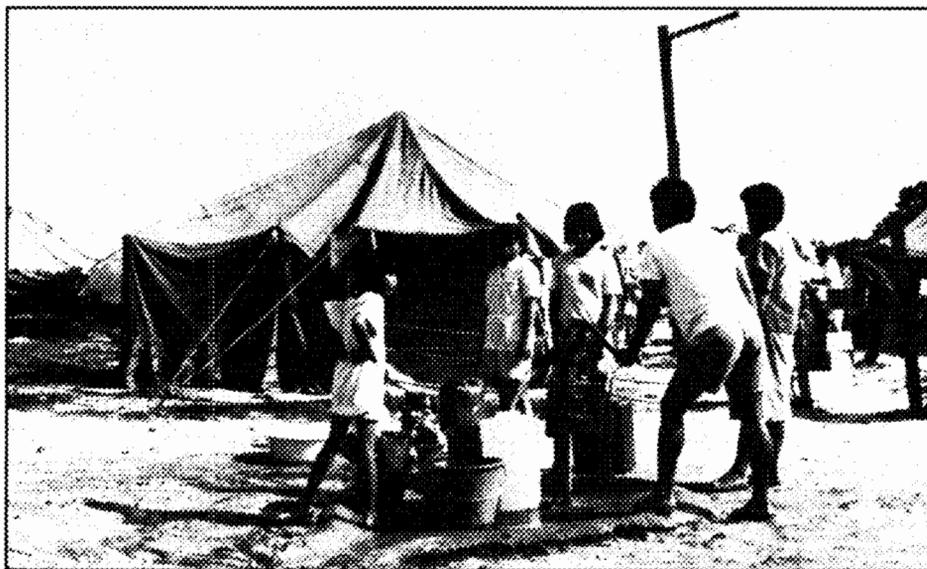
The team presented its findings to agencies of the Philippine government and made recommendations on what can be done to temporarily contain mudflow threats during the present monsoon season.

A long-term study on the rehabilitation of the Mount Pinatubo affected area is expected to provide more specific solutions before the onset of the 1993 monsoon season.

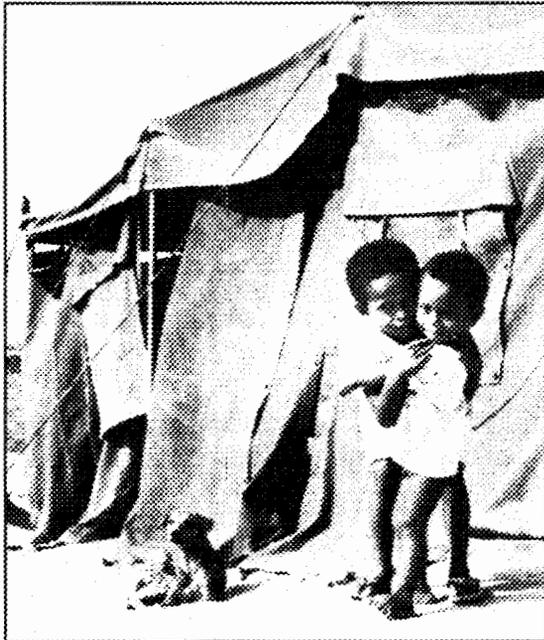
USAID assistance has played a major role in simulating recovery from the devastation caused by the Mount Pinatubo eruption. Technical assistance was provided by Agency-funded volcanologists, agronomists, hydraulic engineers, soil scientists and disaster management specialists as well as a U.S. Geological Survey (USGS) team of scientists.

USAID also financed most of the satellite imagery needed for future mapping operations.

Among USAID emergency relief efforts was a \$25 million grant to the Philippine National Red Cross to purchase immediate disaster relief items such as tents, food and medicines. PNRC also received over half a million dollars worth of supplies including reinforced plastic



Potable water is provided to the evacuees of the Mount Pinatubo eruption through USAID-funded disaster relief assistance projects.



Two boys of the indigenous Aeta tribe smile in the face of disaster.

sheeting and blankets from USAID's Office of U.S. Foreign Disaster Assistance. Plastic sheeting, waterproof canvasses and blankets provided to the Philippines' De-

partment of Social Welfare and Development helped house and protect more than 67,000 people.

A USAID grant to the Philippine Business for Social Progress, a local private voluntary organization (PVO), enabled a consortium of PVOs to provide disaster relief assistance to more than 7,700 evacuees in Zambales, Tarlac and Pampanga.

CARE/Philippines initiated a shelter relief and temporary work program for some 4,000 displaced families in Pampanga and in Zambales with USAID support.

The project paid adults in evacuation centers to help clean-up ash debris and reforest affected areas. This reduced the need for relief supplies and enabled participants to buy necessities not available through relief projects.

During Administrator Roskens' visit to the Philippines in October 1991, a grant agreement between USAID and a local private voluntary organization, Jaime V.

Ongpin Foundation, Inc., was signed providing \$740,740 to improve health conditions and reduce morbidity and mortality among the displaced indigenous Aeta people. Medical teams have been established in nine communities providing basic health care and improvements in sanitation and potable water supplies.

To help repair public infrastructure damage, USAID, in coordination with the Philippine Department of Public Works and Highways, set up the Mount Pinatubo Emergency/Project Management Office. This \$32 million effort will help reconstruct and rehabilitate some 40 schools and a 120-bed district hospital in Olongapo City.

Continuing assistance from USAID and other donor agencies has brought renewed hope for the more than 1 million victims of Mount Pinatubo.

Such support has clearly demonstrated that in spite of the devastation experienced the future can once again hold promise and prosperity.

Santana is development communications specialist for USAID/Philippines.

Management Incentives Approved

BY KATHIE PETT

This article, reporting on the recommendations of the Agency Incentives Project Committee, is part of a continuing series on the Management Improvement Plan of the Agency.

Released in January 1992, the Incentives Project Committee Report outlines recommendations now formally approved to enhance management, emphasize career enhancement and improve performance evaluation and awards systems. Many of the recommendations will be instituted over the next several months. Several key recommendations are:

The Agency Management Principles and Values Statements are now being reviewed. Once approved, they will be circu-

lated Agency-wide and formally incorporated into performance evaluations and training courses.

A Management Reforms Council will continue to coordinate incentive and program reforms.

An excursion program will be established to allow Civil Service employees to be assigned overseas on a limited basis and to encourage Foreign Service National short-term details to AID/Washington.

The recognition awards program is being revised. The nomination and selection process has been decentralized and simplified. Awards will be presented in a more timely manner that includes greater participation by peers and subordinates.

Uniform performance pay standards will be developed and applied to all employee categories. Evaluation cycles and

performance pay cycles will be tied more closely together and reflect the same performance results.

The present performance evaluation systems will be revised to reflect changes in form, process, timing and content. The incorporation of the Management Principles and Values will be completed for the 1992-93 rating cycle. Other revisions will occur within the next two or three years.

The Agency's various performance evaluation systems will be designed to be similar in timing and content, results-oriented and accountable. They will emphasize staff career enhancement as a specific objective for supervisors.

Career enhancement will be an Agency priority. Professional development matrices are being developed to depict essential competencies and experiences expected of employees at various career levels. These matrices will assist in making career development assignment decisions

(continued on page 12)

Along the Nile, USAID/Egypt Promotes the Basics in Education

BY J.D. DEMING

In the searing heat of Upper Egypt stands a cool three-story school built by USAID. The 9,000 Nubian villagers of the three farm towns surrounding the El Alaky Prep School live little differently from the way people have lived along the banks of the Nile for the past 50 centuries, heirs to the land of Ramses II.

But their lives changed forever in the 1960s when the then Soviet Union and the Egyptian government built the massive Aswan High Dam. The dam blocked the ancient flow of the Nile, creating enormous Lake Nasser, which flooded and consumed their traditional home. The villagers were relocated upstream.

Today the El Alaky Prep School, decorated with an idyllic mural of the old village, teaches 300 students in math, Arabic, English, science, folk art and the Koran as part of one of the largest education projects in the world.

USAID has built 1,850 schools for the people of Egypt over the past 10 years, and another 100 are under construction. One million Egyptians have been taught in 15,000 primary and prep schools, and 13,500 teachers and inspectors have been trained in the operation and maintenance of \$40 million worth of USAID-donated American equipment: maps, globes, sewing machines, projectors, science and carpentry equipment.

Besides infrastructure, USAID/Egypt's Basic Education Project also provided the Egyptian Ministry of Education with state-of-the-art assistance on educational planning and curriculum development.

Maintenance of the USAID-built schools has been a major focus of the mission. In the past, it seemed official ribbon cuttings for new schools were often more important than maintaining them afterwards. USAID/Egypt has worked hard to stress the critical need for maintenance to the Egyptian government, and changes are afoot. Maintenance now has become a major priority for the new minister of education, and 200 million Egyptian pounds has been committed to maintain the buildings.

Outside the El Alaky Prep School, a sign in Arabic thanks the people of the United States for their help and friendship; inside, the children of an ancient people prepare for their 51st century by the Nile.

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



Students prepare for class at the USAID-funded El Alaky Prep School in Upper Egypt.

Reforms

(from page 11)

A study is under way to establish a certification system for project managers and contract officers.

The Foreign Service assignment system will be revised and promotion precepts modified to link assignments and promotions to career enhancement matrices. A set of criteria and precepts for entry into and assignment within the Senior Management Group system will be developed and communicated throughout the Agency.

The scope of the Incentives Committee recommendations is significant. If instituted, it is expected that they will change the motivation and reward system for Agency employees. They are intended to create an incentives system that is transparent, equitable and predictable, as well as grounded in the recognition that USAID's most valuable resource is its skilled and talented employees.

Pett works in the Finance and Administration Directorate, Office of Human Resources Development and Management, and is working with the Management Reforms Council to institute incentives and program reforms.

Artisans Market Folk Art

BY KARYL MORRISON

Hungarians traditionally put Christmas gifts in boots, not stockings. But the American tradition of Christmas stockings has recently found a place in the folk art industry of Hungary. With the help of USAID-sponsored Aid to Artisans (ATA) design experts, Christmas stockings embroidered with patterns taken from Hungarian shepherd's cloaks now are being marketed successfully in the United States.

The success of this and numerous other ATA projects have helped stimulate the folk art industry that provides the continuity of tradition in Hungarian everyday life and also plays an integral role in the survival and growth of the country's tourist industry. For example, more than 10 million visitors are expected to attend the World Expo, hosted by Hungary in 1996, which also will celebrate 1100 years of conquest and settlement in the Carpathian basin.

But recent economic developments

that have taken place since the democratization of Eastern Europe began in 1989 now threaten that progress.

Forty years under communist authority left the Hungarian folk art industry in desperate need of modernization in product offerings, pricing strategy, distribution channels, promotion efforts and marketing know-how. According to a market analysis completed in 1992 by ATA, these problems now are further compounded by economic contraction. The analysis cited inflationary pressures, a recent decrease in tourism, a tight cash flow, a shakeout in the wholesale and retail arena and increased competition within the Hungarian folk art industry as the major causes for economic ills.

ATA is helping to address these concerns through export and promotion support and marketing education programs. Working with local cooperatives to increase exports by improving product design and increasing local production also stimulates the Hungarian market.

Market studies indicate that such efforts have had a significant impact on sev-

eral participating cooperatives and will continue to play a critical role in the economic growth of the Hungarian folk art industry and the economic success of Hungary as host of World Expo 1996.

Morrison is program assistant for USAID/Hungary.

Pendarvis

(continued from page 5)

which you can get immediate results," she says with a wry smile. "You can help people look at things positively, work things out and be fighters. It's scary—but it's amazing to know how much other people go through."

Pendarvis is pleased with the goals she's achieved but adds that as an African-American woman, she's had to work harder. "We're underrepresented: Of the 52 people in SES at USAID, I'm one of three minorities. In principle that disparity in representation is perhaps but a microcosm of the larger American scene. I don't see that changing in my lifetime without strong leadership, clear focus and dedication to the stated principles of democracy. The struggle is a grueling but necessary effort—necessary because prosperity and survival of our country depend on it.

"In large measure, equal employment opportunity is about the principles of fairness and justice—making the merit employment system work for all individuals."

Pendarvis approaches change as she's approached her career: logically, methodically and with a certain self-respect. "You can never do it all. If you try you'll hurt yourself and the program," she says. "Know when you've given your all and move on. I will give 200 percent and do what I can here."

On final pause and reflection, she states, "There's no question there has been progress in equal employment opportunity, but it is just as clear that much more can and must be done."

Joyce is a freelance writer based in Arlington, Va.



(Left to right) Clare Smith, ATA president; Elbert Imre, Kaposvar Ceramics Cooperative president; and Maria Mamlouk, USAID officer, observe a potter at work.

In Malawi, Program Targets AIDS

BY CHRISTOPHER PHILLIPS

As part of comprehensive and pioneering AIDS education programs in the schools, students and teachers in classrooms throughout Malawi are discussing the threat of acquired immune deficiency syndrome (AIDS). It is an activity the government of Malawi considers crucial to help control the spread of the disease.

Along with other African nations, Malawi has been hard hit by the AIDS epidemic.

Nation-wide, the government estimates that 10 percent of sexually active adults are infected with the human immunodeficiency virus (HIV) that causes AIDS. A staggering 20 to 40 percent of all hospital beds in urban centers in the country are occupied by people with AIDS-related illnesses. One of every four expectant mothers in urban areas may have the virus. Through its National AIDS Committee, the Malawi government joined with the USAID-sponsored AIDS Public Health Communication project (AIDSCOM) to launch the school-based program.

AIDSCOM is administered by the Academy for Educational Development, a Washington, D.C.,-based non-profit organization. AIDS education efforts are concentrated in schools because secondary school officials had reported an alarming increase in sexually transmitted diseases among students.

"There is a consensus among Malawi officials that a great deal can be done to slow the spread of AIDS, since the largest part of the population still is not infected," says Dr. William Mackie, AIDSCOM's resident technical adviser in Malawi. "The school-based education program is one such effort."

More than 5,000 primary school teachers and headmasters will be trained this year, and 218,000 booklets about AIDS will be distributed to school-aged children throughout Malawi. In some of the country's rural primary schools, these illustrated booklets will add to the meager supply of written materials available in the classroom. As a result, the books will be not only a major educational tool to wage war against AIDS—or EDZI, as the disease is known in Malawi—but also can serve as a valuable tool for teaching basic reading

skills. Project designers hope that students also will share what they learn with their out-of-school peers and family members.

Among the topics discussed in AIDS books are HIV and the immune system, signs and symptoms

of AIDS, how HIV is transmitted and how to avoid HIV infection. Thirteen pupils' handbooks and teachers' guides have been prepared for use in primary, secondary and post-secondary schools throughout Malawi.

"The AIDS education program in schools will be complemented by youth counseling and outreach activities under USAID/Malawi's new AIDS and family health project," says Chris McDermott, chief of the mission's Health and Population Office. "The new project represents a major commitment to stopping AIDS and will provide resources to revitalize non-governmental organizations and community groups to augment the government's efforts to combat AIDS."

The program should enhance students' knowledge about AIDS and correct misconceptions; draw heavily upon the influence of peers and perceived behavioral and social norms to influence behavior change; change attitudes toward AIDS and people with AIDS; and encourage students to accept responsibility for protecting them-

selves and others from HIV infection and other sexually transmitted diseases.

The Malawi government's focus on AIDS prevention serves as a model for other countries confronting the epidemic. The World Health Organization and UNICEF are lending their support to this program by helping fund the production and distribution of books and teacher training. Malawi's first lady, "Mama" Kadzamira, has been involved in developing new programs to care for the growing number of AIDS orphans. She has been an advocate of AIDS prevention and patient care activities and has supported the school-based AIDS curriculum.

Will all the AIDS education be enough to make a difference? Those involved in AIDS prevention efforts in Malawi say that only time will tell. They add that the one definitive barometer to gauge whether education is helping control the spread of the disease is to measure whether the infection rates among young people begin to decline steadily.

"That will be the ultimate test of the program's success," says Kadzamira.

Phillips is a freelance writer.

AIDS Education Module Available

The Panos Institute of Washington, D.C., has produced a 16-page educational module, "HIV and Development," for use worldwide. The document, partially funded by USAID's Bureau for Food and Humanitarian Assistance, introduces readers to basic information on the human immunodeficiency virus.

"HIV and Development" is available from Panos-Washington for \$2.95 plus \$1.00 shipping. For more information, write Elise Storck, director, Development Education, Panos Institute, 1717 Massachusetts Ave., N.W., Suite 301, Washington, D.C. 20036 or call (202)483-0044.



Carlson Heads USAID/Mozambique

Roger Carlson was sworn in as director of the Agency's mission in Mozambique Aug. 6. Carlson, a career Foreign Service officer with 29 years of experience, will be responsible for a program that will provide \$188 million in humanitarian and development assistance to Mozambique this year. The Mozambique program is the largest U.S. assistance effort in sub-Saharan Africa.

Carlson's career in economic development began in 1962 with a White House summer internship at the Peace Corps. Since joining USAID in 1963 his assignments have taken him to Algeria, Tunisia, Vietnam, Somalia and Swaziland. He also has served as

officer-in-charge of Afghanistan and Iranian affairs, chief of the Near East and North African Division in the Near East Bureau's Project Development Office, director of the Agency's Office of Southern Africa Affairs and most recently as director of the U.S. program in Swaziland.

In 1969 Carlson received USAID's meritorious honor award for contributions to economic planning and development in the Republic of Vietnam. In 1977 he received the C. Herbert Reese memorial award for his outstanding work on U.S. assistance programs in Afghanistan.

Born in Lackawanna, N.Y., Carlson obtained his bachelor's degree in government and economics from Harvard University in 1963. He also attended the Fletcher School of Law and Diplomacy at Tufts University and the Stanford University Graduate School of Business, where he was a Sloan Fellow and received a master's degree in management in 1981.



Bookfair '92 Opens Oct. 16

The 32nd annual Bookfair of the Association of American Foreign Service Women will get under way Oct. 16 with Family Night.

The doors will open at 4 p.m. for employees and their families. Entertainment for children will be provided in the Dean Acheson Auditorium, and the cafeteria will be open until 7 p.m.

Thousands of books in many categories will be on sale, and a large assortment of foreign stamps will be of interest to both the novice and the experienced collector. Collectors' items from around the world will be found in the Art Corner.

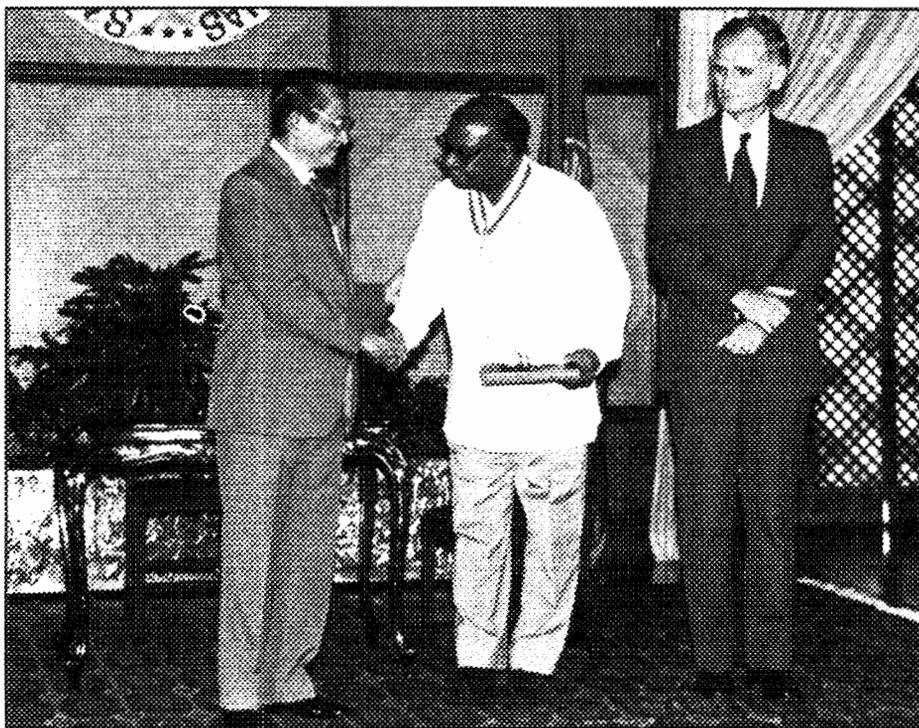
Bookfair '92 will be open to the public the weekends of Oct. 17 and Oct. 24 from 10 a.m. to 4 p.m. and will be located on the lower level of the 23rd St. entrance to the Department of State and the Exhibition Hall near the cafeteria.

For personnel with security access to the Department of State, the Bookfair will be open Monday, Oct. 19, through Friday, Oct. 23, from 11 a.m. until 3 p.m.

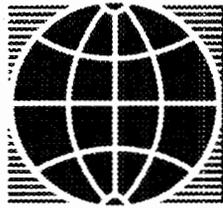
Proceeds from the Bookfair go to the scholarship fund and community projects in the District of Columbia. Entrance is free. For more information, call (202)223-5796.

USAID Employee Honored For Work in the Philippines

Bryant George (center), former chief of USAID/Philippines' Office of Food for Peace and Voluntary Cooperation, (OFFPVC) receives the Presidential Medal of Merit from Philippine President Fidel V. Ramos during a ceremony at Malacanang Palace in Manila. The medal was awarded in recognition of George's assistance to private voluntary organizations throughout the Philippines during the last eight years. OFFPVC chief, John Heard, is at right.



WHERE



In the World
Are USAID
Employees?

RETIRED

Scheele, Edward, IG/SEC/PS/SP, physical security specialist, 8 years

Years of service are USAID only.

MOVED ON

Adler, Michael, AA/EUR
Douglas, Lakeshia, COMP/YOC/COOP
Eller, Don Carl, NIS/IF/EHA
Fisher III, Wilbur, XA/PL
Fox, Jason, COMP/YOC/COOP
Hall, Tracy Smith, PRE/IBD
LaFleur, Andrew, FA/FM/LM/AR
McCarthy, Robert, COMP/YOC/COOP
Miller, Warren, A/AID
O'Meara, James, FHA/FFP
Smith, Craig, R&D/AGR
Snyder, Sherry, COMP/CS/RECRUIT
Wright, Joseph, EUR/PDP

PROMOTED

Armstrong, Denise, NE/EEMS, administrative officer
Ase, Randall, RIG/A/I/Kenya, auditor
Batelle, John, EUR/DR, education development specialist
Berwick, Nora, POL/PAR, natural resources specialist
Bonnell, James, RIG/A/I/Singapore, supervisory auditor
Briscoe, Betty, SDB/OD, general business specialist
Bryant, Dennis, RIG/A/I/Kenya, supervisory auditor
Burden, Retta, FA/HRDM/PMES/PM, personnel management specialist
Carroll, Jacob, AFR/EA/U, clerk typist
Chitwood, Alan, RIG/A/O/Singapore, inspector
Countryman, Ilona Kazimi, ASIA/DR/TR, program operations specialist
Dinkins, Marcus Winford, FA/FMP, clerk
Donargo, Elizabeth, AFR/MRP/PMI, information analyst
Eavy, Paul, FA/IRM/SDM, supervisory computer specialist
Elkins, Tim, IG/A/PPO, auditor
Fullmer, Jennifer, FA/OP/A/EE, contract specialist
Golla, Thomas, RIG/A/I/Honduras, supervisory auditor
Gowen, Daniel, RIG/A/I/Senegal, auditor

Green, David, FA/OP/CC/M, trade assistant
Haer, Michael, RIG/A/I/Singapore, inspector
Hailstorks, Sherrie, FA/HRDM/PMES/PM, personnel management specialist
Hall, Doris, FA/HRDM/XT, employee development specialist
Hill, Natalie, AFR/MRP/CONT, secretary typist
Hoffman, Jeanne, AFR/EA, program analyst
Huish, Marian, RIG/A/I/Singapore, auditor
Johnson, Angela Maxine, R&D/POP/CPS, program operations assistant
Kepler, Michael, RIG/A/I/Honduras, inspector
Lane, Sandra, FA/OP/B/HNE, contract specialist
Le, Yen, FA/FM/A/LCOM, accountant
Lee, Ted Gilmore, PRE/IBD, general business specialist
Lyles, Joy, R&D/H, program analyst
Maliner, Andrew, RIG/A/I/Singapore, auditor
Marshall, Loretta, FA/B/PB/C, program analyst
McCoy, Melissa, XA/PL, administrative operations assistant typist
Mitchell, Toni, FA/HRDM/TSD/PMT, education development specialist
Nichols, Scott, RIG/A/I/Egypt, inspector
Nickens, Stacie Leanne, FHA/OFDA/OS, secretary typist
Nickolou, Frances, PRE/EM, secretary typist
Nordby, Craig, RIG/A/I/Senegal, auditor
Osmers, Deneen Anne, COMP/YOC/COOP, student trainee
Prestwood, Paulette, AA/FA, secretary typist
Remke, John, RIG/A/I/Egypt, auditor
Rollins, Jay Reed, RIG/A/I/Egypt, auditor
Roman, Mitro Darren, RIG/A/I/Senegal, auditor
Shrader, Hans, COMP/YOC/COOP, student trainee
Spencer, Lenora, COMP/YOC/COOP, student trainee
Thomas, Helena, COMP/YOC/COOP, student trainee
Thompson, Rochelle, R&D/POP/RCD, program analyst
Truesdell, M. Caroline, RIG/A/ANE/W, inspector
Washington, Stephanie, R&D/EID, secretary typist
Windsor, Jennifer Lynn, COMP/NE/OJT, management intern

REASSIGNED

Ahn James, Tunisia, controller, to Kazakhstan
Amato, Peter, Dominican Republic, project development officer, to supervisory project development officer, Bangladesh
Anderson, Dennis Craig, Honduras, agricultural development officer, to agricultural economics officer, Bangladesh
Anderson, Grant Jr., AFR/DP/PP, supervisory project development officer, to foreign affairs officer, COMP/LT TRNG
Anklewich, Thomas, COMP/IG, auditor, to supervisory auditor, RIG/A/I/Senegal
Armstrong, Paul, RIG/A/I/Senegal, supervisory auditor, to the Philippines
Avila, John, Nicaragua, supervisory financial management officer financial analyst, to controller, Poland
Baker, Murl, Oman, supervisory program officer, to

project development officer, REDSO/ESA
Barbiero, Carla, Kenya, project development officer, to supervisory program officer, Ethiopia
Barbiero, Victor, REDSO/ESA, health population development officer, to supervisory general development officer, Ethiopia
Barnes, Robert, Dominican Republic, supervisory private enterprise officer, to project development officer, Philippines
Barth, Richard, IG/A/FA, supervisory auditor, to auditor, IG/A/PPO
Bergman, Jay, FA/OP/B/HNE, supervisory contract specialist, to FA/OP/B/LA
Bever, James, Indonesia, supervisory program officer, to COMP/FS/REASSGN
Beyer, Beatrice, Niger, program officer, to NE/ME
Bilecky, Anatole, FA/OP/CC/T, supervisory commodity management officer, to executive officer, Ukraine
Birgells, Edward, Ghana, program officer, to project development officer, COMP/FS
Breen, Frank, El Salvador, supervisory financial management officer, to controller, Madagascar
Brineman, Elena, LAC/DR, supervisory general development officer, to foreign affairs officer, COMP/LT TRNG
Brown, Clifford, REDSO/ESA, legal officer, to Honduras
Byess, Richard, Mali, supervisory program officer, to Nepal
Calavan, Michael, COMP/LT TRNG, supervisory program officer, to COMP/FS
Callen, Pamela, Niger, controller, to supervisory financial management officer financial analyst, FA/FM/CMP
Carlson, Roger, Swaziland, mission director, to Mozambique
Carney, Joseph, LAC/DR/EHR, supervisory general development officer, to supervisory education development officer, Indonesia
Carter, William, Indonesia, supervisory Food for Peace officer, to project development officer, Romania
Cashion, Gerald, RDO/Caribbean, project development officer, to program officer, AFR/EA/M
Chernak, Anne, Bulgaria, project development officer, to special projects officer, COMP/FS/REASSGN
Correa-Montalvo, Jaime, Costa Rica, agricultural development officer, to Food for Peace officer, FHA/FFP/LAC
Craddock, William, EUR/DR/BFL, supervisory general development officer, to supervisory private enterprise officer, Jamaica
Dabbs, Carol, LAC/DR/HPN, public health LAC/DR/HPN adviser, to public health analyst
Debose, Charles, COMP/FS, supervisory health population development officer, to supervisory health population development officer physician, Senegal
Destler, Harriett, R&D/POP/FPS, social science analyst, to program analyst, POL/CDIE/E/SS/S
Dudik-Gayoso, Joan, COMP/DETAIL SUP, director office international development, to director office international training, R&D/OIT
Falconer, R. James Jr., FA/HRDM/SCD/SB,

personnel staffing specialist, to administrative officer, FHA/MGT

Fasullo, John, COMP/FS/REASSGN, special projects officer, to FHA/PVC

Flynn, John, NE/DR, supervisory general development officer, to supervisory agricultural development officer, REDSO/ESA

Ford, William, R&D/OFT, supervisory development training officer, to deputy mission director, South Africa

Fostergrass, Donald, FA/HRDM/TSD/PST, development training officer, to supervisory human resources development officer, Swaziland

Freeland, Normajean, ES, administrative officer, to program analyst, NIS/TF/PAC/SPBC

Freeman, Kay, Morocco, project development officer, to COMPLWOP

Gardner, Olwyn Beth, XA/PL, administrative operations assistant typist to COMP/FS/REASSGN

George, Bryant, Philippines, supervisory special projects officer, to COMP/FS/REASSGN

Gianni, Monica, Senegal, financial management officer financial analyst, to EUR/RME/FMS

Gilmer, Ronnie, FA/FM/A/AS, financial operations specialist, to program analyst, LAC/DPP

Gingerich, James, Kenya, supervisory agricultural development officer, to Nepal

Gingerich, Molly, Kenya, population development officer, to health development officer, Nepal

Gordon, Alan, Nigeria, controller, to Botswana

Goughnour, Richard, Ecuador, controller, to Bolivia

Gould, Michael, Egypt, supervisory project development officer, to supervisory program officer, Oman

Granados, Jairo, Mozambique, supervisory executive officer, to Kenya

Gweslie, Mathias, Jamaica, financial management officer financial analyst, to controller, Zambia

Haladay, Robert, Honduras, supervisory health/population development officer, to health population development officer physician, AFR/ARTS/HHR

Harber, Richard Jr., AFR/SA, program economics officer, to program officer, AFR/SA/MBZ

Harms, Larry, Haiti, supervisory agricultural development officer, to Mali

Heard, Anne, Philippines, supervisory special projects officer, to supervisory executive officer

Heard, John, El Salvador, supervisory special projects officer, to the Philippines

Heesen, David, Bangladesh, supervisory agricultural development officer, to Costa Rica

Heisler, Douglas, Tunisia, housing urban development officer, to South Africa

Hemphill, Gregory, Niger, supervisory financial management officer, to controller, Rwanda

Hilliard, Karen, Egypt, program officer, to project development officer, Oman

Holland Jr., Henry, Oman, financial management officer financial analyst, to controller, Nigeria

Horschler, Philip, IG/A/PSA, auditor, to IG/A/PPO

Huger, Gregory, Egypt, associate mission director, to supervisory private enterprise officer, NIS/TF/PSI

Jacobs, Lorraine, Yemen, executive assistant, to COMP/FS

Jessup, John Jr., FA/HRDM/TSD, supervisory employee development specialist, to development

training specialist, LAC/DR/EHR

Johnson, Claire, Chad, controller, to Benin

Jordan, Tonya Lizette, FA/FM/A/NPA, clerk, to clerk typist, FA/HRDM/PMES

Kaschak, William, Guinea, mission director, to foreign affairs officer, COMP/LT TRNG

Kertson, Kim Mari, Egypt, project development officer, to program officer

Laemmerzahl, Arthur, Egypt, supervisory commodity management officer, to COMP/FS/REASSGN

Lee, Jeffrey, COMP/FS/REASSGN, Food for Peace Officer, to program officer, AFR/SWA/MBF

Lee, Kenneth, FA/FM/A/LCOM, financial clerk, to clerk, FA/FM/A/NPA

Leo, James, El Salvador, supervisory executive officer, to COMP/FS

Lightfoot, Harry, Zambia, controller to Niger

Losk, David, Costa Rica, supervisory general development officer, to supervisory health population development officer, Honduras

Luche, Thomas, Cape Verde, AID representative, to mission director, Burkina Faso

Mertens, Frank, COMP/FS/REASSGN, agricultural development officer, to private enterprise officer, FHA/PVC

Meyer, Steffi, AFR/SA/MBZ, program officer, to supervisory project development officer, Kenya

Miller, Frank, ASIA/DR/PD/EA, project development officer, to supervisory project development officer, ASIA/DR/PD

Mitchell, Toni, FA/HRDM/XT, employee development specialist, to education development specialist, FA/HRDM/TSD/PMT

Nance, William, COMP/FS, foreign affairs officer, to AID representative, Mongolia

Neal, Patricia, FA/FM/P/PPB, payroll technician typist to accounting technician typist, FA/PM/P/AR

Negash, Kifle, COMP/FS, agricultural economics officer, to supervisory program economics officer, Cameroon

Nesterczuk, Igor, Haiti, controller, to COMP/FS

Newton, Gary, Malawi, supervisory health population development officer, to Kenya

Nicholson, Norman, COMP/DETAIL SUP, international cooperation specialist, to program analyst, OPS/PRC

Norris, James, Pakistan, mission director, to Russia

Olds, Suzanne, West Bank, AID representative, to Armenia

Olsen, Andrew, IG/A/PPO, auditor, to RIG/A/Vienna

Oot, David, Kenya, supervisory health population development officer, to Nepal

Osborn, Amy Nolan, RDO/South Pacific, program officer, to COMP/FS

Osborn, James, RDO/South Pacific, supervisory program officer, to project development officer, COMP/FS

Pierce, Thomas, Nepal, agricultural development officer, to natural resources officer, ASIA/DR/TR

Ponasiak, Diane, LAC/CEN, program officer, to general development officer, Egypt

Reed, Allan, Guinea, deputy mission director, to program officer, COMP/FS

Rifkin, Norman, Indonesia, supervisory education

development officer, to supervisory general development officer, LAC/DR/EHR

Riley, Susan, ASIA/SA/A, program officer, to project development officer, Morocco

Riley, William, NE/ENA, program officer, to Morocco

Rishoi, Thomas Lee, Pakistan, supervisory energy officer, to project development officer, COMP/FS

Roberts, John, COMP/FS/REASSGN, foreign affairs officer, to program officer, AFR/SA/ZSSM

Romwall, N. Keith, Tanzania, controller, to Morocco

Rorie, James Walter Sr., IG/A/PSA, auditor, to RIG/A/EUR/W

Ross, Lee Ann, Indonesia, supervisory program economics officer, to agricultural economics officer, AFR/ARTS/EA

Rucker, Robert, Tunisia, program economics officer, to supervisory program officer, Thailand

Ryley, Frederick, Uganda, controller, to supervisory financial management officer, El Salvador

Schoepfer, Arthur Jr., COMP/FS, supervisory program officer, to program officer, Dominican Republic

Schroder, David, Egypt, agricultural economics officer, to R&D/AGR/EP

Shoemaker, Robert, FHA/PPE, Food for Peace officer, to project development officer, AFR/ONI/DG

Smith, Edward Jr., Uganda, general development officer, to project development officer, COMP/FS

Stevenson, Marcus, Indonesia, contract officer, to COMP/FS

Sutton, Daniel Jr., Philippines, supervisory executive officer, to COMP/FS/REASSGN

Tate, F. Wayne, Bolivia, supervisory program officer, to foreign affairs officer, COMP/LT TRNG

Thomas, Melissa, COMP/YOC/COOP, student trainee typist, to clerk typist, FA/HRDM/PMES

Thormann, Peter, Thailand, supervisory program officer, to program economics officer, AFR/EA

Vanderhoof, Gary, Jamaica, private enterprise officer, to COMPLWOP

Vermillion, James, LAC/TT, trade development officer, to supervisory project development officer, AFR/ONI/TBCV

Warren, Marlon, ASIA/SA/P, program officer, to supervisory general development officer, AFR/ARTS/HHR

Wendel, Dennis, Egypt, supervisory rural development officer, to project development officer, South Africa

White, Pamela, COMP/FS/REASSGN, supervisory executive officer, to executive officer, FA/HRDM/R

Wines, Sarah, COMP/FS/REASSGN, housing urban development officer, to regional housing officer, EUR/DR/BFI

Winter, Marcus, Indonesia, supervisory rural development officer, to supervisory general development officer, NE/DR

Yochelson, Roger, COMP/NE/OJT, general development officer, to supervisory special projects officer, Panama

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