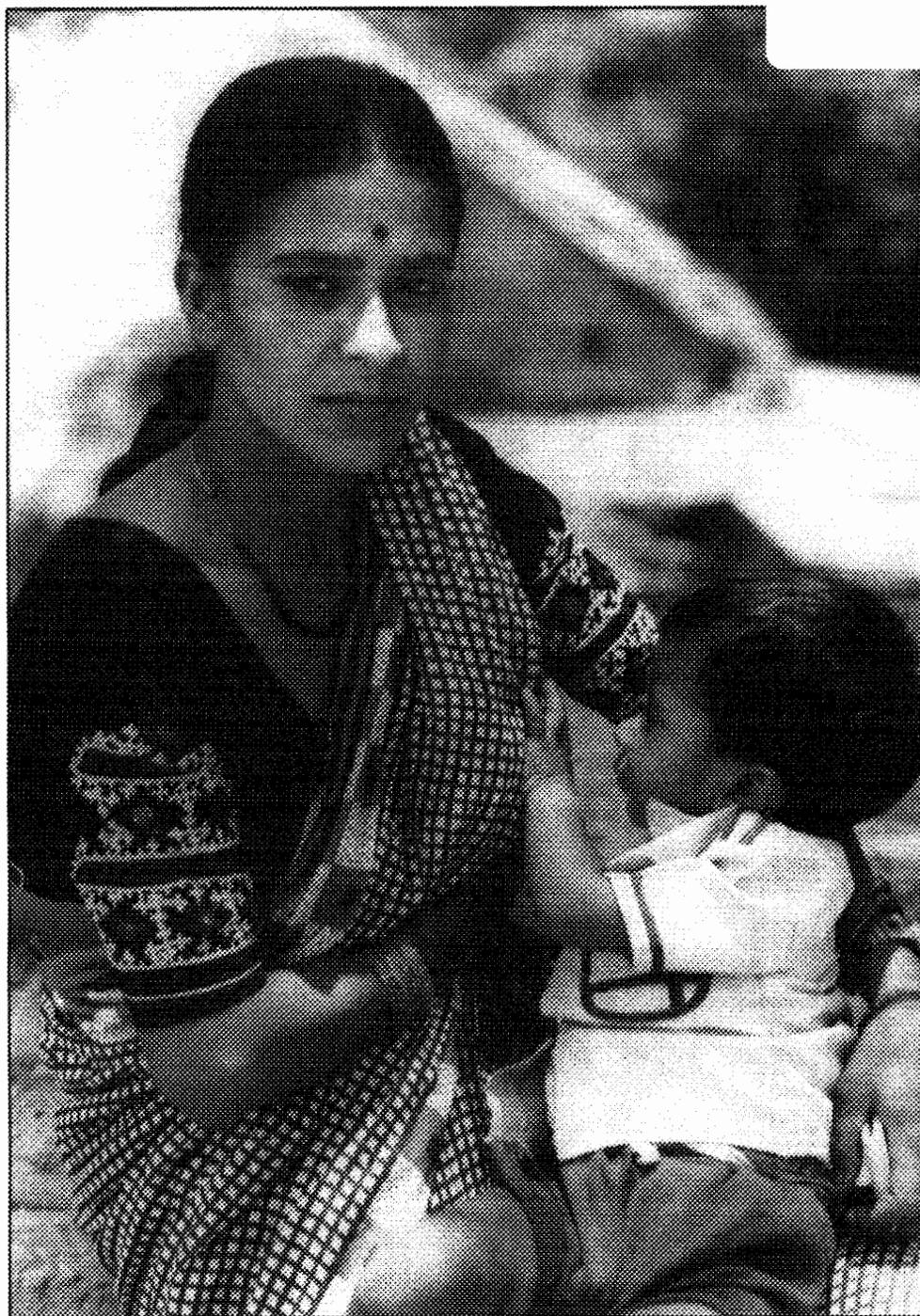


Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ■ NOVEMBER 1993



PN-ACZ-603

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NOVEMBER 1993

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USAID Hot Shots

We're Havin' a Party!



To kick off the new fiscal year on Oct. 1, USAID personnel from the former Directorate for Finance and Administration (now the Bureau for Management) celebrated at an awards brunch.



Photo Credits: Cover, Gayle Jahn; Clyde McNair, inside cover, pages 5-9 and 12; Dolores Weiss, page 2; John Metelsky page 3; Bergey Windpower, page 11.

Cover Photo: Despite progress made by governments to improve the social, economic and legal status of women, discrimination and human rights violations based on gender persist on every continent. Excerpts from Chief of Staff Richard McCall's recent testimony on Capitol Hill accentuate the adversities that many women face. See story on page 2.



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Front Lines

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Gender-based abuses are human rights abuses that can't be tolerated



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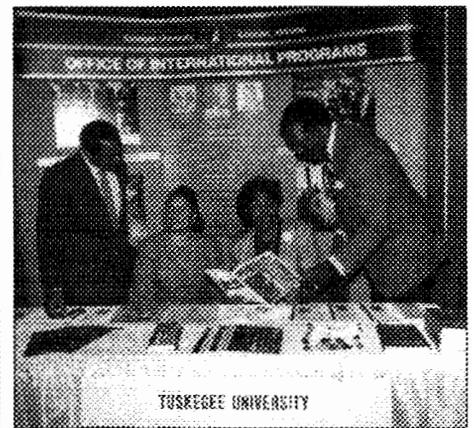
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A Cultural Tradition That Hurts Women

Gender-based abuses are human rights abuses that can't be tolerated

The following excerpt is from Chief of Staff Richard McCall's Sept. 29 testimony to the House Committee on Foreign Affairs, Subcommittee on International Security, International Organizations and Human Rights.

The sad fact is that despite progress made by governments to improve the social, economic and legal status of women, discrimination and human rights violations based on gender persist on every continent. A vicious cycle exists where women's low social, economic and political status renders them more vulnerable to abuses of their human rights, and their unequal rights reinforce their low status.

Women bear the burden of social, economic and political discrimination and abuse throughout much of the world. Women are generally employed in a restricted range of jobs—in low-paid, low-productivity work, where they are subject to discrimination and oftentimes to sexual harassment.

In developing countries, one of women's greatest contributions outside the home is agriculture. In Africa, about 60 percent to 80 percent of the agriculture labor is female. And in Asia, 80 percent of the post-harvest work is carried out by women.

Women also make up a significant percentage of the informal sector—often forced to combine work and childcare responsibilities. In Latin America, women

make up 25 percent to 40 percent of informal sector employment.

Women in almost every country tend to be concentrated in lower-status jobs. In manufacturing, women often do much of the routine production-line work. In the export processing zones of Southeast Asia, women provide up to 80 percent of the work force.

Low status is reflected in low pay, with women's earnings frequently only 50 percent to 80 percent of those of men.

This year is the 20th anniversary of the enactment of legislation [the Percy Amendment] officially acknowledging that women are a crucial resource for development. It is therefore appropriate that USAID use this occasion to recommit itself to breaking this cycle of abuse and discrimination. Women must be empowered and gender issues must be integrated completely into all development assistance programs. The new administrator is committed to this effort not only in our programs abroad, but in our employment and promotion policies within the agency.

With a vigorous and renewed commitment, USAID will aggressively promote changes in laws and policies to accord

women full human rights and to educate them on their rights. USAID's most important and far-reaching contribution to breaking the link between gender-based inequalities in human rights and women's low status is to focus on many of the underlying conditions which make women vulnerable to violations of their rights. In developing countries, gender-based stereotypes and social, cultural, economic and educational expectations continue to undermine women's equal participation in society and the exercise of their full human rights.

The fact that societal stereotypes of women lead to violence, physical abuse and even death is evidence of the serious consequences of women's powerlessness in relation to men.

Under this administration, USAID will give top priority to the empowerment

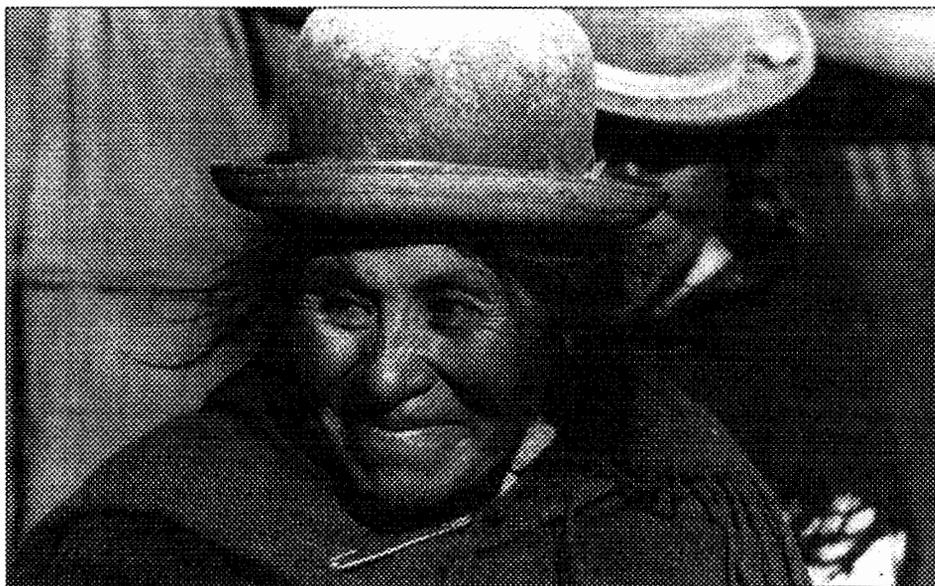


of women and the protection of their human rights through education, increased economic opportunity, family planning and health services and support for indigenous women's organizations. We do this not only because it is morally right, but also because democracy and sustainable development are not possible without the full and equal participation of women. We commit ourselves to this course of action, fully cognizant that we ourselves are not totally free of gender-based discrimination in our own society as shown by a recent U.S. study entitled "How Schools Shortchange Girls."

In effectively carrying out this commitment to enhancing the rights and status of women, USAID's Women in Development Office must once again be taken seriously and strengthened. In addition, Women in Development issues have to be an essential focus of a reconstituted Policy Planning Directorate. As we move forward in reorganizing the structure of USAID, we are grappling with the problem of how we institutionalize programs and policies that address gender issues. The Women in Development Office needs to be established within the organization in a way that will ensure that women's needs not only permeate all our development programs, but that they transcend the priorities of changing administrations.

I would like to digress somewhat from my prepared testimony and offer some personal reactions to some of the issues being addressed by your subcommittee, Mr. Chairman. I had the opportunity to view, for the first time, yesterday the "Day One" television broadcast about female genital mutilation. I was stunned by what I saw—not just because it is a ritual performed on girls, but as much by the purposeful infliction of pain on a child.

The trauma and obvious pain on the faces of the little girls, having suffered this procedure, is as abhorrent as visual graphics of the extended bellies of starving children. There isn't a cultural tradition which can



justify the subjecting of any child—be they male or female—to this form of torture. And it is a form of torture which carries with it consequences for a lifetime.

Some would argue that we have to proceed carefully in dealing with this problem because it involves the cultural traditions of countries. But history is rife with examples of where governments have outlawed cultural traditions which have

***We cannot place on women
the entire responsibility to
change the patterns of abuse
and discrimination.***

inflicted pain and suffering on a class, race or group of people. The time is long overdue for gender to be included in this list.

Mr. Chairman, you are to be commended for taking on this issue. In addition, the producers of "Day One" deserve special recognition for what they have done to bring this issue back to the forefront of our concerns. Believe me, the old adage that a picture is worth a thousand words has never been more compelling than the visuals that "Day One" brought into our homes.

What can we do, not only as individuals, but as governments, to eliminate this practice? Gender-based abuses are human rights abuses and they must be elevated as a primary policy concern in our relations with other nations.

In addition, women's organizations which are fighting an often lonely battle to end this practice need to know that the global community in general, and our government in particular, share their struggle. We need to make it very clear to governments that we support their efforts, and we need to work closely with these organizations to strengthen these efforts, including the provision of financial and technical assistance resources.

We cannot place on women the entire responsibility to change the patterns of abuse and discrimination. We must also work to change the attitudes of men who perpetuate the mores and culture in which these abuses occur. We have to deal with this in the context of a male-dominated society where men find unacceptable women who do not subject themselves to this ritual.

We have to implement a framework of values within USAID that places the sanctity and aspirations of the individual human being at the heart of U.S. foreign policy concerns. ■

The President Signs FY 1994 Foreign Assistance Appropriations Act

On the evening of Sept. 30, just hours before fiscal year 1993 ended, President Clinton signed into law the fiscal 1994 Foreign Assistance Appropriations Act (P.L. 103-87). The Senate had passed the final version of the bill earlier that day by a vote of 88-11, while the House had passed the measure on Sept. 29 by a margin of 321-108.

The Foreign Assistance Appropriations Act, totaling \$14.6 billion, provides funding in fiscal 1994 for virtually all USAID programs except P.L. 480, as well as operating expenses for salaries and other administrative costs. In addition to bilateral economic assistance, the act funds multilateral economic assistance programs, military assistance for U.S. allies and export assistance for U.S. businesses.

Throughout this year's legislative cycle, Congress had given strong bipartisan support for the funding measure, in large part because it contained \$2.5 billion for the New Independent States (NIS) of the former Soviet Union, the highest foreign policy priority of the Clinton administration.

As a result of the growing public and congressional clamor to reduce federal spending, the bill provides \$13 billion in fiscal 1994 appropriations for foreign assistance, \$1.4 billion less than the request and \$1 billion below the fiscal 1993 level. Since more than half of the bill's funding was directed to the former Soviet Union, Israel and Egypt, funding for virtually all other programs was reduced from the request.

The act appropriates \$1.2 billion for Development Assistance, of which \$812 million is provided to a Development Assistance Fund and \$392 million is appropriated to a separate population account. In an effort to ease the effect of the reduction from the fiscal 1994 request of \$117 million for overall development assistance, the act contains no earmarks for development assistance funds.

Because of a tight budgetary outlay ceiling, USAID's overall Operating Expenses and USAID's Inspector General's Operating Expenses were both reduced by 2 percent from the request. The bill provides an additional \$3 million in Operating Expenses to enable USAID to close down overseas missions and implement other recommendations of Vice President Gore's National Performance Review.

Economic Support Funds (ESF) were appropriated \$2.4 billion, a decrease of \$217 million from the request. Within the

ESF account, the appropriators earmarked \$1.2 billion for Israel, \$815 million for Egypt and \$15 million for Cyprus. Additionally, the appropriators urged in conference report language that additional ESF, beyond the \$25 million requested for the West Bank and Gaza, be used to assist Palestinians in support of the peace process.

The following chart provides budget specifics and compares the funding levels contained in the fiscal 1994 Foreign Assistance Appropriations Act with the fiscal 1994 request and the fiscal 1993 enacted level. ■

—By Marianne O'Sullivan, chief of the Program Presentation and Legislative Projects Division in the Bureau for Legislative and Public Affairs.

USAID Programs

(\$ Thousands)

	FY 1993 ENACTED	FY 1994 REQUEST	FY 1994 ENACTED
Development Assistance Fund	1,037,480	921,480	812,000
Population	350,000	400,000	392,000
Total: Functional Develop. Asst.	1,387,480	1,321,480	1,204,000
Development Fund for Africa	800,000	800,000	784,000
Rescission (DAF, POP or DFA)	—	—	-5,100
Africa Disaster Assistance	100,000	—	—
Micro and Small Enterprise			
Development Program			
Subsidy Appropriations	—	—	1,000
(Est. Level of Direct/Guar. Loans)	—	—	(25,000)
Private Sector Revolving Fund			
Operating Expenses	1,347	—	—
Subsidy Appropriations	4,057	—	—
(Est. Level of Direct/Guar. Loans)	(81,319)	—	—
Amer. Schools & Hospitals Abroad	30,000	—	—
International Disaster Assistance	48,965	148,965	145,985
Housing & Other Credit Guar. Programs			
Subsidy Appropriations	16,407	16,407	16,078
Operating Expenses	8,407	8,407	8,239
(Est. Level of Guar. Loans)	(150,000)	(110,000)	(110,000)
Foreign Service Retirement & Dis.	42,677	44,151	44,151
USAID Operating Expenses	512,000	512,000	501,760
USAID Reform and Downsizing	—	—	3,000
Inspector General's OE	39,316	39,916	39,118
Debt Restructuring	50,000	45,427	7,000
Economic Support Fund	2,670,000	2,582,000	2,364,562
Rescission	—	—	-203,000
International Fund for Ireland	19,704	(20,000)	Up to 19,600
MAI for the Philippines	40,000	40,000	(20,000)
Eastern Europe	400,000	408,951	390,000
New Independent States of			
Former Soviet Union	417,000	903,820	603,820
FY 1993 Supplemental-For. Ops	—	(630,000)	(630,000)
FY 1993 Supplemental-Defense	—	(979,000)	(979,000)



New Performance Evaluations on the Horizon

USAID's personnel performance evaluations, and this may come as no surprise to many readers, manage to draw flak from many sources. Critics, both internal and external, say the agency's Foreign Service evaluation system is inefficient and lacks accountability.

The agency is developing an entirely new system that will reflect some of the latest thinking in performance evaluations. Ultimately, USAID hopes to develop one evaluation system that will cover both FS and GS employees and be less burdensome for all of its users.

In May of this year, the agency signed an Indefinite Quantity Contract with the firm of Booz, Allen and Hamilton to design a new performance evaluation system. A steering committee was established to guide the contractor's work.

This summer the contractor completed its preliminary background review. To understand the system's requirements and constraints, the contractor interviewed members of several diverse employee groups, including selection boards, executive management staffs, and FS and GS employees, including support staff.

The contractor will present a concept paper to agency management prior to the final design of the new system. The final design should be completed by Dec. 31 and be in place for the 1994-95 evaluation cycle. Please contact Doug Brandt at (202) 663-1435 for further information. ■

McPherson Heads Michigan State

Former USAID Administrator M. Peter McPherson became the 19th president of Michigan State University on Oct. 1.

McPherson, who had the longest tenure of any USAID administrator, serving from 1981-87, left his position as group executive vice president of the Bank of America in San Francisco to accept the MSU presidency. At the bank, McPherson was responsible for restructuring the bank's debt with developing nations—a debt he helped reduce from \$7.5 billion to \$600 million.

McPherson had served as deputy secretary of the Treasury Department after he left USAID and before joining the bank.

In a press release issued by Michigan State, McPherson, whose international career began as a Peace Corps



volunteer in Peru in 1965, cited the university's long history of leadership in international programs and said that MSU is in a "unique position to play an important role" in addressing international problems.

A native of Lowell, Mich., and an MSU graduate, McPherson grew up on a farm just five miles from where the late MSU President and former USAID Administrator John A. Hannah was born. ■

Test Your

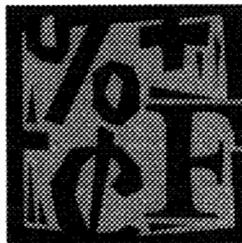


Jean Poole, a USAID project officer, has completed a privatization strategy evaluation in Eastern Europe and is preparing to return to the United States. She is escorted to the airport by two host government officials with whom she has been working. Just as she is about to board the plane the government officials present her with a beautiful gift on behalf of their government. What should she do?

Answer:

Accept it! An employee may personally accept a gift of minimal value (presently U.S. retail value of \$225 or less) tendered as a souvenir or mark of courtesy from an agent or representative of a foreign government. If the gift is worth more than \$225, and refusal would cause offense, embarrassment or otherwise adversely affect foreign relations, it should be accepted on behalf of the agency and relinquished within 60 days to the executive officer in an overseas mission or the Office of Administrative Services in Washington. For further information, contact your regional legal adviser overseas or Independent Counsel for Ethics Arnie Haitman in Washington at (202) 647-8218.

Economic Growth



Private Sector Ready, Willing, Almost Able

The Central Asian Republics of Kazakhstan and Kyrgyzstan offer unprecedented challenges and opportunities for U.S. organizations to play major roles in helping these nations, which are larger in size than Eastern and Western Europe combined.

These large nations have even larger problems: poverty, pollution, ethnic conflicts and a very limited private sector. Opportunities abound for U.S. organizations to form partnerships in these republics to assist in small enterprise marketing, environment, health and family planning, communications and agriculture. Promoting democracy is another key aspect of

assistance.

Senior officials from USAID and U.S. private voluntary organizations (PVOs) and non-governmental organizations (NGOs) comprised the Volunteer Executive Service Team (VEST) that recently returned from these republics. VEST acts as a high-level public/private partnership to respond rapidly to the challenges facing emerging nations in their democracy efforts. Counterpart (a U.S. PVO) created VEST, which is funded by USAID's Office of Private and Voluntary Cooperation.

"The VEST initiative offers unique opportunities for both the U.S. PVO community and USAID," said Sallie Jones, of the Office of Private and Voluntary Cooperation and co-leader of the VEST team. "Several partnerships already have emerged from the first VEST initiative to Russia and the Ukraine."

More than 100 representatives from PVOs, NGOs and the U.S. government concluded a Sept. 17 debriefing in Washington on Kazakhstan and Kyrgyzstan by stressing the importance of talking, listening



USAID Launches Russian Enterprise Fund

USAID Administrator Brian Atwood (right) and Gerald Corrigan, Russian-American Enterprise Fund chairman of the board, signed a grant agreement on Sept. 28 to initiate the Russian-American Enterprise Fund. The fund will help create and expand small and medium-sized businesses in the Russian Federation.

Enterprise funds, which USAID first began in Eastern Europe, provide vital capital to the growing private sector, which lacks adequate banking and financial services. The fund will be capitalized at \$300 million over a four- to five-year period. USAID initially will provide \$20 million to the fund and expects to provide an additional \$100 million in fiscal year 1994.

and working in partnership with these nations.

Conference participants said it was in the U.S. interest to help these struggling republics, especially Kazakhstan, which controls one of the world's largest nuclear arsenals.

While calling for U.S. organizations to take risks in these uncharted new territories, the U.S.

participants acknowledged that they don't necessarily know what is best for these countries and stressed that their counterparts must participate in the decision-making process. Building partnerships and starting small would make for success, they agreed.

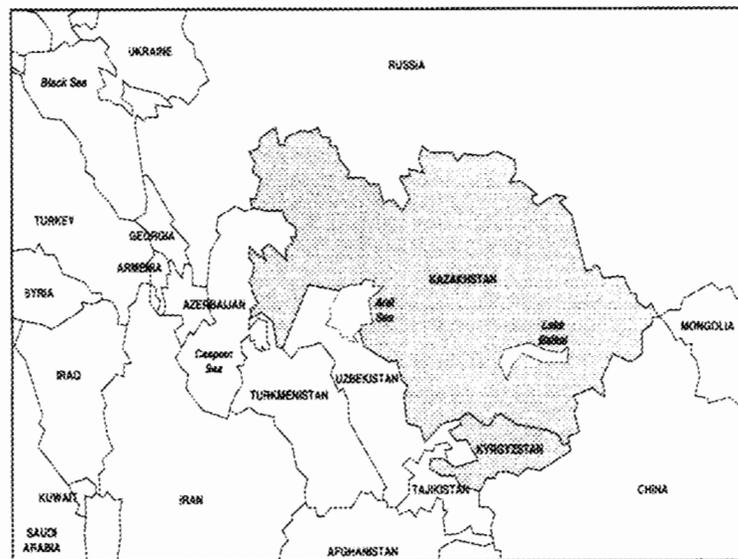
"Our visits reaffirm the incredible contribution

that U.S. PVOs and NGOs are in a position to make to Kazakhstan and Kyrgyzstan," said Stanley Hosie, executive director of Counterpart and co-leader of the team. He pointed out that small businesses in these nations have little or no access to credit or cooperatives.

"There is a wealth of welcome for U.S. organizations in these nations," Hosie said. For example, U.S. organizations could assist in microenterprise efforts in crafts, food, clothing and household items.

For detailed information on the debriefing and copies of the VEST reports, contact Sallie Jones by phone (703) 351-0191 or fax (703) 351-0212. ■

—By Betty Sneed





Economic Success Is Two-Way Street

On Sept 23, only two days after Russian President Boris Yeltsin disbanded the parliament, USIA's live satellite hook-up between Moscow and Washington proceeded as scheduled. U.S. and Russian audiences comprised of journalists, students and others participated in USAID's joint conference with the Harriman Institute of Columbia University.

The international forum on Western economic assistance to the New Independent States (NIS) of the former Soviet Union titled, "Catalyst for Change or Obstacle to Reform," emphasized the historic opportunity the people of the NIS face today.

"The transformation of the NIS will be determined by one thing: the actions of the people of these new nations. As donors, as providers of financial and technical assistance, all we can do is help," Administrator Brian Atwood stressed in the keynote address.

Vladimir Lukin, Russian ambassador to the United States, agreed with Atwood's assessment. "In our country

At the National Press Club, moderator Thomas Simons Jr. (center) adds a little levity to the discussion about aid to the NIS. Panelists pictured from left to right are Malcolm Butler, John Odling-Smee, Vladimir Lukin and Jack Matlock Jr.

people understand that problems must be solved in our own country," he said. But Lukin added that without external assistance, major changes would be much tougher to pursue.

Russian reform is becoming more and more irreversible, Lukin added, and is concentrated in the following areas: privatization, stabilizing the currency of the ruble, military transition, land reform and social reform. Reform is a two-way street, with Russia and the United States working for their mutual interests, Lukin emphasized. As the United States and Russia cooperate economically, U.S. exports to Russia increase. International global cooperation is strengthened on all fronts, particularly the environment, Lukin added.

USAID's NIS program is in full swing—with field missions that have been open for a year, Malcolm Butler, director of

USAID's NIS Task Force, remarked. Economic advisers are in place and USAID's programs have trained over 1,000 people in the energy, environmental and health sectors.

Jack Matlock Jr., former U.S. ambassador to the Soviet Union, said that in addition to U.S.-Russia cooperation, there must be economic cooperation among the countries of the former Soviet Union. "We should do more to encourage voluntary structures of cooperation," Matlock noted.

Answering a question from a Moscow journalist (via satellite and interpreter), Butler said, "Recent events in Russia

have increased pressure on the United States to support reform."

John Odling-Smee of the International Monetary Fund added that a new parliament might bring about accelerated economic reform but that the United States would have to "wait and see."

"It is possible to get all of the pain and none of the gain if you

go too slowly," Ambassador Thomas Simons, the State Department's coordinator for U.S. assistance to the NIS, concluded. ■

—By Victoria Jaffe

As the United States and Russia cooperate economically, U.S. exports to Russia increase.



USAID, ACCION Sign Loan Agreement

USAID Administrator Brian Atwood signed a \$2 million loan with ACCION International Chairman of the Board Terrence Canavan (right) at a ceremony on Capitol Hill hosted by Congressman Joe Kennedy (D-Mass.) (center) on Oct. 5. The loan, which marks the continuation of a relationship between USAID and ACCION that began in the early 1970s, will provide needed support for effective microenterprise programs sponsored by ACCION throughout Latin America and the Caribbean.



USAID Provides Solutions to Water Pollution

Thailand, now an advanced developing country, experienced double-digit economic growth in the 1980s. The resulting urbanization and industrialization unfortunately also brought environmental degradation.

Today, conventional sewage plants serve fewer than 100,000 people out of a population of 57 million. Bangkok, the capital city of 7 million, has no centralized wastewater treatment plant.

The Royal Thai government recognized the growing need to respond to water pollution and declared 1992 "National Wastewater Year" to focus on the problem.

The USAID Regional Support Mission for East Asia (formerly USAID/Thailand) helped solve the water pollution problem by transferring a low-cost technology—constructed wetlands—to Thailand. Previously, Thailand's response to water pollution was to build highly mechanized wastewater treatment plants, often difficult and costly to operate and maintain.

A constructed wetlands is a man-made marsh, designed, built and operated to treat wastewater. It simulates the water quality improvement function of natural wetlands and is 10 percent to 50 percent less expensive to construct than conventional systems. It requires no chemicals or sludge disposal and is easy and inexpensive to operate.

Thai engineers and scientists were unaware of this potential for wastewater management until USAID transferred the U.S.-developed technology to

Thailand via Bicentennial Volunteers Inc. (BVI), a private voluntary organization created by the Tennessee Valley Authority (TVA). TVA pioneered this technology in the United States where there are now more than 150 constructed wetlands.

In July, the Institute for Administration Development (IAD) in Bangkok officially opened the first constructed wetlands in Thailand on its campus. The 0.6 hectare constructed wetlands project treats 80 cubic meters of domestic wastewater produced by the campus facilities each day prior to release into a canal. Previously, this wastewater received minimal treatment in septic tanks before entering the canal system.

USAID provided technical assistance for this project

through the World Environment Center and BVI. IAD paid for construction costs.

In addition to solving IAD's wastewater problem, the project also offers a unique training opportunity. Since all Thai government officials receive short-term training at the campus, IAD plans to incorporate constructed wetlands technology into training courses. BVI produced two 20-minute videos explaining the technology and application for Thailand and documenting the wetlands construction.

Based on the success of this project, USAID plans to introduce the technology throughout Thailand in a series of demonstration projects. ■

—By **Rita Klees**, environmental engineer, Regional Support Mission for East Asia

Marigolds Naturally Improve Environment

A recently completed USAID-funded project helps Rwandan farmers use alternative insecticides to protect stored crops.

Researchers developed an innovative technology—plant-derived insecticides—to fight pests that had become resistant to chemical pesticides.

The project began in 1990 as part of the Historically Black Colleges and Universities (HBCU) Cooperative Research Program. Participating research centers included Virginia State University, Montana State University, the University of Alabama and the Postharvest Quality Laboratory in Kigali, Rwanda.

In many developing countries, farmers destroy crops because they use pesticides incorrectly. The HBCU project provides an economically and envi-

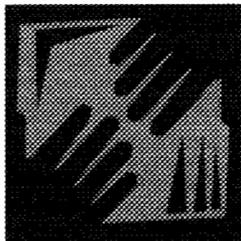
ronmentally sound alternative by helping Rwandan farmers use local natural resources to protect crops, including beans and sorghum.

With less than \$200,000, researchers developed and tested a new procedure to extract natural insecticides from three species of marigold, a plant that grows well in Rwanda.

"It is important that these alternatives are safe to the environment, including humans, and are able to be inexpensively produced in Rwanda. Marigold fits these requirements," said Florence Dunkel, associate professor of entomology at Montana State University. ■

—By **Shobha Sriharan**, program director for the Center for Energy and Environmental Studies at Virginia State University

Humanitarian



Assistance



Ambassador Flynn Directs Relief Mission

On Sept. 30 an earthquake struck southwest India causing widespread loss of life and destruction of property. The following day, President Clinton named U.S. Ambassador to the Vatican Raymond Flynn to head a USAID humanitarian mission to the devastated areas.

The relief mission, managed by the agency's Office of U.S. Foreign Disaster Assistance (OFDA), provided emergency medical supplies along with shelter materials. The Indian authorities asked the U.S. government for help with shelter materials because of the tremendous number of homes that were damaged.

Upon arrival, Flynn met with local Indian officials who expressed their gratitude for the immediate U.S. response to the situation. Flynn also visited the disaster site around which 20,000 homes were destroyed, 10,000 people were killed and more than 100,000 people left homeless.

At an Oct. 8 press conference at the State Depart-

Ambassador Flynn (left) details the events of the humanitarian mission to help India's earthquake victims at an Oct. 8 press conference as Bill Garvelink, chief of OFDA's Disaster Response Division, looks on.

ment, Flynn said that the Indian government does not usually ask for assistance and termed the contribution of the United States as "just right" due to the fact that the humanitarian mission delivered the needed supplies to the affected areas immediately. He also complimented the "well-coordinated and professional" response effort of OFDA.

Flynn noted that the immediate attention the United States gave to the situation, as well as the personal representation of a U.S. government official, did not go unnoticed by Indian authorities.

He said, "Seeds of friendship and mutual respect were planted in India during these difficult days. In the rubble of devastated homes and dreams we found hope for a stronger relationship between our two peoples." ■

—By Jaycee Pribulsky



THE WHITE HOUSE
WASHINGTON

October 26, 1993

The Honorable J. Brian Atwood
Administrator
Agency for International Development
Washington, D.C. 20523

Dear Brian:

I want to thank you and all of your colleagues at A.I.D. for the magnificent job you did in organizing the Indian earthquake relief effort.

All of the reports I've received from the field are positive. I know I speak for all Americans when I tell you how proud I am to have such an efficient and effective operation represent us in tough spots overseas.

Keep up the good work.

Sincerely,

WHERE

In The
World
Are
USAID
Employees?



Moved On

Alston, Beverly, FA/HRDM/WPRS
Brodie, Joel, SUMMER/COMP
Gibbons, Michael, COMP/FS/
REASSGN
Grant, Gerald Lee, AA/LEG
Hamilton, Jennifer, COMP/YOC/
COOP
Jackson, Robert, LEG/CL
Malik, Mina, SUMMER/COMP
McLain, James Peter, LAC/DDP
Raymond, Jonathan Philip, TDP/
OD
Spencer, Lenora, EUR/RME/ER
Steinbrueck, Janice, IG/A/Policy
Talley, Michelle, AFR/MRP/OS
Washington, Nicole Yvette, COMP/
YOC/COOP

Promoted

Allen, Patricia, R&D/WID, program
analyst
Brooks, Gladys, FA/HRDM/SOD/
SA, personnel staffing specialist
Chambers, Andrea, PRE/H,
program operations assistant
Countryman, Ilona Kazimi, NIS/
TF/DHHR, program analyst
Donargo, Elizabeth, AFR/MRP/
PML, information analyst
Donohue, Thomas John, COMP/
YOC/COOP, student trainee
accounting
Estes, Gordon, IG/I&S/IPS,
personnel security specialist
Fulmer, James Wesley, FA/HRDM/
SCD/SB, staffing clerk typist
Hawkins, Judith, NE/DP, budget
analyst
Kim, Amanda, COMP/YOC/COOP,
student trainee (computer)
Magruder, Cynthia, FA/FM/LM/
GP, accounting technician (office
automation)
Saragi, Susan, FHA/PVC, program
specialist
Tweedy, Harriet, A/AID, executive
assistant
Wade, Cynthia, EUR/PDP,
secretary (office automation)

Reassigned

Alverson, David, Ecuador,
supervisory agricultural develop-
ment officer, to agricultural
development officer, Egypt
Anderson III, Joseph, Swaziland
and Lesotho, health population
development officer, to Uganda
Athanas, James, FA/OP/CC/P,
contract officer, to Egypt
Attmore, Metoff, FA/FM/CMP/LC,
office automation assistant, to
secretary, FA/FM/CMP
Bacha, Melody, PRE/EM, general
business specialist, to environmen-
tal protection specialist, NE/DP
Baker, Keith, Guinea-Bissau,
general development officer, to
Benin
Blank, Herbert, NE/DR/PI,
agricultural development officer, to
engineering officer, NE/DR/EPS
Blumhagen, Dan, Ghana, health
population development officer
physician, to COMP/FSLT
Boyer, Jeffory, LAC/DR/CAR,
project development officer, to
supervisory project development
officer, Peru
Brown, Richard, Sri Lanka, mission
director, to Bangladesh
Brown, Terrence, Guatemala,
mission director, to director
director policy, POL/OD
Burris, Darryl, IG/A/PSA, auditor,
to supervisory auditor
Carroll, Joseph, Dominican
Republic, private enterprise officer,
to Madagascar
Chambers, Sidney, Egypt, education
development officer, to project
development officer, NE/DR/MENA
Chaplin, Patricia Ann, COMP/
FSLT, secretary, to program
officer, NE/ME
Cooke, Brian, Guinea, IDI (financial
management), to supervisory
financial management
Crawford, Thomas Jr., Cameroon,
project development officer, to
COMP/LT TRNG
Donovan, Francis, FA/O/B/PCE,
contract officer, to FA/PPE/E
Dosh, Steven, COMP/FSLT,
program officer, to Cape Verde
Duisberg, Carl, Pakistan, supervi-
sory special projects officer, to
project development officer, Poland
Ehmer, Paul, COMP/FSLT, health
population development officer, to
Bolivia
Franklin, Gardenia, IG/A/FA,
auditor, to IG/A/PSA
Gallegos, Carl, COMP/LT TRNG,
supervisory natural resources
officer, to COMP/NE/OJT
Golla, Thomas, RIG/A/Tegucigalpa,
supervisory auditor, to IG/A/PSA
Grieser, Deborah, COMP/NE/OJT,
IDI, to Rwanda
Hardy, Nancy Carmichael, ASIA/
SA/A, program officer, to ASIA/
SA/I
Herriott, Andra, Yemen, education
development officer, to COMP/FS/
REASSGN
Holt, Roosevelt Jr., RIG/A/Dakar
supervisory auditor, to auditor,
RIG/A/FA
Humphreys, Edith, COMP/LT
TRNG, executive officer, to Benin
Jones, John, COMP/FS/REASSGN,
general development officer, to
supervisory program officer
Karbeling, Michael, FA/PPE/E,
procurement analyst, to contract
specialist, FA/OP/CC/P
Kerr, Graham, Indonesia,
supervisory agricultural develop-
ment officer, to supervisory
program officer, POL/CDIE/E/SS/D
Klosky, Simon, Egypt, financial
management officer financial
analyst, to controller, Guinea
Kryschtal, Jaroslav, FA/OP/CC/
NIS, contract officer, to Ukraine
Landau, Edward, El Salvador,
supervisory program officer, to
EUR/RME/ECA/ST
Mathur, Ted, Tanzania, engineering
officer, to COMP/FS/REASSGN
McDonald, Fred, Mali, agricultural
development officer, to natural
resources officer, REDSO/WCA
McPhie, Emily Baldwin, RDO/C/
PD, program officer, to supervi-
sory program officer
McPhie, Winston, RDO/C/PD,
project development officer, to
Bangladesh
Meyer, Raymond, R&D/AGR/
RNR, soil conservationist, to
disaster operations specialist, FHA/
OFDA/PMP
Malinowski, Gloria, AA/LAC,
administrative aide, to secretary
Nordhy, Craig, RIG/A/Dakar,
auditor, to IG/A/FA
Paddack, Jean-Paul, COMP/NE/
OJT, IDI (project development), to
Madagascar
Palmer, Alfred III, Thailand, IDI
(financial management), to
supervisory financial management
officer, RSM/EA/FN
Phee, John Michael, RIG/A/
Tegucigalpa, auditor, to RIG/A/
San Jose
Pollock, Fred, Indonesia, rural
development officer, to agricultural
development officer, Nepal
Reager, Kenneth, RIG/Nairobi,
auditor, to RIG/A/EUR/W
Reddy, Ray, COMP/FSLT,
executive officer, to Rwanda

Rogosch, John, Indonesia,
supervisory general development
officer, to health development
officer, India
Rozell, Cynthia, AFR/CCWA,
supervisory regional development
officer, to mission director, Malawi
Schwartz, Sheldon, IG/A/Policy,
auditor, to RIG/Nairobi
Simmons, Keith, Chad, project
development officer, to Niger
Smith, Dwight, AFR/ARTS/FARA,
agricultural economics officer, to
COMP/FSLT
Thurston, Robert, Indonesia,
supervisory rural development
officer, to COMP/FS/REASSGN
Tinsler, Douglas, Costa Rica,
deputy mission director, to foreign
affairs officer, COMP/FS/
REASSGN
Valenzuela, Mary, Bolivia,
supervisory private enterprise
officer, to project development
officer, Honduras
Whitala, Gregg, Lesotho, project
development officer, to supervisory
project development officer,
Mozambique
Wimbish, Bertha, Indonesia,
executive assistant, to COMP/FS/
REASSGN
Zamora, Francisco, Honduras,
population development officer, to
health development officer, Egypt

Retired

Combs, Clarence, PHIL/OFM,
supervisory financial management
officer, after 30 years
Eckman, John, IG, foreign affairs
officer, after 28 years
Hechtman, Robert, FHA/FFP,
supervisory Food for Peace officer,
after 29 years
Kenefick, Francis, FA/MC, special
projects officer, after 27 years
Kidd, Robert, FHA/FFP/DP, Food
for Peace officer, after 28 years
Kolar, Hjalmar, Tunisia, supervi-
sory program officer, after 31 years
Lafay, Vara Lee, El Salvador,
project development officer, after
28 years
Metcalf, Josephine, XA/OD,
secretary stenography, after 28 years
Purifoy, Leroy, PHIL/CP,
supervisory engineering officer,
after 27 years
Richter, Annette Lane, IG/I&S/IPS,
supervisory investigator, after 30
years
Sarn, James, COMP/DETAIL SUP,
supervisory health development
officer physician, after 10 years

Years of service are USAID only

USAID, DOE Support Mexico's Renewable Energy Program

In Mexico, as in many other countries, tens of thousands of communities remain without electricity because extension of the electricity grid is prohibitively expensive or physically impossible.

Recognizing the importance of basic electricity services in the economic development of rural populations, Mexico has turned to sun- and wind-generated electricity to provide these services in areas that would not otherwise receive electric service. In addition to being less expensive than grid extension or diesel generators in remote applications when operating and maintenance costs are included, photovoltaics (PV), a form of solar power, and wind systems are non-polluting, lower-maintenance and generally more reliable.

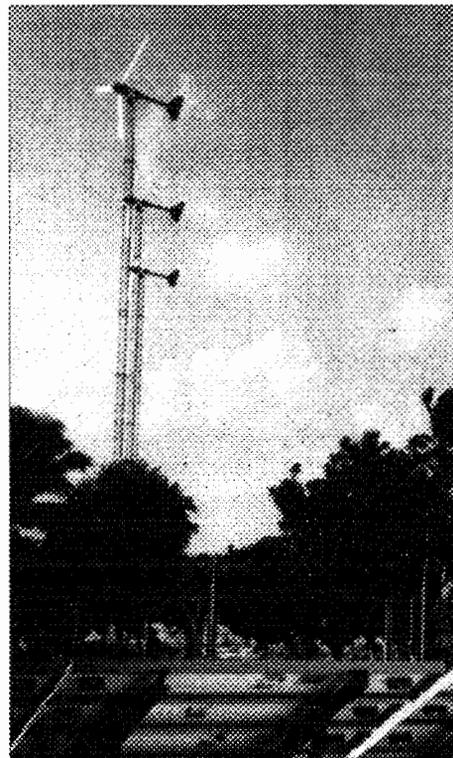
USAID/Mexico and the U.S. Department of Energy (DOE) are cooperating in a program to support the use of renewable sources of energy for socially and commercially productive uses in rural Mexican communities, with a major focus on water pumping for potable water supply, livestock watering and small-scale irrigation.

This new USAID-DOE activity represents a significant increase in U.S. support for the government of Mexico's innovative approach to rural electrification using renewable sources of energy. The program builds upon existing USAID-DOE efforts (initiated under former USAID Representative Jerry Bowers) involving resource assessment, training, technical support and the promotion of commercial cooperation between Mexican and U.S. companies. The activities are implemented through New Mexico's Sandia National Laboratories, with other national labs, contractors and the U.S. Export Council for Renewable Energy (US/ECRE) playing significant roles as well.

"Mexico has tremendous solar and wind resources," said USAID/Mexico Representative Art Danart, "and the Mexican government is showing real

leadership in using those resources to improve the rural quality of life while planning for an environmentally sustainable future."

Thousands of rural Mexican families have benefited from the services that small renewable energy systems can provide, including household lighting and radio, and lighting and communications for health



Shown here is a hybrid project in the village of Xcalak, Quintana Roo, on the Caribbean coast of Mexico, which incorporates six 10-kilowatt wind turbines and 11 kilowatts of photovoltaic (solar power) modules.

clinics and schools. In secondary schools, solar energy powers televisions and satellite receivers necessary to receive six hours a day of educational television (Telesecundaria). In rural health clinics, PV systems power examination lamps and radio transceivers that enable medical staff to confer with outside doctors. PV systems are also used to power rural radio telephones in approximately 2,000 remote rural villages.

The primary goal of the newly

expanded USAID/DOE activity is to support the expansion of renewable energy projects beyond lighting and communications applications to incorporate community water supply, livestock watering, irrigation, ice-making and refrigeration, small-scale food processing and ecotourism applications.

"This project complements our efforts to address global climate change through forestry. It will help us to provide new productive activities for buffer zone communities where there is no access to electricity," Frank Zadroga, environmental and global climate change adviser for USAID/Mexico, said.

The project will also promote environmentally sustainable development and encourage trade and commercial cooperation between Mexican and U.S. renewable energy companies. The U.S. and Mexican renewable energy industries recognize the strong prospects for commercial cooperation, particularly in light of the North American Free Trade Agreement (NAFTA) and the reductions in Mexican tariffs planned under this agreement.

According to Michael Bergey, chairman of US/ECRE, "The market for renewable energy equipment in Mexico appears to be in the billions of dollars over the next 10 years."

Robert Annan, director of the DOE Office of Solar Energy Conversion, said, "The cooperation and support offered by USAID/Mexico has been tremendous, and we are extremely interested in working with other USAID missions that wish to pursue or consider incorporating renewable energy activities into their development programs." ■

—By Lisa Büttner and Chris Rovero

Büttner is an analyst with Meridian Corporation, a contractor to Sandia Laboratories and the Department of Energy. Rovero is director of the International Programs Division of Meridian Corporation.

Agency Committed to Diversity

What Good Ol' Days?

Diversity requires accepting new social norms, according to Byron Kunisawa, the guest speaker who consults for federal agencies including the CIA, NASA and the Department of Justice as well as the private sector.

At an Oct. 13 management briefing about diversity in the work force, Administrator Brian Atwood said the search for diversity does not require compromise on quality. The presentation was sponsored by the Office of Equal Opportunity Programs and was followed by an afternoon workshop.

"By delaying the issue of change, it does not get easier, it gets worse," Kunisawa said. If the systems and institutions that worked in the past will not serve America as well in the future, the system has got to change. Systems have to create new social norms and evolve over time, he said.

Kunisawa outlined three stages of work force diversity. The first phase involved white European males who founded American institutions 200 years ago. Phase two occurred during the

women's rights and civil rights movements and expanded the labor force to include women and people of color. Today's phase three expands further to include gays and lesbians, people with disabilities and single parents in the social norm.

Today's problems stem from the fact that "we are still using phase one as a model," Kunisawa said. The past seems diametrically opposed to the future—there are no "good ol' days," he said. Phase one is a design of omission in today's phase three society. "Nobody could have predicted the diversity of today," Kunisawa said.

There is no magic equation to solve today's challenge to diversify the work force, but managers need to feel comfortable hiring people who come from different backgrounds. If managers look at people as individuals rather than members of an unfamiliar group, the natural outcome would be a diverse workplace.

As Dolores Barting of the Office of Equal Opportunity Programs said, "We're all in this together, we have to make it work."

Changing the Face of America

Salsa has replaced ketchup as the condiment of choice for a majority of Americans. This is one small indication that the visibility of Hispanics and their heritage are changing the face of America.

Sept. 15 to Oct. 15 marked National Hispanic Heritage Month. In honor of the event, the Office of Equal Opportunity Programs for USAID, the State Department's Office of Equal Employment Opportunity and Civil Rights and the Hispanic Employees Council of the Department of State sponsored "Hispanics: A Diversified Workforce to Change the Future." The program featured Administrator Brian Atwood, Deputy Secretary of State Clifton Wharton and keynote speaker Secretary of Housing and Urban Development Henry Cisneros.

In his opening remarks, Atwood called for an agency recruitment plan that works. He stressed that USAID does not have enough diversity and said that his goal was "an agency that is reflective of the population."

Cisneros, who was the first Hispanic mayor of a major U.S. city (San Antonio), discussed the dismantling of stereotypical views of Latinos. He defined the Hispanic population as one of the most steadily growing influential populations in the United States due to a variety of factors, including the locations of concentrated Latino populations, the increasing numbers of Latinos in leadership positions, the changing relations between the United States and Latin America with the possibility of a North American Free Trade Agreement (NAFTA) and the cultural assertions of Latinos.

He noted that Latino culture is everywhere, from the Taco Bell fast-food chain to famous personalities including Gloria Estefan and Raul Julia. Cisneros also described a bright future for Hispanics as they continue to exert their bilingual and multicultural talents throughout leadership positions in the United States.

Cisneros said, "Hispanics are a constructive force for democracy and development," and urged the Latino population to continue to play an active role in international relations. ■

—By Victoria Jaffe and Jaycee Pribulsky



On Sept. 22, in honor of National Historically Black Colleges and Universities Week, USAID and the State Department sponsored "HBCUs: Continuing Their Legacy of International Development." The program featured remarks by agency Chief of Staff Richard McCall as well as project information sharing sessions and HBCU international exhibits. Pictured from left to right are Tuskegee University representatives Garland Christopher, Carla Hardeman and Pamela Whitehurst with David Rakes, chairman, USAID HBCU Coordinating Committee. Please see page eight for a story on an HBCU project.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
			World AIDS Day	Pan American Health Day *Movie: "Strong Kids, Safe Kids" Rm. 3243 NS, 12:30 p.m.		
5	6	7	8	9	10	11
U.N. International Volunteer Day for Economic and Social Development	Security Overseas Seminar, Arlington Advanced registration required. Contact (703) 302-7269.		 *Movie: "Couples and Communication" Arlington, 12:30 p.m.	*Movie: "Taking Stress in Stride" Rm. 3243 NS, 12:30 p.m.	Human Rights Day	
12	13	14	15	16	17	18
Russian parliamentary elections	Open season for the Federal Health Insurance Program ends. Contact (202) 563-1400.					
19	20	21	22	23	24	25
		Winter begins in Northern Hemisphere				
26	27	28	29	30	31	
Kwanzaa begins						

*For further information about movies call (202) 847-4929.

World AIDS Day: Dec. 1

The U.S. Postal Service developed an AIDS awareness stamp to reinforce the fact that the only "cure" for AIDS is awareness of how to prevent the disease. The American Association for World Health joins the Postal Service in issuing the stamp in conjunction with World AIDS Day, Dec. 1, 1993.

World AIDS Day, originated in 1988 by the World Health Organization, is the only international day of coordinated action against AIDS.

USAID will commemorate World AIDS Day with a forum on global and local AIDS prevention activities, videos and an information table outside the State Department cafeteria. "AIDS cannot be viewed only as a problem affecting others, but as one that can and does affect our own communities, families and friends," Helene Gayle, AIDS coordinator and chief of the HIV/AIDS division in USAID's Office of Health, said. For more information about Dec. 1 activities, call Jaynell Little at (703) 875-4494. ■



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