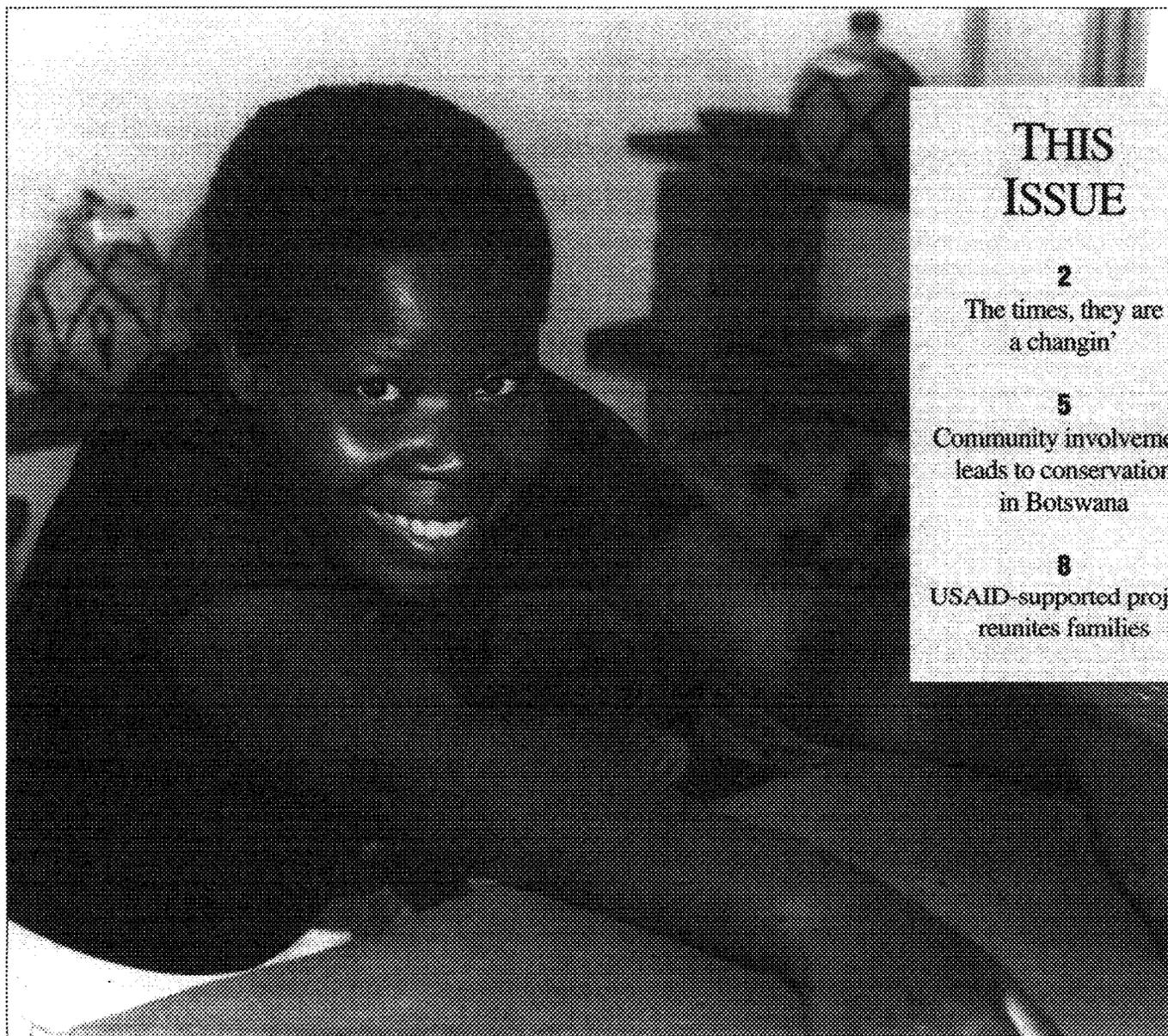

Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ■ MAY 1994

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reunites families



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USAID Hot Shots

A gift with a kick



Peter Hartjens of USAID's Office of International Training commemorated the 30th anniversary of President Kennedy's death by sending \$560 to the Ukraine to "make some children in Kiev smile." USAID/Ukraine Program Officer Victor Boguslavsky (left) and Mission Director Terrence McMahon presented soccer balls and volleyballs to the director of a children's house in Kiev, along with \$400.



Photo Credits: Cover and page 5, Millie Morton; Clyde McNair, pages 3, 9, 10 and 11 (bottom); Tim Knight, page 8 (left); Mike Mahdesian, page 8 (right); Jaycee Pribulsky, page 11 (top); USAID/Dominican Republic, page 12.

Cover Photo: USAID/Botswana works with villages to promote local conservation management. By managing their own natural resources, residents of the Chobe Enclave have been able to open gift shops, providing jobs and income. See story on page 5.



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Front Lines

NEWS & FEATURES

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The times, they are a changin'

USAID diversity plan reflects the America of today

USAID's workplace diversity plan has been distributed agency-wide, but in an effort to highlight this major initiative, Front Lines has printed the executive summary below. Administrator Brian Atwood signed and set in motion the agency's first workplace diversity plan on Jan. 24. The Office of Human Resources and the Office of Equal Opportunity Programs are playing supporting roles in the plan's implementation. The plan is a work-in-progress that will require the ongoing commitment and dedicated participation of all USAID employees.

The men and women who comprise the direct-hire workforce of the U.S. Agency for International Development shall reflect the cultural, racial and ethnic diversity of the American people. In addition to achieving a representative workforce profile, the agency shall assure equal employment opportunity to each employee in all facets of the employment relationship. Above all, the agency shall emphasize fairness and equity in its treatment of its direct-hire employees, U.S. and Foreign Service Nationals, and contract employees, as well as its customers, recipients of foreign assistance and constituents in the United States.

Beyond adherence to regulations and safeguarding against prohibited activities, USAID must establish a workplace in which every employee is provided an opportunity to achieve professional growth and stature, developmental assignments and

recognition which is commensurate with his or her unique contributions and potential. Such consideration must exist in every area of human resources management, including: recruitment, training, compensation, performance evaluations, assignments, incentive awards, career management and promotions.

It must be emphasized that the equity and respect with which individuals are treated as employees and the overall diversity of the workforce as represented by the statistical balance of women and men, minorities and non-minorities, people with disabilities and people without disabilities, are inseparable elements of the USAID workplace diversity commitment. The ultimate goal of the USAID workplace diversity strategy is to fully empower every

USAID's overall effort to achieve diversity must improve, particularly, though not exclusively, as pertains to the under-representation of women in its U.S. direct-hire professional ranks.

employee and maximize her or his productivity to accomplish the USAID mission.

USAID's overall effort to achieve diversity must improve, particularly, though not exclusively, as pertains to the under-representation of women in its U.S. direct-hire professional ranks. A recent assessment of USAID diversity reported by the Government Accounting Office found that "USAID's Civil and Foreign Service work

force, protected group members were in many cases under-represented by the professional, administrative, technical, clerical and other (PATCO) category, major occupation and grade level. Non-black minority males were not as well represented on average as females in the Civil Service. In contrast, minority males were generally well represented in the Foreign Service, while females were consistently under-represented." In addition, serious under-representation of Hispanic employees at all levels is reported. Other areas in which USAID must improve are in its use and treatment of Foreign Service National employees (FSNs), both direct-hire and personal service contractors, which are estimated to be in the neighborhood of 6,000 employees.

The in-country presence assessment, completed by the USAID Office of Evaluation, Center for Development Information and Evaluation, in October 1992, reported "pervasive underutilization of professional FSN employees."

Another potentially serious problem that is more widely spread than many are aware is the perception that FSNs are not treated with the same degree of respect as U.S. employees and that insensitivity to host cultural norms is not uncommon. To succeed in our international mission, we must put these barriers behind us.

Achieving, valuing and empowering a fully diverse workforce will be impossible without the broad commitment and action of agency management at all levels. Success in this effort cannot be mandated; it must be achieved through a strategy of communication, consensus-building and recognition for achieving results. In the recent past, our managers directed a largely homogeneous workforce. Today, they need to lead an increasingly diverse workforce. To keep pace with a rapidly changing world, we must accept this natural and most welcome evolution and develop new management strategies that enable a diverse team to perform effectively.

Our strategy involves three distinct thrusts. First, we continue to pursue a fully representational workforce profile through



(From left) Jessalyn Pendarvis, director, Office of Equal Opportunity Programs; John Hummon, chief of workforce planning, Office of Human Resources; and Pam White, chief of recruitment, Office of Human Resources, helped develop the agency's diversity plan.

affirmative employment. Second, we value diversity. We are dedicated to achieving a workplace that is free of discrimination on the basis of race, color, religion, sex, age, national origin, disability and sexual orientation, and in which every employee feels valued and accepted. Finally, we are managing diversity. We are building enabling skills in our workforce and creating policies and systems that will allow each employee to contribute to the full extent of her or his potential unfettered by artificial barriers. Managing diversity is our bridge from reliance on affirmative employment to a self-sufficient policy and practice of valuing diversity.

In order for this workplace diversity plan to be effective, senior level commitment and involvement are essential. In August 1993, the administrator defined this requirement by stating, "I intend to ensure that USAID employees are supportive of these policies [workplace diversity and equal opportunity] and that managers,

especially, are accountable for their success. To that end, in each major bureau or office, the deputy assistant administrator or equivalent is assigned responsibility for achieving progress in the areas described above." Accordingly, the deputy assistant administrator committee will coordinate actions and activities in support of this plan and assure accountability for its success.

The administrator welcomes your comments, and much more importantly, your actions in making the plan a reality.

For more information, call John Hummon, chief of workforce planning, at (202) 663-3259. ■

Agency targets college juniors, women and minority recruits

USAID has designed two new recruitment initiatives to encourage qualified young people, women and minorities to join the foreign aid team.

The "Fabulous 15 Plus" initiative was designed by the Recruitment Division of the Office of Human Resources to attract young people to the agency. Nima Warfield, an intern at USAID's Senegal mission and a Rhodes scholar from Morehouse College, explained that many college students begin "career pathing" as early as their sophomore year and tend to seek summer and long-term employment opportunities based on career choices made at that time.

USAID is targeting young people recommended by select universities for summer internships with the agency. Students would serve as summer interns between their sophomore and junior years and again between their junior and senior years. Each student would be made aware of the agency's program and language needs so they could tailor their college courses accordingly. The students would be carefully oriented and mentored from their first day of duty.

After two summers with the agency, the students would be evaluated by their supervisors and the recruitment division. Those with the highest marks and accepted to graduate school would be invited to participate in short internships in USAID missions.

After completing their assignments overseas, the students would be evaluated for their productivity and their ability to adapt to overseas living. Additional longer-term internships will then be offered to select students. A final evaluation would be made to determine the students' ability to serve as junior Foreign Service officers.

This "Fabulous 15 Plus" will automatically qualify for interviews for the International Development Intern (IDI) program. If successful, they will become IDIs at the

average age of 24, bringing highly trained and experienced young adults into the agency.

USAID's second initiative, its first Five-Year Recruitment Strategy, will be completed by July and focus on women and minorities. New selection processes will be used, including more creative use of both the Presidential Management Intern program and USAID's summer internship program. Greater use will be made of the agency's professionals for both recruiting and selecting candidates. The selection process time will be cut from 18 months to six months. New selection criteria are also being developed and will focus both on interpersonal as well as technical capabilities.

For additional information on these initiatives, contact Pam White at (202) 663-2639 or fax (202) 663-3295. ■

—By Pam White, chief of recruitment

Development Cantos

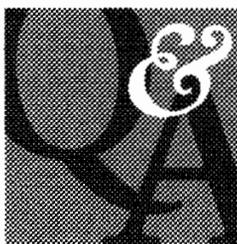
Charles W.T. Stephenson of the Office of the General Counsel has written and published *Development Cantos* to poetically illustrate the parallel development of a country to that of an individual. Below is an excerpt from Stephenson's 112-page work, which may be purchased by contacting the author via E-mail.

*A child will grow if it lives.
That is not necessarily so for countries.*

*We know the familiar statistics of poverty:
a fifth of the world is hungry or malnourished.
In a typical year, 72 people starve to death
in the time it takes to cook a soft-boiled egg.*

But that's life.

Atwood Answers



Question:

With reduced budgets and mission closings in the Latin America/Caribbean region, how will USAID continue to support democracy there?

Answer:

With a 40 percent reduction in financial resources this year, the LAC Bureau and its missions will have to carefully target remaining resources to focus on the highest payoff areas that can leverage the most positive change. An integral part of this strategy is strengthening networks among local and regional non-governmental organizations actively involved in broadening civil society. We will also further coordinate with other donor institutions, such as the InterAmerican Development Bank and the World Bank, to improve overall effectiveness of development assistance programs and to eliminate any overlap. ■

Community involvement leads to conservation in Botswana

USAID plays a major role in helping villagers in Botswana profit from managing their own natural resources. The key has been to involve communities in local conservation management.

"Community-based management of natural resources is innovative and promising," said Howard Handler, USAID/Botswana mission director. "People are more interested in conserving resources and using them responsibly when they benefit directly."

The Botswana government earlier passed significant legislation that allows communities to apply for the right to manage their natural resources. USAID/Botswana has actively supported this effort through its Natural Resources Management Project (NRMP).

Although USAID's mission in Botswana has graduated and is scheduled to close in 1995, the project may continue to 1997. "We are creating conditions and capabilities that will enable communities to continue managing their natural resources after we leave," said Handler. "We are helping people understand the important links between conservation and sustainable economic growth."

The first demonstration of community management occurred in the five communities of the Chobe Enclave, an ecologically important area in northern Botswana and home to about 4,500 people. Wedged between Chobe National Park and Namibia, the enclave has no room to expand agricultural land and no local industry.

In 1991, USAID and government officials began supporting local planning and public education of the natural resources in the area. Residents were openly hostile to the Department of Wildlife and National Parks (DWNP).

"Half of their district had been turned into a national park," explained Sekgabo Makgosa, district officer for lands. "From

the community's point of view, their resources had been taken away and given to tourists. Unemployment was high. Crops were often destroyed by wildlife. Hunting was restricted. Local residents didn't see how changes were benefiting them."

"We had to build trust," said Moses Samson, community liaison officer with the DWNP. "The area was notorious for poaching and resource depletion. We wanted to create links between conservation and benefits."

Eventually, the residents saw the benefits of community-based management. They formed the Chobe Enclave Conservation Trust and elected an executive committee of two representatives from each of the area's five village committees. In 1993, they began managing the wildlife hunting quota for the Chobe area. The quota is the government's estimate of how many of each species can be hunted without adversely affecting the animal population.

The trust advertised the hunting rights, reviewed bids and negotiated a contract with a safari company to hunt 20 percent of the animals in the quota. The contract earned approximately \$12,000 for the villages.

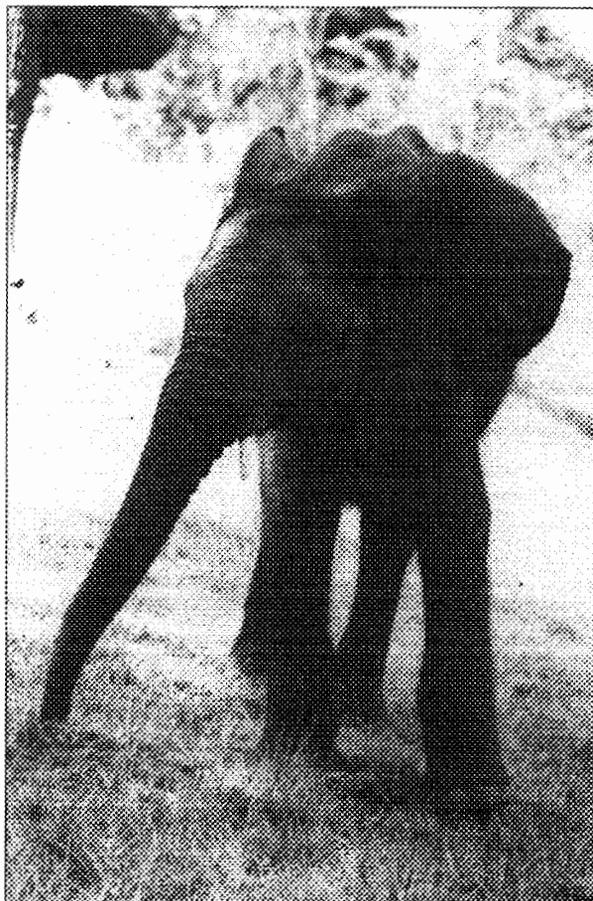
Later, citizens were offered the chance to shoot animals by paying the trust a management fee. The residents used part of the quota this way and decided not to hunt the remaining animals. "They recognized that increased animal populations would bring even more revenue in the future," said Nicholas Winer, NRMP chief

of party. "Economic gains are producing a change in thinking and linking conservation with development."

In the future, the trust may double or triple its income from hunting and photographic tourism. Since household incomes in the area are only a few hundred dollars per year, the earnings are substantial.

Only 10 percent of the trust's revenue goes for management. Most of the remaining money is used for income-generating efforts including furniture making, a gift shop and guest houses for tourists. "We want to provide jobs here, so people don't have to leave to find work," said Godwin Mutumba, trust chairman. ■

Morton is a USDA consultant to the Africa Bureau.



With USAID assistance, villagers in Botswana are learning the long-term economic benefits of conserving animal populations.

Returning from Rwanda

Front Lines interviewed Dirk Dijkerman, acting USAID/Rwanda mission director, about the recent ordered departure of the Kigali mission staff when a brutal civil war broke out.

How many USAID personnel and FSNs worked at the Kigali mission?

There were 10 American direct-hires, one American personal services contractor (PSC), who is married to a Rwandan, a third country national PSC married to an American direct-hire and 54 Rwandan FSNs. All the Americans are in the United States now: the Rwandan married to the American PSC decided to stay in Kigali. In terms of the FSNs, we have two in Europe, one in the United States and one in Kenya who is receiving and assisting other FSNs who make it out of Rwanda.

Are you surprised that most FSNs are staying in Kigali?

Many people hadn't thought it would get as bad as it has. What we're talking about is a rather dramatic situation by world history standards. If you look at some of the comparisons people are making, last year in Bosnia roughly 100,000 people died and in Rwanda in a four-week period the estimates are ranging between 100,000 and 200,000. As of today, May 5, there are no strong indications that we're seeing it quiet down.

What took place during the last few days before you left Kigali?

The last month or so, the situation was very tense. Several leaders of opposition political parties were assassinated. We all expected difficulties and knew that when one works in a country that's going through a political and social transition, there's going to be a lot of tension. There's no way to get around that. Many of us had our "bug-out" bags prepared and many of us felt that the likelihood of a voluntary or ordered evacuation was not beyond the realm of

reason. We had a voluntary evacuation last February. Two years prior to that we also had an evacuation, so it's not something that we didn't think was possible. We had an emergency action committee, but I don't think any of us expected to see the level of violence that we've seen now. It's still beyond comprehension.

What role did the Burundi and Kenya missions play during the ordered departure?

A representative from USAID/Burundi met convoys at the border and brought us to Bujumbura. A number of USAID and embassy staff members put up our pets and parked our cars at their houses, where they still are, and offered us personal assistance

and moral support while we were there. Most of us stayed in hotels as there were a lot of people. Burundi staff also helped the embassy process us by filling out locator forms, etc. so we could send the information to Washington about who was there. They also transported us to the airport. Burundi did a phenomenal job, especially considering it's a small post.

Kenya, a much larger mission, greeted us at the airport with the embassy. They reserved a block of rooms in a very nice hotel for us and had a reception room set up with desks and phones. They helped both contractors and direct-hires with plane reservations. We also were met in Washington and briefed. It was clear that everybody

(continued on page 7)



April 13, 1994

It is with sincere relief and great pride that I extend a heartfelt welcome to our colleagues from the USAID/Kigali mission who will soon be with us in USAID/W. Please be assured that all of us in Washington will do everything we can to support you.

On a sadder note, it is with deep regret that I announce the death of Leon Muhikira and his family, who were killed during the recent fighting in Kigali. Mr. Muhikira was one of our Rwandan mission staff employees. We will continue to pray for the safety of our Rwandan colleagues.

Finally, I would like to commend the USAID mission in Kenya, the REDSO staff and the USAID mission in Bujumbura for the tremendous job they have done in carrying out this evacuation. This effort would not have been possible without you, and I am grateful for your help and assistance. I would also like to thank all of those in Washington who have been supporting this evacuation.

J. Brian Atwood

Millions at risk in East Africa

More than 23 million East Africans in Ethiopia, Eritrea, Sudan, Kenya, Uganda, Somalia, Tanzania, Rwanda and Burundi may face malnutrition or starvation this year. Drought and civil strife have threatened millions in the nine nations composing the "greater" Horn of Africa. These countries need a currently estimated 1.8 million metric tons of food to avert a major disaster. To date, the U.S. government and other donors have committed over one-half of that amount, leaving a deficit of nearly 841,000 metric tons.

"We are asking the U.S. Department of Agriculture to move PL 480 Title I food from concessional sales to emergency uses and are transferring \$20 million in Title III to Title II as well," Lois Richards, USAID deputy assistant administrator of the Bureau for Humanitarian Response, told reporters at a briefing at the State Department on April 7. With less USAID funds available and the depletion of USDA's Section 416 (b) surplus food supply, additional U.S. resources are extremely limited.

Moving food into a region takes time.

Even when donors fulfill their pledges, it is nearly three months before food arrives in the area. "That's why it's important that we get these warnings out early before there is mass famine," Richards said. "We expect to begin allocating FY 1995 Title II resources in July so that they can be shipped beginning in October and may also tap the domestic wheat reserve."

Representatives of U.S. embassies and USAID missions in eastern Africa met in Kenya in February to assess the situation. Since then an interagency working group composed of USAID, State, CIA, OMB, Defense and USDA representatives meet weekly in Washington on the crisis, said Nan Borton, director of USAID's Office of U.S. Foreign Disaster Assistance. She told reporters that technical teams from Kenya are surveying the affected countries to assess their logistical capacity to move food and to determine which organizations in these countries are best able to handle food distribution.

Dick McCall, USAID chief of staff, said that donor resources will go only to those countries where food and commodities will

not be hijacked but will reach the intended population.

The crisis has intensified since some countries, which had provided assistance in the past, are now faced with their own problems. For example, Kenya is experiencing tribal strife and drought. Uganda now has more buyers than food available.

Donor fatigue and growing demands of other countries, including those of the New Independent States and the former Yugoslavia, also strain limited resources. The United States has authorized over \$400 million in emergency food aid to disaster-affected countries, which includes \$223.5 million for the "greater" Horn of Africa. However, a strong response by donor countries is still needed to avert a major disaster.

The World Food Program has called for a U.N.-chaired international donors meeting and the United States has urged that it focus on the problems of the "greater" Horn region. ■

—By Betty Sneed

Rwanda

(from page 6)

was prepared. This was a good example of how everybody pulled together as a team in a very short time frame.

Do you anticipate that USAID could have a viable program in Rwanda again?

It's hard to define what a viable program is. We need to look at what the U.S. interests in Rwanda would be. I think that the United States does have a real interest in Rwanda because Rwanda's problems today are going to be Africa's problems in about 10 to 15 years. We were doing things in Rwanda that will provide insight into what works. The fact that our program had a clear impact on contraceptive prevalence is something worth looking at. The fact that

we were doing successful environmental work also needs to be studied. We have one of the best databases on agricultural and rural production in Africa. These data can give us an analytical basis to examine what works and why.

Rwanda has clear regional implications. It can be very destabilizing in the sense that eastern Zaire, southern Uganda, western Tanzania and Burundi are dependent on what happens in Rwanda.

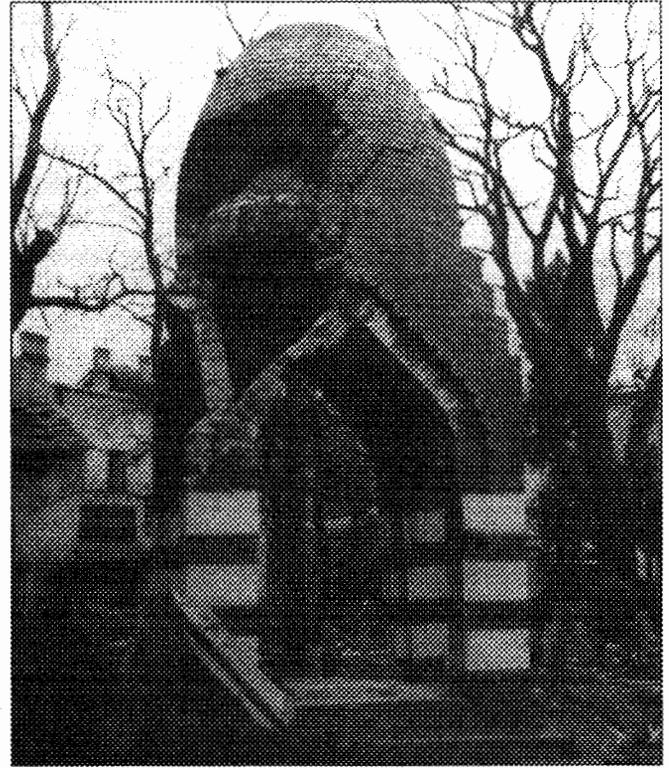
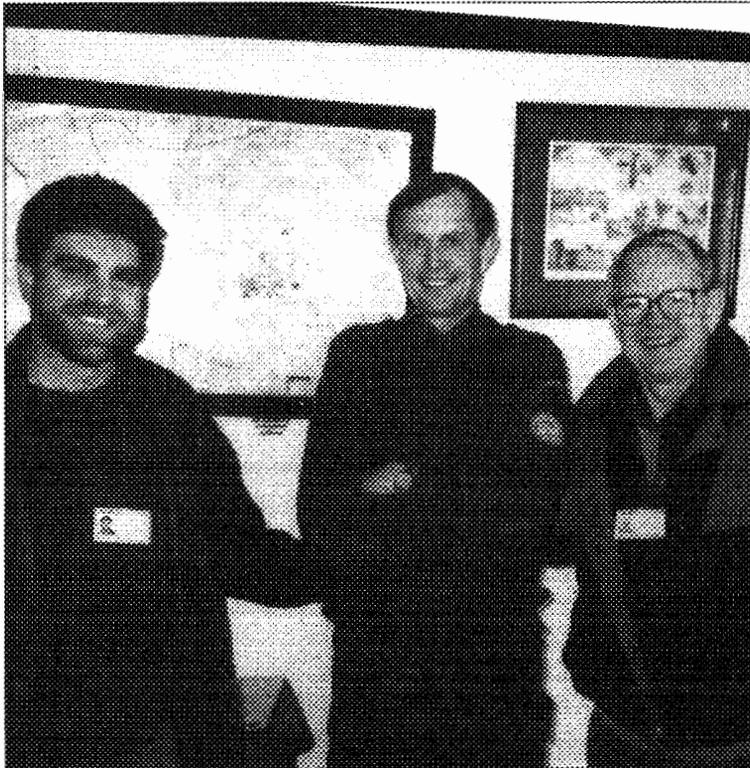
Do you have any predictions about the future of Rwanda?

It's going to be very difficult to sort out and see what comes out of this. Everything is in flux right now. The magnitude of the

violence is horrific. There are a lot of policy questions and options that will need to be addressed.

What was the focus of the mission's programs?

There were basically three strategic objectives: (1) family planning and increasing the contraceptive prevalence rate (which we were having some success with); (2) democracy and governance; and, (3) increase employment and income in smaller and medium-size enterprises (working through PVOs). ■



Agency assessment team visits Bosnia

(Left photo) Doug Stafford, assistant administrator for the Bureau for Humanitarian Response (right), and his deputy Mike Mahdesian (left) met with Gen. Michael Rose, the UNPROFOR commander in Bosnia, during a five-day visit to the former Yugoslavia in February. The purpose of the trip was to begin assessing the restoration of utilities and basic services in Sarajevo and the surrounding region. (Right photo) Amid the barbed wire and battered buildings, new graveyards like this one in Mostar have replaced neighborhood parks. "Not even Sarajevo could prepare one for the horrific conditions found in East Mostar, a former jewel of a city on the Neretva River. There was not one building that wasn't wracked by mortar shells or sprayed by bullets," Mahdesian said.

USAID-supported project reunites families

The recent conflict in the former Yugoslavia has created the most severe humanitarian crisis in Europe since World War II. There are more than 3.9 million refugees and displaced persons from the combined regions of the former Yugoslavia and 40,000 to 60,000 of these refugees are unaccompanied minors (children under the age of 18 who are separated from parents and relatives).

"One of the major disruptions of war is that families have been torn apart," USAID Administrator Brian Atwood said at a press conference on March 24.

He noted that Operation ReUNite, a computerized method of collecting, processing and distributing data about refugee children from the war-torn areas and reuniting them with their families, is a first step in addressing many of the problems facing the former Yugoslavia. USAID, in conjunction with the U.N. High Commissioner for Refugees (UNHCR), EDS Corporation and Bull Worldwide Information Systems, announced on March 24 that they had collaborated on Operation ReUNite to help address the refugee crisis.

USAID has contributed

nearly \$1 million to Operation ReUNite. The central element of the project is the refugee profile database created by EDS. UNHCR and its partners in the field collect data on profile forms and, when possible, photographs. This information is then sent to an EDS processing site in France. EDS processes the data and then transfers the information to CD-ROM disks. The disks are then distributed to UNHCR officials at refugee sites who use portable and desktop computers, provided by Bull in France, to access the information.

The computers will be

operated in key sites by UNHCR officials who will work with parents and families trying to locate displaced children. The information will also be made available in a paper directory form and on listings designed for broadcasting into the former Yugoslavia. ■

—By Jaycee Pribulsky

WHERE

In The
World
Are
ISAD
Employees?



Promoted

Arnold, Dianne, FA/FM/CAR, supervisory financial management specialist

Brown, Elizabeth, COMP/YOC/COOP, student trainee (computer)

Cain, Stanley Dean, FA/FM/P/PPB, civilian pay technician

Carter, Thomas Dale, IG/I&S/PS, physical security specialist

Coles, Sandra Lee, AA/AFR, administrative operations assistant typist

Davis, Chivon, FA/FM/P/PPB, civilian pay technician

Drew, Robert Jr., IG/I&S/PS, physical security specialist

Hunt, Kathleen, FA/OP/CC/NIS, contract specialist

Keasley, Monica Denise, EUR/DR/FS, program operations assistant (office automation)

Markel, Amy Joy, IG/A/FA, auditor

Neely, Gertrude, M/HR/PS, personnel assistant (typing)

Ostermeyer, David, FA/FM/CMP, supervisory financial management specialist

Savoy, Trisa, FA/FM/P/PPB, civilian pay technician (office automation)

Watson, James, Hungary, cap (project development)

Webb, Tara, IG/RM, administrative operations assistant (typist)

Reassigned

Bartning, Dolores, COMPTS/REASSGN, equal employment manager, to COMP/DETAIL

SUPPORT

Brause, Jon, FA/OP/TRANS, traffic management specialist, to program analyst, BHR/FFP/CPD

Crandall, Larry, NIS/TF/OD, foreign affairs officer, to mission director, Haiti

Hardy, Lawrence II, Thailand, IDI (project development), to project development officer, RSM/EA/PDE

Herlehy, Thomas, COMP/NE/OJT, agricultural development officer, to Madagascar

Jansen, William II, NE/DR/HR, supervisory health/population development officer, to COMP/FSLT

Jones, William David, M/HR/LRS, supervisory personnel officer, to legal officer, GC/ICE

Liefert, Patricia, COMP/FSLT, project development officer, to Ukraine

McDuffie, Patrick, Belize, general development officer, to RDO/C/D

Mehu, Anne, COMP/FS/REASSGN, secretary, to AA/ASIA

Scales, John, COMP/FSLT, legal

officer, to GC/EPA

Thompson, Graham, EUR/RME/ECA, supervisory regional development officer, to program officer, COMP/FS/REASSGN

Weber, Clemence, Egypt, agricultural development officer, to associate mission director

Retired

Chastain, Reginald Jr., COMP/FS/OS/DS, general services officer, 21 years

Coles, Julius, Senegal, mission director, 28 years

Love, Alexander, COMP/FS/REASSGN, foreign affairs officer, 33 years

Years of service are USAID only.

McPherson discusses USAID-university relations

The April 19 Secretary's Open Forum drew a crowd when former USAID Administrator Peter McPherson, now president of Michigan State University, joined Administrator Atwood on a panel to discuss USAID-university cooperation. Also participating was Thomas Ehrlich, president of Indiana University and former chairman of the International Development Cooperation Agency.

Atwood set the tone by calling the university community "the intellectual foundation for our aid programs—where we hope to recruit new people to be engaged in development and foreign policy—a resource for us in the research area across the board."

"I think it is time to look at USAID-university relationships," McPherson said. "Neither USAID nor the

universities have performed as expected, and we must be frank about this. USAID must expect that universities will spend their money wisely and what they say they will produce, they, in fact, do."

"The world's scarcest resource is still good ideas," Ehrlich said. "Universities are places where ideas are born, nurtured, debated and defended,

so please use them."

Ehrlich emphasized that university faculties are better at examining the past and planning for the future than responding to crises. They are effective because they are not "overwhelmed by the pressures of the present," he said.

Hundreds of USAID personnel attended the forum where questions were raised and comments made from the audience focusing on issues including the importance of increasing food production, getting sustainable development off the ground and reorganizing USAID.

McPherson and Atwood stressed the importance of increasing food production and the role of universities in research. "In the last several decades, 75 countries, mostly in Africa, have lowered their per capita food production,"

McPherson said. "We have become complacent because of the Green Revolution, but without irrigation and fertilizer this doesn't work in parts of the Sahel, India and China."

In closing, Atwood noted, "We are facing a serious crisis in the Horn of Africa now and a serious global crisis in terms of food security." We have been forced to cut some of our resources that go into agricultural research. We are seeing the PL 480 program being used up for emergency purposes. I am very worried about this.

The world hunger problem gained great prominence during the '70s and early '80s. We need to revive interest in it because if we don't, we aren't going to be doing development, we will be handling disasters exclusively." ■

—By Betty Snead



Peter McPherson



Crandall accepts Haiti challenge

Larry Crandall, a senior Foreign Service officer, was sworn in as USAID mission director to Haiti at a ceremony on March 17 at the State Department.

Crandall directs a mission in the region's poorest country where conditions have worsened since the 1991 coup d'état. Despite the extremely difficult working conditions, USAID and other donors continue to work through private voluntary organizations to expand feeding programs, provide temporary

employment to poor Haitian heads of households, and extend health services to ensure a safety net for Haiti's children, pregnant women and the elderly. Once the political crisis ends, USAID's programs will focus on sustainable development activities.

Before his appointment to Haiti, Crandall was deputy director of the New Independent States Task Force for two years. Prior to joining the task force, he served as USAID representative for Afghanistan from 1985 to 1990. This was his second Afghanistan assignment. He had earlier served there as mission evaluation officer and deputy program officer. Crandall also has served USAID in Washington, Bangladesh and Ethiopia.

From 1968 to 1971 Crandall worked in the Pacification Studies Group under Ambassador William Colby as a rural development officer and chief of research. From 1965 to 1967,

he was a Peace Corps volunteer in Guinea.

Crandall has a bachelor's degree in international affairs from the University of Colorado and a master's degree in international affairs from Syracuse University.



Crandall and his wife, Catherine, have two daughters and are originally from the Denver, Colo., area. ■

Obituaries

Charles A. Sanders, 67, died of Lou Gehrig's disease at his home in Goddard, Kan., on Jan. 25. He joined USAID's predecessor agency in 1956 and served in Laos managing the agricultural education office. He also served in Tunisia, Nigeria and Washington until his retirement in 1979.

Clifford L. Frink died of lung cancer at the VA Hospital in San Juan, Puerto Rico, on Feb. 11. Frink served with USAID in Vietnam from 1964 until the fall of Saigon in 1975.

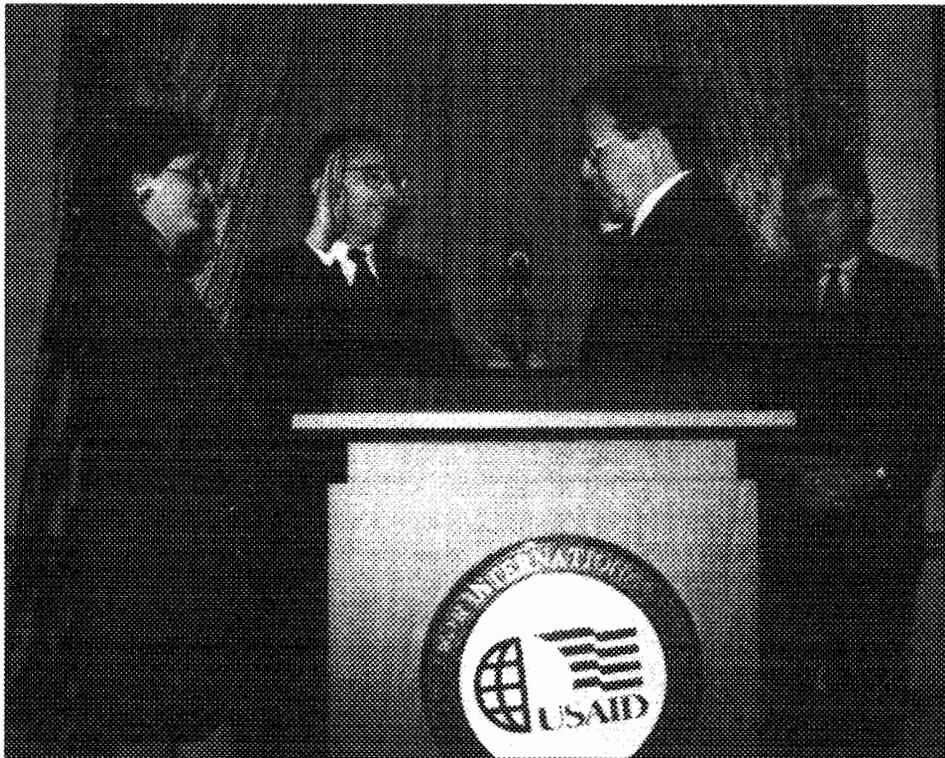
Emmett Y. Thomason Jr. died Dec. 4, 1993, in Clearwater, Fla. He joined USAID in 1961 and served in Ethiopia, Tunisia, Nigeria and Zaire. Thomason, who received a Meritorious Honor Award, retired in 1973.



Stafford leads humanitarian response

Douglas Stafford was sworn in at the State Department on Jan. 10 as assistant administrator for the Bureau for Humanitarian Response. Deputy Assistant Administrator for the bureau Lois Richards administered the oath while Stafford's wife, Valeria, held the Bible.

Before joining USAID for the second time, Stafford was U.N. deputy high commissioner for refugees. Stafford served with USAID as controller from 1977 to 1980 and then joined the United Nations where he worked for 13 years. He also has worked with the Equal Opportunity Commission, the State University of New York and the Peace Corps and served with the U.S. Navy. He has a bachelor's degree from Cornell University.



Dine heads Europe and NIS Bureau

With his wife, Joan, holding the Bible, Thomas Dine (center) was sworn in on Feb. 11 as assistant administrator for Europe and the New Independent States. Deputy Assistant Administrator for Management Frank Almaguer administered the oath while Administrator Brian Atwood looked on.

Before joining USAID, Dine headed the American Israel Public Affairs Committee for 13 years. Prior to that, he worked in the U.S. Senate for the late Sen. Frank Church, former Sen. Edmund Muskie and Sen. Edward Kennedy. He also served as a senior fellow at the Brookings Institution and was a Peace Corps volunteer in the Philippines.

Dine has a bachelor's degree from Colgate University and a master's degree from the University of California.

Kammerer sworn in as agency counselor

Kelly Kammerer was sworn in as counselor for the agency on March 4 at a ceremony at the State Department.

As counselor, Kammerer provides advice to the administrator and other senior staff on a wide range of policy, operational and management issues. In this new assignment, Kammerer holds the most senior career officer position in the agency and serves as an ombudsman for employees.

"I'm very grateful to the administrator for selecting me for this position, particularly at this time in the agency's history," Kammerer told his friends and colleagues at the ceremony. "I look forward to using my legal, legislative and overseas experience at a time when we're working to reinvent our mission, including USAID's statutory mandate. It's an exciting time to be here."

Before assuming his new position, Kammerer was USAID mission director in Nepal from 1989 to 1993. He served in Washington as director of congressional relations from 1982 to 1989, as acting general counsel and senior deputy general counsel from 1978 to 1982 and as assistant general counsel from 1975 to 1978.

Kammerer has twice received the U. S. government's highest civilian award for his work with

USAID—the Presidential Rank Award of Distinguished Senior Executive.

Before joining USAID, Kammerer served as deputy general counsel for the Peace Corps from 1970 to 1974. He

was a Reginald Heber Smith Fellow at the University of Pennsylvania Law School from 1968 to 1970. He served as a Peace Corps volunteer in Colombia from 1963 to 1965.

Kammerer has a bachelor's degree from the University of Notre Dame and a J.D. from the University of Virginia Law School. He is a member of the New York, Florida, Virginia and District of Columbia bars. ■



Frank Almaguer (right), deputy assistant administrator for human resources, congratulated Kelly Kammerer as the new agency counselor. Kammerer's goddaughter, Cathleen Breslin, held the Bible as Kammerer was sworn in.

Zak returns to Caribbean to head USAID mission

Marilyn Zak, who opened doors for women in the Foreign Service, was sworn in on Feb. 28 in Washington as the new USAID mission director for the Dominican Republic.

Zak is a Senior Foreign Service officer with 28 years of experience in international development. In 1985, she was the first woman from USAID to attend the National War College. In her second year at the college, she taught and developed a course on political change and instability in the Third World. "I thought this would be perceived as giving me more balance and making me more acceptable to the Foreign Service system," she said. It also led the way for other women to attend the War College and to enter senior management.

Zak's desire to travel led to a USAID career. "I always wanted to travel and see the world," she said. Her search to work overseas brought her from the University of Washington in Seattle to Washington, D.C.

After graduating with a bachelor's

degree in international business economics and a master's in business administration from the university, Zak drove across country to Washington and stayed with her one friend in the area, a secretary in the State Department. Shortly thereafter, she secured a position as an intern with USAID/Indonesia.

"There was concern that a single woman could work and live successfully in a hardship country," Zak recalled. When she signed the papers to join the Foreign Service, she was surprised to find a clause that said she had to resign if she married. "Upon inquiring about the apparent inequity of this clause, I was firmly told these were the rules—no exceptions. Deciding that I wanted the opportunity more than I wanted to fight the inequality, I signed," she said.

Zak's Indonesia assignment committed her to development work. "My time in Indonesia was fascinating. However, it was evident that the system wasn't comfortable with me as a woman in the Foreign

Service," Zak said.

After one tour, she overcame gender obstacles again to become an assistant program officer in USAID/Paraguay. In 1973, she returned to Washington to manage regional projects in Latin America and to serve as acting chief of social and civic development in the Bureau for Latin America and the Caribbean. In 1975, the State Department selected Zak as the first woman foreign assistance inspector. Her job involved examining the effectiveness of U.S. foreign economic assistance programs worldwide.

"When I returned to USAID after three years with the State Department, it was to work on the new human rights program legislated by Congress," Zak said. Zak became USAID's principal coordinator and spokesperson on human rights, democracy and refugee issues from 1978 to 1985. "I have worked in areas new to USAID, where acceptance by the agency was limited," said Zak. "It is with no small irony I can see these areas now at the forefront of the agency's work. With my work in human rights, administration of justice, elections and democracy, I learned the power of an idea, the importance of not giving up despite what appears to be insurmountable odds and that if the cause is just, it is worth fighting for."

It was at that time that Zak made a commitment to change the system. "I expanded my activities in the Women's Action Organization. I accepted the reality that fighting for equal opportunity was not the best way to improve one's upward advancement, but equality was more important to me. I know that progress has been uneven and much more needs to be done to create a positive environment throughout the agency for women and minorities."

Before her assignment to the Dominican



Frank Almaguer, deputy assistant administrator for human resources, swore in Marilyn Zak to head the USAID mission in the Dominican Republic. Zak's mother, Cassy, held the Bible during the ceremony in the State Department's Treaty Room.

(continued on page 13)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 International Volunteer Week begins Protocol and U.S. Representation Abroad*	2	3	4 Going Overseas for Singles, Couples and Families*
5 U.N. World Environment Day	6 D-Day 50th Anniversary Security Overseas Seminar**	7	8	9 Understanding Regulations, Allowances and Finances in the Foreign Service Context*	10	11
12	13 Security Overseas Seminar**	14 Flag Day	15	16	17	18
19 Father's Day	20 Introduction to Effective Training Skills for Foreign Service Spouses*	21 Summer begins 	22	23	24	25
26	27 Retirement Planning Seminar*** Security Overseas Seminar**	28	29	30		

* call (703) 302-7268

** call (703) 302-7269

*** call (703) 875-1636

Zak

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Republic, Zak was deputy director of USAID's mission in Jamaica. "It was in Jamaica that I found that my rhythms matched those of the Caribbean," she said. "The Caribbean, if it is anything, is diverse. It keeps challenging one's concepts and ideas."

As mission director in the Dominican Republic, she manages a \$15.5 million program that focuses on broad-based economic growth, democracy and human

rights, family planning, health, primary education and the environment.

Of her new assignment, Zak said, "I want the mission in Santo Domingo to be one of the pilot programs for reinventing the way that USAID does business.

"We face tremendous challenges with the decrease in funding and staffing. The world has changed considerably with the end of the Cold War. We must be innovative."

Reflecting on her career, Zak said, "My work in USAID has given me so much since I first signed that piece of paper joining the Foreign Service. Despite obstacles and frustrations in working in a bureaucracy, I can think of no other work I would rather do. USAID and I have both changed and improved over the years, and I hope we will continue to do so." ■

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