
Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ■ JUNE/JULY 1994

PN-ACZ-614



THIS ISSUE

2

Atwood leads
presidential delegation
to Horn of Africa

6

Farmer-to-farmer program
working from Nicaragua to
Nakhodka

9

South Africa
post-election plans



JUNE/JULY 1994

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 34, NO. 5

Administrator: J. Brian Atwood
**Assistant Administrator for
Legislative and Public Affairs:**
Jill Buckley
Chief of Multimedia Communications:
Suzanne H. Chase
Editor: Victoria Jaffe
Writer-Editor: Jaycee Pribulsky
Writer-Editor: Betty Snead
Staff Assistant: Mary Felder
Photographer: Clyde F. McNair

Correspondents:

AFR: Ranta Russell
ANE: Kerri-Ann Jones
BHR: Dennis King, Mike Mahdesian
ENI: Timothy Dubel, Arlene Kamtour
EOP: David Grim
GC: Carl Sosebee
G: Aaron Dannenberg, Ron Grosz
LAC: Phyllis Church
M: Janet Rourke, Darren Shanks
OSDBU: Betty Briscoe
PPC: Glenn Prickett, Jeff Seabright

Front Lines, a publication for USAID employees, is published monthly except January by the Bureau for Legislative and Public Affairs.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Fax (202) 647-3945.

USAID Hot Shots



USAID's handclasp logo is back and it's better than ever. "We can try to recapture the spirit that created the agency," Administrator Brian Atwood said at a May 23 agency meeting. "We're going back to the symbol that has offered hope to so many people around the world," he added. The audience responded with rousing applause. The new logo will be phased in gradually.



Photo Credits: Cover and page 9. Renee Bafalis; Clyde McNair, inside cover and pages 5, 10 (bottom), 11; Getachew Irko, pages 2 and 3; USAID/Peru, page 4; Volunteers in Overseas Cooperative Assistance, page 7.

Cover Photo: South African voters celebrate while waiting in long lines to cast their ballots in the April elections that brought Nelson Mandela to power. See story on page 9.



Front Lines is printed on recycled paper.

Front Lines

NEWS & FEATURES

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

2 U.S. rallies support for Horn

Administrator Brian Atwood led a presidential delegation to the Horn of Africa and Europe to address the impending famine in Africa.



4 Protecting the rainforest while maximizing income

5 Support staff task force aims to empower employees

Atwood Answers

6 Farmer-to-farmer program working from Nicaragua to Nakhodka

8 USAID project benefits small Swazi construction firms

Audit promotes participation

9 South Africa post-election plans



10 A vibrant team player

Buckley heads Legislative and Public Affairs Bureau



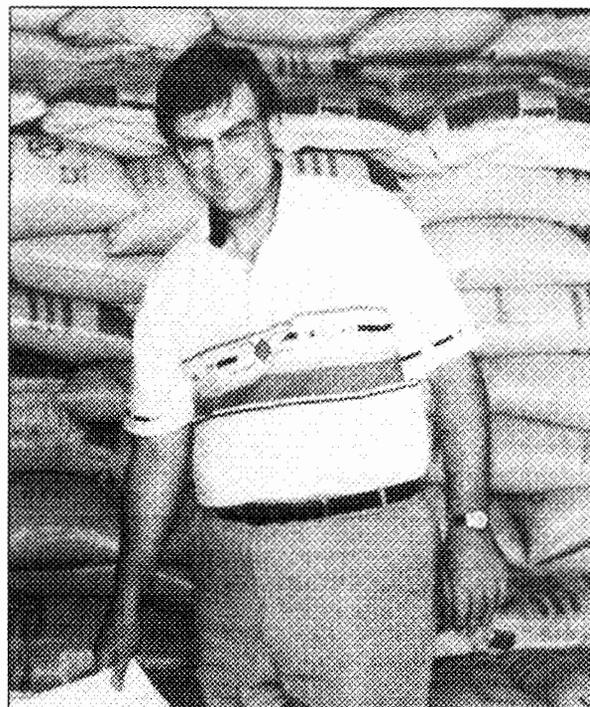
11 Kadunc named USAID representative to Brazil

Celebrating diversity: Asian Pacific heritage honored

12 Where in the world?



A woman who works at a USAID-supported food-for-work road construction project welcomed the delegation during its site visit in Addis Ababa, Ethiopia.



Administrator Atwood inspects tons of USAID grain stored at a Nazareth, Ethiopia, CARE facility for distribution during times of shortage.

By Bruce Bennett

U.S. rallies support for Horn

As President Clinton's personal representative, Administrator Brian Atwood led a delegation to Europe and the Horn of Africa to address the impending famine in the Horn.

The May 27 to June 3 tour covered six countries in eight days. The delegation included Rep. Tony Hall (D-Ohio); congressional staffers; leaders of private voluntary organizations such as CARE, International Rescue Committee and Catholic Relief Services; members of the media; and USAID, State Department and National Security Council staff. After traveling to Eritrea, Ethiopia, Kenya, Italy, Switzerland and Belgium, the delegation issued an assessment report to President Clinton and Vice President Gore.

The delegation met with key African leaders, international organizations, European humanitarian assistance organiza-

tions, and private and voluntary agencies to call attention to the famine that threatens an estimated 20 million people in the Greater Horn.

At a press conference in Addis Ababa, Ethiopia, Atwood stated, "We are here to express the personal interest of the president of the United States in this region." He stressed that the international community cannot wait until a full-scale disaster occurs—people would become desperate, leave their homes and sell or kill their livestock for food, thereby making survival even more difficult. "The world must arrive at a point where it can do crisis prevention work more effectively," Atwood said.

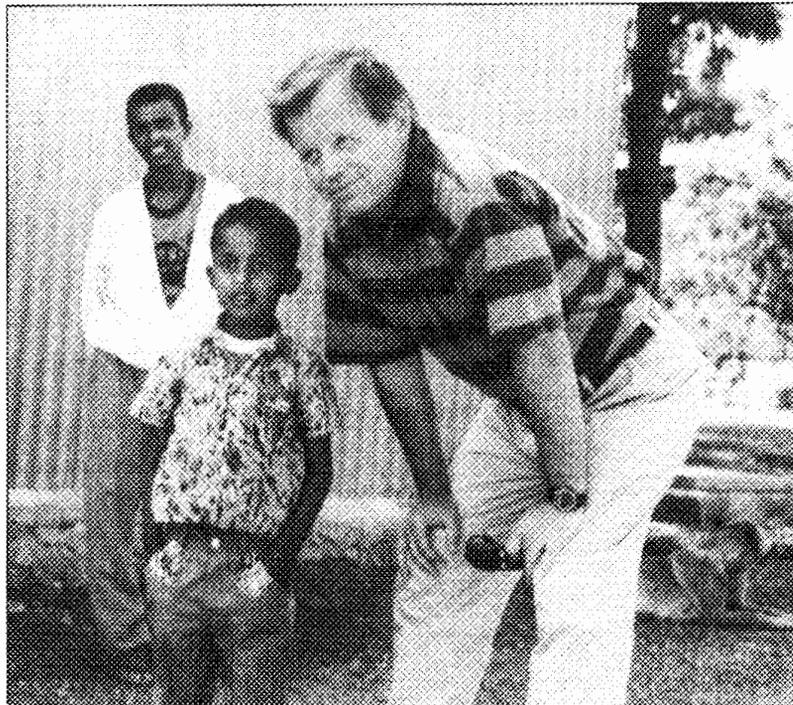
One of the most effective crisis prevention tools, USAID's Famine Early Warning System (FEWS), uses satellite monitors to determine where and when drought will occur. According to FEWS, and on-the-

ground assessments done by USAID missions, drought conditions threaten virtually all the countries of the Greater Horn of Africa: Sudan, Somalia, Ethiopia, Eritrea, Kenya, Djibouti, Rwanda, Tanzania, Uganda and Burundi. The situation is exacerbated by the tenuous peace in Burundi and the massive flow of refugees fleeing Rwanda, southern Sudan, Somalia and parts of Kenya.

The delegation met with Eritrean President Isaias Afewerki and discussed the long-term food security needs of this newly independent nation. Afewerki stated that while his nation welcomes food aid, he wants to develop the nation's infrastructure and improve irrigation and land use to avoid the creation of a "psychology of dependence." According to Afewerki, a major problem facing his government is how to demobilize and reintegrate the thousands of



Children at an orphanage, located near Nazareth and run by an indigenous NGO, wave at the visiting presidential delegation.



Rep. Tony Hall meets with children at the orphanage near Nazareth.

soldiers who fought in the 30-year war with Ethiopia. Failure to reintegrate these soldiers and their families would risk making them permanent dependents of the government.

In Ethiopia, the delegation met with President Meles Zenawi to confer on the "linchpin role" that Ethiopia can play in terms of helping the donor community address the structural food deficit in the entire region. While in Ethiopia the delegation visited CARE's USAID-funded logistics center in Nazareth, where emergency food aid is received from the port of Asab. Tons of USAID grain are stored at the CARE facility for distribution during times of shortage. The group also visited a USAID-funded irrigation system installed to increase crop production.

Rep. Hall then led a smaller delegation to visit an orphanage near Nazareth, which is operated by NACID, an indigenous non-governmental organization. The Ethiopian leg of the trip concluded with a site visit to urban food-for-work road construction projects in Addis Ababa and a well-covered

local press conference featuring the administrator.

In Nairobi, Atwood and key members of the delegation met with President Daniel Moi. Water resource management emerged as one of several key issues discussed. Kenya's ports are essential to international donor efforts to transport food to critical areas and curb the impact of the drought, particularly in war-ravaged southern Sudan and Rwanda.

While in Nairobi, Hall and several members of the delegation went to the Tanzania/Rwanda border where hundreds of thousands of refugees have fled the killing fields of Rwanda. The congressman walked through the Benaco camps, witnessed the results of the slaughter and reported that thousands of people are arriving at the camps daily in desperate need of clean water and food.

The delegation then departed for Europe for a series of meetings in Rome, Geneva and Brussels to galvanize support among key international donors, including the World Food Program and the U.N. High

Commission for Refugees

As a result of the mission, several steps are being taken to address some of the problems of the Horn, including sharing responsibility with the Europeans to rehabilitate ports, lease aircraft and better coordinate data on the status of need in the region. The United States will work with international organizations, including the Organization of African Unity and the U.N. Economic Commission for Africa, to develop strategies to improve food security and resolve conflicts.

"This presidential mission clearly demonstrates that the United States must take the leadership role in our collective effort to move beyond simply responding to crises such as those in Rwanda and Sudan and instead work to prevent the root causes of famine, civil strife and disaster," Atwood said. ■

Bennett is a special assistant in the Office of the Administrator.

Protecting the rainforest while maximizing income

Peru's Pacaya-Samiria Reserve provides a challenging conservation opportunity for protecting and managing its natural resources and increasing the income of the local people. The 5 million acre reserve, established by the Peruvian government more than 50 years ago, lies in the northernmost part of Peru in the lowland headwaters of the Amazon River.

The reserve's population, roughly 100,000 "riverenos," live in and around the rivers of the Amazon basin. They earn their living by fishing and farming. About a half million more people live in the region's outlying areas. Income is below the subsistence level in the region.

Environmental threats to the reserve include fishing overexploitation; poaching of rapidly disappearing river turtles whose eggs and meat are a local delicacy; killing off the dolphin populations by the use of commercial fishing nets; and polluting rivers and streams with chemicals. Addi-

tional threats include oil companies eager to drill within the reserve; deforestation of the reserve; agricultural pesticides and mercury from goldmining; and proposed hydroelectric dams, which could further reduce fishing populations.

In 1991, USAID provided \$3.6 million to The Nature Conservancy, matched by a \$1.4 million contribution from the organization, to begin a five-year project in the reserve to create a balance between natural resource conservation, biodiversity protection and economic use. A private organization, the *Fundacion Peruana para la Conservacion de la Naturaleza*, supports the project.

"I view this project as a unique effort that combines protection of the very fragile Amazon-basin rainforest with community environmental education and awareness and supports income-generating activities of people who rely on the reserve for their living," said USAID/Peru Director George Wachtenheim. "This project attempts to

demonstrate that one can protect the environment while maximizing income-producing activities."

The grant provides for 10 community promoters, park guards, and equipment and supplies to complement the 10 government guards who patrol the reserve.

As a result of the project's studies, new zoning will be established and a new master plan developed to manage the reserve.

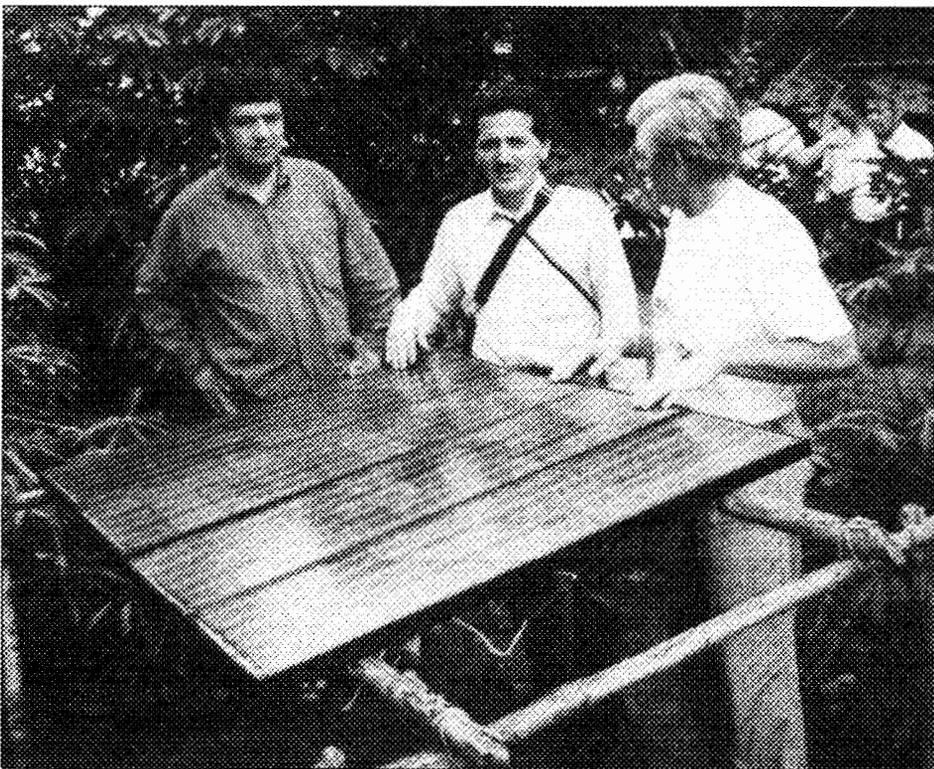
In addition, six of 18 targeted communities built conservation and development centers for community meetings and education in subjects such as animal husbandry and fish preservation. Community organizers were hired to start cooperatives to enable villagers to sell directly to consumers.

Even with progress, there are still setbacks. The Ministry of Agriculture's Institute of Natural Resources does not have the personnel and resources to properly manage the reserve. Unusually high water levels from floods in 1993 and 1994 have delayed some construction and created a food reserve crisis.

The project's ultimate success will be measured by whether reserve boundaries are secured, restrictions on resources are maintained, damaged habitats have recovered and other habitats have not deteriorated. There also must be increased income for villagers, improved technology for processing local products and a higher quality of market products. Community participation in conservation activities, including local political support for the reserve, remains a priority.

The survival of natural resources and the people who depend upon them is intertwined. Destruction of one destroys the other. "Diversity in nature is essential to human survival," said John Sawhill, president of The Nature Conservancy. "The loss of it threatens the interrelated web of life." ■

—By Virginia Foley, USAID/Peru's public liaison specialist



(From left) USAID/Peru project managers Pedro Carrera and Carlos Ayala and Harry Wing, chief, Office of Rural Development, discuss a solar energy experiment, which has provided electricity to the guardhouse at the delta of the Pacaya River.

Support staff task force aims to empower employees

USAID's Support Staff Task Force wants to help support staff agency-wide to advance through training, career development, upward mobility and equitable performance evaluations.

"Every manager in this agency has to be committed to helping address GS and FS support staff issues," said Jerry Jordan, task force chair and director of operational services for the Europe and New Independent States Bureau. At the same time, support staff have to feel empowered by the system to take the initiative to help themselves get ahead, she added.

Initiating a temporary duty (TDY) roster, improving the number of promotion possibilities, developing a one-time competitive process for upward mobility opportunities and an improved evaluation system are beginning steps that the task force, which meets monthly, has taken.

The task force is working with the Office of Human Resources to develop a TDY roster of support staff who would be available to go overseas. "This would allow eligible staff from every bureau and office an opportunity to travel overseas and broaden their experiences," said Anthonette Rodriguez, task force co-chair and information analyst in the Office of the Executive Secretariat. Currently, most TDYs are performed by employees assigned to a regional bureau. Under the proposed system, the candidate would be chosen from a list of agency employees who have applied for consideration and have met



Anthonette Rodriguez, Support Staff Task Force co-chair (left), and Jerry Jordan, chair, are working to increase professional opportunities for agency support staff.

certain selection criteria. This process would put fairness in the selection for TDY assignments, Jordan said.

USAID employs about 525 full- and part-time support staff and 47 Foreign Service support staff in an agency of 3,206 people. More than 30 percent of the support staff have one to four years of college and almost 10 percent have bachelor's degrees. With limited resources, it is extremely difficult for the agency to provide upward mobility programs or Civil Service intern programs. Therefore, the task force recommends that individual bureau and office managers review vacancies to determine if a position could be re-written to allow for a career ladder possibility.

Strengthening supervisory training programs would be one way of providing managers with information on how to establish upward mobility positions, as well

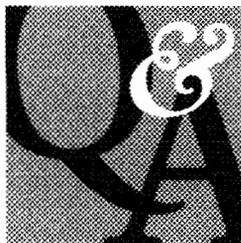
as how to provide support staff with opportunities to broaden experiences and background, according to Jordan. The task force also works with the personnel evaluation advisory committee to ensure that the new evaluation system is fair and honest.

Every support staff issue or problem won't have a solution, but much can be done by individual offices to boost employee morale. Jordan suggested monthly support staff meetings; supervisors developing individual training plans and approving participation; bureaus developing in-house training programs; and allowing support staff an opportunity to perform non-clerical functions.

For further information about the task force and related issues, contact Jerry Jordan or Anthonette Rodriguez via E-mail. ■

—By Victoria Jaffe

Atwood Answers



Question:

What role does the agency play in promoting U.S. businesses abroad?

Answer:

Increased international trade and investment are both a result of development progress and a contributing factor. That doesn't mean that USAID's job is to go out and cut deals and bring businesses into countries. Our job is to help create the environment and the demand for trade, capital flows and investments. We thereby play a central role in the promotion of American commercial business interests.

USAID also has helped make the economies of countries such as South Africa and Russia more available and attractive to people who hadn't participated previously. We want to encourage capital flows into these countries so that the development process goes on long after the concessional grant programs are over. ■

Farmer-to-farmer program working from Nicaragua to Nakhodka

Two years ago farmers in Nicaragua's Sebaco Valley struggled to grow onions as an export crop. They needed technical assistance in harvesting and in preparing the onions for export. Three U.S. Farmer-to-Farmer volunteers from Winrock International Institute for Agricultural Development provided that assistance, helping the farmers start a booming sweet onion industry.

In less than a year, onion yields doubled and 30,000 boxes (1.5 million pounds of "Sebaco Sweets") were shipped for sale to U.S. supermarkets during the intervals when U.S.-produced onions are not in season. The project helped the farmers increase their incomes sixfold and stimulated the creation of a new, private Nicaraguan export company.

This is one example of the hundreds of people-to-people projects in USAID's Farmer-to-Farmer program. Authorized under P.L. 480 and managed by the Office of Private and Voluntary Cooperation in the Bureau for Humanitarian Response (BHR/PVC), the program sends highly qualified American agriculturalists overseas to work with farmers and organizations to increase food production and distribution and improve farming, processing and marketing operations. The program also recruits volunteers from private agribusiness, land grant universities and non-profit farm organizations. Today, the volunteers work in more than 60 countries through eight U.S. organizations and the Peace Corps.

"The cooperating organizations recruit and field exceptionally high-level and high-quality professionals as volunteers," said Larry Harms, Farmer-to-Farmer program officer. Volunteer assignments range from 15 to 90 days in areas such as animal care and health, field crop cultivation, environmental management, fruit and vegetable

growing, livestock operations, food processing and packaging, and farm credit management.

From 1985 until 1991, the program was carried out exclusively through a cooperative agreement with Volunteers in Overseas Cooperative Assistance (VOCA), a private, non-profit organization with longstanding expertise in short-term volunteer agricultural technical assistance. In 1991 four additional organizations were brought into the program: the National Farmers Union, Partners of the Americas, Winrock International and the Peace Corps through an interagency service agreement.

"The Farmer-to-Farmer program has come a long way since it was initiated almost nine years ago," said PVC Program Coordinator John Fasullo. "As we enter a new era in USAID, I believe, because the agency will be operating with fewer resources, that the farmer-to-farmer approach to technical assistance will take on added importance."

Today, as countries of the former Soviet Union and Eastern Europe move toward a market economy, Fasullo sees tremendous opportunities for the program to help those countries address the major problems affecting their agricultural development.

The problem of agriculture in the New Independent States (NIS) of the former Soviet Union is not so much one of productivity, but rather one of improving the food system, including food storage, transport, processing, distribution and marketing. It is in these sectors that an estimated 40 percent to 65 percent of agricultural production is currently lost.

A three-year, \$30 million special initiative begun in 1992 is sending more than 1,800 volunteers to the NIS to provide assistance in marketing, rural credit

systems, post-harvest processing, farming operations and agribusiness. Ambassador Thomas Simons Jr., former coordinator of U.S. assistance in the NIS, who saw the Farmer-to-Farmer program in action in Poland, said, "It has been acclaimed by host government and embassy officials alike as a key technical assistance activity in the NIS." Already more than 900 volunteers have served under the auspices of six organizations: Agricultural Cooperative Development International (ACDI), The Citizens Network Agricultural Alliance, Land O'Lakes (LOL), Tri-Valley Growers (TVG) of California, Winrock International and VOCA.

Each organization tackled aspects of the agricultural system suited to its own expertise. In a little over a year, these

In addition to sending volunteers overseas, the newest farmer-to-farmer concept . . . would bring NIS farmers and farmer-entrepreneurs to the United States to experience firsthand what is possible in American agriculture.

volunteers achieved some impressive "firsts."

ACDI's efforts focused on reshaping the agricultural credit system in Russia and the other republics. "The NIS doesn't have a legislative structure so farmers can mortgage their land," said volunteer farm credit expert Ed Waffle. The ACDI volunteers worked with Russia's Committee for Land Resources and Land Tenure on a pilot

project to draft new legislation and set up a model land title system. This could lead to loan guarantees, an essential step in developing agricultural credit.

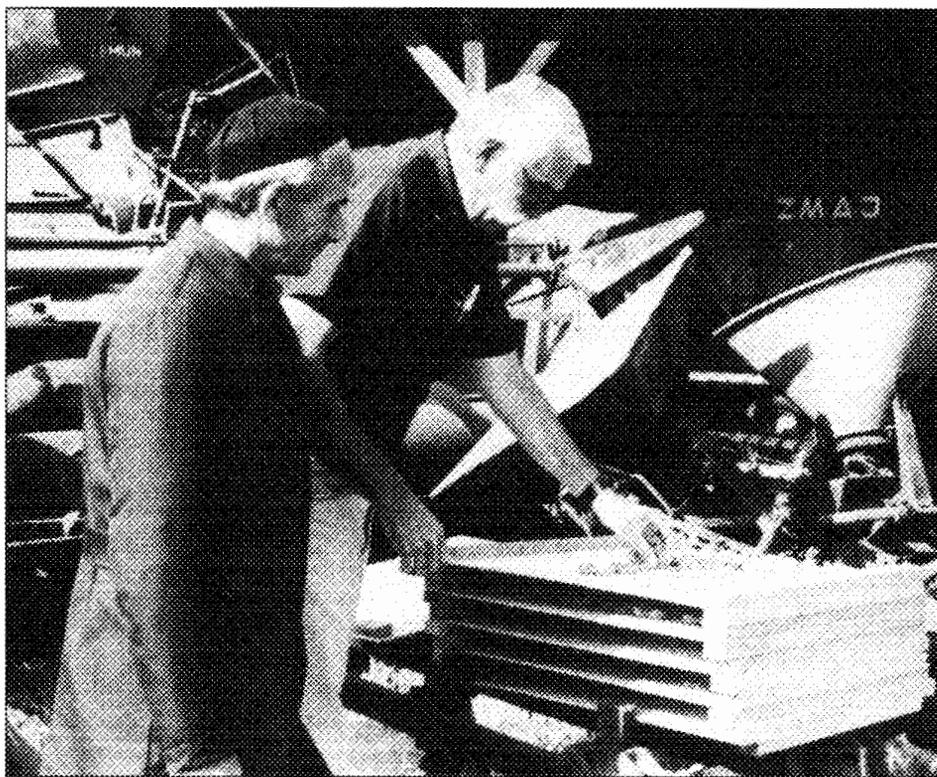
"Reforms of Russia's farm credit system are further along today in large part due to the work of volunteers from the United States," said Rep. Timothy Penny, chairman of the House Subcommittee on Foreign Agriculture and Hunger.

The Citizens Network Agricultural Alliance provides technical assistance to emerging agribusinesses in Russia and the Ukraine. Volunteers also have helped build a private farmers' movement based on the U.S. model. To accomplish this, The Citizens Network has teamed U.S. state farm bureaus with matching private farmers' associations in Russia and the Ukraine.

The Citizens Network efforts also resulted in the start of a regionwide supply system for two private, joint-venture supermarkets under construction in Vladivostok and Nakhodka. The volunteers introduced new crop and livestock techniques on the Open Spaces Farm in Krasnodar, Russia, in preparation for a joint venture.

Without experience in small-scale storage facilities, Russian farmers did not think they could hold their harvest for sale at better prices. Land O'Lakes volunteers not only demonstrated how this was possible to farmers' groups, but also helped to instill a problem-solving attitude that had been absent on the old state farms. Through an association with Future Farmers of America, LOL also is advising on the agricultural curriculum at the Russian Education Methodology Center and Yakhromsky State Farm and College to help ensure that the next generation of farmers is trained in the principles of private enterprise. LOL volunteers also have made a noticeable impact in potato production, storage and marketing in Russia and the Ukraine.

Volunteers sent by Tri-Valley Growers of California have been working in western Russia and the Russian Far East. They have recommended ways to cut storage losses in half at two potato storage facilities and one



A U.S. specialist confers with an Armenian farmer as part of VOCA's farmer-to-farmer program.

fruit storage enterprise. At two other sites, their recommendations reduced animal mortality by almost 90 percent and increased weight gain by 30 percent or more. The volunteers, in collaboration with the University of California, also helped plan an indigenous agricultural extension service in western Russia to help sustain such improvements.

"We know how to organize farmers, advise them on production and distribution methods and help them tie into markets," said Ed Thor, TVG vice president. "Where people can be organized to move away from commodity crops to a value-added processed or packaged crop, they can reap eight or nine times the raw product value."

VOCA volunteers have worked with a wide range of organizations in Russia, Ukraine, Kazakhstan, Armenia, Moldova and Belarus. They assisted in organizing one of the first true farmer-controlled cooperatives in Russia, Golden Grain, a wheat storage and marketing co-op. More than 1,000 farmers in the Buryat Republic joined the first-ever farm input and dairy processing cooperatives.

Winrock International deployed

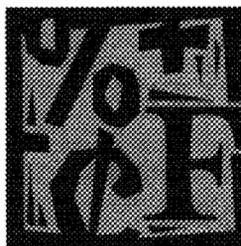
volunteers to Russia, Ukraine, Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan and Uzbekistan. These volunteers worked on training, post-harvest processing, agribusiness development and management, and distribution and marketing of agricultural products.

Winrock volunteers trained members of a cooperative in Kyrgyzstan in all aspects of their emerging wool industry and linked the industry with markets. In addition, Winrock set up a farm and small business management training center in Kazakhstan and held training courses and developed curriculum for institutions throughout the former Soviet Union.

In addition to sending volunteers overseas, the newest farmer-to-farmer concept under review is a "reverse" program that would bring NIS farmers and farmer-entrepreneurs to the United States to experience firsthand what is possible in American agriculture. Through these two-way exchanges, many believe that the Farmer-to-Farmer program will have come of age. ■

O'Meara is an independent consultant.

Economic Growth



USAID project benefits small Swazi construction firms

The bright blue Swazi sky looks the same as on any other morning over the National Housing Board construction site. The sounds of hammering cut the morning silence as people bustle about getting to their individual tasks. The movements are familiar—mixing concrete, unloading and stocking blocks, wheeling about barrows of earth. Six weeks after breaking ground, eight of the 12 planned

houses are well under way.

An ordinary construction job? No, because Sam Carmichael of Homepride, a Swazi national contractor, is in charge. This \$285,000 job is twice the amount of his largest previous job as a contractor. In the past, most similar housing contracts went to the large international firms from nearby countries. At this site, Homepride is running ahead of schedule and considerably ahead of the nearest competitor, a large South African firm that won a bid to build 40 of the low-cost houses on the adjoining building site.

A USAID-funded program—CAP, the Construction Assistance Program—helps 40 small contractors in Swaziland like Homepride to compete in the marketplace for bids.

CAP, a program managed by the Swazi Business Growth Trust under USAID's Small

Business Development Project, began with a study of the construction industry in Swaziland by Dave DeGroot of the Rural Housing and Urban Development Office in Nairobi in 1990. For more than two years, CAP has provided contractor clients with one-to-one assistance in areas such as subcontractor relations and material purchase planning. This small project, staffed by a resident construction adviser, Andre Arstenstein, provides no formal training. CAP's clients have no time for the classroom. It replaces "training" with "assistance" to help the contractor solve problems and improve individual performance. Occasional workshops and panel discussions bring together key industry players.

CAP does not provide concessions to encourage small contractors, Ed Baker, project and general development

officer, said. Instead, the contractors must develop in the real world of real competition. What they do have, as a result of their participation with CAP, is on-the-spot advice.

"We know from Swaziland that the key to quantifiable success is on-the-job management assistance and that we need to keep our delivery system lean and pointed," said DeGroot, now based in Pretoria.

The growth of these firms will ensure that the jobs stay with the Swazis, not with large international contractors.

The top six contractors have all become accomplished builders in the space of only one year. Their work for the first six months of 1993 increased from an average of \$208,000 per contractor client to \$324,000—a 55.6 percent increase. ■

—By Patricia Baker, administrative aide, USAID/Swaziland.

Democracy



Audit promotes participation

Under an agreement signed on May 25 in Dar es Salaam, Tanzania's auditor general will audit USAID grants given to the government instead of hiring private accounting firms to do so.

Not only will this agreement save money and provide valuable experience for the Tanzanian auditors, but it is an

opportunity for USAID to work with an African organization that could become a major player in increasing accountability and transparency in host government operations.

"Audits reinforce the strategy of promoting democracy by making grantees accountable for the money given them," said Everette Orr, USAID regional inspector general from Nairobi. "Accountability promotes responsible leadership and acts to instill public trust in leaders and institutions. No government can be effective without the trust of its people."

"This agreement marks an important aspect of our national development process," said Tanzanian Acting Auditor

General Thomas M. Kiama. "As more and more donor-funded projects, vital for (Tanzania's) economic development, continue to be implemented, it is in our mutual interest to make doubly certain that donor funds are used in accordance with pre-agreed objectives."

Under the agreement, USAID's regional inspector general's office in Nairobi will provide periodic training for Tanzanian auditors on U.S. government standards of audits and reports. USAID retains the right to review any of the audits and to accept or reject any audit reports. Audits can be performed by outside auditors if deemed necessary.

The audits fall under

USAID's Recipient-contracted Audit Program, which requires periodic audits of all grants given to foreign governments and non-governmental organizations. Although this agreement is the first for Africa, five other governments have signed similar agreements with USAID: Honduras, Sri Lanka, Bangladesh, Indonesia and Pakistan. ■

—By Derald Everhart, editor in USAID Regional Inspector General's Office in Nairobi.



South Africa post-election plans

The USAID mission in Pretoria has been working for more than a decade to help make democracy a reality in South Africa. At the end of April, people came to the polls in massive numbers to cast their ballots in that country's first free and fair elections.

What began as a modest program for a human rights fund in 1980 gradually expanded to become the largest USAID program in sub-Saharan Africa in 1991.

With President Clinton's May 5 announcement expanding the level of U.S. assistance to South Africa to nearly \$600 million over the next three years, the South Africa program will become one of the largest USAID programs in the world and certainly one of the most important in terms of political commitment and interest by the American people.

The cornerstones of USAID's South Africa program in the past have been democ-

racy, human rights, education, training and community development, implemented exclusively through the non-governmental (NGO) community.

As South Africa prepared for its first free elections, USAID supported the electoral process through voter education programs. Post-election assistance programs will focus on what the disadvantaged majority in South Africa has identified as its most pressing needs, particularly jobs, housing, electrification, education and health care.

The mission will carry out three initiatives to: (1) develop the black private sector and train marginalized youth for jobs; (2) strengthen democratic and political institutions, with assistance to community-based NGOs; and (3) redress the inequities of the education and health delivery systems, emphasizing child survival, family planning and HIV/AIDS

prevention.

For the first time, USAID will work directly with the new South African government to identify priorities and how USAID assistance can best be used. Working with South Africans on the development of the program will be a vital component of its success.

For millions of South Africans, this process is a new beginning. There is still much work to be done to overcome the powerful remnants of the apartheid system. To seize this historic opportunity, USAID must act quickly to implement the programs. Efforts will be maximized by leveraging domestic and U.S. private resources and by coordinating closely with other U.S. government agencies and the international donor community. ■

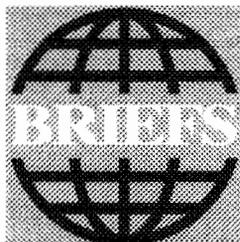
—By Renee Bafalis and Ranta Russell

Bafalis is a USAID senior press officer, and Russell is an outreach specialist in the Africa Bureau.



South Africans waited in lines for hours to cast their ballots, many voting for the first time in their lives.

USAID



A vibrant team player

Since 1986 Esmerlin Pineda has worked as a messenger in the Communications and Records Office (C&R) at USAID/Honduras. Pineda is a Foreign Service National who was born severely disabled in his extremities and suffers from occasional bouts of epilepsy.

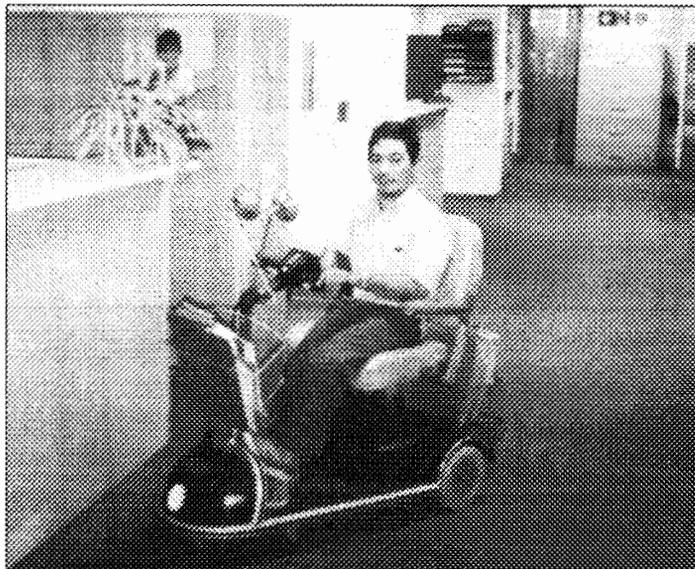
Despite his physical challenges, Pineda delivers correspondence, escorts visitors, makes copies and shreds obsolete documents at the mission, which is housed in a seven-story building.

At the beginning of his career, a special mail carrier

attached to his pushcart helped Pineda in his rounds. In 1987, the mission management task force recommended a correspondence delivery increase from three to eight daily rounds. At Christmas that year, Mission Director John Sanbrailo presented Pineda with an electric car on behalf of the mission to help him in his rounds. For the first time in his life, Pineda had ease of mobility.

Originally from the village of San Francisco de Ojuera, located in the western part of Honduras, Pineda is the eldest of 10 children. In 1969, with only an elementary school education, he moved to Tegucigalpa. He lived in a home for the disabled and sold lottery tickets and bamboo baskets made by the other residents until he joined USAID in 1986.

Pineda is highly regarded and respected by his coworkers and supervisors. His supervisor, Nelly Tablas, said she has never heard him doubt his ability to get the job done, and when



something new is entrusted to him, he learns quickly.

"Teamwork is not just an empty word in the C&R Office," Tablas said. "There is a real spirit of cooperation and Esmerlin is an integral part of this team," she added.

Besides working at the mission, Pineda owns two taxis and sells lottery tickets at a small convenience store owned by his family.

"Esmerlin is both an asset and an inspiration. It was Tony Cauterucci, the USAID director in 1986, who gave him the opportunity to do a job that no one thought he could do," said Marshall Brown, the current mission director. ■

—By Alcira Montes and Shelley Trifone

Montes is a communication specialist, USAID/Honduras, and Trifone is a secretary, USAID/Honduras.



Buckley heads Legislative and Public Affairs Bureau

Jili Buckley (seated) was formally sworn in on May 12 as assistant administrator for legislative and public affairs. USAID Deputy Administrator Carol Lancaster (left) administered the oath of office and Administrator Brian Atwood addressed the crowd of well-wishers. Buckley's daughter, Melissa, held the Bible during the ceremony in the State Department's Benjamin Franklin Room.

Edward Kadunc named USAID representative to Brazil

Edward Kadunc, a 19-year USAID Foreign Service veteran, was sworn in June 22 as the agency's new representative to Brazil.



Kadunc will administer USAID's \$12 million sustainable development program in Brazil focusing on family

planning, broad-based economic growth and health.

As the former USAID representative in Colombia, Kadunc was the principal adviser to the U.S. ambassador on development assistance.

Kadunc, a native of Cleveland, Ohio, joined USAID in 1975 as a health consultant in Nicaragua. He moved to Bolivia in 1976 where he again worked in the health office. In 1979, he transferred to Peru to serve in the project development office.

In 1984, Kadunc was stationed in the Jamaica mission as director of project development, where he remained until his transfer back to Bolivia in 1987.

Kadunc received a bachelor's degree in history and Spanish from John Carroll University in 1965 and a master's in public administration from the University of Michigan in 1974. He and his wife, Helena, have two children, Jon Paul and Andrew. ■

IG Hotline

Use the USAID Inspector General Hotline to report fraud, theft or misuse of agency resources:
(703) 875-4999

Obituaries

Oliver Montgomery Roberts Harper, 74, died Feb. 25 in Ocala, Fla. Harper served the agency in Tunisia and Burkina Faso. A native of Wakenaam, Guyana, Harper was also minister of health of Guyana and a member of parliament before joining USAID.

Robert W. Harris, 65, died on April 9 in Lakeland, Fla. Harris served for many years with the Office of U.S. Foreign Disaster Assistance.

Bruce E. Kent, 79, died in Sarasota, Fla., on May 30. He worked at the agency from 1959 to 1973 and served in Liberia and Pakistan.

Celebrating diversity: Asian Pacific American heritage honored

"Has a Cold War ended abroad only to usher in a hot war at home?" asked best-selling author Bette Bao Lord at a commemorative program on May 26 in honor of National Asian Pacific American Heritage Month. "The Berlin Wall is down, but the walls between East Harlem and West Hampton keep going up and up," she said.

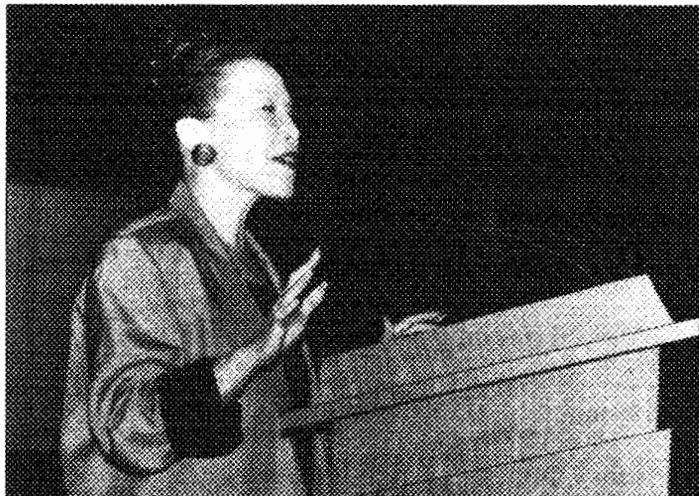
Lord, who left China at age 8 and returned as the wife of the American ambassador in 1985, discussed personal experiences of being both Chinese and American. She described the cultural barriers that she faced in the United States as a small child who barely spoke English and also recounted returning years later to her native land. "When I returned, people started asking me if I was Chinese or American, and I

immediately answered, 'I am Bette Bao Lord.'"

Lord received a bachelor's degree from Tufts University and a master's from the Fletcher School of Law and Diplomacy.

"My mother had the typical Chinese-American dream for me—that one day I would become an '-ist,' a chemist, a biologist or a physicist, for example . . . and one day I eventually did—I became a novelist," said Lord, who has written *Legacies*, *A Chinese Mosaic* and *Spring Moon*, both New York Times bestsellers. She also served as a consultant to CBS News in China during the events in Tiananmen Square in 1989.

Lord acknowledged that although many positive changes have taken place for Asian Pacific Americans, other challenges remain. "Only



Novelist Bette Bao Lord addressed an audience in the Loy Henderson Auditorium of the State Department.

yesterday, a person's credibility was judged by their color," Lord said.

She said that heritage is a clan's story and that "we must work toward a time when we can all feel at home in America."

The program was sponsored

by USAID's Office of Equal Opportunity Programs, the State Department's Office of Equal Employment Opportunity and Civil Rights, the Foreign Affairs Council and the Federal Asian Pacific American Council. ■

—By Jaycee Pributsky

WHERE

In The
World
Are
USAID
Employees?



Moved On

Butterfield, Stephen, AA/M
Gray, Donna, COMP/NE/OJT
Garcia, Leticia, IG/I&S
Livesay, Laura Weather, M/IRM/
TCO
Matalon, Renee, GC/CP
Moline, Howard, RIG/A&I/San Jose
Myers, Tony, IG/I&S/IPS
Nickles, Joel, SUMER/COMP
Noel, Doris, BHR/OFDA/DRD
Smith, Margaret Ann, COMP/LT/
TRNG
Watson, Latia, COMP/YOC/COOP
Weiss, Richard, GC/ICE

Promoted

Bernstein, Steven, RIG/A&I/
Singapore, auditor
Bolstad, Irma Urraza, M/HR/EM,
personnel management specialist
Bowling, Melberth, IG/I&S/SAC/
WFO, supervisory inspector
Caudle, Margaret, M/IRM/TCO,
telecommunications specialist
Cox, Timothy, RIG/A&I/Cairo,
supervisory auditor
Downey, Calista, ASIA/EA,
program analyst
Gaughran, James Bernard, RIG/
A&I/Cairo, auditor
Jarrell, James, IG/A/SPEC RPTS,
supervisory auditor
Lawton, Nancy, RIG/A&I/
Singapore, auditor
Lokos, Nathan, IG/A/PSA, auditor
McDougald, Cynthia, AFR/
CCWA/MS, secretary
McGowan, Dennis, ENI/PSC/PAC,
program analyst
Miller, Jay, M/FM/CAR/FCGL,
accountant
Murphy, William, RIG/A&I/
Singapore, auditor
O'Mara, Mary Helen, IG/I&S/
SAC/WFO, inspector
Paniccia, Annette, M/HR/EM,
personnel management specialist
Pfeffer, Howard, RIG/A&I/
Singapore, auditor
Purifoy, Stephanie, LAC/DR/HPN,
program operations assistant

Rodriguez, Catherine, RIG/A&I/
San Jose, auditor
Rose, James III, RIG/A/BO, auditor
Ruel, Robert, RIG/A&I/Dakar,
auditor
Steadman, Belinda, IG/RM/PFM,
personnel staffing specialist
Thorne, Umeki Gray, M/AS/TT,
management analyst
Truesdell, M. Caroline, RIG/A&I/
Nairobi, inspector
Watts, Bruce, RIG/A/BO, auditor
Williams, Madeline, COMP/NE/
OJT, presidential management
intern
Woodlin, Darlana, COMP/YOC/
COOP, student trainee accountant

Reassigned

Ali, Basharat, Pakistan and
Afghanistan, supervisory project
development officer, to supervi-
sory program officer
Amani, Todd, Nicaragua, program
officer, to supervisory special
projects officer
Anderson, Mary Ann, R&D/H/HS,
health development officer, to
COMP/PSLT
Angeles Hawthorne, Aida,
Hungary, financial management
officer financial analyst, to COMP/
FS/REASSGN
Arnold, Dianne, M/IRM/SDM,
computer specialist, to M/FM/FS
Ase, Randall, RIG/A&I/Nairobi,
auditor, to IG/A/Planning
Ballantyne, Janet, USAID/
Nicaragua mission director, to
foreign affairs officer, AA/G
Bethea, Wayne, ES, mail/file
assistant, to administrator's aide
Brock, Mary, ES, administrative
operations specialist, to program
analyst, M/IRM/TCO
Brown, Renee, ENI/PER/ER,
secretary, to program operations
assistant
Burnett, Barry, RDO/C/D, deputy
regional director, to COMP/FS/
REASSGN
Carduner, Olivier, LAC/DR/DA,
project development officer, to
COMP/PSLT
Carpenter, Louis, Pakistan and
Afghanistan, financial management
officer budget/analyst, to COMP/
LT TRNG
Cates, Albert Lee, Egypt, engineer-
ing officer, to Mozambique
Chatman, Melvin, El Salvador,
supervisory development training
officer, to COMP/FS/REASSGN
Chiriboga, Douglas, Dominican
Republic, supervisory program
officer, to supervisory project
development officer, LAC/DR/CEN
Cipriani, Aida, EUR/PDP/PA,
program operations assistant, to
ENI/PCS/PAC
Clark, Sarah, Togo, USAID
representative, to deputy mission
director, Haiti
Cohen, Joshua Kenneth, AA/NE,
special assistant, to general
business specialist, ENI/PER/NISP
Coles, Walter Jr., ENI/PER/NISP,
private enterprise officer, to
supervisory private enterprise
officer
Countryman, Ilona Kazimi, NIS/
TF/DIHR, program analyst, to
democracy specialist, ENI/DG/RLG
Cully, Tony, M/FM/CONT,
financial management officer
financial analyst, to supervisory
financial management officer
Davidson, Garber Jr., Bolivia,
deputy mission director, to foreign
affairs officer, COMP/FS/REASSGN
Davis, Chivon, M/FM/P, civilian
pay technician, to financial
operations specialist, M/FM/CAR
Dixon, Darin, NIS/TF/EET,
secretary, to program operations
assistant, ENI/EEUD/EI
Dobberstein, Scott, COMP/NE/
OJT, IDI (housing/urban develop-
ment), to housing/urban develop-
ment, RHUDO/IDIS
Dorsey, Tajuana, PRE/ADM,
information analyst, to program
analyst, M/IRM/TCO
Dubel, Timothy, NIS/TF/PAC/PGE,
program analyst, to international
cooperation specialist, ENI/NCA/R
Dudik-Gayoso, Joan, COMP/
DETAIL SUP, director office
international training, to COMP/RYS
Durette, Jean, Lesotho, supervisory
program officer, to program
officer, Egypt
Eavy, Paul, M/IRM/IPA, computer
specialist, to supervisory computer
specialist
Erves, Shirley, COMP/PSLT,
program officer, to Nigeria
Fee, Sharon, RDO/South Pacific,
agricultural development officer, to
COMP/FS/REASSGN
Finan, Kimberly Ann, REDSO/
WCA/PDE, supervisory project
development officer, to deputy
regional director, REDSO/WCA/OD
Freeland, Normajean, NIS/TF/
PAC/SPBC, program analyst, to
financial management specialist,
ENI/PCS/B
Giusti, John, Egypt, program
officer, to COMP/FS/REASSGN
Govan, James, AFR/DP, director
office development planning, to
supervisory program officer

Gray, Phyllis, M/OP/A/AOT,
contract specialist, to program
analyst, M/OP/CIMS
Greenough, H. Paul, RDO/South
Pacific, program officer, to COMP/
FS/REASSGN
Guymont, Frederick, Egypt,
supervisory project development
officer, to associate mission
director
Harris, Timm, Nicaragua, private
enterprise officer, to project
development officer
Hecht, Francine Ellen, ENI/PD,
secretary, to program operations
assistant
Hoggard, Christopher, AFR/MRP/
OMI, information analyst, to
program analyst, M/IRM/TCO
Homziak, Jurij, COMP/NE/OJT,
IDI (natural resources), to
Nicaragua
Horne, Carolyn Linda, NIS/TF/
PSI, secretary, to program
operations assistant, ENI/HR/TE
Hymes, Deborah Ann, NE/EMS,
information analyst, to program
analyst, M/IRM/TCO
Jarrell, James, IG/A/SPEC RPTS,
auditor, to supervisory auditor,
Johnson, Wilhelmina, AA/M,
secretary stenography, to executive
assistant
Jordan, Jerry, OPS/MRC,
administrative officer, to ENI/OS
Karns, Mark, EUR/RME/ER,
supervisory regional development
officer, to supervisory private
enterprise officer, ENI/ED
Kellam, Sharon, EUR/EMS,
information analyst, to program
analyst, M/IRM/TCO
Kennedy-Iraheta, Deborah, El
Salvador, supervisory special
projects officer, to housing/urban
development officer, RHUDO/
LAC
Kosinski, Susan, EUR/DR/DPI,
program analyst, to democracy
specialist, ENI/DG/RLG
Kvitashvili, Elisabeth, Russia,
special projects officer, to project
development officer
Lee, Denise, EUR/PDP/PA, program
analyst, to international coopera-
tion specialist, ENI/NCA/C
Lee, Herman Jr., LAC/EMS,
information analyst, to program
analyst, M/IRM/TCO
Lucke, Lewis, Bolivia, supervisory
project development officer, to
deputy mission director
Luckey, Rosalyn, NE/ENA,
program operations assistant, to
secretary, ENI/EEUD/UDH
Lynch, Sarah-Ann, COMP/NE/
OJT, IDI, to Bangladesh
MacLachlan, William, COMP/FS/

- REASSGN, executive officer, to management staff officer, M/AS/OMS
- Mailoux, Laurier**, ENI/PER, supervisory project development officer, to supervisory private enterprise officer
- Matthews, Sylvia**, M/HR/POD/STIII, personnel staffing specialist, to supervisory personnel management specialist, M/HR/POD/STI
- McFarland, Cecil**, LAC/CEN, program officer, to COMP/IT TRNG
- McKenna, Allan**, COMP/IT TRNG, financial policy analyst, to supervisory financial management officer financial analyst, REDSO/ESA/RPMC
- Miles, Sandrica**, IG/RM/GS, office/automation assistant, to office/automation clerk, M/HR/OD
- Milow, Kenneth**, FA/B/PB/RPA, supervisory program analyst, to supervisory budget analyst, M/B/RA
- Navin, Robert Elwood Jr.**, ENI/ED/SB, supervisory private enterprise officer, to private enterprise officer
- Neal, Patricia**, M/FM/CAR/AMMR, accounting technician, to freight rate specialist
- Neifert Paul**, South Africa, private enterprise officer, to COMP/FS/REASSGN
- Notkin, Jennifer**, REDSO/WCA, project development officer, to Egypt
- Olsen, Ronald**, Poland, executive officer, to supervisory special projects officer, M/MPI/OD
- O'Neill, Patrick**, M/B/RA, supervisory financial management officer budget/analyst, to financial management office budget/analyst, M/B/SB
- Painter, James**, M/B/PA, chief program budget division, to deputy director office of budget, M/B/OD
- Pangan, Herminia**, EUR/RME/FMS, financial management officer financial analyst, to controller, Nigeria
- Parson, Jeremiah**, COMP/FS/REASSGN, executive officer, to Slovak
- Pascual, Carlos**, AA/ENI, foreign affairs officer, to private enterprise officer
- Penner, John Talbot**, Russia, private enterprise officer, to COMP/RTS
- Phillips, Christopher**, AA/LPA, deputy director, to supervisory public affairs specialist
- Pierce, Thomas**, ASIA/SA/NS, program officer, to COMP/FS/IT
- Queen, Lavern**, BHR/M, administrative operations assistant typist, to secretary, AA/BHR
- Riegelman, Mary Ann**, NIS/TF/DIHR, supervisory program analyst, to democracy specialist, ENI/DG/RLG
- Rishoi, Thomas Lee**, Russia, project development officer, to private enterprise officer
- Rocha, Mario**, Bolivia, supervisory financial management officer budget/analyst, to supervisory financial management officer
- Rodriguez, Anthonette**, ES, administrative operations assistant, to information analyst
- Rojas, Ernest**, Honduras, supervisory engineering officer, to engineering officer, Egypt
- Ronay, Robert**, COMP/NE/OJT, IDI, to Bangladesh
- Rosenberg, Richard**, Bolivia, supervisory private enterprise officer, to AA/G
- Rushing, Kevin Allyn**, AFR/ARTS/FARA, natural resources officer, to COMP/FS/IT
- Scales, John**, GC/EPA, legal officer, to Kazakhstan
- Schaeffer, William**, M/OS/OMS, executive officer, to COMP/FS/IT
- Simpson, Karen**, FA/B/PB/RPA, program analyst, to supervisory program analyst, ENI/PCS/B
- Stauffer, Donna**, COMP/IT TRNG, program officer, to COMP/FS/REASSGN
- Swan, Alan**, ASIA/EMS, executive officer, to BHR/M
- Thomas, Kim**, EUR/OSA, clerk typist, to office/automation assistant, ENI/NCA/WN
- Vargas, Allen Fernando**, Nicaragua, IDI (financial management), to supervisory financial management officer financial analyst
- Vo Nhung, Thi**, M/FM/LM, deputy office special report budget, to accountant, M/FM/LM
- Vollbrecht, Anthony**, ROCAP/PPD, project development officer, to education development officer, Nicaragua
- Washington, Doris**, NE/DR/PI, secretary, to administrative operations assistant, AA/ENI
- Washington, Elzadia**, Cameroon, agricultural development officer, to science/technical officer, Egypt
- Washington, James**, G/OIT, supervisory development training officer, to special projects officer, AA/AFR
- Watanabe, Brett**, COMP/NE/OJT, IDI, to Indonesia
- Westlake, Gene**, FA/FM/CMP/LC, financial management officer, to supervisory financial management officer, M/FM/CMP/GIB
- Wilbanks, Tonya Suzanne**, G/
- MGT, information analyst, to program analyst, M/IRM/TCO
- Williams, Aldrena**, NIS/TF/DIHR, secretary, to administrative operations assistant, ENI/DG/RLG
- Williams, Ralph**, ENI/OS, administrative officer, to supervisory financial analyst, ENI/PD
- Winn, John IV**, ENI/FS, controller, to Haiti
- Woodcock, Ruth**, RIG/A/San Jose, auditor, to IG/A/FA
- Woodland, Larvita**, FA/FM/CAR/EA, freight rate specialist, to financial management assistant, M/FM/CMP
- Wright, Sarah**, Guinea, IDI (education), to education development officer

Retired

- Bassford, Henry**, Egypt/D, mission director, 26 years
- Beckman, Robert**, NIS/TF/EET, supervisory energy officer, 27 years

- Brockie, Elizabeth**, EUR/RME/FMS, program analyst, 17 years
- Chandler, Dennis**, AA/NE, foreign affairs officer, 28 years
- Dotherow, Barbara Ann**, M/AS/OMS, administrative officer, 8 years
- Franchois, Timothy**, IG/A/PSA, supervisory auditor, 8 years
- Foster, John**, Zambia, agricultural development officer, 16 years
- Holt, Phillip**, RIG/A/Cairo, supervisory auditor, 10 years
- O'Farrell, Paul**, EUR/PDP, supervisory program officer, 21 years
- Potce, Helen**, BHR/PVC/MGD, program analyst, 27 years
- Saiers, Edward**, POL/OD, foreign affairs officer, 23 years
- Silverstone, Jonathan**, GC, attorney advisor general, 35 years
- Smale, Mary Lou**, R&D/ED, secretary, 8 years

Years of service are USAID only.

Test Your



Carlin Payne is looking forward to his new assignment in Central America. He has heard about some very nice beach-front property in the host country that would provide an excellent investment opportunity. Carlin has checked the government-wide Standards of Ethical Conduct, which do not expressly prohibit such investments. Carlin assumes there will be no problem. Is this a safe assumption?

Answer:

No! USAID, State and USIA have issued joint regulations prohibiting various activities by employees overseas. These joint resolutions derive from international conventions and treaties. In Carlin's case, the regulations prohibit U.S. citizen employees from investing in real estate in the country of assignment, other than the purchase of a house and land for personal occupancy at the time of assignment or at retirement, if approved by the chief of mission. If you have questions about the overseas conduct regulations, contact your regional legal adviser overseas or the independent counsel for ethics in Washington. ■

**U.S. Agency for International Development
Bureau for Legislative and Public Affairs
Washington, DC 20523-0056**

Penalty for Private Use \$300
Official Business

AN EQUAL OPPORTUNITY EMPLOYER

**Bulk Rate
Postage and Fees Paid
USAID
Permit No. G-107**