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# Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ■ FEBRUARY 1995

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## THIS ISSUE

2

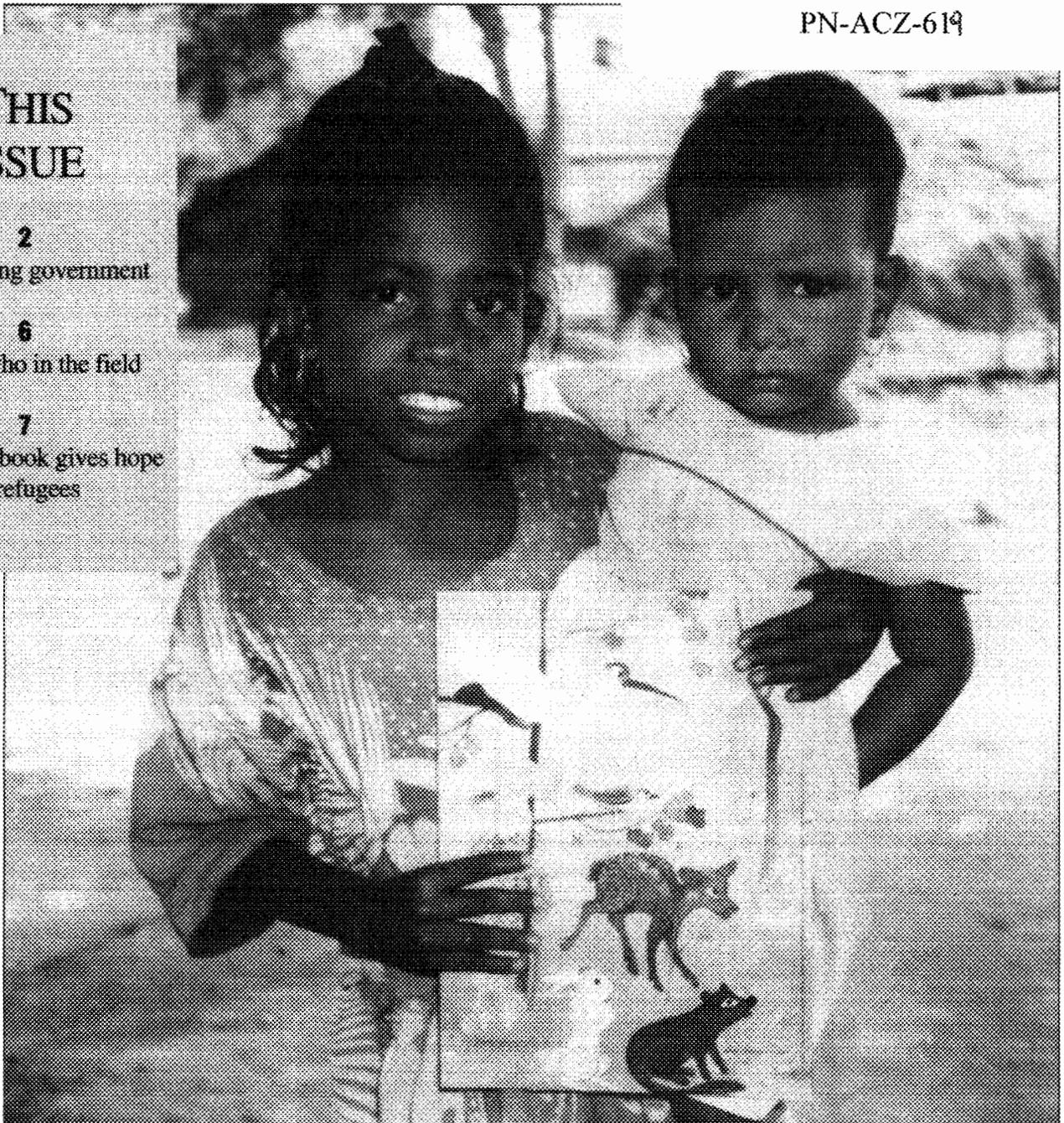
Reinventing government

6

Who's who in the field

7

Children's book gives hope  
to refugees





# FEBRUARY 1995

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 35, NO. 1

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## USAID Hot Shots

### Holiday cheer to last all year



Instead of hosting an Africa Bureau '94 holiday party, Assistant Administrator John Hicks (far right) invited employees to contribute as a bureau to a Washington charity. They chose Project Northstar, a program that provides volunteer tutoring and activities to homeless children. Dorts Martin and Jim Washington (left) and Robert Young (second from right) of the Africa Bureau present the check to Project Northstar staff and two participants.



**Photo Credits:** Nancy Baron, cover; Karrye Braxton, inside cover; Clyde McNair, pages 4 and 5.

**Cover Photo:** A clinical psychologist's book is helping displaced children in Sri Lanka cope with the trauma of losing a parent or becoming a refugee. See story on page 7.



*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** Reinventing government  
USAID works toward being  
“the best in the business.”

**4** Rush sworn in as  
inspector general

Winch directs USAID  
office in the Caucasus

**5** USAID/Madagascar  
welcomes new director

Jones heads mission in  
Kenya

**6** Who’s who in the field

**7** Children’s book gives  
hope to refugees

**8** Where in the world?



page 2



page 4



page 5

# Reinventing government

*USAID works toward being "the best in the business."*

## Improving USAID's systems

USAID employees in Washington and overseas are redefining the agency's business processes through an ongoing five-year Information Systems Plan (ISP). The plan focuses on budgeting, procurement, accounting, personnel, and the formulation, design and implementation of the foreign assistance program. The General Services Administration (GSA) was so impressed with the ISP that it honored USAID's Office of Information Resources Management (M/IRM) with a 1994 "Best Practices" award.

Recently, a new videotape, demonstrating several ISP systems, was released to all USAID missions and Washington offices with an introduction by the administrator. The video, "Reinventing USAID," was produced by the Bureau for Legislative and Public Affairs and highlights the efficiency of ISP.

ISP provides for an integrated corporate data system, in which data is entered once by any USAID employee anywhere in the world. The data can then be accessed by the entire agency. For example, data entered in the system by a project manager will be available to users worldwide through electronic communication without having to be re-entered, reformatted, recreated or re-

keyed. This system will make it possible for information to be timely, relevant and accurate. It also will eliminate duplication, reduce paperwork and make it easier to track results.

The first automated component of ISP is scheduled to be installed and operating in the agency overseas and in Washington during the next several months. The major systems will be installed by Oct. 1, 1995.

Barry Goldberg, IRM director who accepted the GSA award on behalf of the agency, noted that this schedule is ambitious and challenging since the system must be tested and installed worldwide. To work effectively, the LAN (local area network) capacity and telecommunications system for each mission will be upgraded to handle the increased data processing and transmission.

Goldberg pointed out that it is vital to train USAID employees and contractors to operate in the new environment. "We can devise and put in place the most sophisticated technology feasibly available," Goldberg said during the award ceremony at GSA, "but unless all USAID employees understand and accept the system and are able to effectively operate in the new environment, the system's worth is limited. We are taking special care to ensure the new integrated system is user friendly."

The January issue of Government

Executive magazine also recognized USAID's reform efforts by noting that a General Accounting Office study recommended that the State Department "emulate such agencies as the Agency for International Development . . . and develop an objective, quantifiable process for allocating personnel resources."

## Reforming procurement

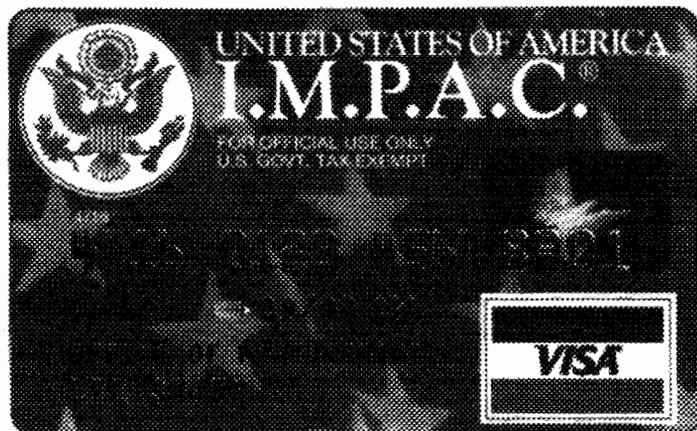
In its role as one of the National Performance Review (NPR) "reinvention laboratories," USAID has expanded the use of purchase cards by 100 percent. The government purchase card program, which uses a Visa card, enables on-the-spot purchasing of government supplies.

Instead of moving procurement requests through the system for two to six weeks for approval and processing, the Visa card empowers non-procurement officials at all levels of the agency to immediately buy what they need to do their jobs. The card may be used to purchase items costing less than \$2,500.

The purchase card makes procurement work better and cost less, a major NPR goal. Traditional government purchasing and payment methods cost approximately \$97 per purchase order. Using the Visa card saves an estimated \$54 per transaction.

USAID has successfully used the government purchase card program in the Administrative Purchasing Office since 1989 to buy centrally funded supplies and services such as periodical subscriptions. The expansion of the program to the Management Bureau's Office of Administrative Services (AS) has doubled the number of actions annually and resulted in tremendous savings of time and money.

AS will seek increased participation in this program by expanding the use of the purchase card to USAID/W offices and



project personnel. In January, the agency's program coordinator for the credit card effort, Colin Bradley of AS, briefed agency executive management staff and senior management officials about the program's expansion plans. In February, Bradley is training the approving officials and cardholders and issuing the credit cards to users. The initial expansion of the Visa program to non-procurement personnel will directly save USAID \$70,000.

If you have questions about the expanded use of the agency Visa card, please contact the Administrative Purchasing Office, room 1600D, SA-14, (703) 875-1302.

## Mission close-out prompts skills training

In sync with streamlining goals of the National Performance Review, USAID/Chad is one of the missions that will close this year. To respond to the anticipated unemployment of more than 90 Foreign Service Nationals (FSNs), the mission has organized an outplacement program to prepare FSNs for new employment opportunities.

The average FSN employee in Chad has worked for USAID for eight years. An assessment was conducted to gather data on the educational and professional background of the employees and their aspirations for the future. The assessment revealed that some employees will look for jobs elsewhere while others would like to start their own businesses.

Four distinct areas for training were identified: job search skills, small business development, computer literacy (Wordprocessing and Lotus) and skill upgrading in technical areas of expertise (mechanics, plumbing, electricity and metal work). USAID/Chad contracted with three local firms to facilitate the training, which began in July 1994 and continues through March 1995.

A survey conducted at the end of initial training activities revealed that employees were extremely satisfied with the training efforts and contents. More than 95 percent



**Administrator Brian Atwood and Phyllis Dichter-Forbes, deputy assistant administrator, Bureau for Management, accept the Hammer Award from Vice President Al Gore on Dec. 7. USAID received the award for its commitment to reinventing government to make it work better and cost less.**

of the FSNs reported to have learned a great deal from the training activities.

For those employees who stated they would seek employment with international organizations, USAID/Chad set up a support operation to help employees prepare curricula vitae, learn how to interview, etc. The mission will be contacting other agencies and private companies regarding opportunities for its employees. Several people have already secured jobs at other organizations, including the U.S. Embassy and the German development agency.

For those who said they would like to start their own small business, the mission may be able to provide small excess equipment and material for start up.

USAID/Chad also organized a meeting for those potential entrepreneurs to learn about credit mechanisms and loans. At that meeting, Henry Norman, president of Volunteers in Technical Assistance Inc. (VITA), and Kebba Evarist, director of

VITA/Chad, discussed mechanisms through which credit can be obtained and the extent to which VITA can work with USAID/Chad employees to help them secure loans. Even though VITA usually finances already established businesses, Norman emphasized his organization's willingness to support new small businesses.

Given the fact that the job market is very limited, most USAID employees are maintaining their current positions until the mission closes in September. But when the time comes to move on, they will be prepared to meet new challenges. ■

Charles Patalive, ombudsman, M/IRM; Colin Bradley, chief, M/AS; and Djirne Adoum, USAID/Chad, contributed to this article.



## Rush sworn in as inspector general

Jeffrey Rush Jr. was sworn in Oct. 28 as the new inspector general for USAID. Rush, a career employee of the U.S. government since 1971, brings 26 years of experience in investigations and law enforcement to the position.

"It is vitally important for USAID to have an independent inspector general of integrity, experience and ability," Administrator Brian Atwood said. "Jeffrey Rush brings all of this and more to his position."

The inspector general, a position appointed by the president and confirmed by the Senate, is responsible for audits and investigations for USAID.

In this capacity, Rush serves as the principal adviser to the administrator and senior management on all aspects of program integrity. He is responsible for promoting the economy and efficiency of USAID programs and operations as well as preventing and

He also is required by law to supervise, direct and control all security activities relating to agency programs and operations, including USAID missions overseas.

Immediately before his appointment to USAID, Rush served as acting inspector general for the Peace Corps for a year.

Rush began his career as a criminal investigator with the Office of Inspector General at the U.S. Department of Agriculture (USDA) in 1971. He worked at USDA for more than 20 years and spent half of that time as USDA's deputy assistant inspector general for investigations.

Rush served in the Army from 1968 to 1971 as a counter-intelligence specialist.

Born in Kansas City, Kan., he has a bachelor's degree from



Jeffrey Rush Jr. addresses an upbeat crowd in the Benjamin Franklin Room at his swearing-in ceremony, as his wife, Dawn, looks on.

Baker University and a law degree from George Mason University.

Rush is a member of the Virginia State Bar Association, the District of Columbia Bar Association and the American Bar Association. He has been a volunteer for the Legal Services of Northern Virginia, where he worked on pro bono housing

and family law projects and was also a volunteer attorney for the Bailey's Crossroads Homeless Shelter.

Rush lives in Fairfax Station, Va., with his wife, Dawn, daughter, Logan, and son, Christopher. ■

## Winch directs USAID office in the Caucasus

Fred Winch was sworn in on Nov. 21 as USAID representative to the Caucasus.

In this position, Winch oversees humanitarian assistance and helps promote reform efforts aimed at rebuilding the institutional structures needed for the region to move toward competitive markets and participatory government.

"The people of this region

have and continue to experience very difficult challenges," Winch said. "I look forward to the United States being able to help during this exciting



transitional period. Supporting the restructuring of these economies will be a major undertaking but one that will guarantee that the Caucasus region will have an important role in the future of Asia and the New Independent States."

Winch's new post is in Yerevan, the capital of Armenia, which serves as the center for all USAID programs in the region.

A veteran USAID Foreign Service officer since 1981, Winch has served as agricultural economist and associate

director of USAID/Sudan; assistant director, USAID/Uganda; and mission director, USAID/Zambia.

Winch was also a Peace Corps volunteer in Nigeria. He has a bachelor's degree from Cornell University; a master's degree in agricultural economics from the University of Vermont; and a doctorate in agricultural economics from Michigan State University.

He is married to the former Renate Jacob. Their two children, Dinah and Jill, are studying in England. ■

## USAID/Madagascar welcomes new director

Donald R. (Buff) Mackenzie, a career Foreign Service officer, was named USAID mission director to Madagascar on Oct. 16. He had been serving there since January 1992 as the deputy mission director.

Mackenzie has served 16 years with USAID, with tours in Panama, Burkina Faso and Washington. He directed the Africa Bureau's highly successful Famine Early Warning System project while serving in Washington.

Mackenzie began his career in 1969 as a Peace Corps volunteer in Kenya and, after graduate school, served a second Peace Corps assignment as a municipal development adviser in El Salvador.

He has a bachelor's degree in history from the University of Pennsylvania and two master's degrees from the University of

Virginia, one in public administration and the other in urban regional planning.

Mackenzie, a resident of Amelia Island, Fla., is married to the former Cynthia Grant and has one daughter, Devon.

USAID's activities in Madagascar focus on regional economic development, including micro-enterprise; natural resources management and biodiversity conservation; and family planning and child survival.

Though one of the world's poorest nations, Madagascar has unique biodiversity, with 80 percent of its flora and fauna found nowhere else on Earth. Madagascar also is one of the few African countries to make a successful transition to democracy. ■



Dennis Barrett, U.S. ambassador to Madagascar (right), congratulates Donald Mackenzie at his swearing in as USAID/Madagascar mission director.



Frank Almaguez, deputy assistant administrator for human resources, congratulates George Jones (right) after he is sworn in as USAID mission director to Kenya. Celebrating the occasion were members of Jones' family, including his daughter, mother-in-law and wife.

## Jones heads USAID mission in Kenya

George Jones was sworn in as USAID mission director to Kenya on Nov. 30. Jones was USAID coordinator in Eritrea before assuming his new position.

In Kenya, Jones oversees an \$18.2 million USAID program that focuses on population and health, agricultural research, private enterprise development, natural resource management, and democracy and governance projects. USAID recently authorized a \$7 million democracy and governance project to support key democratic institutions in the country.

Jones, who joined USAID in 1977, has extensive experience in Africa. He began his career in Niger where he initiated the first major USAID health project. Three years later he became the regional health adviser and then chief of all regional projects emanating from the USAID Regional Economic Development Services Office in West Africa. From 1986 to 1989, Jones served as the officer in charge of Niger, Burkina Faso, Togo,

Benin, Mauritania and Senegal at the USAID Sahel Office. He also served in Sri Lanka as deputy mission director.

Jones has a doctorate in medical sociology from the University of Colorado, a master's degree in education from Columbia University and a bachelor's degree in education from the State University of New York at Cortland.

Jones and his wife, Carole, also a Foreign Service officer, have two children, Gregory and Tamara. ■

### Attention MD retirees:

The American Foreign Service Association is planning a lunch in March for Maryland retirees of all foreign affairs agencies and their spouses. For more information, call Joseph Kemper, AFSA, at (202) 338-4045, extension 514.



## In The Field

### Africa

**Botswana Gaborone**  
Director Howard Handler

**Burundi Bujumbura**  
Director Myron Golden

**Ethiopia Addis Ababa**  
Director Margaret Bonner  
Deputy Director Walter E. North

**Ghana Accra**  
Director Barbara Sandoval

**Guinea Conakry**  
Director Wilbur Thomas  
Deputy Director Thomas E. Park

**Kenya Nairobi**  
Director George Jones  
Deputy Director Kiertsak Toh

**Lesotho Maseru**  
Director Gary E. Lewis (acting)

**Madagascar Antananarivo**  
Director Donald R. Mackenzie  
Deputy Director (vacant)

**Malawi Lilongwe**  
Director Cynthia Rozell  
Deputy Director Samuel Scott

**Mali Bamako**  
Director Joel E. Schlesinger  
Deputy Director Bruno Kosheloff

**Mozambique Maputo**  
Director Roger Carlson  
Deputy Director James T. Smith

**Niger Niamey**  
Director James Anderson

**Rwanda Kigali**  
Director Myron Golden (acting)

**Senegal Dakar**  
Director Anne Williams  
Deputy Director Douglas Sheldon

**South Africa Pretoria**  
Director Leslie A. Dean  
Deputy Director William R. Ford

**Somalia Mogadishu**  
Director Ron Ulrich

**Swaziland Mbabane**  
Director Valerie Dickson-Horton

**Tanzania Dar es Salaam**  
Director Mark Wentling  
Deputy Director Grant W. Anderson

**Uganda Kampala**  
Director Donald Clark  
Deputy Director Leticia Diaz

**Zambia Lusaka**  
Director Joseph F. Stepanek

**Zimbabwe Harare**

Director Peter Benedict  
Deputy Director Carole Scherrer-Palma

#### USAID Offices

**Angola Luanda**  
USAID Representative Joseph Goodwin (coordinator)

**Benin Cotonou**  
USAID Representative Thomas F. Cornell

**Burkina Faso Ouagadougou**  
USAID Representative Jatinder Cheema (acting)

**Cape Verde Praia**  
USAID Representative Barbara Kennedy

**Chad N'Djamena**  
USAID Representative Richard Fraenkel (acting)

**Eritrea Asmara**  
USAID Representative George Lewis (coordinator)

**The Gambia Banjul**  
USAID Representative Rose Marie Depp

**Guinea-Bissau Bissau**  
USAID Representative Michael F. Lukonski

**Liberia Monrovia**  
USAID Representative Lowell E. Lynch

**Namibia Windhoek**  
USAID Representative Edward Spriggs

#### Sections of Embassy

**Nigeria Lagos**  
USAID Affairs Officer Stephen Spielman

**The Sudan Khartoum**  
USAID Affairs Officer Larry Meserve (coordinator)

#### Regional Economic Development Services Offices

**East & Southern Africa (REDSO/ESA)**

**Kenya Nairobi**  
Director Fred C. Fischer  
Deputy Director Ronald Harvey

**West & Central Africa (REDSO/WCA)**

**Cote d'Ivoire Abidjan**  
Director Willard Pearson  
Deputy Director Kimberly Finan

### Asia

**Bangladesh Dhaka**  
Director Richard M. Brown  
Deputy Director Lisa Chiles

**India New Delhi**  
Director Walter G. Bollinger  
Deputy Director Desaix B. Myers III

**Indonesia Jakarta**  
Director Charles F. Weden Jr.  
Deputy Director Vivikka M. Moildrem

**Nepal Kathmandu**  
Director Frederick Machmer  
Deputy Director Theodora Wood-Stervinou

**Pakistan Islamabad**  
Director John S. Blackton

**The Philippines Manila**  
Director Kenneth Schofield  
Deputy Director Gordon West

**Sri Lanka Colombo**  
Director David A. Cohen  
Deputy Director Terrence F. Liercke

**Thailand Bangkok**  
Director Linda Lion  
Deputy Director Eugene Morris Jr.  
USAID Representative to ASEAN  
Dennis C. Zvinakis

#### USAID Offices

**Cambodia Phnom Penh**  
USAID Representative Lee A. Twentymen

**Mongolia Ulaanbaatar**  
USAID Representative Charles Howell

### Near East

**Egypt Cairo**  
Director John Westley  
Deputy Director Duncan R. Miller

**Gaza/Tel Aviv**  
Director Christopher D. Crowley

**Jordan Amman**  
Director William T. Oliver Jr.  
Deputy Director Dianna L. Swain

**Morocco Rabat**  
Director Michael Farhman  
Deputy Director James Hradsky

**Tunisia Tunis**  
Director David Painter (acting)

**Yemen Sanaa**  
Director William McKinney

#### USAID Offices

**Oman Muscat**  
USAID Representative Mark S. Matthews

**West Bank/Jerusalem**  
USAID Affairs Officer Karen Turner

### Europe

**USAID Offices**

**Albania Tirana**  
USAID Representative Dianne M. Blane

**Bulgaria Sofia**  
USAID Representative John A. Tennant

**Croatia/Slovenia Zagreb**  
USAID Representative Charles R. Aanenson

**Czech Republic Prague**  
USAID Representative James F. Bednar

**Estonia Tallinn**  
USAID Representative Adrian L. deGraffenreid

**Hungary Budapest**  
USAID Representative David L. Cowles

**Latvia Riga**  
USAID Representative Baudouin F. de Marcken

**Lithuania Vilnius**  
USAID Representative John Cloutier

**Macedonia Skopje**  
USAID Representative Linda R. Gregory

**Poland Warsaw**  
USAID Representative Donald L. Pressley

**Romania Bucharest**  
USAID Representative Richard J. Hough

**Slovakia Bratislava**  
USAID Representative Patricia Lerner

### New Independent States

**Armenia Yerevan**  
USAID Representative Fred E. Winch

**Kazakhstan Almaty**  
Director Craig G. Buck  
Deputy Director Patricia Buckles

**Russia Moscow**  
Director James Norris  
Deputy Director Roger Simmons

**Ukraine Kiev**  
Director Gregory F. Huger  
Deputy Director David M. Sprague

### Latin America and the Caribbean

**Bolivia La Paz**  
Director Carl Leonard  
Deputy Director Lewis Lucke

**Costa Rica San Jose**  
Director Stephen Wingert

**Dominican Republic Santo Domingo**  
Director Marilyn Zak  
Deputy Director Michael Deal

**Ecuador Quito**  
Director John Sanbrailo  
Deputy Director Michael Jordan

**El Salvador San Salvador**  
Director Charles E. Costello  
Deputy Director Henry Reynolds

**Guatemala** *Guatemala City*  
 Director William S. Rhodes  
 Deputy Director Hilda M. Arellano

**Haiti** *Port-au-Prince*  
 Director Larry Crandall  
 Deputy Director Sarah Clark

**Honduras** *Tegucigalpa*  
 Director Marshall Brown  
 Deputy Director Elena Brineman

**Jamaica** *Kingston*  
 Director Carole H. Tyson  
 Deputy Director Donald Smith

**Nicaragua** *Managua*  
 Director George Carner  
 Deputy Director Mark Silverman

**Panama** *Panama City*  
 Director David Mutchler

**Peru** *Lima*  
 Director George Wachtenheim  
 Deputy Director Donald Boyd

**Regional Development Office/  
 Caribbean (RDO/C)**  
**Barbados** *Bridgetown*  
 Director Mosina H. Jordan

**USAID Offices**

**Argentina/Uruguay** *Montevideo*  
 USAID Representative Robert Asselin

**Belize** *Belize City*  
 USAID Representative Robert T. Dakan

**Brazil** *Brasilia*  
 USAID Representative Ed Kadunc

**Chile** *Santiago*  
 USAID Representative Thomas Nicastro

**Colombia** *Bogota*  
 USAID Representative Lawrence Klassen

**Mexico** *Mexico City*  
 USAID Representative Arthur Danart

**Paraguay** *Asuncion*  
 USAID Representative Richard Nelson

## INTERNATIONAL ORGANIZATIONS

**U.S. Mission to the U.N. Food and Agriculture Organizations**  
 (including FAO, WFP, WFC, IFAD)  
 Rome, Italy

Food Aid Attache—David Garms  
 U.S. Executive Director to the International Fund for  
 Agricultural Development (IFAD)—Hugh Smith

**U.S. Mission to the Organization for  
 Economic Cooperation and Development**  
 Paris, France

Development Assistance Committee Chairman—James H. Michel  
 U.S. Representative to the Development Assistance Committee—  
 Lee Roussel

**U.S. Embassy**  
 Tokyo, Japan

Counselor for Development Cooperation—Paul White

**U.S. Mission to the United Nations**  
 Geneva, Switzerland

USAID Coordination Representative—Sarah Olds

## Children's book gives hope to refugees

Nancy Baron wrote "A Little Elephant Finds His Courage" to help children who have been victims of war and other violence find the courage to talk about death and give them hope for the future.

Baron, a clinical psychologist working with the International Federation of Red Cross and Red Crescent Societies and

indirectly funded by USAID, spent two years in Sri Lanka helping families displaced by civil strife.

There are about 600,000 displaced people in camps in Sri Lanka. Baron concentrates her work in an area where 47,000 people, three-fourths of them children, are living in camps.

"As families live for years in displaced camps, they become more debilitated, less hopeful and less able to live their own lives," Baron said. "I believe that the parents are the most effective helpers for their own children."

Baron pointed out that people living in camps for extended periods of time need more than shelter and food. "If we don't help rebuild these people's lives, USAID and others will be supporting them for a long time," she said. "We need to rebuild hope, motivation and positive thinking."

The beautifully illustrated book tells the story of a young

elephant, Baba, whose father is killed after leaving his family to help make peace among fighting animals. Baba sets off on an independent journey to save himself and get help for his mother.

"With the little elephant as an example, children learn many valuable lessons," Baron said. "Together with Baba, they explore the concepts of death and the painful process of grief. It is useful for the children to examine the feelings that arise from this story. Often victims of violence suffer silently. This quiet despair evolves into helplessness. A goal of this project is to promote hope by empowering the victims."

A discussion guide accompanies the book and offers suggestions to caretakers. For example, the guide suggests: "A child who has lost a parent can be encouraged to maintain real memories about the parent. Parents are not forgotten. Rather, the memories are

special and to be kept forever."

The packet, which is non-denominational and carefully designed for a multicultural audience, is suitable for children 6 and older.

USAID purchased 12,500 copies of the packet, which has been translated into three languages, for use in Sri Lanka. The agency also funds a program to train social workers or caring adults to work with parents in the camps, teaching them the concepts of Baron's book and how to better communicate with the children. At least one parent must participate in the educational seminar in order to receive a book.

USAID offices interested in obtaining the book may contact Baron through USAID's Sri Lanka Desk in Washington, phone (202) 647-9630 or fax (202) 647-7368. ■

—By Betty Snead

### The "Federal elite"

The January 1995 issue of *Hispanic Business* magazine recognized two USAID employees as members of the federal elite of high-level Hispanic officials working in the Clinton administration: Ramon Daubon, deputy assistant administrator in the Bureau for Latin America and the Caribbean, and Alejandro Palacios (known to most of us as "Alex"), deputy assistant administrator in the Bureau for Legislative and Public Affairs. Felicidades!

## WHERE

In The  
World  
Are  
USAID  
Employees?



## Moved On

**Ayers, Patricia Ann**, AFR/DP/FPF  
**Gibson, Lois**, PPC/CDIE  
**Hepp, John**, Tanzania  
**Jones, Gregory**, M/FM/LM  
**Lofton, Earlene**, M/HR/WPRS  
**Merino, Felipe**, RIG/A/Bonn  
**Rooney-Fisher, Dana Ann**, IG/A/  
PSA  
**Rourke, Janet Carole**, M/AMS  
**Young, Carole**, COMP/CS/  
RECRUIT  
**Andrews, Cynthia**, M/HR/PMES/  
ESB, personnel assistant (typist)

## Promoted

**Baldwin, Rhonda**, G/EG/DAA,  
secretary (office automation)  
**Brown, Kimberly Anne**, Bolivia,  
supervisory private enterprise  
officer  
**Brown, Nicole**, AA/AFR/DRC,  
office/automation clerk  
**Brunner, Susan**, M/MPI/MC,  
management analyst  
**Carduner, Olivier**, Bolivia,  
supervisory project development  
officer  
**Davis, Clara**, G/MGT, administra-  
tive officer  
**Dean, Pamela**, M/HR/PMES/PMA,  
personnel assistant (typist)  
**Dewitt, Ruby**, M/HR/PMES/PMA,  
personnel management specialist  
**Dinkins, Marcus Winford**, M/FM/  
P, civilian pay technician typist  
**Doores, Elizabeth**, M/FM/P, civilian  
pay technician (office automation)  
**Doo-Sogholian, Dana**, M/OP/A/  
ADT, contract specialist  
**Esposito, Dina**, BHR/PPE, program  
analyst  
**Fa'Piere, Patrick**, G/DG, democ-  
racy specialist  
**Hart, Yvette**, M/AMS, program  
analyst  
**Kambour, Arlene**, AA/ENI, special  
assistant  
**Kennedy, Brian**, G/PHN/FPS,  
program operations specialist  
**Kinney, Gary**, M/OP/OD,  
procurement analyst

**La Voy, Diane Edwards**, PPC/DP,  
senior adviser  
**Pridgen, Marcus Edward**, G/PHN/  
POP/FPS, program operations  
specialist  
**Rader, Owen Patrick**, ENI/PD/  
PSB, program analyst  
**Riegelman, Mary Ann**, ENI/DG/  
RLG, supervisory democracy  
specialist  
**Rodriguez, Anthonette**, ES,  
information analyst  
**Salpini, Dean Pietro**, M/IRM/PA,  
computer specialist  
**Savoy, Gwendolyn Denine**, M/HR/  
TD/XT, employee development  
assistant (office automation)  
**Stakes, Mercedes Eugenia**, M/OP/  
B/AEP, contract specialist  
**Thompson, James Francis**, M/OP/  
A/HRN, contract specialist  
**Thompson, Rochelle**, G/PHN/FPS,  
program analyst  
**Wiley, Virginia Yellott**, M/HR/EM,  
personnel management specialist  
**Willis, Ann**, G/EG/AFS, secretary

## Retired

**Anania, John**, COMP/RTS,  
agricultural development officer,  
16 years  
**Daugherty, Rene**, ANE/RI, program  
officer, 24 years  
**Graham, William**, COMP/  
SEPARATION, controller, 11  
years  
**Howard, Barbara**, ENI/ECA/NT,  
supervisory program officer, 33  
years  
**Howard, Bruce**, IG/A/FA,  
supervisory auditor, 10 years  
**Huxtable, John**, BHR/FPF/ER,  
Food for Peace officer, 30 years  
**Luche, Thomas**, COMP/FS/  
REASSGN, foreign affairs officer,  
17 years  
**Slattery, John**, ANE/ME, program  
officer, 18 years  
**Schoepfer, Arthur Jr.**, COMP/RTS,  
program officer, 27 years  
**Stukel, Thomas Jr.**, COMP/FS/  
REASSGN, foreign affairs officer,  
24 years  
**Weaver, Daisy**, IG/RM/PFM,  
personnel management specialist,  
20 years

*Years of service are USAID only.*

## Reassigned

**Amato, Peter**, Bangladesh,  
supervisory project development  
officer, to Poland  
**Barrington, Belinda**, AFR/SA,  
program officer, to legal officer,  
Senegal  
**Bethune, Turra**, M/HR/POD/CD,  
program officer, to PPC/CDIE/  
POA  
**Brems, Susan**, Peru, IDI (health/  
population/nutrition), to population  
development officer  
**Broderick, Sylvester**, Mozambique,  
IDI (project development), to  
project development officer  
**Burks, Cecelia**, AFR/SD/PSGE,  
program analyst, to M/AS/CPC  
**Burkey, Anne**, Cameroon,  
supervisory financial management  
officer, to supervisory financial  
management officer budget/  
analyst, Kenya  
**Chaudhry, Iqbal**, COMP/FS/  
REASSGN, engineering officer, to  
G/EG/CPE  
**Coleman, Carolyn**, G/HCD/FSTA,  
participant training specialist, to  
human resources development  
specialist, ENI/HR/TE  
**Conley, Ralph**, COMP/RTS, natural  
resources officer, to general  
development officer, Guinea  
**Correa-Montalvo, Jaime**, BHR/  
FPF/DP, Food for Peace officer, to  
program officer, ENI/ECA/ST  
**Cotten, Joel Quentin**, COMP/FS/  
REASSGN, data management  
officer, to M/IRM/PMA  
**Dunn, Alisa**, M/OP/B, secretary  
(office automation), to procure-  
ment technician (office automa-  
tion), M/OP/B/LA  
**Eisenberg, Allen**, RDO/Caribbean,  
contract officer, to Ecuador  
**Finley, Fern**, G/PDSP, program  
analyst, to COMP/DETAIL SUP  
**Foerderer, William**, Sri Lanka,  
IDI, to natural resources officer  
**Gupta, Shankar**, COMP/RTS,  
engineering officer, to supervisory  
engineering officer, REDSO/ESA  
**Hacker, Michael**, COMP/FS/  
REASSGN, supervisory private  
enterprise officer, to general  
development officer, Ecuador  
**Handon-Davidson, Linda**, G/EG/  
PS, program analyst, to AFR/SA/PA  
**Hawkins, Judith**, ANE/ORAF/  
budget analyst, to financial  
management specialist, M/FM/  
CMP/RF  
**Hensley, Gerald**, COMP/RTS,  
controller, to financial manage-  
ment officer financial analyst, M/  
FM/PPC  
**Humphreys, Edith**, Benin,  
executive officer, to M/HR/PS  
**Hunter, Effie**, COMP/FS/  
REASSGN, communication  
records specialist, to M/AS/ISS  
**James, Deborah**, GC/BHR, legal  
officer, to Bolivia  
**Jessup, John Jr.**, LAC/RSD,  
human resources development  
officer, to development training  
specialist, G/HCD/PP  
**Johnson, William Howard**, G/PHN/  
FPS, supervisory population  
development officer, to program  
officer, ANE/SA/B  
**Johnson-Pizarro, Mary**, RS/  
AFRICA/SD, IDI (education), to  
education development officer  
**Jones, George**, Ethiopia, general  
development officer, to mission  
director, Kenya  
**Katt, John Jr.**, Senegal, financial  
management officer financial  
analyst, to controller  
**Kimbrough, Clara**, AA/LPA,  
secretary stenographer, to public  
affairs specialist  
**Knott, Jay**, REDSO/WCA, legal  
officer, to attorney adviser  
general, GC/G  
**Leddy, Ellen**, Ecuador, general  
development officer, to program  
officer, AFR/EA  
**Lee, John**, ENI/OS, executive  
officer, to program officer, M/AS/  
PMD  
**Leonard, Frances**, COMP/CS/  
RECRUIT, financial management  
assistant, to office/automation  
assistant, M/FM/CMP  
**Levenson, Amanda**, Egypt,  
supervisory financial management  
officer, to controller, Nepal  
**Levine, Linda**, ANE/SEA, secretary  
(office automation), to administra-  
tive operations assistant (office  
automation), M/AS/COOS  
**Linden, Gary**, Nicaragua, program  
economics officer, to COMP/PSLT  
**Lunenburg, Robert**, COMP/PSLT,  
program officer, to special projects  
officer, Niger  
**McKean, Cressida**, G/EG/DAA,  
social science analyst, to program  
analyst, LAC/DPS  
**Miller, Deborah**, BHR/PVC/MGD,  
program analyst, to general  
business specialist, G/EG/MD  
**Olds, Sarah**, Armenia, USAID  
representative, to USAID  
coordination representative, A/  
CRD/REP/Geneva  
**Paddock, Jean-Paul**, Madagascar,  
IDI (project development), to  
project development officer  
**Pastic, Joseph**, ENI/PD/PSB,  
supervisory project development  
officer, to development training  
officer, M/HR/POD/CD

**Pribulsky, Jaycee**, LPA/MC, writer editor, to public affairs specialist, LPA/PL

**Roziewski, Danielle**, COMP/NE/OJT, presidential management intern, to management analyst, M/HR/WPRS

**Rushin-Bell, Caroljo**, ENI/EEU/NR, natural resources specialist, to COMP/FSLT

**Rushing, Kevin Allyn**, COMP/FSLT, natural resources officer, to health development officer, Russia

**Sambunaris, Georgia**, COMP/RTS, program analyst, to general business specialist, ENI/PER/NISP

**Schofield, Kenneth**, LAC/RSD, supervisory special projects officer, to mission director, Philippines

**Seabright, Jefferson**, PPC/DP, special assistant, to director, G/ENV/EET

**Selvaggio, Mary**, COMP/LWOP, health/population development officer, to supervisory health/population development officer, Zimbabwe

**Severn, Benjamin**, ENI/PER/ER, program economics officer, to AFR/SD/SA

**Signer, Charles**, COMP/FS/REASSGN, commodity management officer, to M/OP/COM/O&T

**Steele, Gloria**, PPC/DP, supervisory program analyst, to senior adviser, AA/PPC

**Stephenson, James**, COMP/RTS, supervisory private enterprise officer, to program officer, ANE/ENA/E

**Vincent, Dan**, Egypt, engineering officer, to COMP/RTS

**Ward, Robert**, ANE/EMS, administrative officer, to M/AMS

**Windsor, Jennifer Lynn**, A/AID, special assistant, to associate assistant administrator, G/DG

**Wolters, Curt**, COMP/RTS, supervisory program officer, to program officer, AFR/SA/PA

## Obituaries

**Stanley Andrews**, 100, died Dec. 31, 1994, at his home in Pleasant Green, Mo. Andrews was the former director of the Technical Cooperation Administration, a USAID predecessor agency. He was the second director of the Point Four program from 1951 to 1953.

**Hollis B. Chenery**, 77, died Sept. 1, 1994, at his home in Santa Fe, N.M. He had Parkinson's disease. Chenery, an economist, worked for USAID from 1961 to 1965, becoming assistant administrator. He also served as the World Bank's vice president for development policy from 1972 to 1982.

**Lawrence W. Crain**, 68, died of lung cancer April 3, 1994, at Arlington Hospital. He worked for USAID for 13 years as a public administration adviser in the Middle East and Vietnam. After retiring in 1976 as a management director at USAID, he was a consultant and taught management seminars.

**Dennis A. Fitzgerald**, 91, died of a stroke Sept. 15, 1994, at a nursing home in Tarpon Springs, Fla. Fitzgerald, an agricultural economist, helped establish the Marshall Plan operations as head of the food and agricultural division. He later joined USAID's predecessor agency and served the agency until he retired in 1962 as assistant administrator for operations.

**James Grant**, 72, died Jan. 28 of cancer in the Northern Westchester Hospital Center in Mount Kisco, N.Y. He served as UNICEF director for 15 years and died two days after he resigned because of poor health.

He served with USAID and its predecessor agencies from 1954 to 1962 and again from 1964 to 1969. During this period, he held a number of positions including mission director to Sri Lanka and Turkey, deputy director of the International Cooperation Administration and assistant administrator, USAID.

From 1962 to 1964 he was the deputy assistant secretary of state for the Near East and South Asia. He resigned from USAID in 1969 to become president of the Overseas Development Council, a post he held until he joined UNICEF in 1979.

**Anne Kennan Smith**, 84, died of a stroke Jan. 5 at her home in Arlington, Va. She joined the Foreign Operations Administration, a forerunner of USAID, in 1953. After joining the agency in 1961, she worked as a newsletter editor until her retirement in 1975.

**Harold D. Snell**, 88, died of a stroke Dec. 24, 1994, at his home in Silver Spring, Md. He joined the Foreign Operations Administration in 1955 and served with the agency as regional labor attache in Lebanon and director in Kenya. He also served as regional labor adviser for the Near East, South Asia and Africa, retiring in 1973.

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