
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

MARCH 1995

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Guatemala project
makes the grade

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Experimental labs turn
NPR skeptics into
believers

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Survey results shift
country strategies



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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: 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 Kambour
EOP: David Grim
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G: Aaron Dannenberg, Ron Grosz
LAC: Phyllis Church
M: Janet Rourke, Darren Shanks
OSDBU: Betty Briscoe
PPC: Glenn Prickett, Jeff Seabright

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USAID Hot Shots

Lessons Without Borders takes the show on the road



Ted Landsmark, executive director, Healthy Boston; Administrator Brian Atwood; Boston Mayor Thomas Menino; and Secretary of Health and Human Services Donna Shalala address the press at the Whittier Street Health Center at the Boston Lessons Without Borders conference. The next event will be in Seattle, April 17-20, hosted by the city of Seattle and Mayor Norman Rice.



Photo Credits: Susie Clay, cover and page 2; Jaycee Pribulsky, inside cover; Clyde McNair, pages 4, 5, 8 and 9.

Cover Photo: USAID's support of girls' education in Guatemala is a working model of what the new U.S. initiative on girls' and women's education seeks to accomplish. See story on page 2.



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Front Lines

NEWS & FEATURES

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By Susie Clay

Guatemala project makes the grade

At the inauguration ceremony for a new girls' education project in a rural Guatemalan school, Maria Simon listened attentively to an explanation of how a community benefits by educating girls. Simon, the mother of two boys who attend primary school in Aguacatan, Huehuetenango, had never heard of such a thing.

"My daughter works at home with me. I took her out of school when my husband died eight years ago so she could help me at home. She was in the second grade at the time," Simon said. She kept her sons in school but didn't know then how important it was for girls to study and learn.

Other women, men and children of the community listened to the presentation made by the social promoter in the Awakateko language. The promoter, a

young Mayan woman from the village, dressed in a multicolored, handwoven blouse, skirt and head garment of the Aguacatan region, spoke about the importance of girls' education. Her presentation included original stories based on Mayan cultural themes and a series of songs for girls that had been recorded in Spanish and the four major Mayan languages.

The views expressed by Simon were typical of those of Guatemalans throughout the country. Not until recently has it become widely known in Guatemala that the education of girls directly relates to the country's social and economic development.

Guatemala has some of the lowest indicators of social and economic development in the Western Hemisphere, including an illiteracy rate of 44 percent for the total population. Rural statistics are even worse — approximately 60 percent of rural women are illiterate. The rate of illiteracy among Mayan women is estimated to be 72 percent.

In 1989, only 12.5 percent of rural girls who enrolled in school eventually completed the sixth grade. Five years later, Guatemala's president announced that the



Mayan girls in Buena Vista benefit from USAID support to girls' education in Guatemala.

education of girls was a principal focus of his education policy for the country's rural areas, and the minister of education created a five-year policy to educate girls. The Guatemalan Congress then approved a five-year scholarship program for rural, indigenous, primary school girls—fully funded with Guatemalan resources.

Guatemala is now the only country in the world that has established a scholarship program for primary school girls. The program reached 5,000 girls during its first year. The president of Guatemala's Congress announced that she will promote a 10-year program of congressional support to educate girls.

In 1989, USAID/Guatemala encouraged commitment to girls' education by sponsoring a national conference for Guatemala's policy-makers. The United Nations Development Program in Guatemala and the National Office of Women of the Department of Labor co-sponsored the conference.

The response by Guatemala's leaders to the evidence presented at the conference was serious and immediate. They formed the Guatemalan Association for Girls' Education, which has, since 1991, worked to make the issue of girls' education a subject of national interest. The association published a needs assessment, national plan

Hillary Clinton launches girls' education initiative

On March 8, International Women's Day, First Lady Hillary Rodham Clinton announced a U.S. initiative to increase educational opportunities for girls and women in the developing world. USAID will follow through with support for developing country initiatives for girls' education and, on a demonstration and research basis, pursue complementary approaches to expanding girls' education, such as integrated female adult literacy and early childhood education programs.

Clinton, in her address to the World Summit for Social Development in Copenhagen, Denmark, stressed that: "Investments in girls and women may yield a higher return than any others in a country's development." The investment is returned exponentially through higher economic productivity, improved family health and greater participation of women in the work force, Clinton said. She explained that the United States will allocate \$100 million over a 10-year period to improve educational opportunities for hundreds of thousands of poor girls and women in Africa, Asia and Latin America.

The goals of this initiative are ambitious, including a 20 percent increase in girls' primary school completion rates, Clinton said.

Business Machines, the Rafael Landivar University, the Foundation of Sugar Producers (FUNDAZUCAR), the educational foundation of the Central American Brewery, the Bah'ai Community, The Foundation for Guatemalan Development (FUNDESA) and Cemaco (Guatemala's largest department store chain).

USAID's focus in supporting girls' education in Guatemala has been to develop strong local institutions that can be sustained and activities that can be further

school attendance, retention and achievement. During the 1994 school year, 8,457 girls and boys directly benefited from the project. Analyses showed that in the project schools, girls attended school for 20 percent more days than girls in non-project schools.

In addition, studies are being conducted to learn about communities' perceptions about educating girls. The project also provides fund-raising training to organizations implementing girls' educational activities. The aim is to develop a capacity in Guatemala for sustaining these projects and for expanding them to other areas of the country.

At the closing ceremony for the school year in Aguacatan, one student's mother took the microphone from the school director to say, "We must all work to keep our daughters in school." Pointing to the other women in the community, she added, "None of us can read or write. However, we will be the last generation to suffer this way. The changes for our daughters will bring a better life for all of us." ■

Clay was the education officer in USAID/Guatemala-CAP from 1989 to 1994. She now serves as coordinator of girls' and women's education in the Human Capacity Development Center of the Global Bureau.

Guatemala is now the only country in the world that has established a scholarship program for primary school girls.

of action and a series of articles in newspapers and local periodicals. Members made numerous presentations to government and business leaders, held annual conferences on girls' education and promoted girls' educational projects. The association opened national offices in Guatemala City in 1994.

Private institutions also have made significant contributions to the initiative, including Shell Exploration, Guatemala

expanded to reach girls throughout the country.

In 1993, USAID signed a cooperative agreement with FUNDAZUCAR to implement the Eduque a la Nina (Educate Girls!) pilot project in 36 rural communities. The 1994 school year was the first operating year for the project, which tests whether girls' educational materials, tutoring and home visits by the social promoter or economic incentives affect



Machmer directs Nepal mission

Frederick Machmer Jr. was sworn in on Jan. 27 as USAID mission director to Nepal.

Machmer oversees a \$27 million program focused on the consolidation of Nepal's new-found democracy, the expansion of the private economy and the reduction of Nepal's rapid population growth.

Before leaving for Nepal, Machmer served in Washington as director of the Office of Middle Eastern Affairs in the Asia/Near East Bureau. Machmer, a career Foreign Service officer, joined the agency as an intern and has served in Liberia, Tanzania, Sudan, Indonesia and Ethiopia. After serving as deputy mission director and mission director in Sudan from 1989 to 1992, he had a short hiatus as USAID representative for Afghanistan

Affairs, stationed in Pakistan.

Machmer began his career as a Peace Corps volunteer in Nigeria in 1966. He has received numerous awards throughout his career, including the SFS Presidential Meritorious Service Award in 1991.

He has a bachelor's degree from Mt. Union College in Ohio and a law degree from Cornell University. ■



Margaret Carpenter, assistant administrator for Asia and the Near East, congratulates Ric Machmer on becoming mission director for Nepal. Robert McDonald, chief, Executive Management Staff, Office of Human Resources, looks on after swearing in Machmer to the post.

Huger heads mission to Ukraine, Belarus and Moldova

Gregory Huger was sworn in Feb. 3 as mission director for Ukraine, Belarus and Moldova.

"These three countries are at a critical juncture," said Tom Dine, assistant administrator for Europe and the New Independent States, at Huger's swearing-in ceremony. "It appears that Ukraine and Belarus have decided to join Moldova on the path of radical political, economic and social reform. USAID is committed to supporting their efforts."

Huger, who will oversee a \$201 million program, has served as director of the ENI Office of Privatization and Economic Restructuring since 1992. He was involved since the beginning in the privatization



efforts currently taking place in Ukraine.

He joined USAID in 1984 as a private sector officer in El Salvador. From 1987 to 1992, he served as associate mission director in Egypt.

In addition to his USAID career, Huger has had extensive experience in both international development and the private sector. He began his career as a

Peace Corps volunteer in Cote d'Ivoire. He returned to Washington to serve as the Zaire desk officer for the Peace Corps and later overseas as the Peace Corps associate director for Zaire, regional director for northeast Brazil and country director for Brazil.

In 1977, Huger became territory manager of Colombia, Ecuador and Peru for John Deere Intercontinental. He remained with Deere until 1984.

Huger has a master's degree in international relations from the Johns Hopkins School of Advanced International Studies and an undergraduate degree from Georgetown University. He and his wife, Cynthia Baker, are stationed in Kiev. ■

Commemorating African-American history

Personnel from USAID, State and ACDA celebrated the life and legacy of Dr. Martin Luther King Jr. on Jan. 19 and African-American History Month on Feb. 6 at the State Department.

Students, ages 9 to 17, from the Bethel Christian School in Baltimore, Md., entertained the audience at the King celebration with dances, songs and oratorical presentations. Rev. Vashti McKenzie, pastor of Payne Memorial A.M.E. church in Baltimore, challenged the audience with the question, "What happened to Martin's dream?"

"No dream ever comes true until you wake up and go to work on it," she said. McKenzie threw down the gauntlet to those present to get personally involved as King did—to leave the easy chair and safety net to make a better world. Recalling that King chose the front lines of action, she reminded her audience that "you can't lead from the sidelines." She encouraged everyone to get involved in a cause and "wake up and work on the dream."

Many Americans are not aware that 22 countries celebrated the birth of King before the United States declared his birthday a holiday. Today, 64 nations, from France to Haiti to Japan, share in this occasion.

To honor African-American History Month, the Equal Opportunity offices of USAID, State and ACDA sponsored a panel discussion on "Reflections on 1895: Douglass, Du Bois, Washington." These men greatly influenced the course of



Students from the Bethel Christian School in Baltimore salute Martin Luther King Jr. with songs, dances and speeches during the Jan. 19 presentation at the State Department.

history for African-Americans through their writing, support for education and political involvement.

Frederick Douglass, an abolitionist and reformer, rose from slavery to become U.S. minister to Haiti. Booker T. Washington, an educator and reformer, changed the small Normal and Industrial Institute in Tuskegee, Ala., from one teacher and 50 students meeting in an old church into a leading center of black education. In 1945, Washington was elected to the Hall of Fame for Great Americans. William E.B. Du Bois, educator and writer, led the modern American movement for full equality of blacks.

Participants in the panel discussion included Nettie Washington Douglass, great-granddaughter of Booker T. Washington and great-great-

granddaughter of Frederick Douglass; Sammie Miller, chairman, history department, Bowie State University; and Theodore Pryor, author, activist and historian.

Douglass, who now works in the mayor's Office of Olympic Coordination in Atlanta, reminded the audience that each of the three men honored "acted on the courage of their convictions and we are the beneficiaries."

Opening remarks at both ceremonies were given by Strobe Talbott, deputy secretary of State; Carol Lancaster, USAID deputy administrator; and John Holum, ACDA director.

"The history of African-Americans records this country's struggle with itself to realize the principles of justice, freedom and equality of

opportunity on which our nation was founded," Lancaster said. "That struggle continues and our nation is stronger for it. Americans come to their nationality not by race, or religion or even place of birth. We come to call ourselves Americans on the basis of shared ideals, a sense of common destiny and a shared commitment to the principles and promise of our Constitution and Bill of Rights. The United States is forever reinventing itself; that vitality is part of our greatness." ■

—By Betty Snead

Country experimental labs turn National Performance Review skeptics into believers

Over 500 people attended an agency meeting in the Dean Acheson auditorium on Feb. 24, where representatives of USAID's country experimental labs (CELs) shared their re-engineering experiences.

Administrator Brian Atwood commented that the CEL representatives' enthusiasm was generated "not because reform is easy, not because change is easy, but because people feel a lightbulb has gone off in their head—that this relates to what we're here to do better, if we can." He said that change has revitalized the organization and enabled the agency to continue to exist.

"Through this integrated system that we are putting in place, through re-engineering, we are going to be able to achieve even more bang for the taxpayer's buck," Atwood concluded.

Panel participants included: Harry Dickherber of the Philippines; Tom Delaney of Guatemala; Chuck May of Mali; William Hamminck of Madagascar; Michael Foster of Bangladesh; Fay Reynolds of Jamaica; and Rick Garland of the Dominican Republic.

Ten missions (Bangladesh, Dominican Republic, Guatemala, Jamaica, Madagascar, Niger, Mali, Philippines, Poland and Senegal) and two Washington offices (Democracy Center and the Re-engineering Task Force) have been approved as

experimental labs. The purpose of the CELs is twofold. First, through the labs, the re-engineering processes and information systems will be used to determine what areas need further attention and what new areas might yet need to be addressed. The experiences and lessons learned by these labs will be evaluated before the adoption of the new system by the whole agency in October.

The second aim of the labs is to give people a chance to show what USAID can accomplish within a system that adheres to the four core National Performance Review values of customer focus, teamwork, results and empowerment.

Each lab develops its own approach to the experiment. Some missions are applying the experiment to their whole program or just to the strategic planning process, while others are concentrating on one strategic objective or perhaps emphasizing work with partners and customers.

Many involved with the labs started with some skepticism and concerns over "throwing out" the old system. Echoing the sentiments of many of the participants, Foster, a former skeptic, believes now that the re-engineering process has taken "the best of what we've done from the different missions and activities and put them together into one coherent program that focuses on what

we're supposed to be doing—helping the poor people of the developing countries. That, to me, makes a lot of sense. I want now to be a part of this."

The initial rewards for taking the early plunge into the re-engineered USAID have been great for those missions involved. Speakers agreed that the level of interest, enthusiasm and participation is high throughout the lab missions, and morale has increased.

The emphasis on teamwork has encouraged a sense of empowerment through involvement, which has shown surprising strengths emerging from all levels of staff.

A key ingredient has been the complete support for the program by mission leadership. Garland said that it was "absolutely critical for creating the right atmosphere to have mission management fully embrace the re-engineering effort."

Lab participants acknowledge the reality that some issues remain unresolved, such as team evaluations, authorities for FSN staff, and individual and mutual accountability within teams. All of these issues and many others will continue to be addressed by the re-engineering teams and agency management with the help of the experimental labs and from all members of the agency. ■

Thornton is a systems analyst in the M Bureau.

Population



& Health

Survey results shift country strategies

Population and health programs worldwide reap the benefits of USAID's investment of about \$100 million over two decades in demographic and health surveys in developing countries.

Since the early 1970s, a succession of senior USAID technical leaders saw the need for timely, relevant information for decision-makers and a worldwide standardized approach to data collection.

The sustained USAID investments in demographic and health surveys have produced data on results that form a powerful and widely used development tool. The impact of these surveys has been most

creation of an internationally comparable body of data on the demographic and health characteristics of populations in developing countries. This data base has documented the extraordinary changes that have occurred in fertility and child mortality.

"We have developed the single largest set of comparable social status indicators in the world," said Dawn Liberi, associate assistant administrator for the Global Bureau's Population, Health and Nutrition Center. "We've established a baseline in most of the countries USAID has worked in."

Birthrates in developing countries have declined by one-third since the mid-1960s. This decline occurred more rapidly than in Europe and, in many instances, in the absence of improved living conditions. Infant and child survival also improved during the 1980s in developing countries. Mortality rates for children under 5 were halved in some countries in North Africa and Latin America. These documented results have contributed to

DHS (demographic and health surveys). These results force us to act rapidly to improve this disastrous situation for women and children. Couldn't we have acted sooner if we had this information earlier? Have we given enough attention to the production, management and use of statistical information in our country?"

The 1977 to 1978 Kenya Fertility Survey showed that Kenya had among the highest fertility and population growth rates ever recorded. This so alarmed Kenyan leaders that political commitment to family planning was greatly increased. Subsequent expanded program effort contributed to a dramatic decline in the Kenyan total fertility rate. Fertility decreased from an average of 8.1 children per woman in 1977 to 5.4 in 1993. The decline was due mainly to increased use of modern methods of contraception.

In Zimbabwe, survey data that documented the importance of community-based service delivery systems led to a government decision to rescind planned program budget cuts.

Data from the demographic and health surveys also serve as the basis for most estimates of population, mortality and fertility in developing countries by the United Nations and other development agencies.

The international data base also contributes to better understanding of global needs, national trends and the effect of factors like individual wishes, community norms, service availability and women's education on fertility and mortality.

Demographic and health survey findings on desired family size, family planning

intent and "unmet need" have reshaped the population policy dialogue from an emphasis on demographic imperatives to meeting consumer needs. If family planning programs met all potential demand, fertility in developing countries would fall from an average of four children per woman to three. These findings have led to greater emphasis on program quality and meeting a broader range of women's needs, especially in reproductive health.

The U.S. position at the world population conference in Cairo reflected greater emphasis on the consumer and the idea that selective investments in reproductive health and female education could increase the success of family planning programs.

Macro International Inc., which implements the survey project for USAID, makes demographic and health survey data broadly available to scholars and practitioners. There are regional data depositories in Africa, Europe, the Near East and Latin America. In addition, Macro made 1,400 shipments of DHS data files to researchers and individuals worldwide.

USAID investments in new data collection and management approaches, computer technology and software have succeeded in making data available much more rapidly to decision-makers. Preliminary reports on the results of these surveys are usually published in two or three months after the completion of the field surveys. ■

—By Harriett Destler,
senior analyst in PPC/CDIE/PME

These documented results have contributed to broad support for family planning and child survival programs.

direct at the country level.

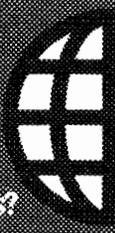
Primarily with USAID funding, more than 100 demographic surveys in 61 countries have been completed. About 30 countries have had more than one survey. An important benefit of this standardized approach to collecting information on fertility and health has been the

broad support for family planning and child survival programs.

Commenting on the availability for the first time of nationwide data on fertility and mortality, the minister of finance and planning in Niger said, "Our country has some of the worst health indicators observed since the start of the

WHERE

In The
World
Are
USAID
Employees?



Moved On

Brimmer, Allen, G/PHN/POP/CMT
Fisher, Steven, RAO/EUR/W
McIntyre, Catherine, COMP/
LWOP
Nguyen, Phuong-Tam, EN/FS
Varrick, Lois, TDA
Winston, Deidra, IG/A/FA

Promoted

Andrews, Cynthia, M/HR/PMES/
ESB, personnel assistant (typist)
Atsalinos, Emmanuel, M/OP/A/
HRN, contract specialist
Battle, Tonya, M/HR/PMES/PMA,
personnel assistant (typing)
Bowman, Lari Nicole, M/HR/
PMES/PMA, personnel manage-
ment specialist
Crane, Deborah, EN/PCS/PS,
program analyst
Dalton, Tanya, G/HCD/POSS,
program operations specialist
Dixon, Shirley, AA/G, secretary
stenography
Edwards, Gloria, M/AS/PMD,
office/automation assistant
Griffin, John, M/OP/A/P, contract
specialist
Gueron, Joseph, M/IRM/CIS,
supervisory computer specialist

Hall, LeJaune, EN/DPD, communi-
cations/records management
assistant (office automation)
Johnson, Beverly Harris, M/AS/
ISS, management assistant
Langon, Nadine, G/HCD, secretary
stenography
Maness-Blukney, Carmelita, EN/
PCS/B, program analyst
Norton, Deborah, ANE/R/USI,
program analyst
Prickett, Glenn, PPC/SA, senior
adviser
Reynolds, Nataki, COMP/YOC/
COOP, student trainee (program
analyst)
Rosier, Suzette, PPC/CDIE,
management assistant (office
automation)
Sledd, Shari Morgan, M/HR/
PMES/PMA, personnel manage-
ment specialist
Thomas, Kim, EN/NCA/WN,
administrative operations assistant
(office automation)
Thomas, Melissa, M/HRD/POD/
STI, staffing clerk typist
Wade, Cynthia, G/PHN/POP,
administrative operations specialist
Young, Amy, G/DG, democracy
specialist
Young, Veronica, AA/LPA,
legislative program specialist

Reassigned

Arrington, Pamela, BHR/ASHA,
program operations assistant
(office automation), to secretary
(office automation), EN/EEUD/
UDH
Bradshaw, Lois, Pakistan-
Afghanistan, supervisory general
development officer, to supervi-
sory health/population develop-
ment officer, REDSO/WCA/
HPHR

Bryan, Paula, EN/HR/HP,
population development officer, to
program officer, ANE/EA/INDO-
CHI
Connors, Donald, RIG/A/San Jose,
auditor, to IG/A/FA
Dixon, Darin, EN/EEUD/EI,
program operations assistant
(office automation), to accounting
technician, M/FM/CAR/FCGL
Gary, Philip-Michael, Nepal,
mission director, to supervisory
regional development officer,
ANE/ME
Grigsby, Carol, COMP/DETAIL
SUP, international trade specialist,
to program analyst officer, AFR/
WA
Guild, Paul, Cameroon, executive
officer, to supervisory executive
officer, Burundi
Hjelt, John, Somalia, general
development officer, to program
officer, Rwanda
Huger, Gregory, COMP/PSLT,
foreign affairs officer, to mission
director, Ukraine
Jeffers, William, Sri Lanka,
supervisory project development
officer, to deputy mission director,
Ghana
Loken, Kristin, COMP/PSLT,
supervisory special projects officer,
to El Salvador
Machmer, Frederick Jr., ANE/ME,
supervisory regional development
officer, to mission director, Nepal
Mandel, David, Botswana,
supervisory project development
officer, to program officer,
Kazakhstan
May, Marcia, ANE/US-AEP, writer
editor, to program analyst, M/AS/
COOS
Pruett, Cynthia Diane, RAO/EUR/
W, auditor, to RIG/A/San Jose

Putscher, Thomas, M/FM/PPC,
financial management officer
budget/analyst, to COMP/PSLT
Ruybal, Ronald, Ecuador,
agricultural development officer, to
agricultural development officer
forestry, G/ENV/ENR
Schamper, John Wayne, Morocco,
supervisory agricultural develop-
ment officer, to REDSO/WCA/
PSD
Thomas, Dawn, AFR/SA/PA,
supervisory project development
officer, to supervisory program
officer, ES
Whitlock, Linda, BHR/OTI, special
projects officer, to executive
officer, AFR/AM
Williams, Joseph, ANE/ENA/Y,
program officer, to G/DG

Retired

Bolt, Gereda, G/ENV/UP, secretary
(office automation), 10 years
Egan, William, COMP/Separation,
project development officer, 27
years
Eriksson, John, PPC/CDIE,
supervisory program officer, 25
years
Dumm, John, AA/G, program
officer, 21 years
Green, David, M/OP/COM/M, trade
assistant, 9 years
Haman, Chiemi Lynn, IG, paralegal
specialist, 3 years
Kaschak, William, AFR/SD,
supervisory general development
officer, 17 years
McMahon, Terrence, COMP/
Separation, foreign affairs officer,
27 years
Richardson, Robert, M/OP/COM,
supervisory commodity manage-
ment officer, 29 years

Years of service are USAID only.

Howell named new representative to Mongolia

Charles ("Chuck") Howell was sworn in as USAID representative to Mongolia on Jan. 27. He oversees the USAID program to support the development of democracy and the growth of private enterprise in Mongolia.

Howell joined USAID in 1993, serving on the Mongolia/South Pacific desk in the Asia/Near East Bureau. He served as Peace Corps country director in Mongolia immediately before

joining USAID.

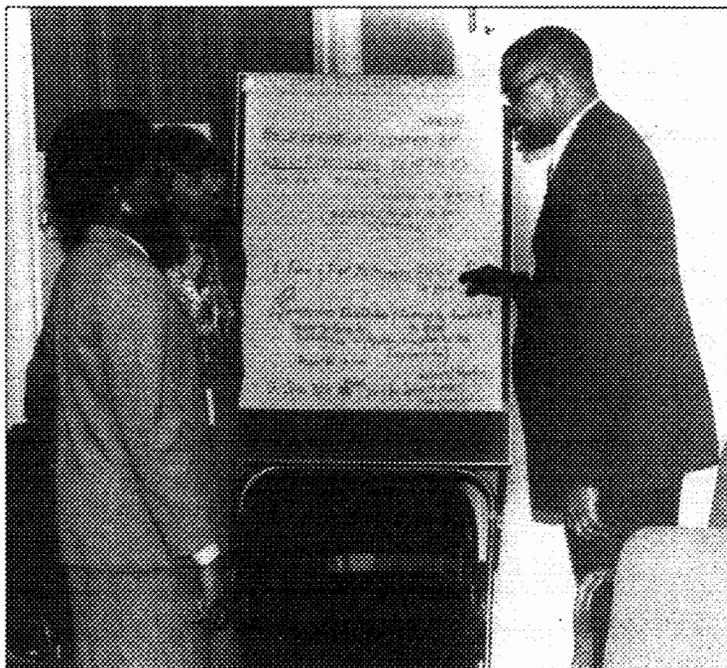
He started his development career in 1974 as a Peace Corps volunteer in Ranong, Thailand. Howell joined the Peace Corps again in 1986 as the country desk officer for Thailand and China and later for Central Europe. He also worked in Thailand for the International Rescue Committee.

He has worked in Washing-
ton as program manager of the

Action Refugee Resettlement program in the Office of Voluntary Citizen Participation, and as a senior research associate at Social Educational Research and Development Inc.

Howell has a bachelor's degree from Florida State University. He and his wife, Charlene, have two children, Ross and Kate. ■





USAID briefs Namibian Presidential Fellows

Pamela Moore (left) of the Mississippi Consortia talks with Meredith Scoville, USAID/Namibia desk officer, and Pereb Stephanus of the Namibia Ministry of Regional and Local Government. USAID briefed the U.S./ Namibian Presidential Fellows in Washington after they had completed a five-month training program on democracy and governance conducted by the Mississippi Consortia for International Development. Three historically black colleges and universities—Jackson State University, Alcorn State University and Tougaloo College—comprise the consortia. The training was the result of a request by Namibian President Sam Nujoma to President Clinton in June 1993 to establish a professional internship program in the United States for mid-level Namibians in career fields critical to the development of his newly independent country. USAID/Namibia will follow up with the participants when they return.

Obituaries

Sidney L. Brown, 62, died of leukemia Nov. 15, 1994, at George Washington University Hospital in Washington. Brown, who worked for USAID from 1968 to 1975, served as controller for his last two years with the agency and was given the Superior Honor Award. After leaving the agency, he worked for the Senate Budget Committee and later served as vice president for finance and administration and treasurer of National Public Radio.

Howard H. Harper died Feb. 9 of cancer at his home in Little Switzerland, N.C. He served with USAID from 1957 to 1975 as director of agriculture in Vietnam, Iran, Dominican Republic and Colombia.

Anthony R. Lanza, 69, died of cancer Feb. 3 at Alexandria Hospital in Alexan-

dria, Va. He joined the International Cooperation Administration, a forerunner of USAID, in 1960 and retired in 1987 after serving as an educational specialist in Turkey, Pakistan, Afghanistan, Guatemala and Washington.

Abraham Menco (Bram) Hirsch, 67, died Dec. 2, 1994, of heart disease at Holy Cross Hospital in Silver Spring, Md. Hirsch, who retired in 1993, joined USAID in 1961. He served in Sri Lanka, Afghanistan, Vietnam, Tunisia, Burkina Faso, Mauritania and Washington.

Frank W. Parker, 97, died Dec. 28, 1994, in Gettysburg, Pa. He served with USAID's predecessor agency as food and agriculture officer in India from 1953 to 1959 and assistant director general of the Food and

Agriculture Organization in Rome from 1959 to 1962. From 1962 to 1965, he organized the USAID agricultural research program. After retiring in 1965, he served as a consultant to USAID, OECD, CENTO and the chemical industry. Parker was the first person to receive USAID's Distinguished Honor Award.

John E. Raber, 83, died Jan. 30 at his home in Silver Spring, Md. He joined USAID's predecessor agency in the early 1950s and served as a health program officer in the Philippines and Vietnam until he retired in 1972.

Robert L. "Bob" Shields, 79, died of cancer on Jan. 31 at his home in Southern Pines, N.C. Shields, a training officer, joined the International Cooperation Administration, a

predecessor of USAID, in 1960 in Tunisia. He served with the agency in Nepal, Turkey, Vietnam and Washington before retiring in 1975. He later worked as a consultant with USAID and the Multinational Agribusiness Systems Inc. in Venezuela, Upper Volta (Burkina Faso), Mauritania, Haiti, Pakistan, Thailand, Nigeria, Guyana, Costa Rica, Egypt and Mexico.

Juanita Thurston, 48, died of cancer Feb. 15 in Corvallis, Ore. Her husband, Robert, joined USAID in 1977, and they served overseas until his retirement in 1994. In addition to raising her children, Anita and Thomas, she taught children of many different cultures and nationalities in schools in Bolivia, India, Nepal and Indonesia.

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