
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

NOV./DEC. 1995

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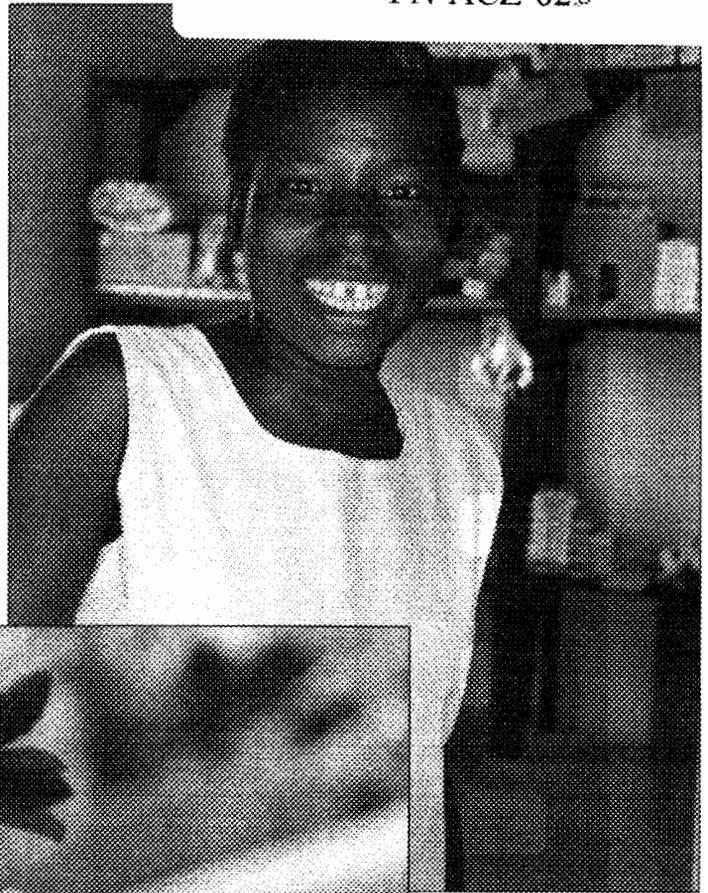
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the way we do business





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USAID Hot Shots

It takes two, baby!



Phyllis Dichter-Forbes, deputy assistant administrator for management, recently visited the senior staff to proudly show her twin daughters. Larry Byrne, AA/M (left), holds Hannah, while Chief of Staff Dick McCall cradles Leah.



Photo Credits: Millie Morton, cover and page 3; Betty Snead, inside front cover, page 4; Clyde McNair, page 5 (file photo); Susan Walls, page 6; and USIA, page 9.

Cover Photo: A USAID-supported grain marketing reform program is changing the economic landscape of Zimbabwe. See story on page 2.

Front Lines

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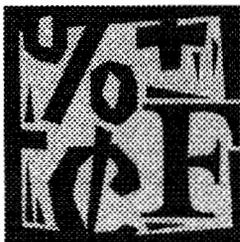
9 Team effort brings water
pumps to Amazon people

1995 COMBINED FEDERAL CAMPAIGN OF THE NATIONAL CAPITAL AREA

It's up to you!



Reminder: The 1995 Combined Federal Campaign is under way at USAID. Be sure to give your pledge cards to campaign keyworkers soon. Retirees may contribute by contacting Sharon Ricks, USAID CFC, room 3932, State Department, Washington, D.C. 20523-0052, phone (202) 647-9890.



Reforms stimulate Zimbabwe economy

In Chitungwiza, Zimbabwe, Musiyiwa Mpofu greets a steady stream of customers carrying containers of maize. One after another, they watch as he pours the maize into a milling machine and collects meal in a sack that they can carry home. The "mealie meal," as Zimbabweans call it, is used to make sadza, a staple in the Zimbabwean diet. And it costs about 20 percent less than it did two years ago.

The reduction in the price of mealie meal is related to the proliferation of mills like the one Mpofu operates. Since 1991, entrepreneurs have created more than 10,000 small mills that employ over 22,000 people in rural areas, ensuring that mealie meal is available throughout the country.

The new mills are just one result of Zimbabwe's Grain Marketing Reform Program, a USAID-supported program that is helping Zimbabwe liberalize its grain marketing system. Since poor Zimbabweans spend almost 75 percent of their income on food, cheaper mealie meal means increased income available for other needs.

For 60 years, the Zimbabwe government maintained a centralized maize marketing system: fixing prices, restricting the movement of grain within the country and subsidizing industrial millers. "In 1931 the system made sense," said Calisto Chihera, an agricultural economist at USAID/Zimbabwe. "It assured a consistent flow of maize to urban consumers at low prices. But as time went by, the system didn't make sense. Our silos were overflowing with grain and, at the same

time, there was chronic malnutrition in deficit areas of the country."

In the 1980s, USAID funded research to find out why abundance and malnutrition existed side by side. Studies conducted by the University of Zimbabwe and Michigan State

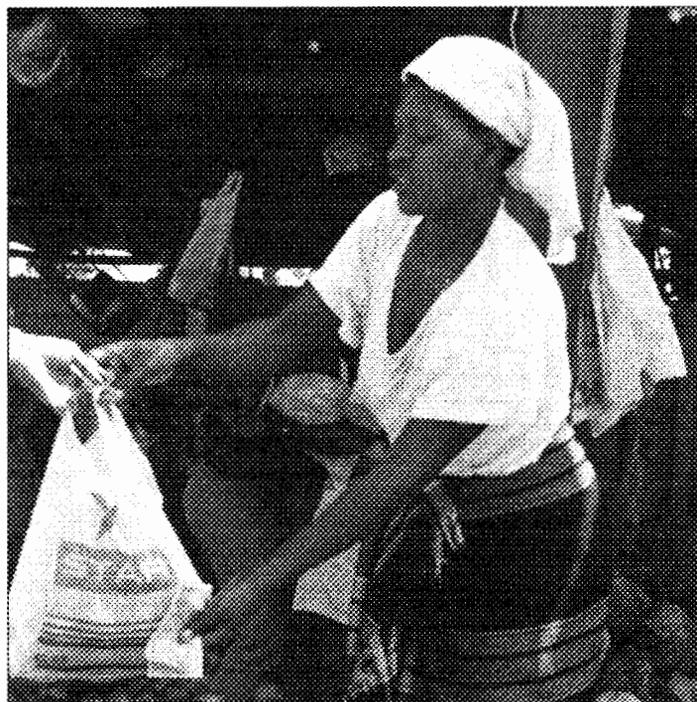
When Zimbabwe initiated its Economic Structural Adjustment Program in 1991, the Grain Marketing Board's deficit had grown to \$8 million. "Something had to be done," continued Chihera. "As part of a comprehensive reform effort by several donors, USAID agreed

Increased employment, especially in rural areas, is stimulating local economies.

University revealed the inefficiencies of the Grain Marketing Board, the parastatal that managed the marketing system. "We learned that only 25 percent of the subsidies paid to industrial millers were being passed on to consumers," said Chihera. "Those subsidies were intended to keep maize prices low, but they were costing the government \$5 million per month."

to support grain marketing reforms. With our studies of food security, we had a big advantage in planning reforms."

To encourage the reforms, USAID agreed to provide four tranches of non-project assistance of \$5 million each. "The agreement was a win-win situation for all," explained Bob Armstrong, agricultural development officer. "Each



Zimbabwe consumers, like this woman in a Guzha vegetable market, have benefited from lower prices and improved grain production techniques supported by USAID.

tranche of USAID assistance included guarantees that Zimbabwe would buy \$5 million in American goods and provide an equivalent amount of Zimbabwean dollars for local currency projects. Local currency funded training programs in rural areas to help people acquire marketing skills and learn how to start businesses. During the drought in 1992 and 1993, it offset the cost of relief programs."

Since maize is a staple food in Zimbabwe, any change affecting its availability or price has political as well as economic ramifications. "Before making any decisions, government officials wanted to know who were the gainers and losers and what were the costs and benefits," said Chihera. "After we made the first grant, we realized that we needed analytical backup. So we funded a project that conducts research to answer questions from government decision-makers or private sector groups." The research project, implemented by Coopers and Lybrand, provides valuable information to help policy-makers sequence reforms and ease adjustments.

"It's a big change for us to work in an environment where we have to continually assess," admitted Share Jiriyengwa, planning manager at the Grain Marketing Board. "In the past, prices were announced by the government. There were no competitors. People had to buy from us, so customer service was never part of our business."

For the people of Zimbabwe, the changes also have required adjustments. Consumers have learned to negotiate prices, comparison shop and save money by taking grain to the

mill, rather than buying prepackaged meal.

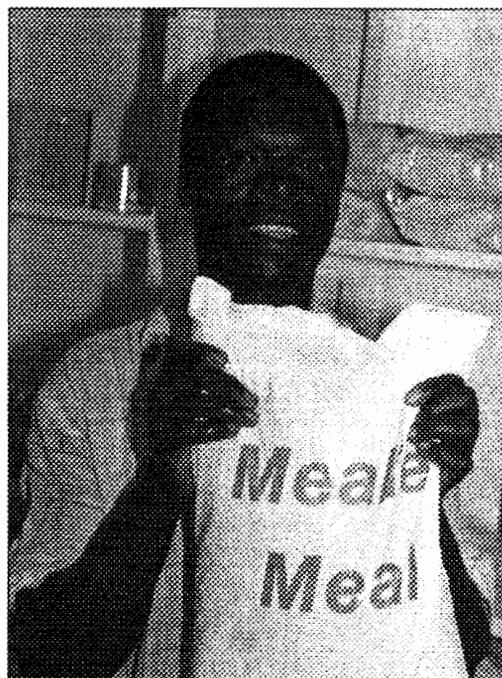
Entrepreneurs have borrowed money, opened mills and learned how to operate businesses. "When we started, we had to do everything," explained Ephraim Whingwiri, owner of Jeti Mills in Magunje. "We had to be innovative. Now we sell meal, cooking oil and stock feed."

"I'm very happy with how the reforms have unfolded," reported Gordon Sithole, chief economist in the Ministry of Lands, Agriculture and Water Development. "Our target was five years, but we've done it in four. Some people are unhappy... but in any reform program, you have tradeoffs."

The significant losers are four large industrial firms that experienced a 35 percent to 40 percent loss of market share in 1993-94. They were so unfamiliar with free market systems that their initial response to falling demand was to increase prices. Eventually, some mills closed; other scaled back. Now the firms are diversifying into the production of stock feed.

The significant winners have been consumers and those who own and work in small mills. Consumers are spending less money on food. Entrepreneurs are experimenting with new products. In Chimanimani, for example, Beta Brothers tried making popcorn from ordinary corn grain and conducted market research to see how it would be accepted. Soon they were selling to wholesalers at prices that ensured them a 100 percent return on investment. The wholesalers sell the popcorn packages to restaurants and bars.

Increased employment, especially in rural areas, is stimulating local economies.



A mill worker holds up a bag of mealie meal.

Ask Mpofu if he likes his job as a mill operator, and his face bursts into a big smile. He used to be a security guard at a hotel, earning 30 percent less than he earns now.

There are problems too, but they are being addressed. Initially, Whingwiri extended credit to many customers, but large amounts remained unpaid, so he now insists on cash payments. Representatives from Beta Brothers recalled their excitement when they won contracts to supply grain to schools and hospitals, but the government has been slow to pay them, creating cash flow difficulties for new business.

At the Grain Marketing Board, resources for retraining staff are inadequate. Some staff have embraced the new ways of doing business; others are having difficulty adjusting to the fundamentally different ways of thinking that the reform program requires.

Recently, the government recognized that a market

information system is essential to continue a free market system, where everyone has equal access to information on what maize is available, where it is and how much it costs. This system remains to be designed and implemented.

But in communities around the country, the momentum for change is established. "People are getting involved and taking risks," noted Peter Benedict, USAID/Zimbabwe mission director. "The trading sector is empowered. Farmers can buy and sell at will. Consumers have cheaper food and more choices. Communities are experiencing trickle-out entrepreneurship, which starts with a mill, then a bakery, then shops. One person takes a risk; another follows. The grain reform program is stimulating growth and fostering a vibrant economy in Zimbabwe." ■

—By Millie Morton, USDA consultant to the Africa Bureau



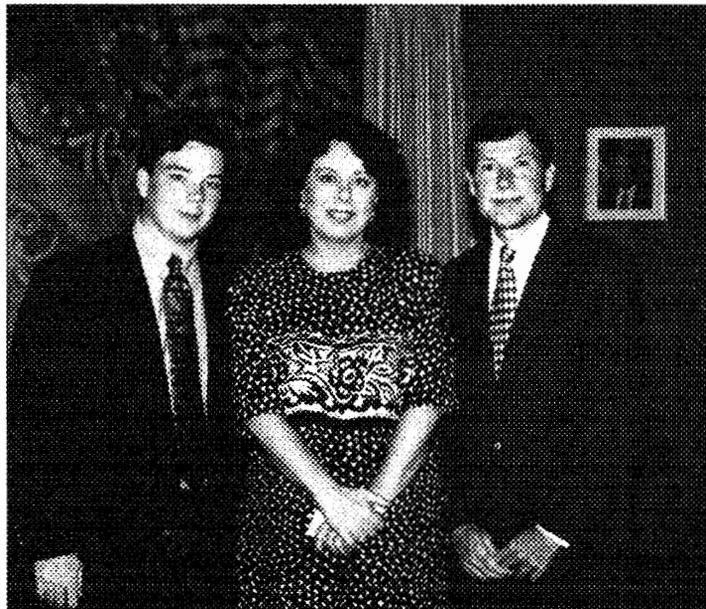
John Flynn leads Guinea mission

John Flynn was sworn in on Aug. 24 at the State Department as the new USAID mission director to Guinea.

He oversees the agency's program to support Guinea's transition to democracy. USAID's goals focus on promoting growth in Guinea's agricultural markets, increasing enrollment in primary schools and improving the quality of education and family planning services.

Flynn previously served as senior agricultural development officer for REDSO/ESA in Nairobi, Kenya. He joined USAID in 1983 and has served in Liberia, Sri Lanka and Washington.

Flynn started his development career in 1973 as a Peace Corps volunteer in the Philippines. Three years later, he became the Peace Corps'



Joining John Flynn for the swearing-in ceremony were his wife, Bonnie and son, John Jr.

associate director in the Philippines. He returned to the United States in 1979 to attend graduate school at Auburn University in Alabama and earned his doctorate degree in agricultural economics in 1982.

Before joining the Peace

Corps, he had served as branch manager of the Atlantic Richfield Agriculture Division in Beaver, Iowa.

Flynn's wife, Bonnie, and son, John Jr., accompanied him to post. ■



Thomas Cornell takes the oath of office, while Deborah Mendelson, AFR/SA, holds the Bible.

Cornell directs USAID/Hungary office

Thomas Cornell was sworn in as the new USAID representative to Hungary on Aug. 30 at the State Department.

Cornell oversees a \$200 million program, cumulative since 1990, which is designed to assist Hungary in its economic and social sector restructuring and democracy building.

Before assuming his new post, Cornell was USAID representative to Benin where he was in charge of reopening the USAID office after the country's decision to abandon Marxist-Leninist ideology. There he was in charge of developing a \$20 million program in primary education, family health and support for non-governmental organizations.

Cornell joined the agency as an International Development Intern in 1978 and has served in the Dominican Republic, the Sudan, Cameroon and Washington.

He started his development career in 1974 as a Peace Corps volunteer in Cote d' Ivoire. Cornell has a bachelor's degree in international relations from Miami University and a master's in economics from the University of Denver. He also received a certificate in economics from the European Commission's "College d'Europe" in Bruges in 1975. He is fluent in French, German, Spanish, Flemish and Arabic. ■

Mission staff raise funds for colleague



Colleagues at USAID/Senegal have rallied to the cause of Mamadou Kane, shown here in a 1991 photo receiving the Foreign Service National of the Year award from then Acting Assistant Administrator for Africa Marge Bonner. Kane continues hard at work at USAID despite kidney failure and undergoing dialysis three times a week. Inspired by Kane's example and courage, colleagues at the mission have undertaken fund-raising efforts through a support organization they formed, "Les Amis de Mamadou Kane." Their goal is to help Kane get a kidney transplant. Some fund-raising activities included an evening of Senegalese music at the National Theater attended by more than 700 people. The mission's Foreign Service Nationals also contribute monthly from salaries whose value was cut in half a little over a year ago by currency devaluation. These activities typify the generosity and concern of USAID personnel. For additional information, contact Steve Wisecarver, AFR/WA, phone (202) 647-6049 or fax (202) 647-6032.

Information technology is changing the way we do business

Since May 1995, the Office of Regional Sustainable Development in the Latin America and Caribbean Bureau (LAC/RSD) has hosted a series of inter-agency, public/private sector briefings on the use of information technology as a means of promoting sustainable economic growth.

This series, with support from Research and Reference Services, was launched to improve inter-agency information-sharing and improve feedback from the private sector in the rapidly changing area of electronic commerce and international trade. Professionals from U.S. government agencies, the World Bank, other international organizations and the private sector have been active participants and attendees. The series will culminate in a day-long conference at the State Department on Feb. 6, 1996.

Previous sessions in the series illustrate some of the topics addressed. The first

session on May 3, 1995, was on "Internet Access in Developing Countries." This briefing provided an overview of technical and policy issues affecting developing countries' access to the Internet and other worldwide computer networks. The structure and history of the

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Internet were discussed, as were current efforts by the Organization of American States in Latin America and the World Bank in Africa to improve connectivity within the regions. Robert Schwart, manager of the Informatics Division of the World Bank, stated that connecting Africa to the Internet would "help with donor coordination, client consolidation, capacity building, decentralization of donor activities and private sector development."

The next session on May 25,

was on "Electronic Information and Sharing for Business and Government." This presentation demonstrated the use of electronic information technology in reengineering both government operations and private international commerce. Demonstrations were given by IRM on USAID's use of Internet listservs, the World Wide Web (WWW) and LotusNotes in operations and procurement. During the private sector segment LotusNotes was demonstrated for sales applications by Egghead Software, and Horizon Trading demonstrated its use of a WWW homepage to facilitate global trade.

To further promote discussion on electronic commerce and trade, IRM and LAC/RSD have developed E-Trade, an electronic discussion group. Professionals in both the public and private sector may subscribe to this discussion group by sending an E-mail message to listproc@info.usaid.gov. Leave the

subject line blank, and in the body of the message type: subscribe your name. The announcement of future seminar topics, as well as the proceedings of previous seminars, are posted on this list. In the future, all seminar series proceedings and announcements will be posted on the agency's World Wide Web home page and Gopher site.

Upcoming seminars include "Value-Added Networks and Electronic Commerce" on Jan. 17, 1996, 10 a.m. to 12 p.m. at the State Department. All USAID officers, contractors and counterparts are welcome to attend any of the seminars in the series.

For more information on the briefings, the E-trade listserv, or copies of proceedings, contact Gary Vaughan via E-mail at "lac.dr@aidw." by phone at (202) 647-9487, or via Internet at "gavaughan@usaid.gov." ■
—By Naydu Yaniz, LAC Bureau liaison for research and reference services project, PPC/CDIE/DI/RRS

How to succeed in management . . .

Carol McGraw throws back her head and laughs at the suggestion that she climbed the USAID ladder of success by moving from the Office of Management Planning to the Office of Management Planning! She still maintains a sense of humor despite all the reorganizations she and USAID have undergone together.

McGraw, who joined USAID as a management analyst in 1965, directs the Office of Management Planning and Innovation. She also is acting deputy assistant administrator for management at the most critical time in the agency's history.

McGraw, a no-nonsense hard worker, traces her work ethic back to her coal miner father. The youngest of three daughters born to Walter and Caroline Dequeant, she grew up in the small Pennsylvania mining town of Nanty Glo. She had a traditional strict European upbringing—her mother is first generation Italian and her father, first generation French.

"My parents provided me with a strong sense of direction and a clear understanding of the values that guide me in life," McGraw said. "The type of environment in a small conservative town like Nanty Glo encourages one to be honest, forthright and to do one's best."

After completing high school, McGraw followed her sisters to Washington to work for the government. She began her career as a GS-4 clerk stenographer with the Federal Aviation Administration (FAA) in 1962.

Fate must have intervened

in landing her a job with FAA for it was there that she met her future husband, Keith. She stayed with FAA for three years, leaving as a GS-7 management analyst.

Since McGraw joined USAID as a management analyst, she has claimed the agency as her "second home."

Why did she join USAID 30 years ago? She grins. "When I came over for an interview, I thought it was for a State Department job," she muses. "It was not until after I was actually on board a few weeks later that I realized I wasn't working for State!"

Eight years after joining USAID, McGraw continued her rapid rise in management, becoming chief of the management consulting division in the Office of Management Planning. She provided management advice and support to central and regional bureaus and overseas missions in Africa and Latin America. When she left

that position in 1974, she already had received the agency's Meritorious Honor Award. (She also was nominated for the Federal Women's Award in 1975 and received USAID's Distinguished Honor Award in 1976.)

While in management, McGraw made her first official overseas trip in 1972 to Africa. In Ethiopia she was shocked by the abject poverty. "Having been with the agency for a few years, I was well aware of the poor living conditions in most developing countries," she said. "But to actually see such poverty, to have it surround you as you walk down the street knowing that anywhere you go in the country there is no escaping it, makes quite an impact."

McGraw went on to serve for a year as an international cooperation specialist on the Administrator's Advisory Council in the former Bureau for Program and Policy Coordina-

tion. In 1975 she moved, along with the staff, to the Office of the Executive Secretary and later was appointed the agency's executive secretary.

McGraw recalls during this time attending the United Nations' first International Conference for Women with Administrator Dan Parker, the co-chairman of the U.S. delegation. During that conference, held in 1975 in Mexico City, demonstrators attacked USAID as a CIA front. Among other things, they blamed USAID for planning the crash of an airplane carrying a large number of orphans leaving Saigon for the United States in the last days of the Vietnam war.

"Some demonstrators even tried to kill Parker at the Mexico conference," McGraw said.

McGraw found working with USAID during the '70s quite eventful because of the tensions surrounding the Vietnam war and Secretary of State Henry Kissinger's shuttle diplomacy to secure peace efforts in Southeast Asia and the Middle East.

"During the early '70s, the personal security of the USAID administrator and the secretary of State was often being threatened," McGraw said. Demonstrators frequently blocked entrances to the State Department, adding to the tension and security concerns.

McGraw remembers one incident when the USAID deputy director of security tackled an escaped patient from St. Elizabeth's Hospital carrying a knife in the stairway to the



Carol McGraw with photos in her office of Cokie, her cat named after TV newswoman Cokie Roberts.

administrator's office. As a result, the staircase entrance to the 5th floor near the administrator's office was permanently closed.

McGraw also recalls what she now considers a humorous event about Kissinger, but it was not funny at the time.

"I accompanied Administrator Parker, the deputy administrator and the AA/PPC to a meeting with Secretary Kissinger to discuss the USAID budget, which we wanted him to sign off on," she said. When the budget was handed to him, Kissinger, realizing he had a xerox copy, threw it on the floor, saying he didn't discuss xerox copies and adjourned the meeting. Needless to say, only original copies were submitted after that.

McGraw's next move in the agency was as associate assistant administrator for the Bureau for Technical Assistance (later known as the Development Support Bureau, the Science and Technology Bureau, the Research and Development Bureau and currently the Global Bureau). The assistant administrator for the bureau was Curtis Farrar, now husband of USAID Deputy Administrator Carol Lancaster.

As a result of a reorganization, McGraw became the executive director of the Bureau for Development Support and later became assistant director for operations for the Board for International Food and Agriculture Development (BIFAD). Among BIFAD members at that time was Peter McPherson, who later became USAID administrator. The BIFAD chairman at that time was Clifton Wharton, who served as deputy secretary of State early in the Clinton administration.

By this time, McGraw had been caught up in two agency

reductions in force (RIFs). The first time in 1968, she was bumped and downgraded for one day. "So many people left the agency that I was returned to my position and got a salary increase in the process," she said.

In the second RIF, she was bumped from Administrator

environmental agency or with USDA," McGraw recalls. "I was fully occupied at first with refurbishing my house here."

Soon, however, she got calls from USAID's Personnel Office. Administrator Peter McPherson wanted her to return to the agency to work with John

budget office with responsibility for the agency's operating expenses and workforce budget. When AA/M Larry Byrne established the "new" Office of Management Planning and Innovation in 1993, he appointed her as director of the office.

"The more things change, the more they stay the same," she said, laughing. "I began my USAID career in the Office of Management Planning and after 30 years, I'm back in the same office."

Asked to comment on the "new" USAID, McGraw replied, "We now have a defined mission—sustainable development—along with the strategies to achieve that. In the past, we were lacking a clear sense of direction and common goals.

"Our new management systems will result in a reduction in reporting and paperwork, allowing USAID personnel to focus their skills on substantive development work and rely less on contractors.

"The best outcome of this," McGraw said, "is that it restores the pride of employees in being part of an effective agency. Agency staff can again feel that they are making a difference.

"We have gained a much better reputation because of our management improvements," she continued. "Indeed, we are now a benchmark agency for reengineering. OMB refers other agencies to us to observe best practices.

"This is really a great place to be," McGraw says with the same energy and enthusiasm she brought to the agency 30 years ago. ■

"We have gained a much better reputation because of our management improvements . . . we are now a benchmark agency for reengineering."

Parker's staff to a position known as the Mekong River Coordinator for Vietnam. However, President Nixon declared the war over three days later and the job was abolished.

Since the administrator wanted McGraw to remain in her position, he created another job for the "bumper" and McGraw retained her position in ES.

From these experiences, she advises people who may encounter RIFs in their careers: "Don't get depressed too quickly. Don't lose any sleep over it. You might even benefit from it."

In 1979, McGraw relocated to Beals Island, Maine. Her husband had retired, and they wanted to experience life in a rustic and less hurried environment. For a while, she was content to just fish, cook, hike, knit and take life easy in this serene setting.

"After a while, I discovered I was going bonkers," McGraw said, so she enrolled in the University of Maine at Orono to study agricultural economics.

In 1983, the McGraws returned to their Arlington home.

"My plan was to finish my degree in agricultural economics and perhaps get a job with an

Bolton, head of the Bureau for Program and Policy Coordination. McGraw, who was not yet ready to return to work, became more enthusiastic when she learned from her periodontist that she needed \$25,000 of dental work, not covered by her insurance.

She returned to USAID in January 1983 as special assistant to Bolton and director of PPC's executive management staff. In March 1984, Mark Edelman, who became assistant administrator for Africa, asked her to direct Africa's management office and she accepted.

McGraw, who loves Africa and has often vacationed there, recalls that it was during this time that she worked with the State Department to organize the return of the bodies of three USAID employees, Congressman Mickey Leland and others who were killed in an airplane crash in Ethiopia. She also worked with State to arrange a memorial service for the victims which was held at the Lincoln Memorial.

In November 1990, McGraw joined USAID's

WHERE

In The
World
Are
LEAD
Employees?



Moved On

Anderson, William, ENI/PER/
EURP
Block, Arthur, M/OP/A/P
Brooks, Michael Martin, COMP/
LWOP
Crabtree, Robert, M/FM/FS
Davis, Kamika Saveria, COMP/
YOC/COOP
Dozier, Y. Lon, M/HR/WPRS/R
Garner, Felicia Renee, COMP/
YOC/COOP
Holleran, Erin, Nicaragua
Jordan, Mosina, Guyana
Kiefel, Erik Dale, COMP/NE/OJT
Lee, Crystal, COMP/YOC/COOP
Martinez, Tangarene, COMP/
YOC/COOP
McKoy, Terrence, COMP/YOC/
COOP
Parekh, Nupur, LPA/PL
Roney, Derrick, IG/RM/GS
Snowden, Timika, COMP/YOC/
COOP
Staples, Olwyn Beth, AA/ENI
Voulgaropoulos, Emmanuel,
Philippines
Weaver, Paula, COMP/YOC/COOP
Wexel, Patricia, Peru
Whitley, Cherrese, ANE/SEA/EA

Promoted

Abramovitz, Mark Steven, ENI/
PER/EURP, general business
specialist
Bennett, Barbara, AA/LPA,
legislative program specialist
Bolstad, Irma Urzua, M/HR/EM,
personnel management specialist
Clark, David John, RIG/A/Bonn,
auditor
Crawford, Keith, AFR/DP/PPP,
program analyst
Crawford, Linda, Egypt, secretary
Dinerstein, Alicia, COMP/NE/OJT,
presidential management intern
Dixon, Earnestine, AIG/A,
secretary (office automation)
Donargo, Elizabeth, AFR/DP/PPP,
program analyst
Fawcett, Amy, RIG/A&I/Cairo,
auditor

Foti, Mirinda, M/HR/OD,
executive assistant
Francis, Shelley, ANE/SA,
secretary (office automation)
Graves, Sylvia Rebecca, BHR/FFP/
ER, Food for Peace officer
Howard, Diane, M/OP/POL,
procurement analyst
Hunt, Kathleen, M/OP/ENI/NIS,
contract specialist
Kumar, Krishna, PPC/CDIE/POA,
program analyst
Lee, John, AFR/WA/PSEA,
secretary
Lofgren, Marcie, Malawi, secretary
Mann, Richard, M/OP/ENI/EE,
contract specialist
Markel, Amy Joy, IG/A/FA, auditor
Martinez, Ray Earl, COMP/NE/
OJT, presidential management
intern
Nichols, Katherine, COMP/NE/
OJT, presidential management
intern
Palmer, Jonathan, M/OP/A/AOT,
contract specialist
Paniccia, Annette, M/HR/EM,
personnel management specialist
Parish, William, IG/A/SPEC RPTS,
auditor
Picard, Ise, AA/PPC, administra-
tive aide
Rawl, Dianne, RIG/A&I/Nairobi,
auditor
Smallwood, Bradford, IG/I&S/
SAC/WFO, criminal investigator
Smiatek, Elaine, M/OP/ENI/EE,
contract specialist
Starbird, Ellen, G/PHN/POP/PE,
supervisory social science analyst
Stephens, Judith, A/AID, executive
assistant
Strange, Kenneth Richard, RIG/
A&I/San Jose, inspector
Trifone, Shelley Ann, Honduras,
secretary
Turk, Joyce, G/EG/AFS/FP, animal
scientist
Weber, Cameron, Senegal, financial
management officer financial
analyst

Reassigned

Alex, Gary, Sri Lanka, supervisory
agricultural development
officer, to agricultural develop-
ment officer, G/EG/AFS/FP
Allaire, MacDonald Julie, Russia,
IDI (program), to project
development officer
Amani, Todd, Nicaragua, supervi-
sory special projects officer, to
special projects officer, LAC/RSD
Bakken, Jeffrey, Peru, IDI
(program), to project development
officer
Ballantyne, Janet, PPC/CDIE,

supervisory program officer, to
foreign affairs officer, AA/PPC
Bayer, Gary, Uganda, supervisory
agricultural development
officer, to Sri Lanka
Bennett, Bruce Lamar, A/AID,
special assistant, to program
officer, ANE/ME/WB/G
Bernbaum, L. Marcia, LAC/CAR,
supervisory regional development
officer, to program officer, PPC/
CDIE
Bernstein, Linda, ENI/DG/RLG,
democracy officer, to general
development officer, Ukraine
Bilecky, Anatole, Tanzania,
supervisory executive officer, to
supervisory executive officer,
COMP/SEPARATION
Birnholtz, Harry, West Bank/Gaza,
AID affairs officer, to deputy
mission director, Mali
Bollinger, Walter, India, mission
director, to foreign affairs
officer, G/EG/DAA
Brazier, Donna, Indonesia, financial
management officer budget/analyst,
to COMP/FSLT
Breen, Frank, Madagascar,
controller, to REDSO/WCA
Burns, John, RIG/A/Nairobi,
supervisory auditor, to
COMP/REASS/IG/W
Butler, J. Wayne, Dominican
Republic, controller, to
Bangladesh
Butler, Letitia Kelly, COMP/
LWOP, regional development
officer, to special projects officer,
LAC/RSD
Byllesby, Gary, Guatemala,
controller, to RSM/EA/FN
Cain, Richard, RIG/A&I/Nairobi,
auditor, to RAO/EUR/W
Callen, Pamela, ENI/FS, controller,
to deputy mission director,
Guinea
Clarkson, Thomas Jr., El Salvador,
controller, to ENI/FS
Clinebell, Michael, RIG/A/Nairobi,
auditor, to IG/A/PSA
Cloutier, John Julius, Lithuania,
USAID representative, to
USAID coordination representa-
tive, A/CRD/REP/Brussels
Cohn, Paul, AFR/WA, program
officer, to ENI/ECA
Cornell, Thomas Fenelon, Benin,
USAID representative, to Hungary
Drza, Donald, Mozambique,
agricultural development officer, to
LAC/RSD
Estes, Nancy, BJR/FFP/ER, Food
for Peace officer, to REDSO/
WCA/PSD
Feeney, Paula, REDSO/ESA,
supervisory agricultural develop-
ment officer, to program officer,

Armenia
Flynn, John, REDSO/ESA/AGR,
supervisory agricultural develop-
ment officer, to mission director,
Guinea
Garner, Rodger, Philippines,
agricultural economics officer, to
COMP/FS/REASSGN
Geiger, Thomas, GC/ENI, legal
officer, to mission director,
Ecuador
Geylin, Lori Jo, COMP/RTS,
executive assistant, to secretary,
AFR/AMS
Giordano, Meridith, COMP/NE/
OJT, IDI (financial management),
to IDI (administration), Zimbabwe
Godden, John, SDB/OD, general
business specialist, to cooperation
development program manager,
BHR/PVC
Grizzard, Willard, Ghana,
controller, to Honduras
Hardt, Terry, Haiti, supervisory
Food for Peace officer, to COMP/
RTS
Harrison, Donald, Honduras,
program economics officer, to
program officer, M/B/PA
Hudson, Rita, BHR/FFP/ER,
program analyst, to ENI/HR/EHA
Jacobs, Lorraine, Russia, executive
assistant, to general services
officer, M/AS/OMS
Jordan, Robert, Egypt, associate
mission director, to supervisory
program officer, LAC/DPB
Kaiser, Michael Joseph, Jamaica,
private enterprise officer, to
Ukraine
Katt, John Jr., Senegal, financial
management officer financial
analyst, to controller, Niger
Lewis, Carl, Ethiopia, controller, to
supervisory financial management
officer, REDSO/WCA
Lynch, Sarah-Ann, Bangladesh,
IDI (project development), to
project development officer
Malinowski, Gloria, AA/LAC,
secretary, to executive assistant,
AA/ENI
McCarthy, Cheryl, Mozambique,
supervisory program officer, to
USAID representative, Guinea-
Bissau
Mendelson, Johanna, G/DG,
program analyst, to supervisory
program analyst, BHR/OTI
Miller, Mark, Mali, financial
management officer financial
analyst, to financial management
officer budget/analyst,
REDSO/WCA/WAAC
Moldrem, Vivikka, Indonesia,
deputy mission director, to
mission director
Moore, Vicki Lynn, Egypt, legal

officer, to GC/ENI
Morfit, Michael, AA/PPC, supervisory program officer, to supervisory regional development officer, LAC/CAR
Morris, Paul, COMP/FSLT, supervisory program officer, to program officer, Ukraine
Neely, Gertrude, M/HR/RM, personnel assistant (typist), to secretary (office automation), LAC/RSD
Odle, Lawrence Jr., Nicaragua, supervisory project development officer, to COMP/RTS
Park, Thomas, Guinea, deputy mission director, to USAID representative, Benin
Payne, Carol, Morocco, population development officer, to supervisory health/population development officer, Madagascar
Penner, John Talbot, COMP/LWOP, private enterprise officer, to RCSA/PD
Plitt, Andrew, REDSO/WCA/WAAC, financial management officer financial analyst, to controller, Burundi
Prudoeh-Nandy, Jane, COMP/FS/REASSGN, general development

officer, to supervisory general development officer, Nepal
Rawl, Dianne, RIG/A/Nairobi, auditor, to COMP/REASS/IG/W
Redder, James, Egypt, supervisory financial management officer, to COMP/FSLT
Rocha, Mario, Bolivia, supervisory financial management officer, to controller, Ethiopia
Roman, Mitro Darren, RIG/A/Dakar, auditor, to COMP/REASS/IG/W
Rushin-Bell, Caroljo, COMP/FSLT, natural resources specialist, to program officer, Central Asia/D
Scott, Frederic, Morocco, project development officer, to Russia
Shapiro, Pat, COMP/FSLT, private enterprise officer, to Ukraine
Smith, Hugh, AID/COORD/FODAG, development coordination officer, to supervisory regional development officer, AFR/SA
Starnes, John, Philippines, supervisory engineering officer, to project development officer, West Bank/Gaza
Stein-Olson, Monica, Burundi, controller, to Tanzania
Sumka, Howard, RHUDD/Africa,

supervisory housing/urban development officer, to housing/urban development officer, G/ENV/UP
Thompson-Dorman, Randal, ANE/RI/SI, project development officer, to COMP/FSLT
Trifone, Shelley Ann, Honduras, secretary, to ES
Turner, Karen, West Bank/Gaza, USAID affairs officer, to deputy mission director, Indonesia
Vigil, Frederick Rudolph, Burkino Faso, agricultural development officer, to AFR/SD/PSGE
Warfield, Elizabeth, Guatemala, supervisory program officer, to ANE/SEA/RPM
Waters, Roslyn, Nicaragua, project development officer, to Sri Lanka
Weber, Janice Minna, PPC/DC, program officer, to supervisory general development officer, LAC/SPM
Weden, Charles Jr., Indonesia, mission director, to deputy assistant administrator, AA/ANE
Wendel, Dennis, South Africa, supervisory general development officer, to supervisory education

development officer, M/HR/TD/PMT
Wiles, John, AME/RI/SI, project development officer, to supervisory program analyst, COMP/SEPARATION
Wolters Curt, AFR/SA, program officer, to supervisory program officer, Eritrea
ZeGarac, George, Chad, controller, to Mali

Retired

Akers, Andrew, ANE/ORA/F, controller, 26 years
Barauyi, Thomas, Egypt, commodity management officer, 27 years
DeGraffenreid, Adrian, Estonia, USAID representative, 19 years
Gaines, Yvonne, M/B/SB, budget analyst, 29 years
Lewis, John, M/OP/POL, commodity management officer, 30 years
Marshall, Loretta, M/B/PA, program analyst, 26 years
Monserrate, Antonio, RIG/A/San Jose, auditor, 11 years
Thornton, Kathryn, TDA/MO, contract specialist, 4 years
Years of service are USAID only.

Team effort brings water pumps to Amazon people

Last March, following an urgent request from the Ecuador government to the international donor community, then USAID/Ecuador Mission Director John Sanbrailo dispatched a team to the isolated Shuar-Achuar communities deep in the Amazon jungle near the frontier with Peru. These communities, reachable only by a light plane (short take-off and landing), had requested USAID assistance through their federation. The team was sent to assess their most pressing needs.

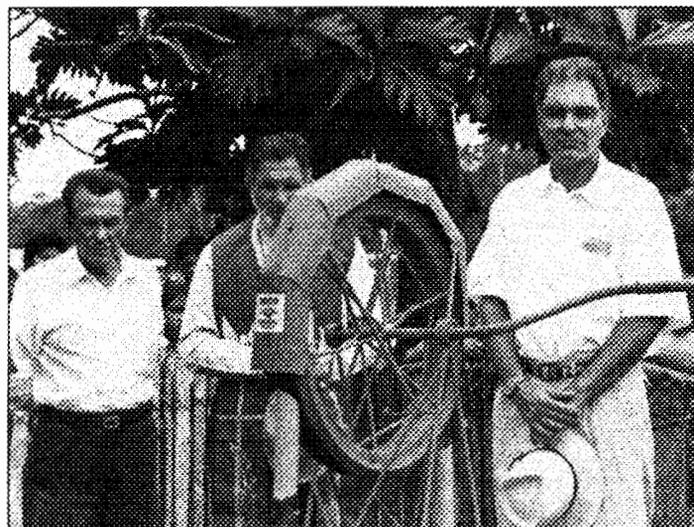
After visiting several indigenous communities, the team, headed by USAID/Ecuador's Director of General Development Michael Hacker, reported that the most common need was access to safe water. Water had to be hauled daily from nearby rivers to the

community center. As a result, many men, women and children were suffering from a variety of gastro-intestinal, water-borne illnesses.

The team worked closely with the Ecuadorian government, CARE, the Salesian missionaries and the Shuar-Achuar Federation to develop

and implement a plan to install 70 economical and reliable manual water pumps in 20 centers. USAID donated \$100,000 in child survival funds and the Salesian missionaries provided the aircraft to transport personnel and equipment into the remote jungle locations. CARE provided engineers to execute the project in cooperation with the local people, who provided all the labor and received intensive training from CARE in the operation and maintenance of the pumps and in basic health practices.

The water pumps selected for the project were originally designed and sold in Nicaragua but now are manufactured in several Latin American countries, including Ecuador. Thus, no importation of the pumps or parts was necessary. ■



On June 7, U.S. Ambassador Peter Romero (right) was the first foreign ambassador to visit the Amazonian lands of the Shuar and Achuar people. Assisting him in inaugurating a USAID-financed project to provide 70 manual water pumps to the local people were Juan Leon Andrade (left), governor of the province, and Bishop Pedro Gabrielli of the Salesian Fathers.

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