
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

JAN. / FEB. 1996

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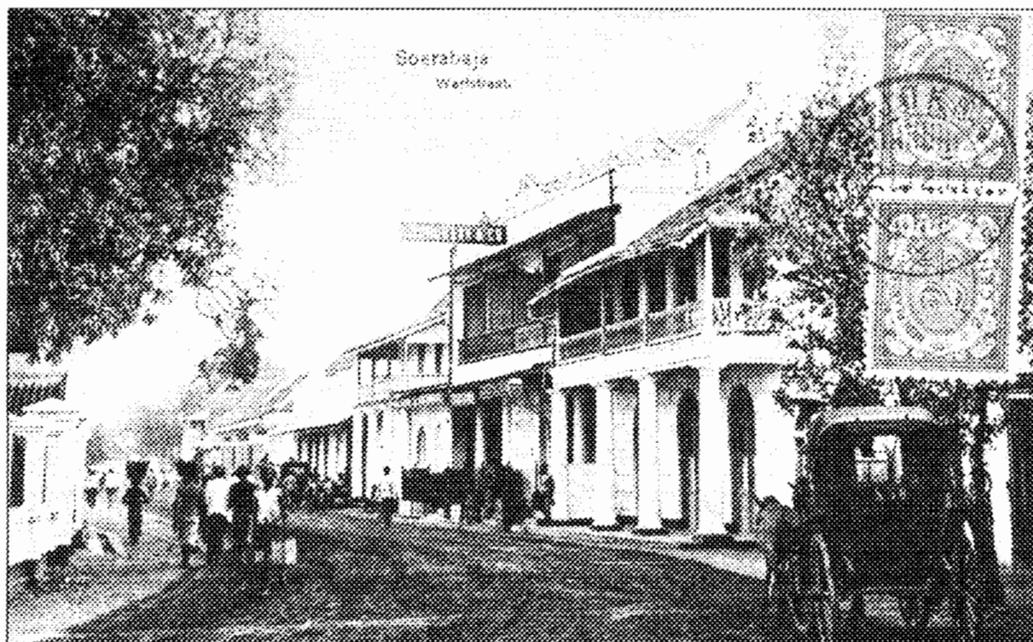
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JAN.-FEB. 1996

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 36, NO. 1

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USAID Hot Shots

Thinking about the snow



Even Albert Einstein couldn't outsmart Washington's December weather. The snow, on top of the government shutdown, put the city in a freeze-frame.



Photo Credits: John Norris, inside front cover; Betty Snead, pages 6 and 7.

Cover artwork: Stephen Grant, USAID/Indonesia supervisory educational development officer, collects historical postcards for inclusion in books and displays around the world, including these cards from pre-independence Indonesia. See story on page 9.

Front Lines

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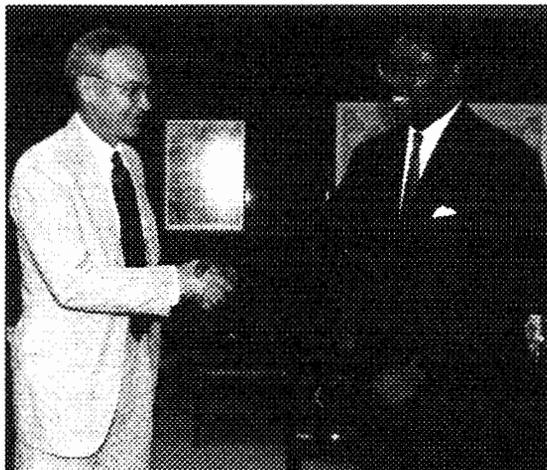
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Reengineering core values transformed into action

Customer service in Bolivia leads to better natural resource management

USAID/Bolivia, as part of an ambitious program in support of its environmental strategic objective, is working closely with its customers to design a new wildlife management program for the Bolivian Chaco. The Chaco is second only to the Amazon as the hemisphere's largest eco-region and has been classified as "regionally outstanding in biological value" in a recent USAID assessment.

The Chaco's dry tropical forests are rich in biodiversity, with more than 60 mammal species—including some found nowhere else on Earth, like the Chacoan Peccary and Blind Armadillo. The Chaco is also home to a well-organized group of customers, the Izoceño Guarani. "The Chaco offers an outstanding opportunity to put USAID's new core values into practice," said Lewis Lucke, USAID/Bolivia mission director.

The cornerstone of this design is listening carefully to customer priorities and needs, then working with the customer to translate these into program activities.

USAID's involvement in the Chaco began in 1994, with a joint trip to the area with the Wildlife Conservation Society (WCS), World Bank and Swiss Development Corporation (COTESU). WCS and these donors were promoting development of a new Chaco National Park, though USAID saw a real need to focus attention on the people living within and adjacent to the

proposed park, the Izoceño Indians. USAID staff returned to the Chaco to meet with the Izoceño Federation, and in particular with Bonifacio Barrientos, the great chief of the Upper and Lower Izozog, and his village chiefs. This marked the beginning of a rich relationship.

USAID listened intently to the peoples of the Chaco and soon saw key opportunities for biodiversity conservation,

mental education—and one already embedded in Izoceño social life.

Mission staff grew to appreciate that the roles and responsibilities of Izoceño leaders are different from those in other societies. In particular, the chiefs seemed reluctant to make decisions for the people and spoke repeatedly of the need to return to their villages for consultation.

ers was with a purchase order," said Olivier Carduner, head of the Office of Project Development and Implementation. The mission will buy a proposal of what the Izoceños want in a community wildlife management program, which ensures that the customer is driving the process.

"This is just the beginning of what we hope will be a long and lasting relationship with the

USAID listened intently to the peoples of the Chaco and soon saw key opportunities for biodiversity conservation, building on the Izoceños' existing social and cultural foundations.

building on the Izoceños' existing social and cultural foundations. With a long tradition of conservation awareness, the inhabitants have used their social organization to effectively restrict hunting and fishing in the Izozog Wetlands where the Parapetí River ends its course.

"They believe these wetlands are the 'Mother' of the area's wildlife and recognize that it is in their long-term interest to keep this area protected," Lucke said. This offers an ideal base on which to build a program for responsible wildlife management.

The Izoceños explained how their traditional healers, or "Ipayes," play a key role in protecting the environment. "The Ipayes teach the people to respect the balance between plants, animals and Izoceños," said Barrientos. This suggests that the Ipayes could offer an innovative channel for environ-

"Apparently Barrientos and the Izoceño chiefs are intermediaries for their communities rather than the decision-makers," noted Charlie Hash, head of the mission's Office of Agricultural and Rural Development. USAID applauded this indigenous grassroots consultation process and has eagerly factored it into project design.

The Izoceños argued that they should be in charge of any wildlife management program in this area and recounted their sometimes bitter experience with local organizations that convinced donors to work through them, rather than through the Izoceños.

"Because of the difficult institutional capability requirements with grants and contracts under current procurement regulations, USAID saw that the only way to start its relationship with these custom-

people of the Chaco," said Lucke. USAID has even invited them to delegate a representative to its expanded Strategic Objective Team for the Environment. Their participation on the team will help ensure customer focus.

As Diane La Voy, the agency's senior policy adviser on participation, points out, "Listening is what a customer-focused approach is all about." For USAID/Bolivia, this has meant an exciting development opportunity, as well as greater customer satisfaction. ■

—By Michael Yates, chairman of USAID/Bolivia's Strategic Objective Team for the Environment

USAID's guide to managing for results: *The Strategic Framework*

"Are we there yet? Are we there yet?" This an all-too-familiar refrain to traveling parents. But it is a question that has merit for any goal-oriented task. To determine where USAID is going, and how we will know when we get there, Administrator Brian Atwood last spring requested a road map, a graphic depiction of agency goals and objectives drawn from the Strategies for Sustainable Development.

The road map, known as the agency's Strategic Framework, will be used to review missions' strategic plans, examine agency performance and report on results to Congress and the Office of Management and Budget. It was developed by the Center for Development Information and Evaluation (CDIE) with input from a large number of staff throughout the agency, then distributed to all USAID employees in November 1995.

The framework is a keystone of the agency's reengineering effort because it facilitates managing for results. It is a conceptual diagram that presents USAID's sustainable development strategies. The hierarchical framework depicts five levels: U.S. national interests, USAID's mission of sustainable development, its goals, objectives, and the program approaches employed to achieve these objectives.

In a cover letter released with the document, Colin Bradford, assistant administrator for the Bureau for Policy and Program Coordination, wrote: "These goals and objectives

help us to focus our resources in those areas most critical for sustainable development, develop shared visions and plans with our development partners, and report on the state of the development world and how we are contributing to its improvement."

More than 200 staff and many development partners helped develop the framework and the indicators that will be used to measure performance. Beginning last spring, CDIE ran four workshops to develop indicators for the five agency goals: achieving broad-based economic growth; building sustainable democracies; stabilizing population and protecting health; managing the environment; and humanitarian assistance. Under each goal, the framework outlines three to five objectives. Technical representatives from Washington, the field, non-governmental organizations, other federal agencies and donors came together to work on the framework and propose candidate indicators. Sector working groups drawn from regional and central bureaus met last summer in Washington to fine-tune the candidate indicators.

As countries cross thresholds for goal indicators in each sector, the agency will consider graduating them from assistance in that sector. When they cross the threshold in several sectors, the agency will consider graduating them from the entire program.

The framework is also a tool

for all operating units to focus their own plans on the agency's principal objectives. The Strategic Framework becomes the common frame of reference for analyzing and reporting on results.

"Its strength comes from its simplicity," notes Graham Kerr, acting chief, division of Performance Management and Evaluation at CDIE, in a report on the framework, "but it has its limitations. Additional tools are needed to analyze cross-cutting concerns, such as integration, sustainability and participation."

The Strategic Framework is a work in progress. Next summer, CDIE will coordinate revision of the framework incorporating suggestions from bureaus and field missions. CDIE is looking for suggestions, which can be submitted via the PME Hotline. Type "hotline" in the USAID E-mail address list and choose "PME Hotline@CDIE.PME@AIDW" from the list of hotlines. The Internet address is pholine@usaid.gov. ■

—By Laurie Denton, project manager for Conwal Inc.

"The Agency's Strategic Framework and Indicators, 1995-96" was distributed agencywide at the end of 1995. If you need a copy, call the Distribution Information Services Center (DISC) at (703) 351-4006.



A final evaluation of AELGA activities in Niger determined that large strides had been made in launching increasingly effective, organized and environmentally sound crop protection efforts.

Taking aim at locusts in Niger

Effective pest management is vital to food security

Since 1987, a USAID project, African Emergency Locust/Grasshopper Assistance (AELGA), has helped Africans protect their crops from locusts and other pests. Through a project buy-in to AELGA, USAID/Niger has successfully helped that country combat pest infestation.

Effective pest management is vital to Niger's food security. Subsistence farming occupies 85 percent to 90 percent of Niger's population, and pests alone destroy at least 20 percent to 30 percent of the country's pre-harvest crops. Various factors, including low rainfall, poor soils and inadequate pest control, keep yields low.

"AELGA funding has provided critical support for Niger's aerial and ground survey and control operations," said Kondo Mahaman Sani, AELGA/Niger project assistant.

A final evaluation of AELGA activities in Niger determined that large strides had been made in launching increasingly effective, organized and environmentally sound crop protection efforts. About 90 percent of AELGA/Niger's budget was spent on training and logistical and operational support.

USAID/Niger has worked closely with other donors, including Canada (CIDA), Germany (GTZ) and the U.N. Food and Agriculture Organization, to help build Niger's capacity to deal with pest outbreaks.

"CIDA and GTZ collaborated in training 34,600 village farmers as Niger's first line of defense against pest infesta-

tions," Mahaman Sani said.

To promote institutional development, AELGA/Niger hosted workshops and conferences, in collaboration with other donors, on aerial operations, ultra-low volume insecticide applications, pesticide safety, environmental health and disposal of obsolete pesticides.

Allan Showler, technical adviser to the AELGA project, said, "It is critical that locust and grasshopper control involves vigilant surveillance, monitoring and preventive intervention as well as occasional emergency intervention. The overall objective is the complete evolution from emergency activities during plagues to preventive pest management and from donor-driven to national and regional self-reliant operations."

Donors are in the process of scaling down their activities in Niger; consequently Niger's crop protection service is being challenged to become more self-reliant.

Opportunities to further develop Niger's emergency pest management capacity remain. For example, Niger possesses a unique aerial pest spraying and control capability. This resource could be supported with the ultimate aim of "exporting" its aerial expertise to provide pest control for other countries in the region. USAID/Niger initiated the Disaster Preparedness and Mitigation (DPM) program. This five-year project is designed to improve preparedness, planning and response capabilities of the Niger government and the

disaster early-warning system. DPM has two components: project and non-project assistance. The non-project component establishes the program's emergency fund to finance small-scale food shortages related to disasters and promote mitigation efforts. Crop protection is an important part of this process. USAID/Niger also is working on finding the mechanism through which the DPM will incorporate the AELGA project into its program.

The project assistance component finances long-term technical assistance, USAID administrative support, the Disaster Relief Unit, commodities, training, pilot activities for disaster mitigation, studies, evaluations and audits. Under this component, funds will be allocated for operational support to the Directorate (Department) of Crop Protection Services of the Niger government.

USAID has worked closely with AELGA/Niger and the directorate to identify the areas of support needed to maintain food security against rapid increases in crop damaging locust and grasshopper populations. ■

—By **Alise Laroche**, AELGA project coordinator, AFR/DRC

Editor's note: DPM activities are temporarily suspended due to the current political instability in Niger.

Tuk-tuk! (Taxi!)

Imagine standing on a street corner of a major Asian city with the busy traffic jockeying for position at the intersection. Now imagine this everyday scene but without the choking pollution and deafening noise.

To turn this scenario into a reality, USAID's Regional Support Mission for East Asia (RSM/EA) in Bangkok and the Global Center for Environment teamed up with the Royal Thai government and the U.S. and Thai private sectors to develop a commercial electric vehicle market. Because of the high visibility of tuk-tuks (named after the sound they make), the project focused first on these three-wheeled vehicles used throughout Asia as taxis and to haul cargo.

Traditionally, tuk-tuks are petroleum powered and notorious for spewing out excessive pollution, causing significant health problems and loss of productivity for millions of residents of Asian cities.

In September 1994, USAID and Thailand's Ministry of Science, Technology and the Environment (MOSTE) established a protocol for testing battery-powered tuk-tuks. Prototypes were built and an analysis comparing petroleum and electrically powered tuk-tuks was undertaken. The tests dealt with performance, operations and cost-benefit issues.

Last year in Bangkok, USAID transferred three tuk-tuk prototypes to MOSTE for continued testing.

This project was conceived in December 1993 by USAID's RSM/EA with support from the Center for Environment's Energy Technology Innovation Project (ETIP), principally as a project for

Thailand. However, since then it has piqued interest in the huge market potential for electric vehicles in Asia. To date, more than \$200 million in private sector capital has been committed to U.S.-Asian electric vehicle joint ventures.

"This activity has tremendous potential to revolutionize the transportation sector in Asia and other regions of the world," said ETIP Project Officer Sam Schweitzer. "Through its implementation, USAID can play a most significant role in fostering the use of U.S. environmental technologies."

The prototype electric tuk-tuks were developed by Habanan,



New battery-powered tuk-tuks help reduce air pollution in Asian cities.

special lanes for golf cart-type vehicles on roads where the speed limit does not exceed 25 mph. These vehicles can be used to run errands, commute to work or as transportation to and from the golf course. Municipalities can

Embassy in New Delhi is working with USAID to promote the use of electric vehicles in the vicinity of the world-famous Taj Mahal in Agra, which is seriously endangered by exhausts from petroleum-powered vehicles.

The ENVTTTC program and the U.S. Embassy's work at Agra have important implications for India's future transportation needs. According to an estimate published in the March 21, 1995, edition of *The Indian Express*, demand for new vehicle sales over the next five years will more than double. Given this trend, emissions of carbon monoxide, hydrocarbons and nitrous oxides from three-wheeled/two-stroke engines in India will exceed 40 million tons over the next decade. By the year 2000 if electric vehicles are able to capture a mere 2 percent of the two-wheeler market, it will put more than 1 million electric vehicles on the road.

For the region as a whole, electric vehicle production could reduce urban air pollution in Asian cities by 150 million tons over the next 20 years. ■

-By Nathaniel Brackett, who works with Datex Inc. and is on a technical support contract with USAID's Center for Environment

"This activity has tremendous potential to revolutionize the transportation sector in Asia and other regions of the world."

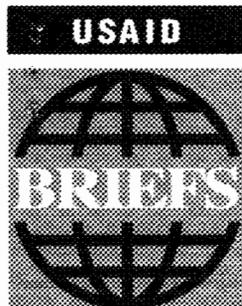
a joint venture brokered by USAID between Pholasith Tuk-Tuk Motors Co. Ltd. of Bangkok and Planet Electric Inc. (PEI) of North Hills, Calif. PEI designed a small, lightweight, three-wheel chassis, electrically powered with a single speed transmission. Developed especially for the Asian industrial "mini-truck" market, it has quick acceleration, no tailpipe pollution, low maintenance and is extremely quiet.

The vehicle also is being modified for use in the California electric vehicle market. The California state legislature passed a law that allows small vehicles on local roads. Entitled the "Golf Cart Transportation Plan" (Assembly Bill No. 110), any town in California can designate

purchase them for various functions, including transport for parking meter readers.

Since this prototype development, a number of other manufacturers have come on the scene. USAID assists several manufacturers of two- and three-wheeled vehicles in India and U.S. electric vehicle technology developers who have signed legal agreements.

Using the Thai project as a model, USAID/New Delhi and the Center for Environment have collaborated on the design of the Electric Vehicle Technology Transfer Component (ENVTTTC) of the Environmental Protection Initiative, which is aimed at increasing environmental protection and enhancing productivity. Also, the U.S.



Geiger directs Ecuador mission

Tom Geiger, a career Foreign Service officer, was sworn in on Sept. 7 at the State Department as the new USAID mission director to Ecuador.

Geiger oversees the agency's \$12 million program in Ecuador, which seeks to increase sustainable broad-based economic growth, increase the effectiveness of family planning and selected health services,



Tom Geiger (center) receives the oath of office from Deputy Assistant Administrator for Human Resources Frank Almaguer, while Geiger's wife, Eleanor, holds the Bible.

improve democratic institutions, and promote the sustainable use of natural resources.

Geiger had been responsible for legal services supporting the

U.S. economic assistance program to Europe and the NIS. This program was approximately \$3 billion in FY 1994.

In 1991, Geiger, as acting

general counsel of the agency, supervised a staff of 60 attorneys responsible for providing legal advice and services for all agency activities. Before serving as acting general counsel, Geiger was the assistant general counsel for Latin America and the Caribbean.

From 1975 to 1988, he held various positions in the Bureau for Latin America and the Caribbean, including regional legal adviser in both Peru and Bolivia and director of the office for administration of justice and democratic development.

Geiger also served as a Peace Corps volunteer in Panama before joining USAID.

He has a bachelor's degree in international studies from Rhodes College in Memphis, Tenn., and a J.D. from Washington University School of Law in St. Louis, Mo. ■

Park is new USAID representative to Benin

A veteran of 18 years with USAID, Thomas Park was sworn in as the new USAID representative to Benin on Sept. 15 in Washington. Park directs a \$17 million economic assistance program designed to assist Benin in strengthening its primary education system, improving democratic governance and expanding access to family planning and HIV/AIDS prevention.

After his swearing-in, Park paid tribute to co-workers who most influenced him during his

career, including Myron Golden, Ron Levin, Mike White, John Sanbrailo, Barry Smith, Ann VanDusen and Wilbur Thomas.

Since January 1993, Park served as deputy mission director for Guinea. He joined USAID in 1977 as a public health adviser and has served in Mali, Honduras, Guinea and Washington.

Park received his bachelor's degree in history from Denison University in 1962. He received master's degrees in international relations and public health from Johns Hopkins University. ■



Assistant Administrator for Africa John Hicks (right) congratulates Thomas Park on his new appointment to head the USAID office in Benin.

Kudos, if we must say so ourselves!

The National Association of Government Communicators presented Front Lines with a second-place 1995 "Blue Pencil" award for excellence in newsletters for an internal audience. USAID's publication, "In the National Interest," came in third for external brochures targeted at a general audience. In the video category, the agency's "Global Connections" won a third-place "Gold Screen" award in the public affairs category.

USAID/Lithuania welcomes Greenberg

Ronald Greenberg was sworn in on Oct. 5 in Washington as the new USAID representative to Lithuania.

Greenberg oversees a \$40 million USAID program (cumulative since 1991) designed to assist Lithuania in integrating newly privatized enterprises into a free-market economy, supporting the financial and banking sectors and strengthening the role of non-governmental organizations in public policy and advocacy.

Since 1991, Greenberg served as division chief for the Office of Environment and Natural Resources in the Bureau for Europe and the NIS. He managed a \$300 million environmental program in the NIS and Central and Eastern Europe. He also served as the

U.S. representative for the international Environmental Action Program for Central and Eastern Europe and the New Independent States.

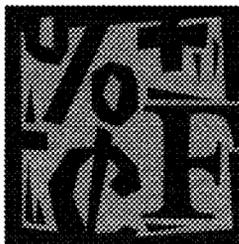
Greenberg began his development career with USAID in 1983 as an environmental officer in Washington. He served as a natural resources officer in the USAID mission in Indonesia from 1985-1989 and as an environmental and natural resources officer in the Bureau for Asia and the Near East from 1989-1990.

Greenberg received his bachelor's degree in biology from the University of Pennsylvania in 1972 and a master's degree in ecology and evolution from the University of Maryland in 1976. ■



Ronald Greenberg is congratulated by many of his colleagues following his swearing-in ceremony at the State Department.

Economic Growth



We knew it all along!

USAID has supported microenterprise development for years. In the late 1980s and early 1990s, microenterprise finance developed rapidly.

Now, two recent studies by the Center for Development Information and Evaluation (CDIE) indicate that microenterprise finance may be heading for a new starring role on the economic development stage.

Donors and developing country governments often have directed cheap credit to agriculture and small enterprises, seeking

to promote development and more equitable income distribution. That strategy, for the most part, has not worked. Subsidized credit has missed the mark: It redistributes income regressively and repayment rates have generally been bad. For example, a study of Costa Rican subsidized loans found 80 percent went to large farmers.

A review of 11 effective microenterprise finance programs in nine developing countries, however, shows these programs to be extremely effective by charging interest rates and fees high enough to cover costs. Microenterprise finance can provide better access to financial services for more poor people. Donors can help develop these financial services by investing in institutions with the potential and commitment to become self-sufficient and to serve the poor.

Microfinance institutions from rural Bangladesh to urban Bolivia serve a large, poor population where the average outstanding loans may be as low as \$32. Clients are typically very small businesses without access to formal financial services. Many borrowers are women.

These institutions contain costs and develop techniques such as group lending or graduated loans to ensure repayment and a profit. By producing profit, they can tap commercial sources of funds. This allows microfinance institutions to grow rapidly. Their client base typically grows 25 percent to 100 percent a year. Such institutions can reach far more poor people than traditional subsidized programs.

Most microenterprise institutions charge interest in the 25 percent to 50 percent range after adjusting for inflation. Low

delinquency rates and rapid growth show that borrowers find the credit worth the cost.

The CDIE studies showed that donor support should go to institutions with concrete plans to tap other sources of funds to improve financial reporting, mobilize savings and meet requirements to become a licensed financial intermediary or have access to commercial funding.

For copies of the full studies ("Maximizing the Outreach of Microenterprise Finance" by Robert Peck Christen, Elisabeth Rhyne, Robert Vogel and Cressida McKean and "Subsidized Credit Programs" by Juan Buttari), contact the USAID Development Information Services Clearinghouse (DISC), phone (703) 352-4006; fax (703) 351-4039. They are also on the Internet at USAID's home page. ■

WHERE

In The
World
Are
USAID
Employees?



Moved On

Bezdek, Jill Marie, TDA
Burkey, Anne, Kenya
Domana, Donald Robert, COMP/
YOC/COOP
Dorvil, John, COMP/YOC/COOP
Gomillion, Patricia, M/FM/LM
Hase, Susan, REDSO/WCAREG
Neal, Patricia, M/FM/CAR/AMMR
Palacios, Alex, AA/LPA
Thomas, Jullita Charles, PPC/DEM

Promoted

Anders, Glenn, Eritrea, USAID
representative
Anderson, Grant Jr., Tanzania,
deputy mission director
Ayalde, Liliana, LAC/CEN,
supervisory regional development
officer
Brown, Keith, REDSO/ESA,
regional director
Deal, J. Michael, Dominican
Republic, deputy mission director
Dijkerman, Dirk, ANE/SEA,
supervisory program officer
Doman, Andrey, M/FM/CAR/
FCGL, accountant
EBis, Kenneth, El Salvador, deputy
mission director
Escalona, Julia, G/WID, program
analyst
Golden, Myron, Burundi, mission
director
Kadunc, Edward Jr., Brazil,
USAID representative
Lecce, Gail, GC/CCM, legal officer
Lucke, Lewis, Bolivia, deputy
mission director
Mackenzie, Donald, Madagascar,
mission director
Mahoney, Timothy, G/PDSP,
supervisory program officer
Myers, Desaix III, India, deputy
mission director
Nescola, Jody, M/HR/POD,
management analyst
North, Walter, Ethiopia, deputy
mission director
Park, Thomas, Benin, USAID
representative
Pascarella, Beth Ann, IG/SEC/IPS/
E&S,
Peasley, Carol, AA/AFR, foreign
affairs officer

Rozell, Cynthia, Malawi, mission
director
Russell, Caria Rochara, M/HR/TD/
XT, employee development
assistant typist
Sandoval, Barbara, Ghana, mission
director
Thomas, Wilbur, AFR/SA,
supervisory regional development
officer
Thompson, James Francis, M/OP/
A/HRN, contract specialist
Turner, Karen, Indonesia, deputy
mission director
Wilson-Thomas, Alfreda, M/OP/A/
P, contract specialist

Reassigned

Foster, Mary Pamela, COMP/FS/
REASSGN, education develop-
ment officer, to general develop-
ment officer, Eritrea
Glynn, Francis, RIG/A/San Jose,
supervisory auditor, to auditor,
RIG/Bangkok
Howard, Richard, Comp/
REASSGN/IG, auditor to RIG/San
Salvador
Hudec, Robert, G/EG/PS, budget
analyst, to program analyst,
ENI/PCS/PS
McColaugh, Robert, Botswana,
agricultural development officer,
to RCSA/PD
Pizarro, Leonel, Egypt, contract
officer, to supervisory contract
officer, El Salvador
Riehl, Sophia, IG/RM/PS,
supervisory personnel manage-
ment specialist, to administrative
officer, BHR/AMS
Yochelson, Roger, Panama,
supervisory special projects officer,
to supervisory democracy officer,
Ukraine

Retired

Armstrong, Robert, Zimbabwe,
supervisory general development
officer, 15 years
Barrett, Dennis, COMP/SEPARA-
TION, foreign affairs officer
Getson, Alan, AFR/SD, supervisory
general development officer, 17
years
Gilson, Robert, Madagascar,
program officer, 25 years
Hackett, Antoinette, M/AS/COOS,
public affairs specialist, 29 years
Hoffmann, Randall, G/HCD/
FSTA, agriculturist, 9 years
Hogan, Archie Jr., SDB/OD,
project development officer, 29
years
Kinsley, Steven, M/OP/TRANS,
traffic management specialist, 28
years

Lesieur, Harold, GC/EA, program
analyst, 18 years
Lewis, Bertha, M/OP/PS/SUP,
freedom information specialist, 38
years
Mills, Elizabeth, M/HR/PS,
executive officer, 23 years
O'Connor, Thomas, IG/A/FA,
supervisory auditor, 3 years
Thabet, Richard, RIG/Singapore,
supervisory auditor, 12 years
Zak, Michael, COMP/SEPARA-
TION, foreign affairs officer, 31
years
Years of service are USAID only.

Obituaries

Harry L. Carr, 81, died of
cancer Oct. 14, 1995, at a
hospital in La Mesa, Calif. After
World War II, Carr worked for
USAID's predecessor agencies
and served in the Middle East,
Thailand, Korea, Pakistan, Laos
and Washington. Carr retired in
1973 and moved to California.

Frederick William Hahne,
72, died Oct. 21, 1995, at home in
Alexandria, Va., after a stroke. He
began his federal career with the
Department of Treasury, followed
by the Department of Agriculture.
He joined USAID's predecessor
agency in June 1958. At the time
of his retirement in 1981 he was
director of the Office of
Management Operations.

Frederick Sligh, 70, died
June 22, 1995, of cancer at his
home in Crystal River, Fla. He
served with the U.S. Army in
Europe until the end of World
War II. After graduating from
George Washington University in
1948, he served for a brief time
with the Department of State. He
then joined USAID's predecessor
agency and served in Iran,
Cyprus, Pakistan and Afghanistan
until his retirement in 1977.

Darlene W. Smith, 57, died
Oct. 5, 1995, at Washington
Hospital Center in Washington,
D.C., after a brief illness. She
joined USAID in 1969 as a card
punch operator in the Office of the
Controller and at the time of her
death was an accounting techni-
cian in the Central Accounting
and Reporting Division, Office
of Financial Management.

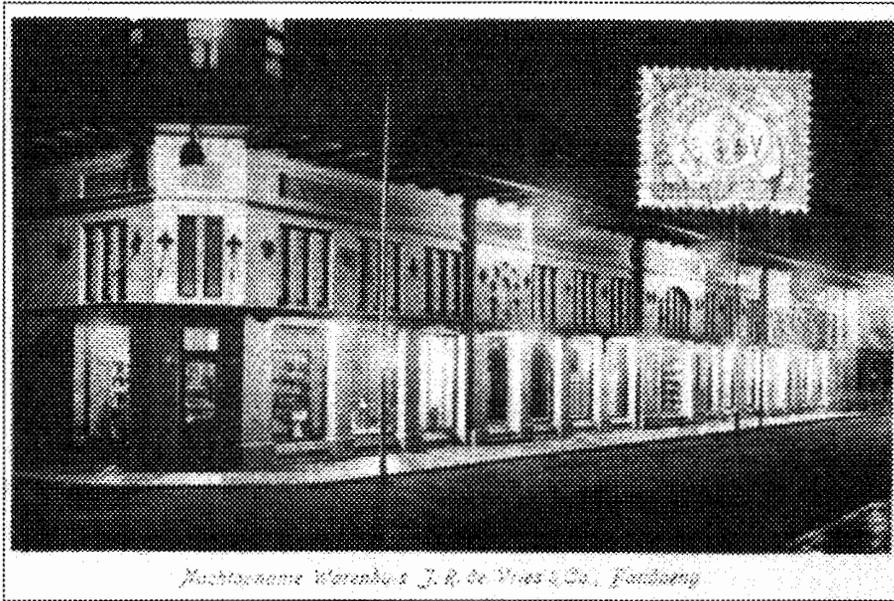
Gertrude (Trudy) Springer,
69, died of acute leukemia on Oct.
1, 1995, at Fairfax Hospital, Falls
Church, Va. She joined USAID's
predecessor agency in 1956 and
served in Pakistan, Liberia,
Vietnam and in Washington,
where she was as co-editor of the
"Shield" (forerunner to "Front
Lines"). She retired from USAID
in 1976.

Dan Vincent, 63, died of
cancer on Nov. 22, 1995, at his
home in Washington, D.C. He
joined USAID in 1984 and served
as an engineer in Somalia, Sudan
and Egypt. His last assignment
was in the ANE bureau as
program officer for Yemen and
Oman.

Geraldine Weary, 48, died
Nov. 20, 1995, of cancer at her
home in Silver Spring, Md. She
joined USAID in 1988 and served
as financial management assistant
in M/FM until her death.

John K. Wilhelm, 60, died
Nov. 7, 1995, at his home in
Fairfax, Va., after a heart
attack. He joined USAID in
1963 and served in Vietnam as
an economist for four years. In
the late 1970s he returned to
USAID as associate assistant
administrator in the interagency
and intergovernmental liaison
bureau.

Postcards from the past



This postcard from Stephen Grant's book, "Former Points of View," shows Werfstraat (Wharf Street) in Surabaya, Indonesia, viewed from the north.

"Drop me a card."

How often has someone asked you to remember them in that way? Or how often have you made that same request of a friend? USAID employees, perhaps more than most Americans, have traveled the world dropping off postcards on every continent to friends and relatives.

However, one USAID employee, Stephen Grant, supervisory educational development officer in Indonesia, has made collecting old postcards—not sending them—an avocation. By collecting postcards (dating from 1890 to 1930), Grant learns the history of a country and its social life in the past. Perhaps he is not alone among USAID colleagues in collecting postcards, but by doing so he has made a significant contribution to the countries where he has served.

Grant shares his postcards by putting on exhibits and writing articles and books about them. While serving in Guinea, his first book, "Images de Guinée," was published to coincide with the first 100 years of the capital city, Conakry. The publication of his

second book, "Former Points of View: Postcards and Literary Passages from Pre-Independence Indonesia," coincides with the first 50 years of the Indonesian republic.

"The book printed in Conakry is actually more of a publishing breakthrough," Grant said. In Guinea, there had been only one major printing and publishing firm, an antiquated establishment, since independence. Grant's book became the first one produced by a private company. A second printing of the book is planned this year.

"The German ambassador in Conakry was so struck by my 1991 exhibit at the French Cultural Center of old postcards marking the centennial of Conakry that he obtained funds from his Ministry of Foreign Affairs in Bonn to subsidize an existing private printing press to produce the book," Grant said. "The Catholic Mission Printing Press used the funds to purchase its first binding machine and trained 30 Guineans in all aspects of book publishing."

USAID employees told Grant

he had not just published a book, he had developed an industry!

Grant often carries his old postcards with him to show to people and learn from them the significance of many of the scenes. In 1995, Grant was the first speaker for the Indonesian Heritage Society's evening lecture series to celebrate the country's 50 years of independence. His second book, "Former Points of View," was published; his postcards were on exhibit; and newspapers and magazines carried articles about his unique postcard collections.

As a child, Grant was a collector—of stamps—not postcards. However, while in college his father called to tell him that his stamps and other valuables had been stolen from the family home.

"Twenty years later when I was 40, I collected my first postcard. Perhaps it was mid-life crisis, or a return to childhood. A postcard, like a stamp, is still a small piece of paper but easier to see and with a much richer historical value," he said. ■

—By Betty Snead

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