
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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does it work?



USAID



APRIL-MAY 1996

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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EDITOR'S NOTE

As the new editor of *Front Lines*, I would like to encourage employees and retirees around the world to submit articles and photographs to *Front Lines*. We want to hear from missions about your programs and reengineering efforts—your successes and failures. We would like for USAID/W bureaus and offices to keep us informed. We welcome news from individual employees. Tell us about your awards and achievements. Retirees, we need to hear more about your activities. All ideas and suggestions are welcomed as we communicate with one another worldwide through *Front Lines*. Look forward to hearing from you.



Photo Credits: Cover, Cecilia Ciepiela; Ann Kittlaus, page 4; USAID/Dominican Republic, pages 5 and 6; Ann Thomas, State, page 8 (top); Shawn Moore, State, page 8 (bottom); U.S. Senate, page 9 (top); USAID/South Africa, page 9 (bottom); AGA, page 10.

Cover artwork: A Bosnian child plays outside his war-damaged home. USAID is shifting from humanitarian relief to rebuilding and reconstruction in Bosnia. See story on page 4.



Front Lines

NEWS & FEATURES

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

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President signs FY 1996 Foreign Assistance Appropriations Act

On Feb. 12, President Clinton signed into law the FY 1996 Foreign Assistance Appropriations Act (P.L. 104-107). Funding for FY 1996 foreign assistance programs had also been included in H.R. 2880, the Continuing Resolution, signed into law on Jan. 26.

The act provides funding through FY 1996 for virtually all USAID programs, except P.L. 480, as well as operating expenses for salaries and other administrative costs. The act also funds multilateral economic assistance programs, military assistance for U.S. allies and export assistance for U.S. businesses.

The act, which provides \$12.1 billion for foreign assistance programs and operations, is 18 percent below the administration's FY 1996 request of \$14.8 billion and 11 percent below the FY 1995 enacted level of \$13.6 billion. Although the House passed the conference report on Oct. 31 by a vote of 351-71 and the Senate passed it on Nov. 1 by a margin of 90-6, final action was stalled for three months due to an impasse on population planning policy.

The population language that cleared the way for the foreign assistance conference report to be signed into law did not contain the Mexico City policy language. Instead, the new population provision delays obligation of FY 1996 population planning funds until July 1,

1996, unless there is an enacted authorization of family planning assistance funds before that date.

After July 1, if there is no authorization for these funds, the FY 1996 population funds from all economic assistance accounts will be limited to 65 percent of the FY 1995 level and will be apportioned on a monthly basis at a rate no greater than 6.67 percent of the total amount available.

The act appropriates \$1.675 billion for Development Assistance, which shall remain

assistance and assistance to combat tropical and other diseases.

For International Disaster Assistance, the act provides \$181 million. Funds for this program, which will remain available until expended, can be used for relief, rehabilitation and reconstruction assistance.

USAID's operating expenses were appropriated \$465.75 million, and authority was given to use up to \$25 million of Development Assistance for additional operating costs. Operating expenses for

Assistance to the New Independent States (NIS) of the former Soviet Union was provided \$641 million, while assistance for Eastern Europe was appropriated \$324 million. Funding for the NIS and Eastern Europe programs remains available until Sept. 30, 1997. This is a change from prior years when NIS and Eastern Europe funds were appropriated on a "no-year" basis.

Congress also approved funding for the Food for Peace program as part of the FY 1996

The act provides funding through FY 1996 for virtually all USAID programs, except P.L. 480, as well as operating expenses for salaries and other administrative costs.

available for obligation until Sept. 30, 1997. The Development Fund for Africa was not appropriated any funds as a separate appropriations account, nor was Population. Instead, these are included in the Development Assistance account.

Up to \$20 million of Development Assistance funds may be made available for the Inter-American Foundation and up to \$11.5 million may be made available for the African Development Foundation. The act also earmarks \$484 million appropriated under Bilateral Economic Assistance and under International Organizations and Programs for child survival

USAID's Inspector General's Office were funded at \$30.2 million.

Congress appropriated \$2.34 billion for Economic Support Funds (ESF), of which \$1.2 billion was earmarked for Israel and \$815 million for Egypt. A \$15 million earmark for Cyprus can be met from ESF or Development Assistance funds, while a \$2.38 million earmark for activities in Burma can be met from ESF or International Narcotics Control funds. Funds for ESF will remain available through Sept. 30, 1997. The act also provides up to \$19.6 million for the International Fund for Ireland as a separate account.

Agriculture Appropriations Act. Grant food aid under Title II of P.L. 480 was appropriated \$821.1 million. For Title III's bilateral grant program, \$50 million was provided.

On March 29, Congress also approved and the president signed into law the 12th FY 1996 Continuing Resolution (P.L. 104-122), containing \$198 million in FY 1996 supplemental funds for Eastern Europe to be used to provide assistance for Bosnia and Herzegovina. ■

—By Marianne O'Sullivan, deputy assistant administrator, LPA

Administrator announces personnel reductions

At an all-agency meeting on April 11, Administrator Brian Atwood announced that the agency would conduct a reduction-in-force (RIF) of its U.S. direct-hire employees. He indicated that he hoped that the number of U.S. direct-hire staff affected could be limited to 10 percent or less.

The following Qs and As may help to answer many questions about the RIF:

Why is a RIF necessary?

At the FY 1997 operating expense request level of \$495 million, the agency will have \$60 million less with which to operate in FY 1997 than it had in FY 1996. This results from reduced trust fund resources, comparative salary increases and increased costs of overseas operations such as dollar fluctuations and inflation.

Was a furlough considered instead of a RIF? No, because furloughs are designed to deal with short-term funding problems. Because our funding situation is not a one-year problem, we need to use a vehicle that will result in permanent cost savings.

What will be the time-frame for the RIF? The plan is to begin issuing specific RIF notices on or about June 30/ July 1 of this year with the expectation that most of the affected employees will be off the rolls by Sept. 30, 1996.

Will the RIF apply to both GS and FS? Yes, both General Service and Foreign Service employees will be affected.

Will the RIF apply to employees in both Washington and overseas? Yes.

How will the RIF process work? There will be a RIF coordinator in each bureau and office. The coordinators will discuss with senior management program direction and emphasis, surplus categories, the use of direct-hire staff in place of personal services contractors (PSCs), etc. The actual reduction-in-force process is governed by governmentwide RIF regulations for Civil Service employees and agency RIF regulations for Foreign Service employees.

When will employees learn the total number and the ratio of GS and FS employees to be affected by the RIF? A number of factors will affect these final numbers, including FY 1997 appropriations, expected retirements, etc. The agency will communicate these numbers to employees as soon as possible.

Will the agency extend the Earlyout Retirement Option beyond April 30? The agency has the authority to grant earlyout retirement to eligible employees through Sept. 30. However, it is essential to workforce planning and related budget decisions to know how many employees will take advantage of this option as soon as possible. After April 30, M/HR will consider earlyout applications on a case-by-case basis.

Will a severance package be given to employees who are RIFed? What will it be? As a rule, Civil Service career and career conditional employees and Foreign Service career and career candidate employees separated in a RIF receive either

severance pay (based on grade and years of service) or immediate retirement annuity. However, there are a myriad of options for determining who may and who may not receive severance pay or immediate annuities, and the formulas for calculating these benefits are complex. M/HR is planning a USAID General Notice to address this issue in more detail.

Is there a possibility that buy-outs will be offered if Congress gives agencies the authority to give them? There are no plans in the works to do governmentwide buy-outs. If, however, Congress approves new buy-out authority, the agency will consider the option. However, given the contentious debate surrounding buy-outs, it is probably not a good idea to delay important personnel decisions in the hope that buy-out legislation will be passed.

Are further reductions planned for FY 1997? At this time, no further reductions are being planned for FY 1997. However, all of our plans depend on the appropriations USAID receives from Congress.

Are Foreign Service Nationals (FSNs) included in the RIF? The RIF will directly involve only U.S. employees. The size of the FSN workforce has already been significantly reduced over time as the size and number of USAID's overseas missions have declined. However, as additional missions are phased out or programs downsized, further reductions in the FSN workforce are inevitable.

Will the unions be consulted? Yes. There will be

consultations during each step of the process.

How will the RIF affect PSCs? Because PSCs are contractors, they are not covered by RIF regulations. Each U.S. PSC-encumbered position will be reviewed for the possible placement of a U.S. direct-hire employee.

How will the RIF affect political appointees? The number of political appointees was reduced when this administration began in 1993. While political appointees are not legally affected by a RIF, this category of employees will also be reviewed for possible further reduction as part of the review of positions prior to the RIF.

Will outplacement assistance be provided? As the administrator indicated, the agency will provide affected employees with the best outplacement assistance available to government employees. In addition, the Office of Human Resources will continue to operate workshops for employees interested in retirement as an option.

What can I do as an employee to protect myself during the RIF? You should ensure that the information in your personnel file is accurate and complete.

How will employees be kept informed during the process? The Office of Human Resources will be sending a regular update via E-mail beginning the week of April 15. Information will also be provided and questions answered at the LPA-sponsored all-employee meeting each week. ■

USAID jump-starts Bosnia reconstruction

Thousands of Bosnians will be able to return to their homes this year because of an ambitious emergency shelter repair effort announced by first lady Hillary Clinton in Tuzla, Bosnia, in March. Shelter repairs under the \$25 million program, jointly funded by the ENI and BHR bureaus, began in April. This project is one of USAID's increasingly visible reconstruction efforts under way in Bosnia.

Clinton said that she hoped the \$25 million "will serve as a model for the world donor community" and encourage further giving, according to press reports in Tuzla.

The immediate focus of the U.S. government's support for reconciliation and stability in Bosnia is to initiate and accelerate the return of displaced Bosnian families and refugees to their homes.

On a recent trip through Bosnia and Croatia, AA/ENI Tom Dine visited rural villages where destruction of family homes was pervasive. The villages were deserted because residents had fled the war. Only the shells of houses and shops were left standing. The emptiness was eerie.

Dine walked through the skeletal houses with representatives of nongovernmental organizations that are engaged in emergency housing repairs. The representatives agreed that with a relatively small financial investment to make homes at

least habitable, the communities will again support families, farms and small businesses.

USAID is providing funds through nongovernmental and private relief agencies for rebuilding. This translates into immediate employment for local suppliers and builders, providing an estimated 2,000 jobs for Bosnians, including decommissioned soldiers. About 2,500 families (12,500 people) will benefit from emergency repairs to houses that have been heavily damaged but are still structurally sound.

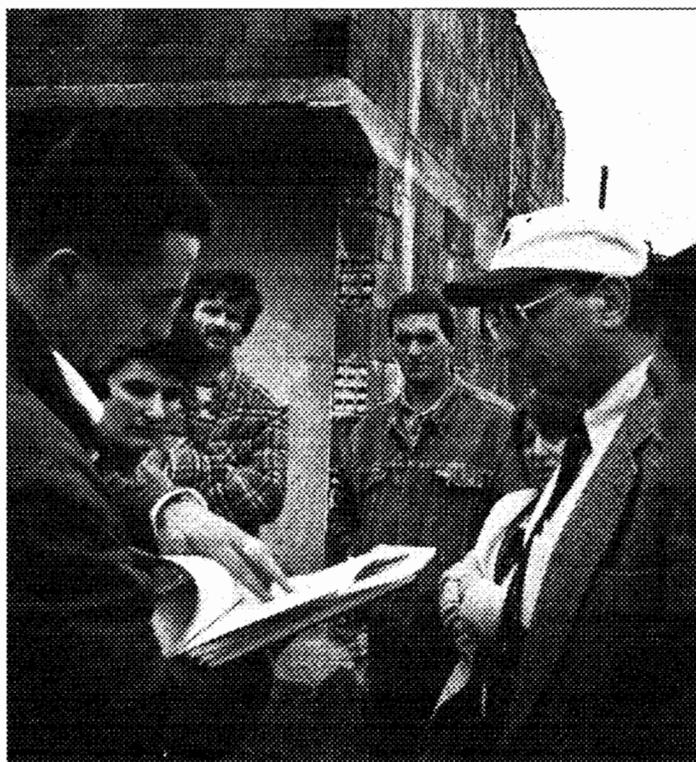
This program follows USAID's successful implementation of the \$85.6 million "Quick Impact" program for

Bosnia announced by President Clinton at the signing of the Bosnia Peace Agreement in Paris. Additional funds pledged last year for economic revitalization and democratic reform in Bosnia are also being managed on an accelerated schedule.

USAID's long-term economic reconstruction activities are now set to begin since Congress in late March passed President Clinton's supplemental request for funding of Bosnia civilian efforts. The bulk of that request, \$145 million, will cover plans by USAID for Enterprise Reconstruction Finance and Municipal Rehabilitation projects.

"The programs we envision over the coming few years will focus on income generation and economic stimulation so that demobilized soldiers can be reabsorbed and others can

Humanitarian efforts will continue as necessary, but greater emphasis will be placed on reconstruction, reflecting the success of the Dayton Accords in bringing peace to Bosnia.



AA/ENI Tom Dine (right) discusses emergency shelter repairs with employees of the International Rescue Committee and the American Refugee Committee in a town outside Zenica, Bosnia.

rebuild their lives," said Dine in Sarajevo. "Our intention is to invest in small and medium-size enterprises that are labor-intensive, that stimulate an export market and reflect entrepreneurial spirit. Simultaneously, we will fund a range of small infrastructure repair projects, working with local governments."

Throughout the war, the United States contributed roughly \$1 billion in humanitarian relief efforts in the former Yugoslavia. Humanitarian efforts will continue as necessary, but greater emphasis will be placed on reconstruction, reflecting the success of the Dayton Accords in bringing peace to Bosnia. ■

—By Ann Kittlaus, senior press officer, LPA

By Michael Deal

A letter from the field: Reengineering — does it work?

Is reengineering really making a difference? USAID/Dominican Republic thinks so, even though some pieces to the puzzle are still missing, such as the New Management Systems. Mission efforts over the past year to reengineer have converted even staff skeptics, who have survived Management by Objectives and other passing fads over the years.

Visitors and new mission personnel have been struck by the teamwork and empowerment of the Foreign Service Nationals (FSNs) and U.S. personal services contractors (PSCs). The Strategic Objective (SO) team leaders point to the positive difference they've experienced having support office personnel (controllers and program development officers) participate directly as team members.

Our nongovernmental organization (NGO) partners express their approval when they see a vastly expedited subgrant review and approval process, slashed from an average of 18 months to less than six months.

Several factors contributed to the success of our reengineering experience. The first lesson we learned was that reengineering must adapt to particular mission circumstances. There is no one common starting point nor standard script for all to follow.

Buying-in to the process is extremely important and requires participation and transparency. This means investing the time to listen to the staff and adjust the agenda and pace of reengineering accordingly.

Advice from Washington and outside reengineering consultants urged country experimental labs (CELs), such as ours, to begin with customer service surveys and to form Strategic Objective teams months before the mission felt comfortable doing so. The staff was not accustomed to working in teams and did not possess a strong sense of the mission's strategic objectives.

We had to clearly identify the results we wanted and get the staff to buy-in to those results. We had to determine how we would work together as a team before we could effectively engage our customers in a productive dialogue. We felt we could reasonably delay customer surveys because of the participatory nature of our program, 90 percent of which is implemented through NGOs.

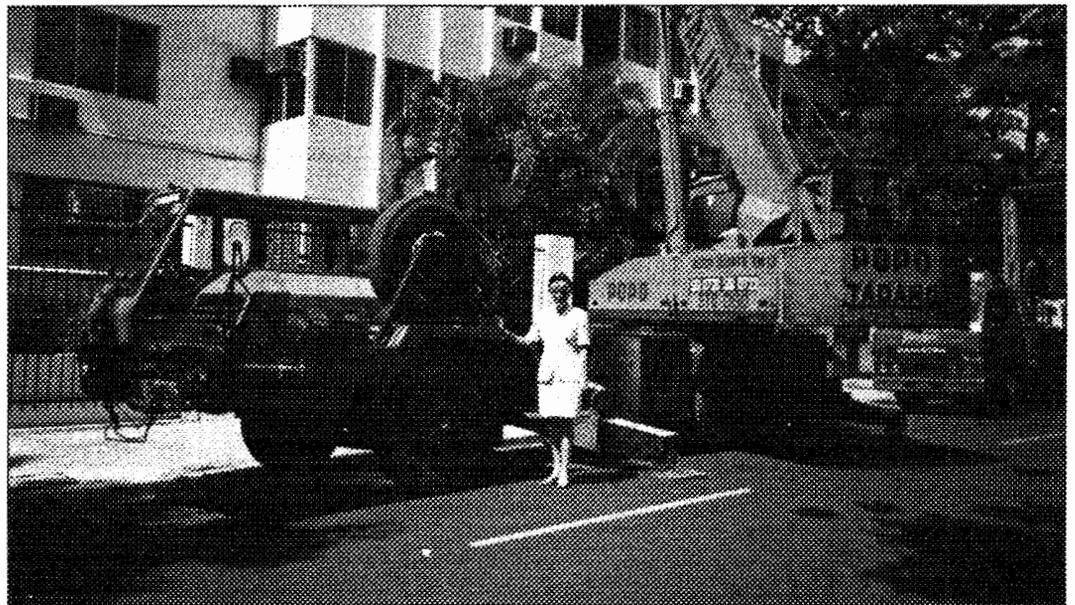
Our experience with teambuilding points to a second key factor: The importance of front office commitment to reengineering and management style. In the past, mission staff operated by command and control. Many were skeptical

when new mission management started talking about participation, empowerment and teamwork.

A consistent message and the willingness to invest substantial time on reengineering were essential ingredients in gaining staff confidence. By resisting the urge to be more directive, we made better and more actively supported decisions.

Staff empowerment is the third important factor for successful reengineering. The initiative and responsibility assumed by the entire staff, and particularly by the FSNs and PSCs, have been remarkable.

(continued on page 6)



Teamwork dominates mission thinking as evidenced by an ad hoc "Space Committee" decision to move all employees into the mission's main building. This involved moving the cafeteria out of the main building to bring in other team members. The move also saves \$80,000 a year in rented office space. "Chief Reengineer" (and Mission Director) Marilyn Zak stands by as the crane moves cafeteria equipment out to make room for employees.

(continued from page 5)

We find that measures to enhance employee development pay huge dividends.

The mission also formed an Employee Development Committee to integrate performance evaluation, training and awards and to set staff development as a priority.

We emphasized specific objectives for every employee, linking them to the mission's four strategic objectives. We moved FSNs and PSCs to annual evaluation cycles, ensuring that everyone benefited from feedback on their performance.

Unfortunately, in many instances, budget cuts have prevented us from providing the desired level of training to support our staff in assuming different roles and greater levels of responsibility. But in these uncertain times, we firmly believe that empowering our employees must be stressed if the agency is to pull through and fulfill its mandate.

The fourth and final factor is the role of SO teams. Along with other CELs, we debated whether to retain the traditional office structure alongside the teams. We decided to abolish the office structure.

The mission worked through this reorganization during a weeklong workshop. The time was ripe for this move despite several unresolved issues: the degree of participation by support office staff on the teams, the impact on supervisory responsibilities and delegations of authority.

Adapting an idea from the Philippines CEL, the teams developed SO pacts with the



Drawing on its reengineering experience, USAID/Dominican Republic used teamwork, empowerment, customer focus and results-oriented management to pay for its highly successful holiday party last December. To finance the party, the mission carried out many fund-raising activities, including raffles, bake sales and lunch sales of lasagna and subway sandwiches (shown being prepared by staff).

front office to address these issues and others, including validating results to be achieved; identifying resource requirements; defining team member roles and responsibilities; and establishing results package teams.

The mission is gaining valuable experience with teams. Monthly meetings with the front office provide useful dialogue on the teams' progress and outstanding issues. Team leaders are growing into their roles as coaches, mentors and resource-gatherers rather than office directors.

Erin Soto, a democracy specialist with the Global Bureau, visited the mission in March. On her return to Washington, she reported: "The reengineering efforts of the Dominican Republic mission are impressive. I was struck by the involvement of SO team members who are not democracy and governance technical officers. They had ideas and opinions about the project and

offered suggestions to improve operations. The team displayed real empowerment and an eagerness to learn and operated in a mode of self-evaluation without a feeling of threat or fear. I think the team members are much more productive employees, more satisfied professionally."

As missions move into teams, they should not be reluctant to abolish their technical offices because they fear that bias in the personnel promotion system and job standards favor hierarchical positions and number of people supervised. This assumption is unfortunate and needs to be corrected.

"The creativity and resourcefulness of the staff in responding to the many challenges we face have risen considerably since the SO teams formed," said Mission Director Marilyn Zak. "The talents of more people are used by the SO teams, and they do a better and faster job of getting things done."

On the negative side, mixed signals from Washington, especially concerning centralizing decision-making at agency headquarters, continue to undermine the reengineering message to the field. On the positive side, we found that the new evaluation system's incorporation of a 360-degree review represents a strong reinforcement for teamwork.

Once the New Management Systems become operational and we can obligate funds by strategic objectives, the reengineering puzzle will be complete.

We are believers. We hope these insights on our experience will prove useful to other missions. ■

—Deal is deputy mission director, USAID/Dominican Republic.

Coping in the age of uncertainty

Do you like your job? If the answer is "no," determine how you can make it more meaningful. If you like your job, you will do it well and the agency will benefit. If you dislike what you do, however, both your work and your sense of self-worth will suffer.

The past few months have challenged USAID employees as never before in the agency's history. Furloughs, budget cuts, merger talks, and a RIF have left us feeling somewhat off balance.

Our work often progresses in fits and starts. Some programs have been halted in midstream. The excitement created by reengineering and new ways of doing business has been overtaken by a sense of "let's focus on survival." With the future still uncertain, people are trying to get back to our most important business: sustainable development.

Stress continues to take a heavy toll as we look at our role in USAID—and question what we want our future to look like. My message to employees has shocked many: Use this uncertain time to determine if your work has meaning for you. Do you like your job? If the answer is "no," determine how you can make it more meaningful. If you like your job, you will do it well and the agency will benefit. If you dislike what you do, however, both your work and your sense of self-worth will suffer.

I have found that the best antidote to depression involves taking control—of your job and your life. You are responsible for taking care of yourself both professionally and personally.

If the future beyond USAID terrifies you, treat it as a wake-up call to dust off your profes-

sional network and think: "If I had to leave USAID tomorrow, what would I want to do?"

In stressful times, assess your life for a sensible balance and important interests outside of work. Do not neglect family and friends.

It is vital to have a stress management program in place. Eat properly, get enough sleep and exercise regularly.

A stress management program must involve an active exercise regime. Walking up and down the hill in Rosslyn, for example, certainly qualifies. If you are overseas, it is important to determine what you can do with safety. This may mean exercising in your home or office.

Every day take at least 20 minutes for "active relaxation"—turn off those "tapes" we all play in our heads. Relax through meditation, reading, music or prayer.

Control your work hours. Do not eat regularly at your desk, do not work most weekends or nights and do not take computers home to read E-mail on Sunday mornings.

This is just the beginning of a stress management program. I strongly encourage you to read more on the subject. I recommend "Human Stress: Its Nature and Control" by Roger J. Allen, MacMillan Publishing Co., 1983.

If you need guidance in your career or personal life, several sources are available to

help. The Career Development Branch will help you look at options about your career inside and outside of USAID. Call (703) 302-4094 to talk to a career development officer.

If you wish to discuss personal, rather than career, changes, you can receive confidential counseling through the Employee Consultation Service in room 3243, State Department, phone (202) 647-4929. Or stop by to see me in room 609, SA-36, phone (703) 302-4011. ■

—Rees is USAID's licensed clinical social worker.

Book Fair Alert

The Association of American Foreign Service Women seeks donations of books, stamps, coins and items for the art corner (crafts, jewelry, pictures, etc.) for its annual fund-raising sale in October. Donations, which are tax-deductible, can be brought to room 1524, Main State, or call (202) 223-5796 to arrange for pick-up. Proceeds will benefit the scholarship program and local charities. Help make the 36th annual Book Fair a great success.

USAID welcomes new general counsel

Singleton McAllister, a lawyer with extensive experience in government relations and legislative matters, was officially sworn in as general counsel of the agency on Jan. 16.

Before joining USAID, McAllister was counsel to Shaw, Pittman, Potts & Trowbridge of Washington, D.C. She served the firm as counsel for four years, specializing in government relations, contracts, health care and corporate law. Before that she was a partner for four years at Reed, Smith, Shaw & McClay.

McAllister's government experience has spanned two decades. She has served as senior counsel to the U.S.

House of Representatives; special assistant and legislative director for the late Rep. Mickey Leland; legislative director for former Rep. William Gray III; and legislative assistant for former Rep. Parren Mitchell.

While working with Rep. Gray, she drafted and initiated legislation to create the African Development Foundation, which in 1981 became Public Law 96-533. She also served as a special consultant to USAID in 1990 on regulations implementing the Gray Amendment set-aside for small and minority businesses.

Earlier in her career, McAllister served as judicial law clerk to Judge Jack Tanner,



Federal District Court, Tacoma, Wash.; assistant director of TransAfrica; and teaching assistant at the Howard University Law School.

McAllister has been active in many civic affairs. She has served as a member of the board of directors of the Greater

Washington Board of Trade's Federal Affairs Committee; a member of the Howard University Hospital Board of Directors; former general counsel, vice president and president of Women in Government Relations; and a member of the advisory board of the Congressional Black Caucus Foundation and the African Development Foundation.

McAllister graduated from the Howard University School of Law and has a bachelor's degree in government and politics and African studies from the University of Maryland. She is a member of the District of Columbia and Pennsylvania Bars.

When time permits, she enjoys aerobics, horseback riding and reading fiction. ■

Saying goodbye to Carol Lancaster



USAID's senior staff joined together in March to wish the best to outgoing Deputy Administrator Carol Lancaster (third from left, first row) who returned to teaching at Georgetown University.

Back row (standing)

Left to right: AA/AFR John Hicks, AA/BHR Douglas Stafford, ES Aaron Williams, DAA/ANE Terrence Brown, IG Jeffery Rush Jr., AA/LPA Jill Buckley, AA/PPC Colin Bradford Jr., AA/M Larry Byrne, COS Richard McCall, Counselor Kelly Kammerer

Front row (seated)

Left to right: GC Singleton McAllister, AA/ENI Thomas Dine, DA Carol Lancaster, Administrator Brian Atwood, AA/LAC Mark Schneider, AA/G Sally Shelton

1996 African-American History Month celebration



Sen. Carol Moseley-Braun (D-Ill.) gave the keynote address at this year's African-American History Month celebration.

More than 400 people from USAID, the State Department and the Arms Control and Disarmament Agency celebrated African-American History Month on Feb. 22 in the Dean Acheson auditorium. This year's theme was "The Dream: African-Americans, Past, Present and Future."

Keynote speaker Sen. Carol Moseley-Braun (D-Ill.) said the

dream of African-Americans resonates so powerfully because it is inherently optimistic. "The dream," she said, "is about inclusion ... expanding opportunity ... It is rooted in the promise of America ..."

"In our multicolor, multi-faceted diversity, we will finally see that we are all one people. One America. We can take pride in sharing a common

heritage and a common humanity that other peoples in nations all over the world are striving to emulate."

As the only African-American senator, Moseley-Braun was an especially appropriate speaker since President Clinton, in his proclamation of National African-American History Month 1996, said: "This year, our observance emphasizes black women and the strides made to bring their achievements to the fore.... In churches and communities and more recently in universities and statehouses across America, these women have fought extra-ordinary battles for social, economic and political empowerment."

In opening remarks, USAID Administrator Brian Atwood noted, "When I think about those moments in our recent history when I have been most proud of our democracy, I think of ways we have been able to show off the strength of

diversity. I think about the non-violent civil rights movement of Martin Luther King The image of Barbara Jordan sitting on the House Judiciary Committee considering a resolution to impeach the president of the United States

"Today in *The Washington Post* there is a photo of a young black girl who is breaking the color line in South Africa When that little girl looks around for role models, she will discover African-American women like Barbara Jordan and Carol Moseley-Braun, people who overcame adversity, people who became national leaders"

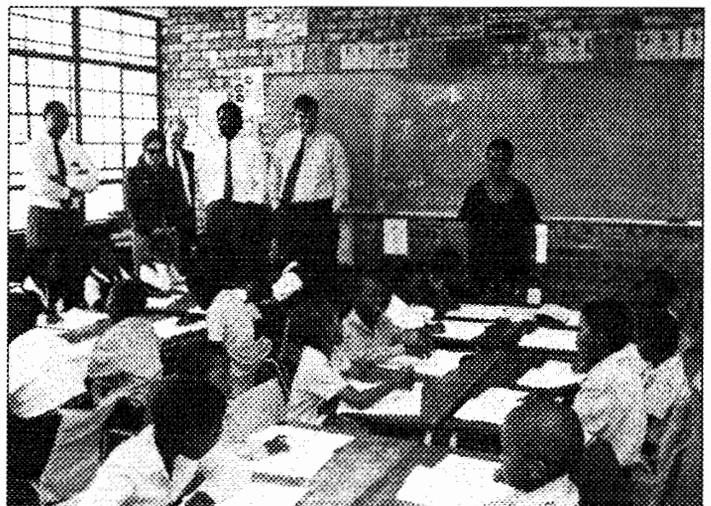
The audience was entertained by USAID's Sylvia Lankford, who sang a rendition of "Ordinary People," and by the East of the River Boys and Girls Steelband of Washington, D.C., who performed a unique blend of music including jazz, pop, spiritual classics and calypso. ■

—By Mary Felder

During a visit to South Africa in February, Administrator Brian Atwood, second from right, visited the first grade of the primary school Entandweni in Soweto, outside Johannesburg. The school has received teacher training and support from USAID's OLSET (Open Learning Systems Education Trust) program. OLSET was launched in 1992 to help overcome the crisis in education for South Africa's disadvantaged majority. The project focused on using radio as an instructional tool in primary schools and for training

disadvantaged primary school teachers throughout South Africa. OLSET also plans to develop programs to address the basic educational needs of adult learners. Atwood was accompanied by (from left to right) John Hicks, AA/AFR; Priscilla Clapp, DCM; Cap Dean, USAID/South Africa mission director; and Gordon Naidoo, OLSET director.

Administrator Atwood visits South Africa



Information at your fingertips

Washington employees: Do you know that your computer provides you with a wealth of information on the Internet, the Executive Information System (EIS) and the agency electronic bulletin boards? Employees everywhere can access much more information on their computers by simply knowing where to look.

Do you know:

- The USAID Internet public home page can be found at www.info.usaid.gov. In addition, there is a "corporate" home page or Intranet page available only to USAID staff. This is located at www.usaid.gov. For details, contact *Jim Russo* at irm.cis@aidw (telephone 703-875-1608).

- The USAID gopher allows browsing of development, project, procurement, public affairs and administrative information via gopher.info.usaid.gov.

- The Legislative and Public Affairs (LPA) Bureau can help you determine whether information should be posted to the gopher or the web site and precisely where it should be posted. The contacts are *John H. Norris* at lpn@aidw (telephone 202-647-9368) and *Joseph Fredericks* at lpn@aidw (telephone 202-647-4200).

- A nonprofit organization called the Internet Society, at web site www.isoc.org, provides information concerning the growing use of Internet technology, including its current and projected use by developing countries.

- IRM has established a Help Desk to provide assistance with technical problems and questions, including New Management Systems (NMS) issues. This service is available to all USAID/W staff at E-mail address IRM_HelpDesk@irm@aidw (telephone hotline 703-875-1234). Mission staff should go through their system manager for Help Desk support.

- Missions now have an ADP "home" in Washington through the Mission Support Group headed by Courtney Ives via E-mail address CourtneyIves@irm.cis@aidw (telephone 703-875-1434).

- IRM's Project Support Group is a team of senior technology analysts who assist project officers in activities that involve a significant information technology component. The group contact is *Janet Moreland* at irm.cis@aidw (telephone 703-875-1446).

- USAID personnel at missions who need software training can obtain suggestions for software application training vendors from *M. Cary Kauffman* at hrdm.tsd@aidw (telephone 703-875-1076).

- If the USAID logo (a graphics file) is not accessible via WordPerfect on your local server, contact *Bill Ruvinsky* at irm.cis@aidw (telephone 703-875-1827).

- There are two ombudspersons who may be contacted by those requiring more specific help than is available through other channels; they are *John Tucker* (telephone 703-875-1316) and *Steve Dosh* (703-875-1905). For this function, they share the E-mail address IRM_Ombudsperson@irm.od@aidw (telephone hotline 703-875-1111, fax 703-875-1037).

- Personnel who want to make suggestions concerning the *IRM at Work!* newsletter or who want to submit material for future issues, can contact the ombudspersons listed above or telephone the new senior editor of the publication, *Kathleen Doyle*, (telephone 703-875-1784); E-mail address IRM_Ombudsperson@irm.od@aidw. ■

Donald Charney wins federal leadership award



The Association of Government Accountants honored Donald Charney (center), USAID director of finance and chief financial officer, with the Distinguished Federal Leadership Award. Charney guided the re-engineering of the agency's financial management system, replacing 11 separate financial systems with one worldwide system. Virginia Brzending, AGA national president, looks on as Al Tucker, Department of Defense, pins the medal on Charney. Under Secretary of Defense John Hamre was the only other recipient of the award presented at the ceremony on Jan. 18 at the Hyatt Regency in Washington, D.C.

WHERE

In The
World
Are
USAID
Employees?



Moved On

Abramovitz, Mark Steven, ENI/PER/EURP
Bellamy, Cherie, ANE/ENA/E
Bose, Debashis David, IG/A/FA
Brown, Angela Horton, G/ENV/ENR
Gage, Kaliah, COMP/YOC/COOP
Gordon, Catherine Rice, G/PHN/HN/PSR
Goux, Carissa, AA/BHR
Homziak, Jurij, Nicaragua
Jones, Tiffany, COMP/YOC/COOP
Lieu, Trinh, M/OP/PS/CAM
Morrison, John Stephen, BHR/OTI
Tyree, Michele, IG/RM/PS

Promoted

Blakeney, Mildred, G/EG/AFS
Brown, Patrick Ann, M/IRM/TCO
Edwards, Tonya, M/IRM/TCO
Franchois, Karen Ann, AA/LAC
Griffith, Gladis Camilien, IG
Jackson, Jean, M/AMS
Johnson, Jeanette, G/PHN/POP/PE
Kimbrough, Clara, AA/LPA
Kline, Margaret, M/OP/B/LA
Outterbridge, Gwendolyn, G/HCD/POSS
Payne, Terry, M/OP/CIMS
Pujdowski, Kenneth, M/OP/B/LA
Rilling, Mark, G/PHN/POP/CLM
Simms, Deborah, M/OP/B/LA
Sozio, Sandra, M/HR/WPRS/PS
Storck, Elise, BHR/PVC
Twyman, Lanier, AFR/AMS
Weber, Mariann, M/OP/A/AOT
Westfield, Patricia, AFR/DP/PAB

Reassigned

Ase, Randall, COMP/REASS/IG/W, auditor, to Pretoria
Baskin, Terry, IG/A/FA, auditor, to Pretoria

Buige, Francis, COMP/REASS/IG/W, supervisory auditor, to auditor, IG/A/HL&C

Burris, Darryl, COMP/REASS/IG/W, supervisory auditor, to auditor, IG/A/PA

Golla, Thomas, COMP/REASS/IG/W, supervisory auditor, to auditor, IG/A/PA

Heisler, Douglas, South Africa, housing/urban development officer, to population development officer, G/PHN/POP/FPS

Jacobs, Lorraine, M/AS/OMS, executive officer, to executive assistant, COMP/NE/OJT

Judge, Cynthia Jo, REDSO/WCA/PROC, contract officer, to Egypt

Miller, Duncan, Egypt, deputy mission director, to foreign affairs officer, COMP/SEPARATION

Nordby, Craig, COMP/REASS/IG/W, supervisory auditor, to auditor, IG/A/FA

Norman, Robert Willis, COMP/REASS/IG/W, auditor, to IG/A/HL&C

Reager, Kenneth, COMP/REASS/IG/W, auditor, to IG/A/PA

Roman, Mitro Darren, COMP/REASS/IG/W, auditor, to IG/A/PA

Schneider, John, LAC/SAM, program officer, to regional development officer, LAC/CAR

Schulman, Janet, COMP/RTS, supervisory project development officer, to project development officer, REDSO/WCA/PDE

Schulman, Martin, Burundi, program officer, to general development officer, Bemin

Szadek, Stephen, ENI/ED/AG, agricultural development officer, to general development officer, Macedonia

Whitlock, Linda, AFR/AMS, executive officer, to M/AS/OMS

Retired

Abel, Lawrence, G/EG/AFS/FP

Durnil, James, AIG/A

Hickman, Kent, M/AS/OMS

Kalhammer, Frederick, COMP/REASS/IG/W

Leo, James, Ecuador

Scott, Samuel Jr., BHR/OTI

Sherwin, Michael, AA/M

Sutton, Daniel Jr., M/HR/PMES/PMA

Vogler, Jessie, BHR/PPE

Obituaries

Jean Artuad, 78, died of kidney failure Feb. 28 at Sibley Memorial Hospital in Washington, D.C. Artuad was a development loan officer and financial analyst with the agency, working in Guatemala, Panama, Nicaragua, Paraguay, Turkey and Zaire. He was a founder of the American Association of Language Specialists and retired from the agency in 1979.

Hyde Buller, 86, died after a series of strokes Feb. 12 at a nursing home in Amherst, Mass. Buller began his career with USAID's predecessor agency, the International Development Cooperation Administration in 1952, working in India and Tanzania, where he served as area operations officer. He retired from USAID in 1973.

Don Eller, 57, died of a heart attack Jan. 26 at Georgetown University Hospital in Washington, D.C. Eller had served as USAID liaison with the United Nations. He most recently worked for the agency with refugees in Chechnya, Tajikistan and Georgia.

John Glaws, 76, died of cancer Dec. 11, 1995, at the Hospice of Washington. He joined USAID in the mid-1960s and served in Vietnam and Indonesia before leaving the agency in 1974.

Joseph C. Jones, 68, died from heart complications Jan. 22, 1994, in Orlando, Fla. Jones was a transportation supervisor with the agency in Washington before he retired in 1972.

Albion Patterson, 92, died Feb. 14 of natural causes in Ojai, Calif. When the Point IV program was initiated by President Truman in the late 1940s, Patterson was appointed mission director in Paraguay. He also served with USAID and its predecessor agencies in Washington, the Dominican Republic and as mission director in Chile and Argentina. He retired from the agency in the early 1970s.

Wilbur Wallace, 70, died of heart disease Nov. 11, 1995, in Melbourne, Fla. He joined USAID in 1961 and served in Bemin, Jamaica, Tunisia and Washington. He retired from the agency in 1978.



In The Field

Africa

Burundi Bujumbura
Director Myron Golden

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

Ghana Accra
Director Barbara Sandoval
Deputy Director William Jeffers

Guinea Conakry
Director John B. Flynn
Deputy Director Pamela Callen

Kenya Nairobi
Director George Jones
Deputy Director Kiertisak Toh

Madagascar Antananarivo
Director Donald R. Mackenzie
Deputy Director Karen Poe

Malawi Lilongwe
Director Cynthia Rozell

Mali Bamako
Director Joel E. Schlesinger
Deputy Director Harry Birmholz

Mozambique Maputo
Director Roger Carlson
Deputy Director James T. Smith

Niger Niamey
Director James Anderson

Rwanda Kigali
Director Myron Golden (acting)

Senegal Dakar
Director Anne Williams
Deputy Director Douglas Sheldon

South Africa Pretoria
Director Leslie A. Dean
Deputy Director Henry Reynolds

Somalia Mogadishu
Director Ron Ullrich

Swaziland Mbabane
Director Jack Royer (acting)

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

Uganda Kampala
Director Donald Clark
Deputy Director Leticia Diaz

Zambia Lusaka
Director Joseph F. Stepanek
Deputy Director Rudolph Thomas

Zimbabwe Harare
Director Peter Benedict
Deputy Director Carole Scherrer-Palma

USAID Offices

Angola Luanda
USAID Representative William Martin (coordinator)

Benin Cotonou
USAID Representative Thomas E. Park

Cape Verde Praia
USAID Representative Willard Pearson (acting)

Chad N'Djamena
USAID Representative Barnett Chessin (acting)

Eritrea Asmara
USAID Representative Glenn Anders

The Gambia Banjul
USAID Representative Gary Cohen (acting)

Guinea-Bissau Bissau
USAID Representative Cheryl A. McCarthy

Liberia Monrovia
USAID Representative Lowell E. Lynch

Namibia Windhoek
USAID Representative Edward Spriggs

Sections of Embassy

Nigeria Lagos
USAID Affairs Officer Stephen Spielman

The Sudan Khartoum
USAID Coordinator Larry Meserve (from Kenya)

Regional Economic Development Services Offices

East & Southern Africa (REDSO/ESA)

Kenya Nairobi
Director Keith Brown
Deputy Director Ronald Harvey

West & Central Africa (REDSO/WCA)

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

Regional Center for Southern Africa (RCSA)

Botswana Gaborone
Director Valerie Dickson-Horton
Deputy Director Wendy Stickel

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Director Richard M. Brown
Deputy Director Lisa Chiles

India New Delhi
Director Linda E. Morse
Deputy Director Desaix B. Myers III

Indonesia Jakarta
Director Vivikka M. Molldrem
Deputy Director Karen Turner

Nepal Kathmandu
Director Frederick Machmer
Deputy Director T. David Johnston

The Philippines Manila
Director Kenneth Schofield
Deputy Director Gordon West
USAID Representative to ASEAN
Dennis C. Zvinakis

Sri Lanka Colombo
Director David A. Cohen

Thailand Bangkok
Director Linda Lion
Deputy Director Eugene Morris Jr.

USAID Offices

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USAID Representative Joseph Goodwin

Mongolia Ulaanbaatar
USAID Representative Charles Howell

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Egypt Cairo
Director John Westley
Deputy Director Toni Christiansen-Wagner (designee)

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

Morocco Rabat
Director Michael Farbman
Deputy Director James Hradsky

Tunisia Tunis
Director David Painter (acting)

West Bank/Gaza
Director Christopher D. Crowley
Deputy Director David L. Rhoad

Yemen Sanaa
Director William McKinney

USAID Office

Oman Muscat
USAID Representative Kenneth Randolph (acting)

Europe

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Albania Tirana
USAID Representative Dianne M. Blane

Bulgaria Sofia
USAID Representative John A. Tennant

Croatia Zagreb
USAID Representative Charles R. Anenson

Czech Republic Prague
USAID Representative James F. Bednar

Estonia Tallin
USAID Representative (vacant)

Hungary Budapest
USAID Representative Thomas F. Cornell

Latvia Riga
USAID Representative (vacant)

Lithuania Vilnius
USAID Representative Ronald Greenberg

Macedonia Skopje
USAID Representative Linda R. Gregory

Poland Warsaw
USAID Representative Suzanne Olds

Romania Bucharest
USAID Representative Richard J. Hough

Slovakia Bratislava
USAID Representative Patricia Lerner

New Independent States

Russia Moscow
Director James Norris
Deputy Director Roger Simmons

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

Regional Mission for Central Asia

Kazakhstan Almaty
Director Patricia Buckles (acting)
Deputy Director Patricia Buckles

USAID Office

Armenia Yerevan
USAID Representative Fred E. Winch

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Director Lewis Lucke (acting)
Deputy Director Lewis Lucke

Costa Rica San Jose
Director Richard Whelden (acting)

Dominican Republic Santo Domingo
Director Marilyn Zak
Deputy Director Michael Deal

Ecuador Quito
Director Thomas Geiger

El Salvador San Salvador
Director Carl Leonard
Deputy Director Kenneth Ellis

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

Guyana *Georgetown*
Director (vacant)

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

Honduras *Tegucigalpa*
Director Elena Brineman
Deputy Director Wayne Nilsestuen

Jamaica *Kingston*
Director Carole H. Tyson
Deputy Director (vacant)

Nicaragua *Managua*
Director George Carner
Deputy Director Mark Silverman

Panama *Panama City*
Director David Mutchler

Peru *Lima*
Director George Wachtenheim
Deputy Director Donald Boyd

**Regional Development Office/
Caribbean (RDO/C)**

Barbados *Bridgetown*
Director Paul Bisek (acting)

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USAID Representative Robert T. Dukan

Brazil *Brasilia*
USAID Representative Edward Kadunc

Chile *Santiago*
USAID Representative Thomas Nicastro

Colombia *Bogota*
USAID Representative Lawrence Klassen

Mexico *Mexico City*
USAID Representative Arthur Danart

Paraguay *Asuncion*
USAID Representative Barbara Kennedy

INTERNATIONAL ORGANIZATIONS

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

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

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

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

U.S. Embassy
Tokyo, Japan

Counselor for Development Cooperation—Paul White

U.S. Mission of the European Union
Brussels, Belgium

USAID Coordination Representative—John Cloutier

Test Your

**ETHICS
IQ**

USAID employees Anne Cillary and Sue Plemental are excited about the upcoming presidential election and want to work at party headquarters to help the candidate of their choice. They are not sure they will be permitted under the Hatch Act. Can Anne and Sue engage in these partisan political activities?

Answer: Probably. Most federal employees may now engage in many political activities that were previously prohibited under the Hatch Act. But the rules are complex. For example, career members of the Senior Executive Service continue to be subject to the more restrictive rules. All employees are prohibited generally from soliciting, accepting or receiving political contributions. And, except for certain presidential appointees, employees may not engage in political activities on official time or on government premises. Best advice: Seek advice. Call a USAID ethics official at (202) 647-8218 or the Office of the Special Counsel at (1) (800)-85-HATCH.

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