
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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learned in Albania

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Child survival report
highlights successes





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U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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Administrator: J. Brian Atwood
**Assistant Administrator for
Legislative and Public Affairs:**
Jill Buckley
Chief of Multimedia Communications:
Suzanne Chase
Editor: Betty Snead
Staff Assistant: Mary Felder

Correspondents:

AFR: Ranta Russell
ANE: Linda LeDuc
BHR: Mike Mahdesian
ENI: Timothy Dubel
EOP: David Grim
GC: Carl Sosebee
G: Carla Barbiero
M: Peggy Thome
OSDBU: Betty Briscoe

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Belated congratulations!

Last year the USAID/Haiti staff and USAID/W task force received a group award for their work "as a team under extreme pressure...to achieve remarkable results from the design and implementation of a development assistance program of the democratically restored Haitian constitutional government." AA/LAC Mark Schneider (second row, third from right) presented the award to members of the Washington staff.



Photo credits: Cover, USAID/Honduras; inside front cover, Betty Snead; pages 2 and 3 (top), Michael Radmann; page 3 (bottom), Betty Snead; page 6, IESC; page 7, VOCA.

Cover: USAID's 10 year report on child survival efforts highlights successes of the program. See page 5

Front Lines

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Evacuation! Lessons learned in Albania

On March 13, evacuation from Albania began for Americans and people from 31 other countries. In total, 866 people, including 390 Americans, escaped by Marine helicopters under fire to safer locations aboard the U.S. aircraft carriers *Nashville* and *Nassau*.

Among those safely evacuated were four direct-hire USAID employees and one PSC: Steven Haynes, agriculture officer; Denise Herbol, executive officer; Cameron Pippitt, project development officer; Michael Radmann, program officer; and Hans Thimm, financial officer, PSC. USAID Representative Dianne Blane remained behind to continue limited functions of the USAID mission along with nine Foreign Service Nationals.

After listening to the USAID evacuees recount their experiences, *Front Lines* asked Denise Herbol to share lessons learned in evacuation that would be useful to any mission that may undergo a similar crisis. Herbol, who has received much praise for helping others evacuate, wrote the following:

As an executive officer with USAID, the motto "always be prepared" seems to fit well. It sustained me in Albania during a crisis.

Since returning to Washington after evacuation from Albania, I have been asked by *Front Lines* to write this "how-to" article on things that worked, didn't work and improvements for preparing for and in implementing an evacuation. Having been just one small part of this process, the thoughts and ideas encapsulated in this document will probably miss or not touch on areas that others dealt



U.S. Marine helicopters evacuate over 800 people from Albania as Marine guards keep vigil.

with during the evacuation. But hopefully, some of the ideas below will help other EXOs, administrative officers and mission staff in planning exercises for the unexpected.

When I first arrived several years ago at the USAID office in Tirana, we ensured that mylar was installed on all exposed windows and that adequate grills were in place. These were done in accordance with specifications put out by the Inspector General's Office of Security. After my evacuation from Tirana, one of the windows in the office actually was hit by a bullet, but no glass fell in on staff as the mylar did what it was supposed to do — crack but not shatter. In addition, the grills we installed in a particularly high skylight were a good preventive measure against entry from the roof area of the building we were in. **Lesson learned:** Even if a window may appear to be in a place that would under normal conditions be "secure" from entry, think

about the unusual situations and grill accordingly.

USAID/Albania had over 40 in-country advisers for various projects. Availability of phones was extremely limited, and while most project offices had phones, residences where our advisers lived often did not. A critical aspect of the evacuation was ensuring that we could adequately communicate with everyone in a timely manner. Over one year ago, we ensured that all project advisers purchased hand-held radios, compatible with our Embassy Emergency Evacuation radio network. The advisers were trained in the use of the radios, and contact was made via weekly radio check with everyone. When things started moving from bad to worse, the radios were often the only way for people to receive instructions.

Lesson learned: It is essential that in countries where telephone communications are poor or nonexistent that radio contact be made available to ensure contact

can be maintained with all elements of mission staff at all times.

Another important element of the evacuation was advance planning. Contact was made in the early stages of the situation by the consular officer via telephone with various parts of the country, using the mission warden system to get a daily "pulse." Using other available resources such as the local missionary radio network helped us locate American citizens around the country, particularly during the ordered evacuation when time was critical and conditions hazardous.

Lesson learned: Utilize any and all available resources. The central missionary office in Tirana had a list of all registered in-country missionaries. Their daily radio check over a ham network with other missionaries around Albania enabled us to quickly pass on notices as they were put out by the embassy, particularly when the ordered departure was announced.

Keeping track of TDY staff in-country as well as our advisers during this time was very important. Two weeks prior to the final evacuation, we had a daily "where everyone is" memorandum prepared and distributed. We updated this list daily, so that when the evacuation started we knew who was in-country and where they were located, and who was out of country. In addition, all advisers when they first arrived at USAID were required to provide us with hand-drawn maps showing where their residences and offices were located. As there are no street signs or numbers, this information was critical in case we would need to find someone. A set of this information was kept both at our office and at the compound where I lived for easy access in case we were

cut off from the offices. **Lesson learned:** *Up-to-date locator information is critical to ensure no one is missed in an evacuation.*

Coordination between all agencies at post ensured that we not only pooled knowledge, but also resources. Weekly meetings with USAID advisers at the USAID office where they were briefed by embassy senior staff, as well as meetings with official staff and dependents, ensured that people were prepared when the evacuation did take place. Having an evacuation pamphlet is also very useful. The pamphlet should include telephone contact numbers in Washington, a list of documents that should be prepared ahead of time to take out, and suggested size and contents for the one suitcase everyone is allowed to take with them. Having typed ahead of time the evacuation notices in anticipation of needing them (just fill in the blanks) also facilitated announcements when the time came. **Lesson learned:** *People from various agencies can fill important roles that might ordinarily be outside their expertise. You don't have to be a trained consular officer to call area wardens, locate American citizens in-country or write a manifest during an evacuation.*

Know your evacuation points, whether they are by helicopter, air-

port or boat. Rehearse ahead of time, if possible. Have prepared a sheet that lists the priority order for evacuation (American citizens, U.S. green card holders, etc.). Not everyone has had consular officer experience, and it may not always be possible to have a consular officer available at the final screening point prior to loading people onto planes or helicopters. Remember that while all individuals being evacuated (except U.S. government employees and FSNs) need to sign promissory repayment notes, you cannot put the required "limited travel" stamp in a foreign passport. If you are doing pre-screening as we were at a separate location from the helicopter/plane/boat evacuation point, set up a system to notify the people on the other end that everyone has been seen and cleared. One idea would be to use a time/date stamp on the visa-entry page of foreign passports, initiated by the consular officer or official in charge of approving those being evacuated. **Lesson learned:** *Ensure that only one person is handling the final manifest. This was the DCM's idea, and it was a great one. It ensured that we had one point where we could locate names of those who had left and provide us with an accurate count of those people we had processed. Set up processing procedures in advance*



USAID's Cameron Pippitt awaits final word to board a Marine helicopter for evacuation.

that everyone knows and agrees upon.

Transportation between screening (embassy consulate) and staging (embassy housing compound) areas was greatly facilitated after we rented two large buses. This helped not only in moving people the one mile between the two locations quickly and safely, but also ensured that no "unauthorized" walk-ins ended up mingling in and among authorized evacuees. **Lesson learned:** *If you are not processing and evacuating people at the same site, be sure you line up reliable transportation that can handle large numbers of people (and that you have sufficient CASH on hand at the end of the day to pay for the services and reserve them for use the next day if required).*

A word about the press. Once we started evacuating people, we had an enormous amount of press. You cannot prevent the press from filming, but you can control the situation. We had difficulties the first day with press moving people who had already been manifested for evacuation away from the loading zone. **Lesson learned:** *Clearly define what area is the staging area vs. the press area and do not allow people to co-mingle between the two areas. Once peo-*

ple had been logged onto the manifest and they and their bags were screened by the Marines, they were off limits. We had no problems after we set this up. Also, be aware that people may not want the press interviewing them. We had several requests by evacuees who wanted to be left alone. Again, defining what areas need to be secured for purposes of a coordinated, safe evacuation is a must.

Remember that you may also be asked to evacuate unaccompanied minor children. In one case, we had an authorized evacuee who was a child and who did not speak any English. We found someone in the group that was departing who spoke the child's language and who was willing to accompany the minor to the port of entry in Italy. This individual took on the responsibility for translating and ensuring the child got on the international carrier to her parents. **Lesson learned:** *The key is planning ahead, thinking of all possible eventualities when things are calm and deciding how you will handle the situation in case of an evacuation.*

Our post did not have a regional security officer. The embassy administrative officer requested an RSO to come in and assist when the situation started to deteriorate. We all felt it was critical having a trained professional present who could handle the security aspect of the situation. **Lesson learned:** *Request expert assistance early.*

Last thoughts. Remain calm (although that is difficult to do under these types of situations). Share information to keep the rumors down and accuracy level up on what is happening. Being a team helped us get through this crisis and safely evacuate as many people as we did. ■

—Herbol is the executive officer for USAID/Albania.



AA/ENI Thomas Dine listens to USAID employees tell of their evacuation from Albania. From left: Dine, Steven Haynes, Denise Herbol, Cameron Pippitt, Michael Radmann and Hans Thimm.

Reinventing diplomacy and development for an on-line world

On March 11 the Secretary's Open Forum presented the first in a five-part series on "Reinventing Diplomacy and Development for an On-Line World." Co-sponsors of the series include USAID, USIA, the State Department and the Department of Commerce.

USAID's Alan Lang, chairman of the Secretary's Open Forum, opened the first session, "The Global Communications Revolution and the Future of the Internet," by stating the goal of the series: "...to stimulate creative thinking about the information revolution and how it may shape the programs, policies and operations of foreign affairs agencies, international organizations and private enterprises."

Administrator Brian Atwood and Ambassador Vonya McCann, State's U.S. coordinator and deputy assistant secretary for International Communications and Information Policy, addressed the audience along with presenters from both the private and public sectors who gave presentations on their area of expertise in information technology.

"Technology that is either now available or soon will be has enormous potential for increasing economic opportunities... This is an exciting time to reflect on communications technology and its potential for solving development problems," Atwood said.

Information technology, and particularly the Internet, has proliferated with tremendous speed and continues upward. One indication is the growth of hosts of World Wide Web sites from different countries. Anthony Rutkowski, vice president for Internet Business Development of General Magic

Inc., told the audience, "The number of hosts has gone up, especially at the application levels, and this is happening everywhere... smaller, poorer countries are scaling even higher exponentially than developed countries."

The Internet has changed the way foreign affairs agencies do their work and disseminate information. According to Tony Gambino, State senior external outreach officer, 80 percent of the public who call the Office of Public Affairs "hang up when they hear we have a Web page."

Future conferences in the Open Forum Information Technology series at the State Department include:

- 'Getting Wired' for Diplomacy and Development – May 13
- Electronic Commerce and International Trade – June 10
- Information Technology for Crisis Diplomacy – July 8

Detailed agendas for upcoming programs are available on USAID's Web site at: <http://www.usaid.gov/G/DEVNET/>. For more information, contact Gary Vaughan at (202) 647-9487 or at gvaughan@usaid.gov or, for USAID internal E-mail, Gary.Vaughan@lac.dr@aidw.

But despite the continued growth of these technologies, there is still a large gap in what James Bond of the World Bank calls "the endowment of information technology between countries. In sub-Saharan Africa the number of telephones is not at all comparable with what we see in Asia and other areas... with Internet it's similar."

The main reason for this disparity is the over-regulation of some countries' state-owned telecommunications industries. This lack of an open system discourages investors from investing and building the infrastructure needed for telecom services. The State Department's Richard Beard said, "Today there is an understanding that regulation is a spigot,

you can turn off regulation and encourage investment—it is up to the governments to decide." The point was made by nearly every speaker that the lack of telecommunications services, which include phone lines and Internet access, is not due to lack of technological advancement but rather to lack of regulatory and policy reforms in some developing countries.

"As costs for technology come down, privatization of inefficient national telephone services and the need for policy and regulatory

tries with a USAID presence link to the Internet. The World Bank's new initiative "INFODEV" gives small grants to small foreign companies to help bring the information revolution to their countries.

Recent international telecommunication policy reforms also are part of the effort to open markets for basic services and enable consumers to access basic telecommunications services. One example is the Group on Basic Telecommunications (GBT), which established for the first time an international and multilateral trade discipline for basic telecommunication services. The significance of these regulatory principles, according to Ambassador McCann, is that for the first time companies can go abroad and face a harmonized regulatory regime.

The recently concluded International Telecommunication Union policy forum resulted in the signing of a Memorandum of Understanding that has led government and industry representatives to work on historic agreements to facilitate Global Roaming (this allows equipment to be taken from country to country without excessive regulation).

According to Bond, investments in the order of \$60 billion are needed in the developing world for basic telecommunications, and a comparable amount is needed for information technology. That's an investment in excess of \$100 billion. These figures dwarf what donors are able to provide. There is a realization, therefore, that these investments are going to have to be made by the private sector. ■

—Yaniz is a research analyst in CDIE.

Child survival report highlights successes

On March 11, USAID and UNICEF released decade reports on child survival at a luncheon sponsored by the Overseas Development Council in Washington.

In the decade from 1985 to 1995, USAID provided \$2.4 billion for child survival. The basic principle underlying USAID's child survival effort is that no family should suffer the death of a child. "The 21st century will belong to the children of today," Administrator Brian Atwood told the audience. "Today's generation of children is the crest of the largest wave in humankind's long history — a wave that grows by more than 130 million children every year, three-fourths of whom are born into abject poverty in the developing world...Our ability to meet today's challenge will mean that tomorrow's challenge will be

less daunting and that we will have laid a foundation for a safer, healthier and more secure world for our own children."

USAID began its child survival program with two proven interventions: immunization and diarrheal disease control. Today, the program attacks all principal causes of preventable childhood death and disease in the developing world, including acute respiratory infection, immunization, malnutrition, malaria, diarrhea control and high-risk births.

USAID's report, "Saving Lives Today and Tomorrow," highlights major global successes:

- Today, nearly 80 percent of infants are vaccinated by their first birthday, compared with 44 percent a decade ago. Between 1985 and 1993, 13.1 million deaths were averted by measles vaccination. Polio has

USAID began its child survival program with two proven interventions: immunization and diarrheal disease control. Today, the program attacks all principal causes of preventable childhood death and disease in the developing world, including acute respiratory infection, immunization, malnutrition, malaria, diarrhea control and high-risk births.

been eradicated in the Western Hemisphere. (Vaccine-preventable diseases account for close to 20 percent of child deaths.)

- Oral rehydration therapy (ORT) has reduced children's deaths by 1.5 million annually. (Dehydration from diarrhea accounts for close to 23 percent of child deaths.)
- Fifty-nine developing countries now have simple, cost-effective treatment for acute respiratory infection. (Acute respiratory infection accounts for about 26 percent of all child deaths.)
- Over 40 countries now have "baby friendly" hospitals to encourage breastfeeding and birth spacing and prevent deaths from diarrhea and pneumonia, while providing optimal nutrition. Breastfed children are 25 times less likely to die of diarrheal disease and four times less likely to die of acute respiratory infection. (Deaths in the first month of life account for close to 16 percent of child deaths.)
- Vitamin A supplementation and the use of more vitamin A-rich foods has been adopted in 50 countries. (Children taking vitamin A supplements are 23 percent less likely to die than

children who do not.)

The report also notes the child survival "lessons learned" overseas that have been applied to U.S. cities through USAID's Lessons Without Borders program. Techniques used to increase vaccination rates in Kenya have been applied to Baltimore, for example, where the immunization rate for school-age children rose from 62 percent to 96 percent. Oral rehydration therapy is now being used in U.S. cities because of its success in effectively treating dehydration at minimal cost.

For over a decade, USAID has worked with UNICEF, the World Health Organization and other international organizations and donors, host countries, private voluntary organizations, universities and the U.S. private sector to conduct research, develop technologies and implement programs that save children's lives.

UNICEF's report, "America's Partnership with UNICEF," includes descriptions of field visits with children whose lives are directly affected and improved by U.S. foreign assistance. ■



Administrator Brian Atwood, addressing a luncheon audience on the agency's new child survival report, responds to a question asked by John Sewell (standing, right), president of the Overseas Development Council. The council sponsored the luncheon.

IESC expands role in development

The International Executive Service Corps (IESC) has expanded the assistance it provides in 49 developing countries and emerging democracies.

While maintaining its record of delivering effective one-on-one technical assistance, IESC has added new programs ranging from public administration in the New Independent States of the former Soviet Union to quality assurance in Egypt, environmental improvement in Indonesia, technology access in Sri Lanka and joint venture development in emerging markets.

Since its start 33 years ago with USAID support, IESC has capitalized on the willingness of experienced professional and technical experts to volunteer their time to assist business men and women in the developing world solve their problems. IESC volunteers have an outstanding record in on-site solving of production, marketing or management problems.

In over 120 countries, IESC volunteers have worked in thousands of facilities, from tractor factories to weaving mills, laboratories, food processing plants, newspaper offices, retail operations and transportation centers. They have guided, counseled, taught, demonstrated and, most importantly, mentored an entire generation of entrepreneurs and business managers worldwide.

Recently, however, IESC realized that many of its "client" companies needed

more sophisticated assistance to increase their international competitiveness and prepare themselves for aggressive growth by updating their technical and managerial skill. The clients need access to new technologies, market information and quality control training. They need links to U.S. partners for joint ventures and other alliances as well as venture financing. And, critical to the successful creation of new ventures, they must have easy access to expert advice and counsel throughout the process.

Indeed, many of the companies are poised to take full advantage of opportunities for foreign partnerships such as joint ventures, foreign investment and other strategic alliances. The portfolio of assistance available through

Since its start 33 years ago with USAID support, IESC has capitalized on the willingness of experienced professional and technical experts to volunteer their time to assist business men and women in the developing world solve their problems.

IESC's Business Development Services (BDS) now offers an integrated response to their needs.

In several emerging markets, BDS programs currently supported by USAID are moving toward self-financing. In an effort to ensure sustainability and long-term impact, these programs charge fees for services and performance and

operate collaboratively with local chambers of commerce and other business support organizations, including development banks, consulting firms and private investment groups.

IESC as an organization may have changed much in the past 33 years, but the character and dedication of the volunteers that make it work remain as strong as ever. As Hobart Gardiner, president and chief executive officer of IESC, said at a recent meeting with IESC volunteers, "By helping others improve their standards of living—by sharing your wisdom, talent, experience and know-how—all of you help your country not only meet its foreign policy objectives, but show its real self to the world—its generosity, its knowledge, its optimism and its balanced approach to business, not just for profit but for human development and the progress of civilization." ■

—Halleran is vice president for program development at IESC.



On a recent visit to IESC headquarters in Stamford, Conn., AA/G Sally Shelton-Colby (right) discusses IESC program activities in the former Soviet Union with Wilma Bieler, IESC controller, and Rob Moynak, IESC program manager for Europe and the New Independent States of the former Soviet Union.

Sweet corn a hit in Bulgaria

Bulgarians are tasting sweet corn for the first time thanks to the entrepreneurial spirit of two food processors who are poised to create a booming new market. With technical assistance from the USAID-funded Volunteers in Overseas Cooperative Assistance (VOCA), an idea is taking shape and corn is taking root.

Company managers have been amazed at the quick acceptance of sweet corn by Bulgarian consumers. In just a few days, 10,000 ears of corn had been sold.

"I brought a microwave to the supermarket and offered free samples to entice people to try the vegetable," Teodor Ivanov said. Ivanov is managing director of Agrotime, a family-owned food production and exporting business established in 1992. He had been interested in expanding his company's food line. At that time, corn was grown for animal feed. Sweet corn was relatively unheard of and untested in Bulgaria. However, Ivanov liked the product and wanted technical assistance on producing sweet corn as a consumer food item.

In March 1995, after applying for assistance from the VOCA office in Sofia, he worked with VOCA volunteer Roger Huijbregtse who reviewed Agrotime's facilities and recommended that the company proceed with its plans to enter the corn market.

Huijbregtse, retired president of the Larsen Company (now part of Dean Foods), is no stranger to the entrepreneurial opportunities in Central and Eastern Europe. A veteran VOCA volunteer from

Wisconsin, he already had helped launch a corn processing operation in Poland that is now a \$750,000 business.

"Roger sent us 20 kilograms of corn seed from Iowa and left a schedule for planting, tending and harvesting the corn," said Ivanov. Farmers working for Agrotime cultivated the corn without irrigation or fertilizer to see if it would grow under difficult conditions. The results were amazing, according to Ivanov. "It was perfect," he said. "The corn grew well, had the right texture and shape and, most importantly, it tasted sweet."

With the harvest completed that year, the company packaged, froze and test-marketed the corn. It was a hit. Though the company didn't expect to make a profit in the first year, it did. And now Ivanov and company managers have their eyes on the future as they make plans to expand production.

In another part of Bulgaria another businessman was testing the market for frozen corn on the cob and canned corn. Alexander

"I'm impressed with how they've taken on the risks and put in the hours necessary to build a successful business, an opportunity denied to so many for so long under the old order."

Trenkov, the director of a family food export business, Agrita, was expanding his company's product line and testing the consumer interest in sweet corn. "In the first year, we produced and sold 5,000 cans of corn and 20,000



VOCA volunteer Roger Huijbregtse (left) and Agrotime Managing Director Teodor Ivanov visit the future site of Agrotime's cold storage plant in Bulgaria where the American businessman offered recommendations for the plant.

pieces of corn on the cob. We wanted to expand," Trenkov said.

During that first experimental year, Agrita used the facilities of a local state-run cannery to process the corn. The crude process would not be efficient for larger quantities so the com-

pany sought advice on freezing and canning corn as well as the selection of new equipment. Trenkov called on the technical expertise of VOCA, and again Roger Huijbregtse answered the call.

When Huijbregtse visited the following spring, he evaluated the operation and promised to assist Trenkov in choosing the appropriate machinery. A few months later, Trenkov had a \$5,000 U.S.-made FMC corn cutter at his plant just in time for the harvest. Huijbregtse was on hand to set up the production line. Harvesting and production began immediately, and in a week some 50 tons of corn were processed. The new equipment enabled Agrita to produce 100,000 cans of corn destined for markets in Russia.

In fact, the machine couldn't handle the entire harvest, and Agrita has ordered two more U.S. cutters and a \$10,000 husker for the 1997 season. Trenkov predicts that the company will be able to quadruple production to 400,000 cans of corn this year. The canned corn is targeted primarily for the export markets, as the canning process makes the commodity too expensive for most Bulgarians.

Last summer, the two VOCA clients arranged to meet with one another as each was curious about the other's ventures based on what they learned from the American volunteer. They quickly realized that combining their facilities and marketing contacts in Western Europe and Russia could further accelerate the growth of their businesses.

"These two men are on the threshold of offering Bulgarians a whole new range of processed foods not now available in Bulgaria," Huijbregtse said, adding that they are talking

(continued on page 8)

Where

In The
World
Are
USAID
Employees?



Moved On

Duvall, Jimmy
Gaspar, Erika Maria
Ingram, Angela Marie
Jaouad, Sherry

Promoted

Boyer, Robbin
Brannon, Peggy
Carr, Ghytana
Fendell, Lennora
Fields, Vera
Finnerty, Casey-Lynn
Gritz, Lorraine
Guarnieri, Valerie
Hum, Carolyn
Kearns, Calvin
Kinkopf, Margaret
Lee, Herman Jr.
Moze, Jan Miriam
Pascarella, Beth Ann
Sadler, Sharon
Sajewski, Gerald John
Saunders, Palma
Simpson, Julia
Smith, Kathleen
Sydnor, Inga
Tate, Amber
Thompson, James Francis

Reassigned

Armstrong, Heather,
COMP/NE/OJT, IDI (adminis-
tration), to El Salvador
Bellows, Scott, Jamaica, execu-
tive officer, to M/AS/OMS
Brewer, Alfreda, ANE/ME/JIL,
program officer, to AFR/WA

Chassy, Cynthia Sue,
COMP/FSLT, supervisory edu-
cation development officer, to
education development officer,
Guinea

Damico, Thomas,
IG/I/ENI/CB, inspector, to
RIG/Dakar

Ellis, Kenneth, El Salvador,
deputy mission director, to mis-
sion director

Guin, Kenneth,
IG/I/AFR/LAC, inspector, to
COMP/REASS/IG/W

Hill, Terry, ANE/ORAO, sec-
retary (office automation), to
ENI/DG/PSP

Jansen, William II, Morocco,
supervisory health/population
development officer, to
COMP/FS/REASSGN

Leonard, Carl, El Salvador,
mission director, to foreign
affairs officer, AA/LAC

Loken, Kristin, El Salvador,
supervisory special projects
officer, to supervisory general
development officer, Eritrea
Reintsma, Curtis,
AFR/SD/PSGE, supervisory
agricultural development offi-
cer, to special projects officer,
LPA/PL

Sheldon, Douglas, Senegal,
deputy mission director, to
Food for Peace officer,
OHA/WFP Affairs/Rome

Stephens, Maria,
COMP/NE/OJT, IDI (private
enterprise), to Kenya

Taylor, George II, G/ENV,
natural resources officer, to
COMP/LT TRNG

Walter, Dean, Nicaragua, IDI
(financial management), to
supervisory financial manage-
ment officer financial analyst
White, Gloria, G/PDSP, pro-
gram analyst, to BHR/PPE
Woodcock, Ruth, IG/A/FA,
auditor, to RIG/Pretoria

Retired

Buzzard, Suzanne
Church, Phyllis
Giusti, John

Obituaries

Harry Hemmerick, 78, a
retired Foreign Service offi-
cer, died of pneumonia March
13 at the Washington Home
hospice in Washington, D.C.
He joined USAID in the early
1960s, opening the USAID
mission in Ghana. He later
served in Liberia, Yemen,
Ethiopia, Egypt and Israel.
Hemmerick left the agency in
1969 to work for the United
Nations.

Gordon Lazerson, 52,
died of cancer March 1 at his
home in Dale City, Va.
Lazerson joined USAID in

(continued from page 7)

about expanding into raspber-
ries, brussel sprouts and
broccoli. "I'm impressed with
how they've taken on the risks
and put in the hours necessary
to build a successful business,
an opportunity denied to so
many for so long under the old
order."

The two entrepreneurs con-
tacted the purchasing manager
for Kentucky Fried Chicken in
Sofia, the capital, about supply-
ing corn to the fast food
operation, but they will need to
build their own cold storage
plant to meet KFC's quality
requirements. The plant will
cost \$1.5 million to build.

In September, Ivanov and
Trenkov visited the United States
in search of investors. Joint

Masters, Donald
Misheloff, Russell
Oot, David
Shepperd, James
Simard, Lorraine
White, Jimmie

1988. In addition to his eight
years with USAID's Office of
Inspector General, Lazerson's
27-year federal career includ-
ed assignments with the U.S.
Air Force and the Defense
Intelligence Agency. In his
early days with USAID, he
oversaw the security investi-
gative and classified
information programs. At the
time of his death, Lazerson
was chief of the Evaluations
and Service Branch, Office of
Inspector General. He was
deeply involved with the
security planning for the
agency move to the Ronald
Reagan Building.

venture discussions with Dean
Foods are under way. To date,
Dean Foods is providing pro-
cessing and freezing equip-
ment as part of the venture. When the
equipment arrives, Dean Foods
will send a specialist to set up
the line and supervise the early
stages of processing and freez-
ing.

"We'll be in business three
months after we build the
plant," Ivanov said. "There is a
big future for our products." ■

—Long is the communications coordi-
nator for VOCA. VOCA recently
consolidated its international develop-
ment program with Agricultural
Cooperative Development International.
The name of the new organization is
ACDI/VOCA.

Front Lines survey

We would like to know your suggestions for Front Lines. We hope the publication meets your needs and interest, but we need to hear from you whether or not this is true. We welcome your comments. Please take a few minutes to complete this survey and fax it to us at (202) 647-3945 or mail to us at Front Lines, USAID, LPA, Room 4889, Washington, D.C. 20523-0056.

Thanks very much for your participation.

Do you read Front Lines regularly?

- Yes
- No

What interests you the most in the publication?

What interests you the least?

Do you consider Front Lines:

- Useful
- Informative
- Relevant
- All of these
- None of these

What suggestions do you have for changing the publication?

Would you like to see a regular Letters to the Editor column?

- Yes
- No

Is the layout and design appealing to you?

- Yes
- No

If the answer is no, what would you like to see?

Do you receive Front Lines regularly?

- Yes
- No

Name (optional)

Please check:

- Foreign Service
- Civil Service
- FSN
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- Other

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