
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

MAY 1997

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PUBLIC SERVICE ★ **RECOGNITION WEEK**

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public servants**

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reorganization of foreign
affairs agencies**





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U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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CFC campaign work honored

Administrator Brian Atwood (left), chairman for USAID of the Combined Federal Campaign, congratulates and presents AA/LAC Mark Schneider with the Chairman's Award. The LAC Bureau back-stopped the campaign this year. USAID collected \$387,546 from employees, reaching almost 90 percent of the agency's goal. Ten other bureaus or independent offices also were honored.



Photo credits: Inside front cover, Betty Snead; page 3, Betty Snead; page 5 (top) Betty Snead, (bottom) Pat Adams; page 7, Betty Snead; page 8, Joe Fredericks.

Cover: Public Service Recognition Week, celebrated the first Monday through Sunday in May since 1985, is set aside to educate Americans about the broad variety of services provided by government. This year's event, held May 5-11 on the Mall, features a USAID booth and exhibit among others. See page 2.

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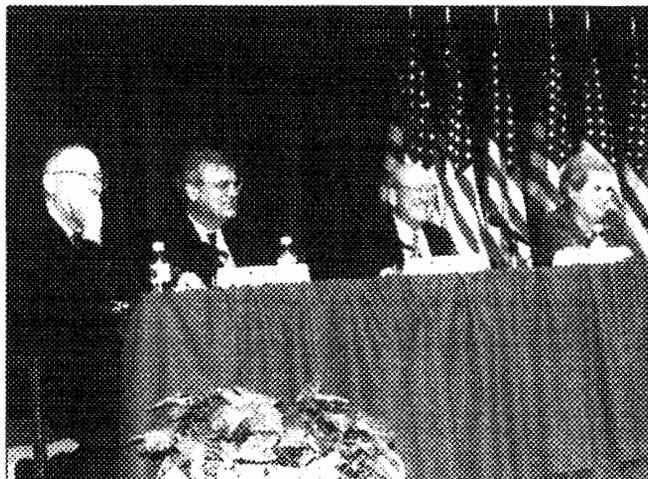
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U.S. AGENCY FOR
INTERNATIONAL
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The Administrator

TO MY USAID COLLEAGUES:

Public Service Recognition Week, May 5-11, provides me an opportunity to remind the dedicated career staff of this agency, whether Foreign Service, Civil Service, or Foreign Service Nationals, how much I appreciate the work that you do. You are the best team of development professionals in the world, and you continue to make good things happen under sometimes very difficult circumstances.

Your commitment, creativity in solving problems, and resourcefulness at getting around the roadblocks to development and humanitarian relief are legendary. As USAID's point people, you help fledgling democracies turn themselves into truly participatory governments and free-market economies.

The hearts of all Americans go out to victims of disaster, but your hands turn their good instincts into food, shelter, medical care, and practical programs to move countries around the world toward sustainable development and economic growth. You translate technical assistance and resources into working institutions.

I started my government career as a GS-7 in 1964 and I have served as a Foreign Service Officer and in the Senior Executive Service. I know from my experiences at various levels of government how much the support staff as well as the professional staff does to make this government and this agency work. Each of you makes sacrifices to serve your country and the people in the developing world who count on you.

You are a part of a long and honored tradition of public service. I am proud to be associated with you in carrying out vital foreign assistance programs that are crucial to the future peace, prosperity, and well-being of our own country and the world.

Sincerely,

J. Brian Atwood

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President approves reorganization of foreign affairs agencies

On April 17 President Clinton approved a reorganization of three independent foreign affairs agencies, including USAID, and the State Department.

The reorganization plan calls for merging the Arms Control and Disarmament Agency and the U.S. Information Agency into the State Department. USAID would remain as a separate agency with the administrator reporting directly to the secretary of state rather than to the president.

In a message to USAID employees on April 18, Administrator Brian Atwood said, "We should all welcome the decision of the president and the vice president to reorganize our government's foreign affairs machinery and to enhance the development and humanitarian relief mis-

sions by maintaining USAID as a separate and distinct agency. This decision is a recognition of the efforts each of you has made to improve our capacity to undertake our important work. It recognizes what we have always known: that USAID continues to be the international leader in development and humanitarian relief."

Atwood emphasized that he and Secretary of State Albright are working together to create a new partnership between the development and diplomacy missions. "[Albright] firmly believes that sustainable development is an integral part of our foreign policy and that USAID is a vital instrument for carrying out the development and humanitarian relief missions," Atwood said.

Citing his friendship and

"We should all welcome the decision of the president and the vice president to reorganize our government's foreign affairs machinery and to enhance the development and humanitarian relief missions by maintaining USAID as a separate and distinct agency..."

professional relationship with Albright since the beginning of the Carter administration, Atwood noted. "It is important to me that the spirit of our relationship be reflected in State-USAID relationships at every level.

"We must offer our best professional advice and defend our positions within the decision process, but always with respect for our

State colleagues and in the context of a team approach."

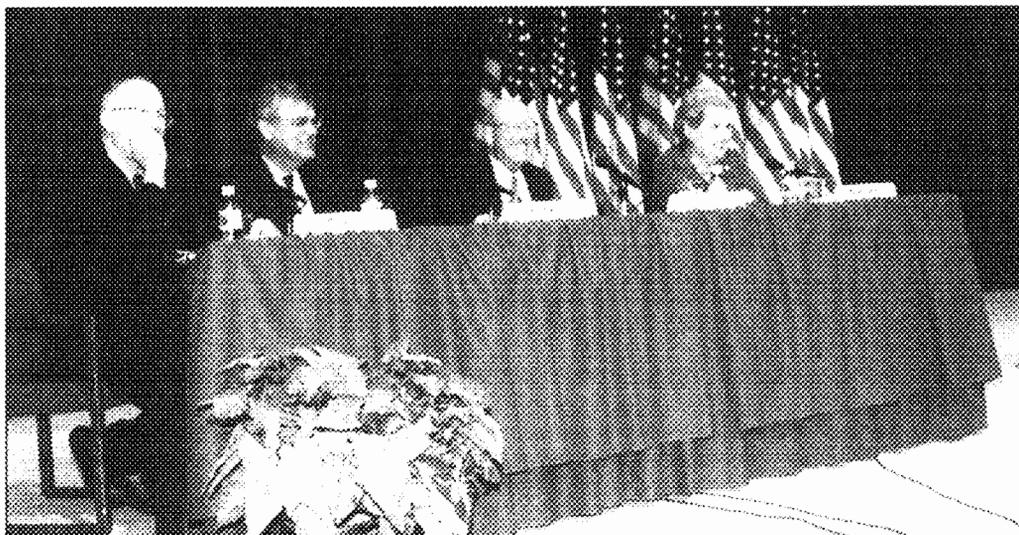
The agency will retain the management tools necessary to carry out its work, Atwood assured employees. "The secretary and I will examine ways we can streamline our administrative operations and share some aspects of our public affairs functions," he said.

Atwood again stated the three principles that he considers vital for the agency:

- that long-term development resources continue to be protected;
- that USAID has the management tools necessary to carry out its work; and,
- that nothing be done to downgrade the development/humanitarian mission.

The president's decision preserves these principles, he said.

"Indeed, I believe that the new arrangement, with the secretary affirming that sustainable development is a vital part of our foreign policy, actually enhances our mission," Atwood said. "Now it is time to get on with our work." ■



Heads of the foreign affairs agencies enjoy a laugh from comments made by a questioner at a "town hall" meeting held at the State Department on April 29. To discuss the new reorganization of these agencies, Secretary of State Madeleine Albright brought together employees and heads of the affected agencies. From left, USIA Director Joseph Duffey, USAID Administrator Brian Atwood, ACDA Director John Holum and Albright.

Back to the future in Lebanon

The Suburban slips over the crest of the mountain between drifts of snow that blanket fields divided by stone walls. The valley—more like a deep gorge stepped with stone-built terraces of fruit trees—falls away to the west, where the definition between the blue of sky and distant sea fade together.

As the small convoy descends, villages appear across the valley. Some are marked by smoke from chimneys and the green of spring plantings on the surrounding terraces. Others are empty, their gaping windows and doors a melancholy commentary on the waste of civil war—village after village. The convoy passes through the picturesque town of Deir al Kamar, somehow spared, drops to the valley floor and stops at a cluster of villages being repatriated. The waiting muktar, standing in front of his council, touches his hand to his chest, extends it and says, "Welcome to Lebanon."

Lebanon, which had become synonymous with endless violence and civil strife, has emerged from the dark tunnel of civil war to slowly re-establish its place in the family of democratic nations. It is not easy. Syria continues to maintain an estimated 30,000 troops in Lebanon, and Israel occupies a "security zone" in the south. Nevertheless, an extraordinary rebirth has taken place in most of the country, as evidenced by healthy economic growth, parliamentary elections and a multibillion-dollar rebuilding program that is funded by the government of Lebanon, international donors and the private sector.

The United States has

announced a sixfold increase in economic assistance to Lebanon, and USAID has responded by developing a new five-year strategy. The agency also announced that, for the first time since 1989, it will send a USAID representative to Beirut. The three-person team greeted by the muktar has come to arrange for USAID's return to full presence.

Beirut, once the "Paris of the Middle East," shows few signs of the devastation that characterized it for so many years. Hundreds of thousands of skilled Lebanese, who fled during the war, are beginning to return. The signs of progress are everywhere—from the privately funded \$600 million Solidere project to rebuild West Beirut to the popular Hard Rock Cafe-Beirut, which opened last year. Still, there is a growing disparity between rich and poor, and much of the countryside has yet to experience the benefits of peace.

Outside of Lebanon, few people knew that USAID/Beirut never closed its doors during the hard times of the past years, thanks to a small, dedicated staff of Foreign Service Nationals. To the contrary, USAID continued to work throughout the country with U.S. and local nongovernmental organizations in humanitarian relief, reconstruction and community development. In recent years, activities in democratic governance and policy reform have been added to the portfolio. Without this presence, USAID would not have been able to respond so quickly to the imperatives of the new program. Commending the USAID staff, U.S. Ambassador to Lebanon Richard Jones told Front Lines:



The USAID assessment team arrives in Beirut ready to go to work. From left: Linda Whitlock, M/AS, USAID Representative Spike Stephenson and Nancy Hoffman, USAID/WB/Gaza.

"Ghassan Jamous and his staff have been here through thick and thin. No matter how bad it got, they continued to do quality work and to represent USAID in Lebanon.

"Without their sacrifices—and I speak of personal safety—USAID would have lost the labor of decades. It would have taken us years, not months, to re-establish ourselves as a player in the reconstruction of Lebanon."

I saw firsthand the results of the program. What the staff and the NGOs have been able to do under the worst of circumstances is matched only by the resilience of the Lebanese people. When I see what they've done with so little, I'm very enthusiastic about the new program we've designed.

The newly approved strategy will concentrate on the reconstruction of over 30 clusters of villages, providing infrastructure, microcredits, environmental

improvements and civic participation. Nationwide microcredit activities will be expanded as will developmental activities with the two U.S. universities in Lebanon. Existing activities in democratic governance will be expanded, with special emphasis on local governance. Finally, special emphasis will be placed on policy reform and improved environmental practices.

Commenting on USAID's enhanced program in Lebanon, Assistant Administrator for Asia and the Near East Margaret Carpenter said, "Recent events have demonstrated that Lebanon is an important element in any comprehensive Middle East peace, and we are delighted to be renewing a partnership that goes back over 40 years. We know we can make a difference." ■

—Stephenson is the new USAID representative to Lebanon.

Stephenson new USAID representative to Lebanon

James ("Spike") Stephenson was sworn in as the USAID representa-

tive to Lebanon on April 3 at a ceremony in the office of AA/ANE Margaret Carpenter.

He will direct USAID's five-year, \$60 million program for Lebanon, focusing on reconstruction, microcredits, democratic governance, policy reform and improved environmental practices. Funding for FY 1997 is set for \$12 million.

Stephenson joined USAID in 1979 from a private law practice. He first served in Egypt as a capital development officer and then was posted to the Caribbean where he served in Barbados and Grenada. Before returning to the Asia/Near East Bureau in 1994, he managed, for seven years, the private enterprise office in El Salvador. He received a Meritorious Honor Award in 1989.

Stephenson is a decorated war veteran, serving as captain in the U.S. Army in South Vietnam for two years.

He also is a second generation USAID employee. His father, James, who was present at the swearing-in ceremony, was a USAID Foreign Service officer working in the Near East and Asia as an engineer from 1957 until his retirement in 1975.

Stephenson has a bachelor's and a J.D. degree from the University of South Carolina.

He and his wife, Deborah Archer, have two sons, Christian and Matthew. ■



Spike Stephenson and family enjoy a lighter moment listening to comments by AA/ANE Margaret Carpenter at his swearing-in ceremony. From left, Matthew (son); Mr. and Mrs. James Stephenson (parents); Spike; and wife, Deborah.

Ellis heads USAID mission in El Salvador

Kenneth Ellis, a 20-year Latin America development professional was sworn in as mission director to El Salvador on April 8 at the State Department. He had been serving as deputy director of the mission since July 1995.

As mission director, Ellis manages USAID's \$35 million program that supports health, education, agriculture, municipal development and democratic reform in El Salvador.

Ellis began his USAID career in 1978 in Jamaica. He has worked extensively on rural development in Jamaica, Brazil, Bolivia, the Dominican Republic and El Salvador, where he managed USAID's Rural Development Office from 1984-1992. He then served as director of USAID's Office of Central American Affairs in Washington. ■



Linda Lion, DAA/M/HR (right), gives the oath of office to Kenneth Ellis as he is sworn in as the new mission director to El Salvador. Kathleen Smith, El Salvador desk officer, holds the Bible for Ellis during the ceremony.

Improving overseas administrative services

In just a few months — beginning in FY 1998 — the International Cooperative Administrative Support Services (ICASS) will become a reality. ICASS is a revolutionary new system for providing overseas administrative services and allocating costs.

The new system is based in part on a domestic administrative support services program called CASU (Cooperative Administrative Support Unit) that has operated successfully in over 50 cities across the United States for several years.

The President's Management Council mandated in 1995 that the foreign affairs agencies find an improved and more cost-effective way of providing administrative support to overseas posts. The current FAAS (Foreign Affairs Administrative Support) system is no longer up to the task. Lacking transparency, equity, efficiency and customer orientation. In addition, Congress wanted a budget system established that reflected the "full cost of each federal agency's overseas presence."

An interagency working group (IWG) including representatives from USAID, State, USIA and other government agencies was assembled to design the new system. An executive board composed of assistant secretary-level representatives from each organization was established to serve as the final decision-making authority. AA/M Larry Byrne represents USAID on the board.

USAID personnel who have been actively involved in developing and implementing this new system include William Granger,

Nancy Hoffman, Kent Hickman, David Mein and Michael Trott of Overseas Management Support and Calvin Watlington of the Budget Office. They have represented USAID in the IWG over time and have participated on the teams that assisted and then assessed the pilot posts in Riga, Rome, San Salvador and Warsaw.

At briefings of EXOs and controllers on the implementation of ICASS last fall, Byrne said, "ICASS offers us both a challenge and an opportunity. I expect USAID personnel to approach this with healthy skepticism. Just making it bigger won't necessarily make it better. I believe we are innovative and creative enough to protect our needs and to get better value for the taxpayers." Speakers at these sessions emphasized that ICASS has four basic goals:

- to improve administrative services;
- to reduce and contain costs;
- to engender local empowerment; and,
- to establish a simple, transparent and equitable cost-distribution system.

Local empowerment is a key element of ICASS. The responsibility for managing the system rests with a local ICASS council at each post. The council, made up of agency heads, acts as a corporate board. Based on local circumstances, it determines where services are to be obtained, e.g., from the embassy, other agencies at post such as USAID or from commercial sources; reviews costs; and, very importantly, evaluates providers against established standards. The councils are supported by working groups made up of the controller and administrative personnel.

Under ICASS, funding is moved directly to post. Participating agencies deposit their contributions to a working capital fund that the post manages.

As noted earlier, four pilot posts were used as a testing ground for the new concept during the last fiscal year. As a result of the lessons learned through the efforts of the pilots, many improvements were made, including increased standardization that allows attention to focus more quickly on service and cost issues.

The ICASS executive board met in March 1996 and decided to implement "Virtual ICASS" in FY 1997. Under virtual ICASS, the posts, with input and leadership from EXOs and controllers, have signed the charters, developed Memoranda of Understanding for services, established service standards and, using the new software, developed and distributed ICASS "invoices." However, payments for FY 1997 are still based on FAAS. This has allowed issues to be worked out that will make ICASS run more smoothly when it becomes real.

In summary, USAID now has a system where it knows the cost of each service, where staff have a say in the management of the services and where all agencies have the objective of obtaining high-quality services at the lowest cost to the taxpayer.

For more information on ICASS, contact Mike Trott at (202) 663-2237 or Calvin Watlington at (202) 736-7308.

—Trott is chief, M/AS/OMS. He and Calvin Watlington represent USAID on the ICASS Interagency Working Group.



Participants in Nairobi, Kenya, attend the first of three EXO comptroller ICASS conferences.

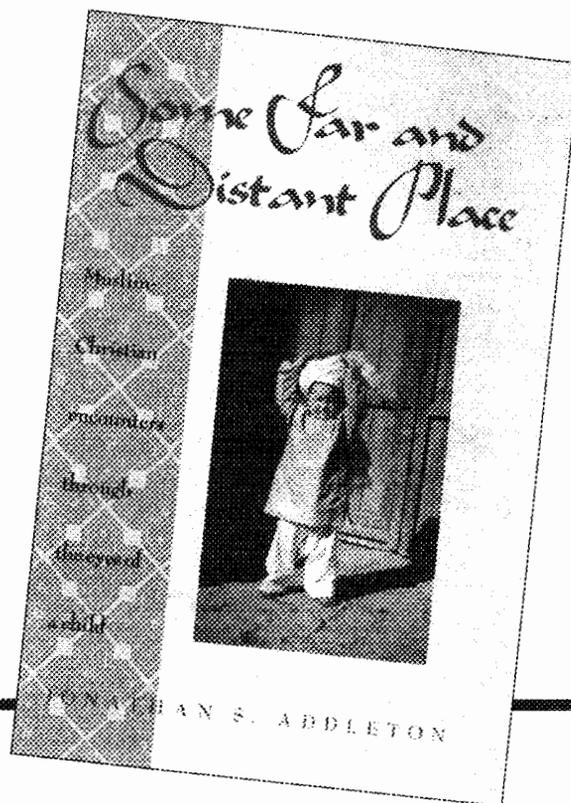
Congratulations — An author in our midst

Jonathan Addleton, a USAID Foreign Service officer now stationed in Jordan, had his second book, "Some Far and Distant Place," published this year by The University of Georgia Press.

According to The University of Georgia press release: "The book may be best described as Muslim-Christian encounters viewed through the eyes of a child. Born in Pakistan to Baptist missionaries from rural Georgia, Addleton crossed the borders of race, culture, class and religion

from an early age. The book combines family history, social observation, current events and deeply personal commentary to tell an unusual coming-of-age story that has as much to do with the intersection of cultures as it does with one man's life."

Addleton's first book was "Undermining the Center: The Gulf Migration and Pakistan." ■



MCOR honors the agency

The Methodist Committee on Overseas Relief (MCOR) presented a plaque to Administrator Brian Atwood on March 17 honoring

USAID's emergency shelter repair program in Bosnia. The plaque is the same as those that have been placed in houses under the program in Bosnia.



Arthur Keyes Jr. (second from right), director of program development for the Methodist Committee on Overseas Relief (MCOR), presents a plaque honoring USAID's emergency repair program in Bosnia to Administrator Brian Atwood in the administrator's office. Participating in the event are (from left) Denise Murray, MCOR; Elinor Barnes, MCOR; Atwood; Keyes; and Aaron Salamon, MCOR.

The program was initiated in April 1996 when BHR/OFDA's DART was allocated \$25 million to implement an emergency shelter repair program to rehabilitate 2,500 shelter units within the Bosnian Federation, return 10,000 displaced persons to their pre-war homes and create 2,500 short-term jobs.

USAID selected eight non-governmental organizations already operational in Bosnia-Herzegovina to implement the program.

MCOR, one of the organizations chosen, received \$7 million from the agency to repair 750 houses and carry out four mini-infrastructure repair projects, including rehabilitating water systems.

The following results were achieved by Dec. 31, 1996, the target date for completion of the program:

- 2,548 shelter units completed;
- 1,860 families returned;
- 8,000-plus individuals returned;
- 4,000 short-term jobs created;
- 174 local contractor firms employed; and,
- 48 heavily destroyed villages revitalized.

The rehabilitation activity acted as a magnet for other donors, including the World Bank and the European Union, in attracting funds for the further reparation of villages in the emergency shelter repair program. ■

Showcasing our future work stations

“Wow.” “Impressive.” “Bigger than I thought.” “Can’t wait to move.”

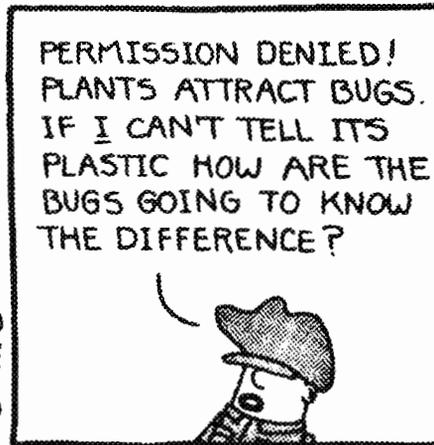
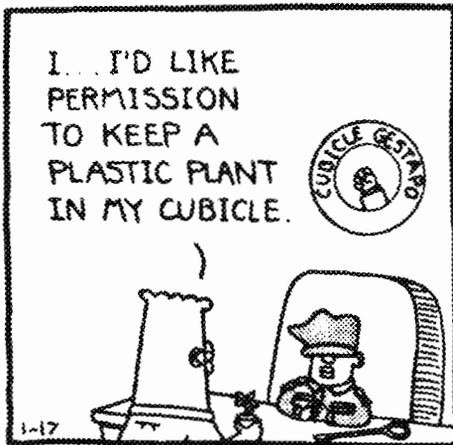
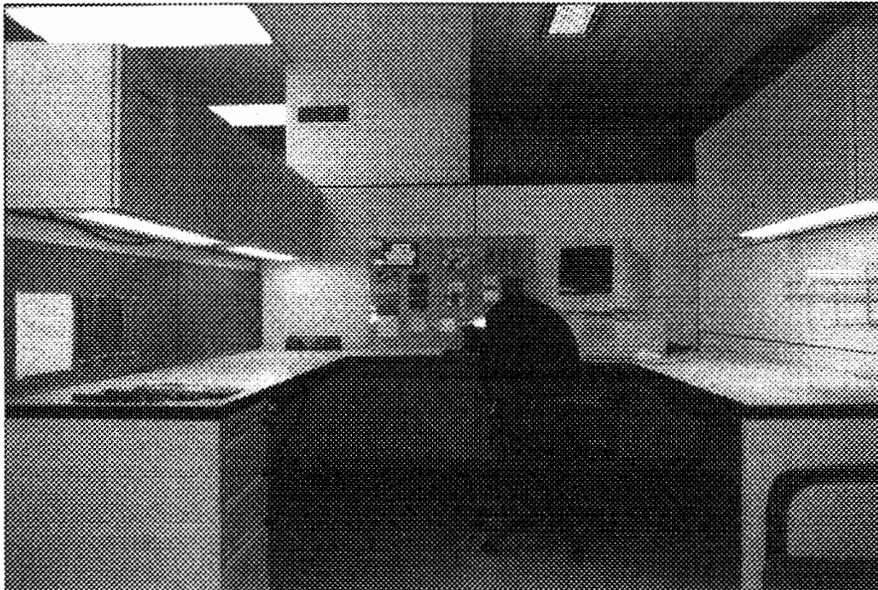
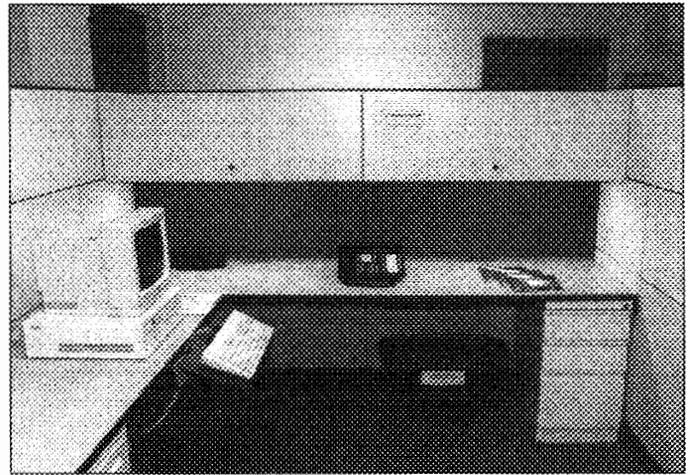
These are a few of the comments made by USAID employees after viewing the showcase exhibit of two typical model work stations that employees will enjoy in the Ronald Reagan Building. Approximately 80 percent of USAID employees will be assigned to such work stations.

The photo at bottom pic-

tures one of several possible configurations for the 80-square-foot model. The photo at right shows a 64-square-foot work station.

All USAID employees can view in room 102 of SA-2 these sample work stations and other items related to the agency move to the new headquarters. The display, organized by M/UHCC, is open Tuesday through Thursday from 11 a.m. to 1 p.m.

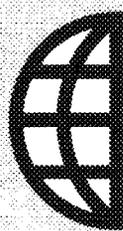
Check it out! ■



DILBERT
by Scott Adams

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WHERE



Promoted

Beshawred, Lily
Birnholtz, Harry
Bisek, Paul Albert
Bishop, Myra
Body, Kathy
Brown, Derrick
Brown, Patricia
Brown, Terrence
Chiriboga, Douglas
Daval, Evelyn
Dent, Kristy
Depp, Rose Marie
Deuster, Paul
Dudick, Mary
Garvelink, William
Gary, Vivianne Pettersson
George, Gene Vincent
Goldman, Richard
Goughnour, Richard
Greenfield, Vernita
Guymont, Frederick
Harris, Gail
Huger, Gregory
Ingram, Richard
Johnson, Marcus Jr.
Jones, George
Kammerer, Kelly
Kinloch, Douglas
Lewis, John
Lien, Ann
Lion, Linda
Lundquist, Edward
Marshall, Jeanetta
Martin, John
McDuffee, Lois
McQueen, Alma
Morris, Kathy
Morse, Linda
Mundy, Louis III
Murray, Denise
Norris, John Hallett
Orr, Everett

Pascual, Carlos
Poe, Karen
Queen, Lavern
Rishoi, Thomas Lee
Shrader, Hans
Spragley, Cynthia
Tiffany, Terrence

Retired

Barwicke, George
Goodwin, Joseph
Mein, David

Reassigned

Cornelio, Bruno Jr.,
COMP/FS/REASSGN, supervisory private enterprise officer, to trade development officer, LAC/RSD
Del Bosque, Priscilla, Egypt, associate mission director, to deputy mission director, Philippines
Ferrara, Antoinette,
Cambodia, special projects officer, to program officer, AFR/EA
Grieser, Deborah, Guinea, supervisory financial management officer, to financial management officer budget/analyst, Ukraine
Grigsby, S. Elaine, G/EG/EM, supervisory program economics officer, to COMP/PSLT
Holt, Roosevelt Jr., IG/A/PA, program analyst, to Food for Peace officer, BHR/FFP/DP
Kosheleff, Bruno, Armenia, supervisory program officer, to COMP/FS/REASSGN
Leong, David, Cambodia, project development officer, to supervisory program officer, ENI/PER/PRO
McFarland, Cecil, Egypt, supervisory executive officer, to executive officer, COMP/LT TRNG
Moloney, Kitts Michele, Cambodia, IDI (health/population/nutrition), to

health/population development officer

Radmann, Michael, El Salvador, project development officer, to program officer, Albania
Rathbun, Daniel, ENI/PER/LRTE, supervisory private enterprise officer, to program officer, BHR/PPE
Reichle, Susan, Nicaragua, IDI (project development), to democracy officer

Savoy, Desiree, M/HR/POD/STIII, staff assistant (typist), to secretary (office automation), BHR/OFDA/PS
White, Mark, COMP/NE/OJT, IDI (project development), to health/population development officer, Zambia
Williams, Cheryl, COMP/NE/OJT, IDI (project development), to Tanzania

Obituaries

Richard Marshall Cashin, 72, died at his home in New York City of complications of pulmonary fibrosis on Feb. 13. Cashin, an Army veteran of World War II, began his federal career with the Department of State in 1950. He joined USAID's predecessor agency in 1956 and served in Libya, Ethiopia, Ghana, Indonesia, Pakistan and Washington. After retiring from USAID in 1978, Cashin went to work for the World Food Program in Rome, serving for eight years as director of program and policy before returning to the United States and joining Catholic Relief Services.

Virginia Lalos, 74, died of cancer Feb. 27 at the Manor Care nursing facility in Potomac, Md. Lalos joined USAID in the early 1960s. She received a Meritorious Honor Award for averting a shutdown of an Alabama steel mill by expediting a multimillion-dollar order of steel rails for

Pakistan. Before retiring from the agency she worked in the USAID industrial resources division.

Nira Hardon Long, 63, died of cancer March 19, at a hospital in Los Angeles, Calif. Long joined USAID in 1964, the same year she received her law degree from UCLA, as a coordinator of the Women in Development program. From 1968 to 1976, she was director of equal opportunity programs and chief contract compliance officer.

Eric Zallman, 54, died of a heart attack on April 26 in Lima, Peru. Zallman, with over 20 years of USAID service, assumed the position of USAID/Peru mission director in January. Before becoming mission director, he was LAC's deputy assistant administrator from 1995 to 1996. Zallman also served in Kenya, Honduras, Nicaragua and Panama. He leaves behind his wife, Marcia Bernbaum, and two daughters, Shana and Leah.

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