Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT SEPTEMBER 1997

PN-ACZ-642

THIS ISSUE

4
USAID studying family-friendly work arrangements

7
CFC– "It All Comes Back to You"

USAID

SEPTEMBER 1997

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT VOLUME 37, NO. 8

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

Correspondents:
AFR: Ramin Russell
BHR: Mike Mahdesian
EOP: David Grun
GC: Carl Soschee
G: Carla Barbano
M: Peggy Thorne
OSDBU: Betty Briscoe

Front Lines, a publication for USAID employees, is published by the Bureau for Legislative and Public Affairs.

All agency employees are encouraged to contribute stories, photos and ideas. Material should be submitted to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Fax (202) 647-3945.

LETTERS TO THE EDITOR

Dear Colleagues:

In our recent Front Lines survey, you overwhelmingly voted to have a "Letters to the Editor" column in Front Lines. We would like to initiate this column as soon as possible. We will be pleased to share your thoughts about the agency's work through this means. We will report on the survey results in an upcoming issue and plan to make some of the changes that you recommended.

In the meantime, please send your letters to me at the address shown on this page or by internal E-mail. My Internet address is bsnead@usaid.gov.

Thanks. We look forward to hearing from you.

Photo credits: Cover and pages 3 and 7, Betty Snead.

Cover: The 1997 Combined Federal Campaign is under way. Please consider making a generous donation to help others. See page 7.

Front Lines is printed on recycled paper.

Front Lines

NEWS & FEATURES

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

2 New report connects U.S. leadership with foreign assistance

3 USAID sponsors first Vietnamese participants since 1975

4 USAID studying family-friendly work arrangements

5 The OIG experience: enhancing the quality of worklife

6 Editorials favor USAID

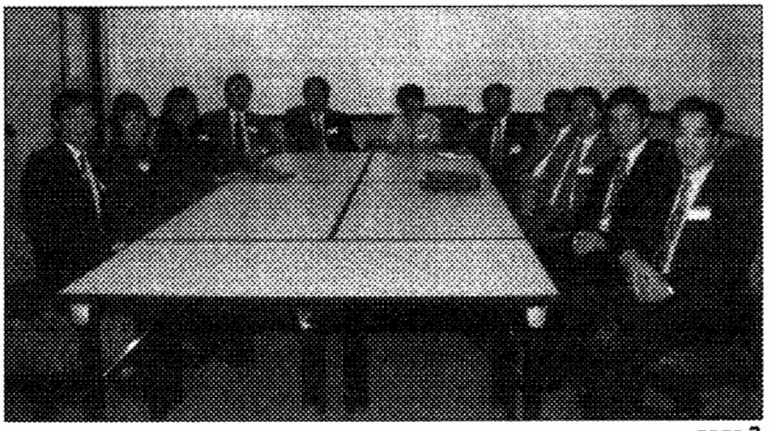
7 CFC–"It All Comes Back to You"

Reorganization update

8 USAID and Indian NGO help clean up Madras

9 Where in the world?

Obituaries



page 3

page 7

By Allison King

New report connects U.S. leadership with foreign assistance

Is the United States in danger of relinquishing its leadership in the global arena? That may be the case, according to the Business Alliance for International Economic Development, a coalition of for-profit firms committed to educating the American public, elected officials and the wider business community about the connection between international economic assistance programs and the expansion of U.S. exports.

In a new Business Alliance report released in July — "Global Markets and Foreign Assistance: Is the United States Losing Ground?" — the coalition examines the foreign assistance programs of three of the United States' biggest economic competitors—Japan, France and Germany—and argues that because these nations spend more on their aid programs, they are reaping greater profits in trade and economic influence.

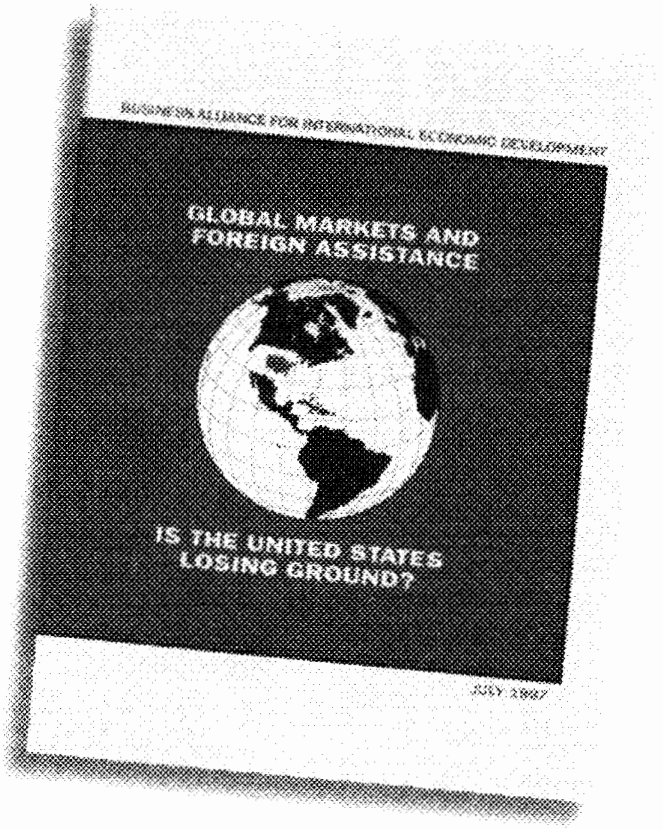
Despite the fact that the United States has a larger economy than its three biggest competitors, the U.S investment in foreign assistance, as a share of the country's gross national product, ranks last among all industrialized countries.

The report questions why Americans don't recognize the value of foreign aid in creating jobs at home and developing business opportunities overseas.

"The United States cannot shape a world in which it is not involved," the report states. Pointing out the declining U.S. foreign aid levels over the past decade, the Business Alliance recommends that the United States increase its investment in foreign aid to $18 billion in order to stay competitive with nations like Japan, France and Germany.

Japan, which is the largest bilateral donor in nearly 50 countries around the world, makes its foreign assistance program a key instrumental tool in fostering trade relations.

France's $8.4 billion assistance package surpassed that of the United States in 1995. The report claims that France's primary motivation behind its foreign assistance program is to maintain its cultural connections around the globe. "Anywhere French is spoken, the French deem their interests to be at stake," the report explains. For example, sub-Saharan Africa receives more than one-half of all French bilateral assistance.



The report questions why Americans don't recognize the value of foreign aid in creating jobs at home and developing business opportunities overseas.

Germany remains committed to its foreign assistance program largely for economic and humanitarian reasons, the report states. With the ongoing reunification process, Germany recognizes that much of its assistance is going to help people who are essentially in their backyard in Central and Eastern Europe and the New Independent States of the former Soviet Union. Although its economy is one-third the size of the United States', Germany's assistance program ranks higher.

"The German government understands that investing in a fledgling market economy today creates a viable trading partner tomorrow," the report says.

"Where critics of foreign assistance see wasted dollars, America's global competitors see potential. The benefits of foreign assistance are too many—and the losses from inaction too great—to hesitate," the report emphasizes.

For copies of the report, contact The Business Alliance for International Economic Development, 601 13th Street, N.W., Suite 900-South, Washington, D.C. 20005. Phone: (202) 783-5588. Internet: http://www.milcom.com/alliance/

–**King** is a former public liaison officer in LPA.

By Lance Downing

USAID sponsors first Vietnamese participants since 1975

A team of Vietnamese government legal and economic experts visited USAID/Washington during the last week of August to exchange views with Acting AA/ANE Kelly Kammerer and other officials. This marked the first time since 1975 that the agency has sponsored Vietnamese officials for a study program in the United States.

The visit was part of a two-week seminar and study tour in the United States. The team is responsible for drafting a market-oriented companies law to promote the formation and growth of private firms in Vietnam's increasingly mixed economy. Coopers and Lybrand conducted the seminar and study tour under contract with the New York University School of Law.

The first week consisted primarily of discussions of comparative company law theory and practice with Professor Reinier Kraakman, on sabbatical from Harvard Law School, Professor Bernard Black of Columbia Law School and Professor Viet Dinh of Georgetown University Law Center. The second week included field visits in New York to Goldman Sachs and the Stock Exchange; in Washington to the Coopers and Lybrand auditing office, the Securities and Exchange Commission and USAID; and in Sacramento to the offices of the California secretary of state and the state attorney general to observe field application of companies law.

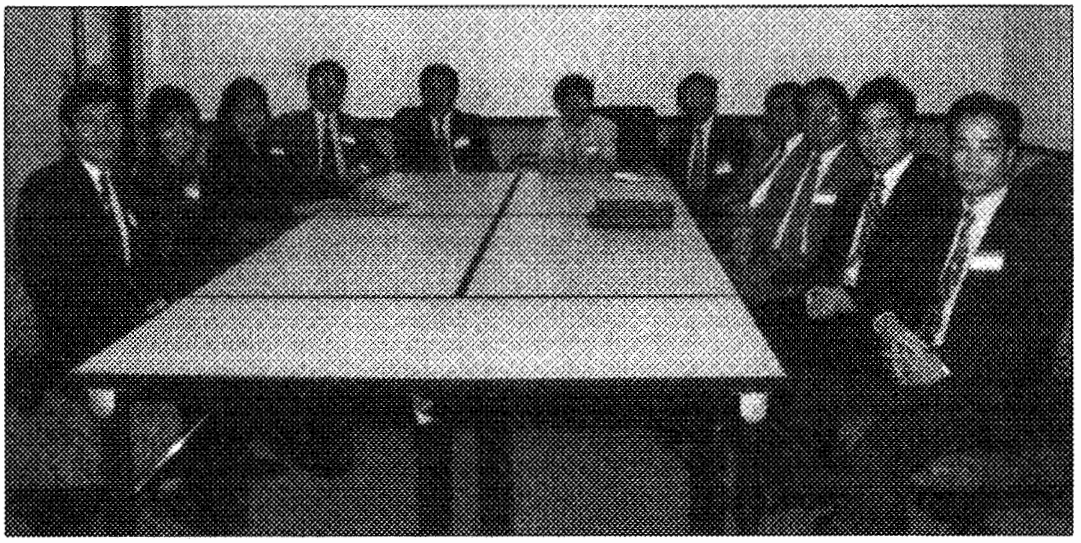
The Vietnamese team was headed by Dr. Dang Duc Dam, deputy president of the Vietnamese Central Institute for Economic Management (CIEM), a think tank affiliated with the Ministry of Planning and Investment. Other members included the CIEM macroeconomic policy chief and senior legal experts from the ministries of Justice and Planning, the National Assembly, the Prime Minister's Office and the Chamber of Commerce and Industry.

During discussions, the participants expressed great appreciation for the top-flight technical assistance USAID had arranged to help them review and comment on their draft companies law. Dr. Duong Dang Hue, deputy director of the Civil and Economic Law Department of the Ministry of Justice, noted, "We do not want to model our legal system after any particular system, be it the common law or civil law system, but want rather to try to examine all options in each case and decide which is best for Vietnam." This view was strongly endorsed by ANE staff.

The [Vietnamese] team is responsible for drafting a market-oriented companies law to promote the formation and growth of private firms in Vietnam's increasingly mixed economy.

Based on what they had learned, the Vietnamese team stated their intention to redraft the companies law upon their return to Hanoi and expressed interest in further assistance from USAID in helping them review and refine this revised draft before its formal submission to the National Assembly next year.

--**Downing** is deputy director, ANE/ESA.



The Vietnamese team of government legal and economic experts, sponsored on their trip to the United States by USAID, visited ANE officials in Washington. The team leader, Dr. Dang Duc Dam, is shown third from right.

By Joann Jones

USAID studying family-friendly work arrangements

Supporting the concerns of family members in the federal workplace has been an important presidential initiative in recent years. On July 11, 1994, President Clinton issued a memorandum directing agencies to expand family-friendly work arrangements to include: 1) alternative work schedules (compressed work schedules), which offer flexibility in adjusting the traditional fixed work schedule of eight hours a day, five days a week, that begins and ends at the same time each day; (2) telecommuting (also known as flexiplace), which allows employees to work at home or in another approved location away from their regular office for an agreed-upon portion of the workweek; and (3) job sharing, which provides a form of part-time employment in which the schedules of two part-time employees are arranged to cover the duties of a single full-time position.

In a June 21, 1996, memorandum, the president reaffirmed his commitment to help families in the federal workplace, directing agencies to review their family-friendly programs and continue to expand them to meet the goals of the presidential memorandum of July 1994.

In response to the presidential initiative, federal agencies as well as the private sector have been engaged in reinventing their personnel policies and instituting various options to help employees balance work and family obligations.

While there are differences in how agencies are implementing family-friendly work arrangements, one thing has become apparent: In this era of "doing more with less," assisting employees in balancing their work and personal life demands has become of critical importance to maximize limited staff resources, retain highly qualified employees and increase employee commitment and productivity.

USAID has now adopted a systematic approach to implementing the family-friendly initiatives, recognizing that such work arrangements will have a profound impact on the way the agency conducts business. USAID has enlisted the resources of staff from the U.S. Office of Personnel Management and other federal agencies to brief employees and management staffs on the various options and technical assistance available in developing comprehensive family-friendly programs.

As a first step, the agency is conducting a survey of the USAID/Washington workforce to assess employee interest in family-friendly work arrangements including: (1) compressed work schedules that allow an employee to complete the basic work requirement (80 hours biweekly) in less than 10 days; (2) telecommuting; and (3) job sharing.

Additionally, a "Family-Friendly Mailbox" has been established on agency E-mail as a central point for submission of comments from the field. Information gathered from these sources will be provided to three teams — with broad-based participation from USAID employees — to study these options and make recommendations to the administrator by Oct. 1.

USAID has now adopted a systematic approach to implementing the family-friendly initiatives, recognizing that such work arrangements will have a profound impact on the way the agency conducts business.

Employees participating on the compressed work schedules and telecommuting teams are listed below. A team on job sharing will be established at a later date after an interagency group with representatives from USAID, the Department of State, the U.S. Information Agency and the Arms Control and Disarmament Agency complete work on part-time regulations covering the Foreign Service.

Compressed Work Schedules Team members include: Joann Jones, M/HR/PPIM (coordinator); Sherry Grossman, ENI/NCA/WN; Ken Yamashita, G/PHN/HN/PSR; Linda Cope, GC/AMS; Drina Shuler, G/AMS; Frank Caropreso, LAC/DPB; Marion Castagna, ES; Gequeta Overton, ANE/AMS; Ken Roko, M/IRM/TCO; Jerry Manolatos, M/AS/PMD; Thomas Henson, M/OP/POL; Patricia Bullock, M/OP/POL; Carolyn Starks, M/HR/PPIM; Maria Marigliano, LAC/AA-EMT (alternate); Bernie Block, G/PHN/FPS (alternate); and Dennis Diamond, GC/EA (legal adviser).

Telecommuting Team Members include:Robert Egge, M/HR/PPIM (coordinator); David Leong, ENI/PER/PRO; Achsah Nesmith, AA/LPA; Barbara Rogers, G/AMS; Maria Marigliano, LAC/AA-EMT; Lynn Mason, ANE/MEA; Jerry Manolatos, M/AS/PMD; Thomas Henson, M/OP/POL; Patricia Bullock, M/OP/POL; Kenneth Lanza, G/EG/EM; George Moore, M/IRM/SDM; and Dennis Diamond, GC/EA (legal adviser).

Representatives of the American Foreign Service Association and the American Federation of Government Employees are participating as observers on the teams. If approved, implementation of new family-friendly work arrangements is expected early next calendar year.

—**Jones** is a policy analyst in M/HR/PPIM.

By Donna Rosa

The OIG experience: enhancing the quality of worklife

In early 1995, the Office of Inspector General (OIG) initiated a three-part program to provide employees with the benefits of the latest trends in the modern workplace.

The OIG offered its employees: a compressed work schedule, Metrocheck and relaxed-dress Fridays.

Since the compressed work schedule (CWS) began in July 1995, IG staff have moved in and out of the popular program while supervisors learned to manage a CWS work force.

The CWS program offers employees the opportunity to adjust their schedules to meet family responsibilities. For example, CWS allowed parents an extra day with their children during the summer by letting them compress their 80 hours biweekly work requirement into less than 10 days. Resuming a regular eight-hour day work schedule with the start of the school year allows time for assisting with homework assignments in the evening. A change in scheduling simply requires a written request and supervisor approval.

In an OIG evaluation of the CWS in 1996, Randy Katsoyannis, IG auditor, found that some supervisors were more comfortable with supervision of employees on a traditional eight-hour workday. However, staff preferred the opportunity to introduce flexibility into their workweek.

Few OIG supervisors work a compressed workweek themselves but must manage work where some staff may want to maintain the CWS. For CWS to work successfully, both employees and supervisors had to ensure that CWS did not interfere with accomplishing the work of the OIG. The evaluation showed some supervisors believed productivity fell under CWS. Still others found it impossible to meet office coverage requirements when staff were not available. Where these conflicts arose, supervisors discontinued the CWS option, and employees returned to the traditional work schedule. Other supervisors only approved the compressed schedule that provided a day off every other week. In addition, some employees found four 10-hour days too long and made a decision to abandon this schedule themselves.

Now two years into the program, CWS is working well with supervisors and employees working to balance the office work requirements with staff preferences. Both supervisors and employees agree that CWS improves morale. Less unscheduled leave and sick leave are used. Additionally, office coverage expanded in most offices. Overall, senior managers are pleased with its implementation and remain generally supportive of the program.

Mike Flannery, assistant inspector general for security, said, "Compressed work schedule is a great thing to offer; however, it may not be appropriate for all offices. It presents a significant management challenge to ensure both operational mandates and employee expectations are met. The only sure way to determine if CWS can be maintained is to try it. I encourage supervisors to give employees the opportunity to participate and to evaluate the impact after an appropriate interval."

Employees who do not meet with the public are permitted to adopt casual dress each Friday. Private corporations and now the federal government encourage casual dress to "relax" the office atmosphere.

The Metrocheck Program began June 1, 1995, with employees eligible for $30 per month toward mass transportation expenses. An evaluation conducted during 1996 by Stuart Nichols of the OIG Management Office found that, over time, more employees switched to mass transit in order to qualify for the subsidy.

In 1996, the program level was increased to $35 monthly. At the start of FY 98 the level will again be increased to the maximum level of $60 per month to maintain this benefit on a par with that being offered by the agency. New accountability procedures will allow Metrocheck farecards to be distributed within each OIG unit in FY 98.

Relaxed-dress Fridays began in March 1995. Employees who do not meet with the public are permitted to adopt casual dress each Friday. Private corporations and now the federal government encourage casual dress to "relax" the office atmosphere. And it works. The promotion of greater informality is a boost for morale that has not had a negative impact on work.

The OIG's positive experience with Metrocheck and CWS was shared with USAID management, the American Foreign Service Association and the American Federation of Government Employees in 1996.

Meeting with OIG staff in August, Inspector General Jeff Rush said, "I am pleased with our improvements to the OIG work environment over the past two years, and I am looking forward to FY 98."

When a situation arises where management and an employee find flexiplace and job sharing beneficial, the OIG is prepared to implement these programs.

–Rosa is a special assistant to the inspector general.

Editorials favor USAID

Throughout the summer, USAID has received positive editorials around the country. Below are a few samples. The Washington Post editorial is reprinted in its entirety with the Post's permission.

Daily Jefferson County Union

FORT ATKINSON, WISCONSIN JULY 21, 1997

Keep USAID independent

We're dismayed by the Senate's passage ... to turn control of U.S. ... saved tens of millions lives. And the suc... of the microcredit programs is well d... mented: Hundreds of thousands of ... mostly women, have p...

THE DENVER POST

July 24, 1997

Keep AID independent

Once more, Jesse Helms is trying to undermine America's ability to promote ... pawn of partisan posturing and short-term priorities or, worse, might be so ... it no longer ... ill-serve a ... erests require ... y worldwide ... of humanitar- ... any impover- ... bout critically ... his idea to a ... ed States pay ... ited Nations ... on is so des- ... arrearage ... not opposed ... ID ... to go to a ... committee ... ll as Colora- ... tion, should ... support for ... debt to the ... undermine ... tance. The ... s U.N. dues ... wed to con- ... unimpeded ... e consider-

Monday, July 28, 1997

The Washington Post

Turnaround on Foreign Aid

IN RECENT years, foreign aid has seemed at times an endangered species. Public support was said to be declining. Actual U.S. aid steadily fell off as a percentage of the national economy. The end of the Cold War contributed to this trend. So did the Republican takeover of the House, putting into positions of authority legislators who were as suspicious of foreign "entitlements" as of domestic welfare. Rep. Sonny Callahan, for example, an Alabama Republican, became chairman of the foreign aid appropriations subcommittee although he had never voted for a foreign aid bill in his previous decade in office.

Mr. Callahan had some cause to suspect foreign aid; much had been wasted during the 1970s and 1980s on corrupt dictatorships. Yet there remained, even—or perhaps especially—after the end of the Cold War, compelling reasons for the United States to remain engaged in the world and to encourage development in its poorer corners. Foreign aid has played an important role in Asian and Latin American countries, bringing millions out of poverty and creating more fertile ground for democracy. It could do the same in Africa and the formerly Communist world, helping donors as well as recipients. Aid creates new markets, extends U.S. influence and grapples with public-health, population and environmental problems that threaten rich countries as well as poor.

Now there are signs that this logic is beginning to take political hold. Public opinion surveys show that most Americans greatly overestimate how much of the federal budget goes to foreign aid—and that when they find out the total is well under one percent, they are supportive. Few, in fact, oppose modest and careful investments in child health, democratization, education and economic reform.

Recently the Senate passed a foreign aid bill that would reverse the decline in spending. It would begin to pay off U.S. debts to the World Bank, itself a reforming institution through which the United States can magnify its influence. Under the guidance of Republican senators Mitch McConnell and Richard Lugar and Democrat Patrick Leahy, and with much more focused lobbying this year from the Clinton administration—especially Secretary of State Madeleine Albright and Treasury Secretary Robert Rubin—the $13 billion measure passed by a 91-to-8 vote. "We have turned a corner," Mr. Leahy said.

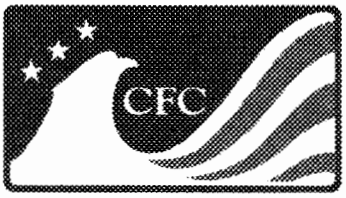
The House hasn't come quite so far. This week it is scheduled to consider a bill that allocates about $1 billion less than the Senate, falling short in significant areas. But Mr. Callahan is shepherding the bill through the House—Mrs. Albright went to Mobile to help sell his constituents on the need for foreign aid—and the potential for improvement remains.

Both bills continue to give Israel and Egypt too much at the expense of needier countries. The Senate bill contains too many restrictions on administration policy, including a shortsighted anti-Russia provision. But both reflect a growing consensus that foreign aid should not be an entitlement but a temporary source of help to countries that are helping themselves—and that foreign aid is, in the long run, an inexpensive investment in stability and prosperity.

By Doris Hall

CFC –"It All Comes Back to You"

The Combined Federal Campaign of the National Capital Area–the nation's largest CFC–officially kicked off its 1997 campaign on Sept. 10. The Hon. Rodney Slater, secretary of Transportation, leads this year's drive. The theme is "It All Comes Back to You."



1997 COMBINED FEDERAL CAMPAIGN OF THE NATIONAL CAPITAL AREA

Last year even though USAID underwent a reduction-in-force, employees generously contributed $393,877. USAID employees have been and continue to be in the forefront of humanitarian efforts here at home through CFC. This year, with your help, we hope to increase our participation from 53 percent to 100 percent to reach our goal.

The CFC provides a vehicle for federal employees to contribute to voluntary organizations and agencies in a way that helps these agencies plan budgets and programs. The 2,500 organizations supported by our contributions focus on the poorest of the poor, the homeless, the sick, the elderly and children.

When we support CFC agencies, it allows us to share in making it better for others and ourselves. Through designated gifts, you can ensure that your donation goes to meet those needs you feel are most important.

Team captains have been designated for each bureau/office within USAID/ Washington.

USAID employees have been and continue to be in the forefront of humanitarian efforts here at home through CFC.

Key CFC workers from the Washington area met at the Department of Commerce auditorium to gather material and share information at the kick-off of the 1997 campaign.

CFC keyworkers will contact all employees about the opportunity to contribute by check, cash or payroll deduction.

So, USAID, let's join together and give. "It All Comes Back to You."

-Hall is USAID's CFC campaign manager.

Reorganization update

The final draft of the Department of State's reorganization plan has been sent to the secretary of State and heads of the U.S. Information Agency, Arms Control and Disarmament Agency and USAID to decide three or four issues (none of them related to USAID) before submitting the plan to the White House. During the clearance process, there were no changes in how the reorganization will impact USAID from that described in the August Front Lines.

Besides the transfer of USAID press officers to State, there are no major U.S. direct hire or Foreign Service National/ local hire changes in the reorganization plan.

A State (M) office to implement the reorganization and State reinvention is being planned. USAID has offered to participate, once the plan is accepted by the White House.

As we go to press, Congress still has not completed action on foreign assistance legislation.

Stay tuned.

By Bridget Donahue

USAID and Indian NGO help clean up Madras

In June 1996, representatives of 151 countries came to Istanbul, Turkey, to take part in Habitat II, the U.N. Conference on Human Settlements. Many at that conference recognized USAID's successful work in urban development and the provision of urban environmental infrastructure over the last three decades. Following is an example of a project where a relatively small amount of USAID grant assistance has played a key role in improving the health and well-being of many lower-income residents of Madras, India.

Madras has witnessed rapid population growth in recent decades — from 4.3 million people in 1981 to over 6.5 million today. Government provision of sanitation services has failed to keep pace with demand.

A decade ago, residents were supposed to put their household waste in large containers placed intermittently throughout neighborhoods. But the containers often overflowed, and increasingly large amounts of trash were strewn in the streets, reducing the quality of living conditions while posing serious health threats. The Madras Municipal Corporation (MMC), which was supposed to take solid waste to dumps, often was unable to do this adequately.

MMC's inability to respond fully to neighborhood needs set the stage for the nongovernmental organization, Exnora International, to play a role in urban service delivery. Exnora, which stands for excellent, novel and radical ideas, began with 20 individuals in 1989. Exnora now involves more than 300,000 members throughout India. Although Exnora's activities are carried out nationally and internationally, its core operations take place at the community level where groups of citizens are organized by streets and are collectively known as Civic Exnoras.

Exnora became involved in the collection of garbage in 1989 when MMC sought to ensure that garbage was placed directly in its transfer containers, whose contents would be dumped into trucks. Exnora took the responsibility for making sure that the garbage was put into these containers.

Exnora sought the cooperation of local residents and the local rag pickers who had been rummaging through MMC pits. Residents began to hand garbage over to the rag pickers, now employed by the Civic Exnora as "street beautifiers," who would take it to the containers for transfer to the collection areas and ultimately to land fills or to recycling centers. Exnora decided to employ rag pickers because their involvement would eliminate the mess they had been creating in the streets and give them an income source.

Biodegradable garbage went through vermiculture to be used as compost or natural manure. Some of the separated non-degradable garbage was sold by the street beautifiers.

To date, annual membership subscriptions and grant assistance from USAID and the Danish government development agency have funded Exnora's operations; monthly user service fees cover the operational expenses of the actual garbage collection, i.e., the wages of the street beautifiers; and donor contributions and a bank loan helped purchase three-wheeled collection carts. That loan is being repaid monthly by the Civic Exnora, from resident subscriptions. The operational costs for the city's pickup are covered by municipal revenues.

...Exnora accomplishes much more than ensuring clean streets; it also has improved public awareness about civic services and public hygiene, involved and organized the community, and developed an effective working relationship between the citizens and [the Madras Municipal Corporation].

Madras' residents have proved willing to pay user fees to help eliminate overflowing municipal garbage pits. Lower-income members of the community unable to pay these fees contribute by providing labor in the form of garbage collection. In addition, everyone contributes by participating in the neighborhood meetings.

Civic Exnoras are now responsible for 20 percent of the primary collection of garbage in Madras city alone. But Exnora accomplishes much more than ensuring clean streets; it also has improved public awareness about civic services and public hygiene, involved and organized the community, and developed an effective working relationship between the citizens and MMC.

The success of the Civic Exnoras' work can be seen in the initiative that other communities have taken to replicate the work of the initial Exnora. In Madras, between 400 and 450 Civic Exnoras are functioning today and include members from lower, middle and upper classes. Exnora's activities have expanded both nationally and internationally.

In this and similar situations, the role of USAID and its overseas Regional Housing and Urban Development Offices has been to assist governments in improving service delivery for its citizens at affordable rates and to provide training and technical assistance that develop reasonable planning standards and shape policies to accommodate the needs of informal settlements.

USAID and other donors also have a role to play in offering technical support in municipal finance, which can enable municipalities to effectively impose taxes and allocate revenue toward improving public infrastructure.

–Donahue was formerly an international development associate in USAID's Environment and Urban Program Office.

WHERE

Moved On

Barnes, Victor
Bennett, Tanya
Deocampo, Maryann
Dine, Thomas Alan
Fossett, Tia
Gay, Carolyn
Goux, Carissa
Jimenez, Astrid Noemi
Kepler, Michael
Levin, Leah
Lien, Ann
Miller, Paula
Rodokanakis, Phillip
Siegel, Michael
Thompson, Jill Jacqueline
Thorne, Umeki Gray
Williams, Tina

Promoted

Adams, Tiffany
Attmore, Metoff
Dell, Acqua Steven
Dixon, Darin
Fesko, Daniel Joseph
Greene, Bradford
Hairston, Cynthia
Hupp, Kim Young
King, Cristal
Mason Garnet, Lenora
Mathis, Felicia
Miller, Loyola
Neely, Gertrude
Rodriguez, Jocelyn
Sadat, Linda
Schmidt, Joseph
Teasley, Stephanie

Reassigned

Aarnes, Anne, Ukraine, supervisory program officer, to deputy mission director, Bangladesh
Anderson, Dennis Craig, COMP/FS/REASSGN, agricultural economics officer, to agricultural development officer, Egypt
Anderson, Timothy, Egypt, commodity management officer, to project development officer, AFR/DP/PFP
Arogbokun, Adebola, M/FM/PPC, financial management officer financial analyst, to Haiti
Ashley, Jeffrey, Tanzania, IDI (health/population/nutrition), health/population development officer
Baker, Murl, AFR/SA, program officer, to project development officer, ENI/PD/PSA
Bertolin, Gordon, LAC/SPM, supervisory program officer, to project development officer, South Africa
Chiles, Lisa, Bangladesh, deputy mission director, to mission director, Sri Lanka
Chiriboga, Douglas, LAC/RSD, director/office of environment/natural resources, to program officer, AA/LA
Cira, Carl Jr., Bolivia, supervisory project development officer, to USAID representative, Colombia
Cohen, David, COMP/FS/ REASSGN, foreign affairs officer, to COMP/LT TRNG
Cooper, Blair, Egypt, agricultural development officer, to program officer, ENI/NCA/C
Coronado, Louis, South Africa, supervisory project development officer, to supervisory general development, COMP/FSLT
Dobberstein, Scott, RHUDO/NE, housing/urban development officer, to democracy officer, Poland
Doe, Brenda, El Salvador, supervisory health/population development officer, to population development officer, G/PHN/POP
Dula, Margaret, Bolivia, supervisory contract officer, to Guatemala
Frej, William, Poland, housing/ urban development officer, to USAID representative
Garber, Larry, PPC/DEM, senior adviser, to deputy assistant administrator, AA/PPC
Gardella, David, El Salvador, supervisory private enterprise officer, to Bolivia
Gettier, Joseph, REDSO/ESA/FFP, Food for Peace officer, to COMP/FS/REASSGN
Gorton, Lynn, Haiti, health/population development officer, to G/PHN/FPS
Harrington, Donnie, Egypt, agricultural development officer, to G/EG/AFS/AEMD
Hughes, Carolyn, REDSO/ESA/IDIS, IDI (Food for Peace), to Food for Peace officer, REDSO/ESA/FFP
Imhoff, Gary, Haiti, supervisory program officer, to supervisory private enterprise officer, ENI/ED/EF
Jackson, Rolanda, LPA/MC, administrative operations assistant typist, to information assistant (office automation), PPC/AMS
Kahn, Robert, Bolivia, program officer, to supervisory program officer, Guatemala
Klassen, Lawrence, Colombia, USAID representative, to mission director, Panama
Knott, Jay, GC/G, legal officer, to Peru
Lerner, Patricia, Slovakia, USAID representative, to regional director, RSC/OD
Llewellyn III, Charles, Nepal, health development officer to G/PHN/HN/HIV/AI
Lombardo, Joseph Jr., Peru, supervisory project developmentofficer, to supervisory program officer, LAC/DPB
Mandel, Pamela, G/ENV/UP, housing/urban development officer, to COMP/FSLT
Marr, Thomas, Egypt, project development officer, to program officer, AFR/WA
McDonald, Fred, REDSO/WCA/PSD, natural resources officer, to project development officer, Malawi
McFarland, Cecil, COMP/FSLT, executive officer, to Rwanda
Morris, Eugene Jr., PPC/PC, program officer, to supervisory project development officer, Sri Lanka
Nelson, Francesca, BHR/PPE, program economics officer, to Egypt
Olds, Sarah, Poland, USAID representative, to foreign affairs officer, COMP/SEPARATION
Panther, Dennis, COMP/FSLT, agricultural development officer, to natural resources officer, REDSO/WCA/PSD
Peevey, John, Bolivia, supervisory executive officer, to Sri Lanka
Poe, Karen, Madagascar, deputy mission director, to mission director
Post, Glenn, AFR/SD/HRD, supervisory health/population development officer physician, to supervisory health/ population development officer, Nepal
Rendon-Labadan, Maria, Indonesia, IDI (democracy), to supervisory special projects officer
Robbins, Gary, Bangladesh, democracy officer, to project development officer, El Salvador
Robinson, David, REDSO/WCA/PDE, supervisory project development officer, to supervisory program officer, ANE/SEA/RPM
Rupprecht, Erhardt Jr., LAC/SPM, supervisory general development officer, to deputy regional director, Guatemala
Rutanen-Whaley, Marion, Sri Lanka, project development officer, to supervisory project development officer, Egypt
Schulze, Loren Lee, Slovakia, project development officer, to energy officer, ENI/EEUD/EI
Schwartz, Sheldon, IG/A/IT&SA, auditor, to special projects officer, BHR/OFDA/DRD
Sprague, David, Ukraine, deputy mission director, to supervisory program officer, Bangladesh
Tarter, Jerry, India, supervisory project development officer, to program officer, ANE/ESA/I
Thompson, George, Niger, supervisory agricultural development officer, to program officer, AFR/WA
Toh, Kiertisak, COMP/LT, foreign affairs officer, to mission director, Malawi
Wall, John Frederick Jr., REDSO/WCA/PDE, supervisory project development officer, to AFR/DP/PFP
Warren, Marion, G/HCD/BELS, director office field support/technical assistance, to program officer, AA/G
Wheeler, Alice, PPC/ENV, secretary (office automation), to AA/LPA
Yates, Michael, Bolivia, natural resources officer, to supervisory natural resources officer, the Philippines

Retired

Barnes, Thelma
Batchelder, Alan
Blackton, John
Cernin, Rose
Johnson, William
Macken, Richard
Randolph, Kenneth
Rodman, Fabiola
Rogal, Michael
Stillwell, Carol

Obituaries

Dial Barnwell Garms, 52, the former wife of Foreign Service officer David Garms, died of a heart attack on June 18 at her home in Fairfax, Va. She was a Peace Corps volunteer in Thailand; taught English in Vietnam; was head librarian at the American International School in Dhaka, Bangladesh; and was a former associate professor of English at the Institute for Technological Studies in Colombo, Sri Lanka.

Harry C. White, 80, died July 18 at the Hospice of NorthernVirginia after heart surgery. White joined USAID in 1970 and retired from the agency as a contract officer in 1987. He was a recipient of USAID's Outstanding Career Achievement Award.

U.S. Agency for International Development
Bureau for Legislative and Public Affairs
Washington, DC 20523-0056

Penalty for Private Use $300
Official Business

AN EQUAL OPPORTUNITY EMPLOYER

Bulk Rate
Postage and Fees Paid
USAID
Permit No. G-107