
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

NOVEMBER 1997

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THIS ISSUE

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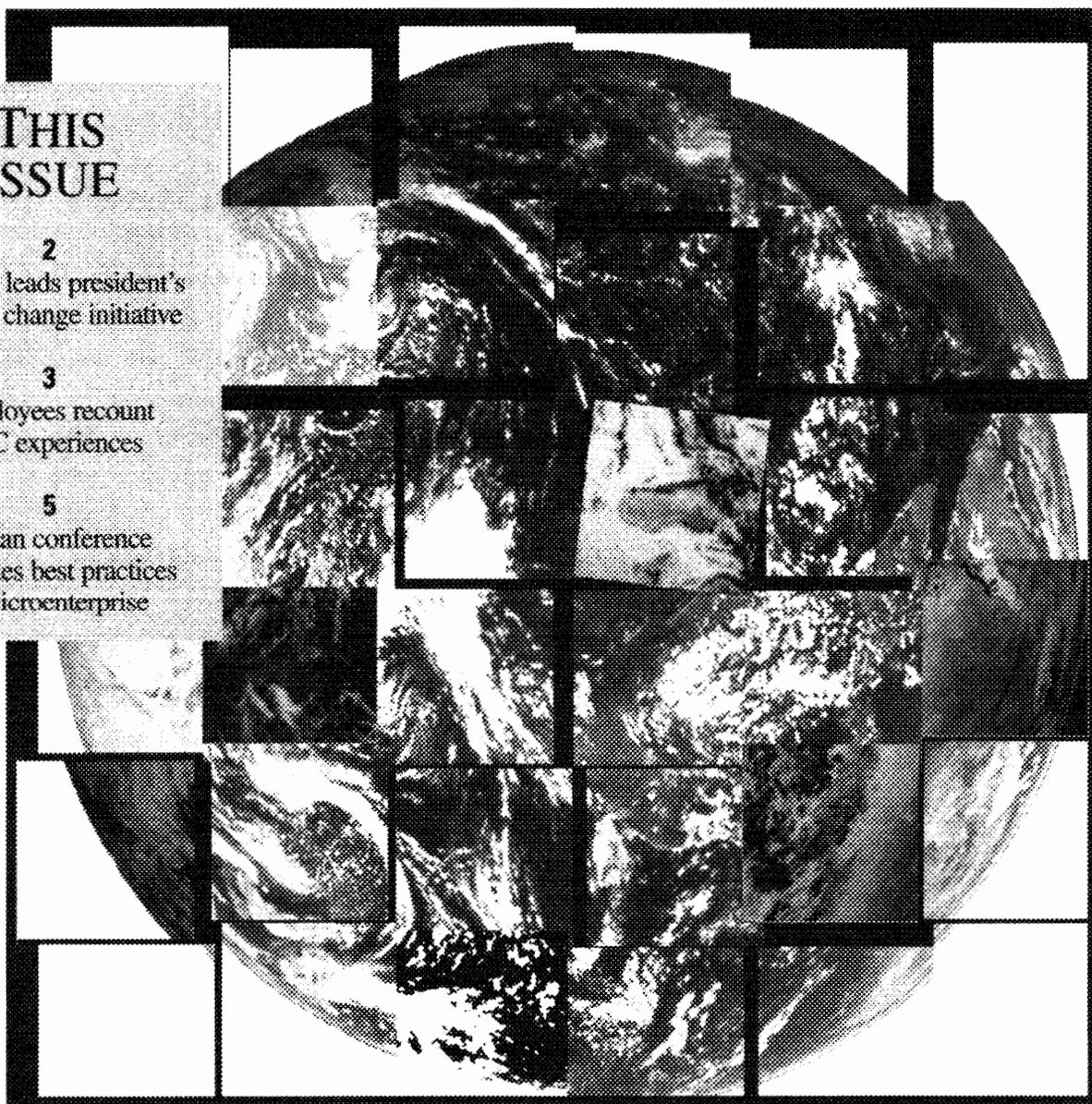
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promotes best practices
in microenterprise





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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

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Hats off to management !!

Front Lines congratulates management for the superb job they have done in getting USAID employees moved into the agency's new headquarters. We recognize that it was a great effort by management staff to make all the arrangements and prepare employees for the transition. We applaud the management staff — and all the spotters and coordinators from all the bureaus — who have worked so hard and long to make the move as smooth as possible. You all certainly deserve recognition and congratulations!

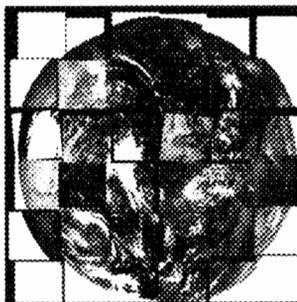


Photo credits: Cover, Gerry Gagne; page 3, Scout Troop 233; page 5, USAID/Jordan; page 6, Betty Snead; page 7 (top) Pat Adams, (bottom) Betty Snead; page 8 (top) Pat Adams, (bottom) Betty Snead.

Cover: Global climate changes pose many threats. To help meet these challenges, USAID has been tasked with leading the president's global climate change initiative. See page 2.

Front Lines

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USAID leads president's climate change initiative

Global climate change poses profound threats to international economic development and ecological balance. Climate change is not solely an environmental issue, nor is it simply an economic or a social justice issue. It is simultaneously all three.

If greenhouse gas emissions continue to grow unabated, all sectors of the global economy, all realms of the natural environment and all countries of the world will be affected. The greatest costs, however, will be felt by developing and transition countries, the countries least able to cope with crisis and adapt to change.

Speaking at the United Nations in June of this year, President Clinton announced that the United States would provide more than \$1 billion over the next five years to help developing nations and countries in transition reduce the threat of climate change. That announcement signaled a renewed U.S. government commitment to facilitate technology transfer and assist developing and transition countries to meet the spirit and obligations of the U.N. Framework Convention on Climate Change.

The initiative includes three components: a minimum \$750 million in grants over the next five years; a maximum of \$250 million in climate-friendly investment stimulated through the use of credit instruments; and a \$25 million interagency climate change program.

USAID was given the lead on behalf of the United States to implement the president's initiative since the agency has been implementing environmental programs for many years that have had a direct impact on greenhouse gas emissions.

In June, USAID began to develop a Climate Change Action Plan (see box) that will make the president's

commitment a reality. The plan presents a framework and guidelines for fulfilling the first two components of the president's initiative, totaling \$1 billion. The first section summarizes the state of knowledge regarding climate change and its likely impact on developing and transition countries. The second section discusses the relationships between global climate change and sustainable development and outlines the major issues posed by these relationships. This is followed by a description of USAID's strategy to combat the threat of climate change and the approach USAID will use in implementing

the president's commitment. The draft plan was released in conjunction with the White House Conference on Climate Change on Oct. 6.

During October, USAID conducted a broad, international outreach to gather feedback and input. Over 700 copies of the draft action plan were circulated worldwide. The agency hosted a public consultation meeting, an inter-agency meeting and a luncheon with Administrator Brian Atwood and key non-governmental organizations. USAID staff discussed the plan with congressional staff. The Office of

Management and Budget held a hearing for USAID regarding the action plan. Comments were also solicited during the climate change negotiations in Bonn, Germany, in October.

As a result of the feedback USAID received, the plan was revised and finalized and will be released in Kyoto, Japan, in December in conjunction with the Third Conference of the Parties to the U.N. Framework Convention on Climate Change. ■

—Hales is deputy assistant administrator, G/ENV, and Koppell is an environmental policy specialist in G/ENV.

Overview of the action plan

USAID will concentrate resources and attention on a set of key climate change countries and regions selected because of their contributions to net global greenhouse gas emissions and their government's receptivity to taking concrete action. Nine key countries and three regions will receive priority: Central Africa (Cameroon, the Central African Republic, the Congo, the Republic of Congo, Equatorial Guinea and Gabon), Central America (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama), Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan), Brazil, India, Indonesia, Mexico, the Philippines, Poland, Russia, South Africa and Ukraine. Although China is another large emitter of greenhouse gases, USAID does not operate in China.

All of the USAID key countries and regions will maintain a significant portfolio of climate change-related activities for the duration of the initiative.

The action plan specifies three areas of emphasis:

- decreasing the rate of growth in net greenhouse gas emissions by decreasing greenhouse gas sources and maintaining or increasing greenhouse gas sinks.

- increasing success in achieving the goals of the U.N. Framework Convention on Climate Change by developing and transitional countries.
- decreasing vulnerability to the threats posed by climate change in developing and transitional countries.

The agency will use a range of approaches, including policy reform, institutional capacity building, education and outreach, and information collection and dissemination. The plan also will place particular emphasis on four additional tools USAID believes will be particularly critical: technology cooperation; partnerships with the private sector; collaboration and coordination with other bilateral and multilateral donors; and the use of loans and loan guarantees to foster private trade and investment in climate-friendly technologies and projects.

USAID will have a wide range of public, private and non-governmental partners in implementing the plan, including other agencies and departments of the federal government, multilateral development banks, and other multilateral and bilateral donors, as well as public, private and non-governmental organizations throughout the world.

Through the plan, several areas of emphasis will be highlighted. USAID will:

- quantify the health and productivity costs associated with the local air pollution that fossil fuel combustion generates in an effort to expand the definition of win-win efforts to decrease greenhouse gas emissions.
- undertake an analysis of the specific regional and local vulnerabilities climate change poses. That study will be used to identify hot spots, areas of particular vulnerability that USAID needs to address.
- facilitate private sector transfer of clean energy technology.
- focus on the urban-climate nexus and address opportunities to meet local air quality concerns while decreasing net greenhouse gas emissions.
- enhance environmental education and outreach to involve non-governmental organizations, the private sector and governments in efforts to promote development while reducing the rate of growth in net greenhouse gas emissions.
- work with the donor community to more effectively promote development that minimizes the growth in greenhouse gas emissions.

Employees recount CFC experiences

Several USAID employees share their experiences with organizations benefiting from the Combined Federal Campaign (CFC):

Vikki Carethers, M/HR

Vikki has been a volunteer with CASA (Court Appointed Special Advocate) in the past and plans to soon volunteer again. CASA volunteers are trained community workers appointed by a judge to speak up for abused and neglected children in the court system. They help protect the rights of children who otherwise may be unable to represent their own best interests.

Vikki became interested in being a volunteer because of the mistreatment she and her twin brother suffered under foster care. "I decided," she said, "that when I grew up I would always be extra kind to foster children or children in the welfare system because they are often not treated well by foster parents, natural parents, their school peers, and yes, even by society itself."

"When I heard about the CASA

program, I did not hesitate one moment to volunteer. I knew it was my way to give back to other foster children, to make them feel loved and special, to mentor them, to speak for them and to try to heal some of their wounds. High self-esteem is one thing neglected and abused children don't have, and it is the responsibility of a CASA volunteer to build confidence.

"We don't have enough CASAs out there. I urge my USAID friends to become CASAs. Some child needs you right now. There is no more worthy fight than being an advocate for children who cannot fight for themselves."

Hal Gray, PPC

Hal has been devoting his spare time to helping Boy Scouts. He began his adult scouting career in 1985 when he became an assistant cubmaster of Cub Scout Pack 465 to which his two sons belonged. He moved on with them to serve as scoutmaster for Scout Troop 233, sponsored by Concord-St. Andrew's United Methodist Church in



Hal Gray (lower right) is shown with his family and relatives at an Eagle Scout Award ceremony in 1995. His two sons, Kyle (lower left) and Andrew (center) became Eagle Scouts, the highest rank in scouting. Hal's wife, B.J. Gray, is second from left.

Bethesda, Md. Hal now has taken a position outside the troop as roundtable commissioner, which means he is in charge of monthly information-exchange-and-training meetings of other scout leaders in southwestern Montgomery County. He also serves as assistant scoutmaster, helping Life Scouts work on their Eagle rank, the highest rank in scouting.

"I certainly did not plan to get so involved in scouting, but our sons were interested and the Cub Pack needed help, so I became more and more involved," Hal said. "I got hooked on a leadership position while attending a scout leader training program conducted by committed volunteers. Their enthusiasm was infectious, and I have enjoyed working with community-minded people like this ever since."

Carla Russell, M/HR

Carla was not a volunteer but received assistance from a CFC

organization. She explains in her own words:

"I have given to a lot of different charities since my tenure with USAID, but over the past two years I have had the opportunity to live the slogan, 'It all comes back to you.'"

"In trying to purchase my first home, I really didn't know where to start or what first-time homebuyers' programs were available. Housing Counseling Services (HCS), in cooperation with the Washington Urban League, two non-profit groups, introduced me to every aspect of home purchase. HCS and the Urban League not only offer classes and budget counseling, but they literally hold your hand through the process. I learned also that if you elect to remain in the District, you can qualify for down payment and closing assistance ranging from \$2,000 to \$20,000. This advice has been invaluable to me." ■

American Foreign Service Association Awards

AFSA is calling for nominations for their annual awards. Awards are conferred on a senior officer, a mid-level officer, a junior officer, a Foreign Service secretary and a community liaison officer. Also, a Foreign Service family member is honored for volunteer service. Each winner receives \$2,500 and is honored at a ceremony in the diplomatic reception rooms of the State Department.

In the last round USAID officer Margaret Bommer won the award for a senior officer, and Sarah Wines was the runner-up for the mid-level citation.

The deadline for nominations is Jan. 31, 1998. Details are in the November issue of the Foreign Service Journal or from AFSA's coordinator for professional issues, Richard Thompson, 2101 E St., N.W., Washington, D.C. 20037, tel: (202) 338-4045, ext. 521; fax: (202) 338-6820; E-mail: prof@afsa.org.

USAID



Senate confirms USAID presidential appointees

President Clinton nominated and the Senate has confirmed the following persons to senior USAID positions:

- Ambassador Harriet Babbitt as deputy administrator. Babbitt has served as the U.S. permanent representative to the Organization of American States from 1993 to 1997.

- Thomas Fox as assistant administrator for policy and program coordination. Fox was formerly vice president of the World Resources Institute and director of its Center for International Development and Environment. He served USAID in the past as director of the Office of Private and Voluntary Cooperation.

- Terrence Brown as assistant administrator for management. Brown previously was deputy assistant administrator for Asia and the Near East.

Windward Islands receives \$2 million in USAID grants

On Sept. 2, USAID made good its commitments to the U.S. Caribbean Summit by granting \$2 million to the Windward Islands Diversification Project, the goals of which are to improve the economic and social condi-

tions on the Windward Islands of the eastern Caribbean by creating employment opportunities and alleviating poverty.

USAID closes Slovenia office

USAID announced on Sept. 17 the closing of its Slovenia office in Ljubljana. A \$12.4 million USAID assistance program was implemented during 1993 to 1997 in response to a request for assistance from Slovenian Minister of Finance Mitja Gaspari. The USAID program focused on financial sector reform, private enterprise development and the strengthening of democratic institutions. Slovenia met the program's well-defined goals, and the country's economy is now on solid ground and no longer requires U.S. assistance.

New contract for advisory services to Eastern Europe

On Sept. 18, USAID announced the signing of a \$900,000 contract with the National Securities Clearing Corporation to provide advisory services to the agency in its development of clearance and settlement systems in Eastern Europe's emerging capital markets. The one-year contract has options for two additional years. "We look upon this as a partnership venture between the U.S. government and Wall Street," said Don Pressley, acting USAID assistant administrator for Europe and the New Independent States.

USAID provides \$3 million for Caribbean economic diversification

The United States and the Caribbean Community (CARICOM) signed a Memorandum

of Understanding on Sept. 24 to implement a three-year, \$3 million program that will accelerate economic diversification in the Caribbean. The Caribbean Economic Diversification Program will help prepare the region for the Free Trade Area of the Americas, which will begin by 2005. Key to the program will be technical assistance from U.S. government agencies or other sources to assist Caribbean governments in complying with obligations required as members of the World Trade Organization.

USAID grants \$4.8 million to Inter-American Institute of Human Rights

First lady Hillary Rodham Clinton announced the signing of a grant to the Inter-American Institute of Human Rights at a ceremony held during the Seventh Annual First Ladies Conference of the Americas in October in Panama City. Mark Schneider, USAID assistant administrator for Latin America and the Caribbean, and Juan Mendez, executive director of the Inter-American Institute of Human Rights, signed the three-year grant to help promote human rights and free and fair elections in the hemisphere and the expansion of the institute's gender and human rights activities.

North Korean victims will get medical aid

The U.S. government, through USAID, will provide a \$5 million international disaster assistance grant to UNICEF for an integrated health care program for children and mothers in North Korea. The distribution and use of this aid will be monitored.

Mexico receives U.S. humanitarian assistance

USAID announced on Oct. 17 that it has provided \$332,000 in humanitarian assistance to Mexico in response to the severe damage to that country's west coast caused by Hurricane Pauline.

Additional funding for Haiti programs provided

Secretary of State Madeleine Albright announced during her visit to Haiti on Oct. 17 that the U.S. government, through USAID, would provide an additional \$2 million in fiscal year 97 funds to support ongoing family planning programs in Haiti.

IRS offers childcare center to USAID families

The Internal Revenue Service notified Front Lines that there are openings in its childcare center for children of USAID employees. Since the childcare center in the Ronald Reagan Building has not opened, IRS thought USAID employees would be interested in using their facilities. The center, located in the IRS building at 10th St. and Constitution Ave., is open from 7 a.m. to 5:45 p.m. Monday through Friday. The center cares for infants from three-months-old to six-year-old children on a weekly or drop-in basis. Prices range from \$126 to \$194 weekly. For additional information on the center, which is managed by the Children's World Learning Centers, contact the director, Tedra Long, at (202) 622-8672. ■

Jordan conference promotes best practices in microenterprise

USAID was one of four official sponsors of a major conference on microenterprise development held in Amman, Jordan, this year. The conference helped pave the way for a new, \$25 million "Economic Opportunity" strategic objective initiated in June 1997 and expected to continue for at least five years as one of the centerpieces of a rapidly expanding USAID program in Jordan.

The World Bank, the U.N. Development Program and the European Union also co-sponsored the widely publicized conference. The event, following soon after the "Microenterprise Summit" held in Washington earlier in the year, provided an important boost to USAID's own plans to promote microenterprise development in Jordan.

"Micro- and small-enterprise development are clearly Jordan's best hope to provide jobs for its rapidly growing labor force," noted USAID/Jordan Mission Director Lewis Lucke in his opening address.

Lucke cited the example of a client benefiting from a USAID-funded microenterprise credit program in Jordan managed by Save the Children and focused entirely on women. "It is a story of strength and self-reliance, of new hope for a woman and her family," he said. The woman had started with a \$110 loan to open a business making inexpensive pillows, curtains and bed covers. She is now on her seventh loan cycle, having borrowed and repaid nearly \$2,000 over the past two and a half years.

More than 90 participants from across Jordan attended the three-day meeting. Senior Jordanian

officials were represented, along with staff from seven local banks and 16 non-governmental organizations (NGOs). "Lessons learned" from several USAID-funded microenterprise programs in Bolivia, Egypt, the West Bank/Gaza and elsewhere figured prominently in the discussions.

For many Jordanians, the idea of rapidly expanding microenterprise programs that pay for themselves and charge interest at market rates or higher came as a surprise. Some participants were unfamiliar with successful experiences elsewhere, which amply demonstrate that microenterprise programs can be sustainable.

Media coverage generated by the meeting included extensive reporting in the local Arabic and English language press, radio interviews with most speakers, an English language TV talk show featuring some of the speakers, and a USIS-sponsored media forum involving conference participants as well as the local business community.

"Clearly, microfinance is something USAID does well worldwide," noted Alonzo Fulgham, head of USAID/Jordan's Office of Economic Opportunities and team leader for the proposed new strategic objective. "The conference was a first step to introduce 'best practices' to banks, government officials and the NGO community. Interest on the part of potential customers following the conference has been overwhelming." ■

—Addleton is program officer at USAID/Jordan.



Khawla Mohammed Mahmoud Malw Al Ain has received several loans from the USAID-funded microenterprise program. She and her sister bought sewing machines on credit and extra materials to start their business. They have built a good base of clients and customers, have become very popular and well known and are succeeding in specializing in children's wear.

USAID/Jordan experiences rapid expansion

The August signing of two USAID/Jordan Strategic Objective amendments totaling \$100 million marks a dramatic increase in funding for what has become one of the half-dozen largest USAID missions worldwide.

The additional funds will be split equally between support for water projects and a policy-based cash transfer aimed at reducing Jordan's heavy external debt burden. Total economic support funds and development assistance funds for Jordan in fiscal year 1997 exceeded \$116 million, up from \$72 million a year ago. The expanded levels underscore Jordan's continued support for ongoing efforts to forge peace in the Middle East.

"We realize how unique it is to have a program that is actually growing, and growing dramatically," commented USAID/Jordan Mission Director Lewis Lucke. "The additional funding will allow us to play a much more substantial role in contributing toward Jordan's

development needs into the next century."

USAID and its predecessor agencies have maintained a 45-year commitment to Jordan, dating back to 1952, when the first of 75 ancient Roman cisterns was repaired to store water run-off in the winter for use during water-short summer months. Subsequent USAID programs financed a wide range of irrigation works, wastewater treatment plants and agricultural projects as well as numerous education, training and health activities. More recently, private sector and policy reform initiatives have been emphasized in what has become one of the most dynamic Middle Eastern economies over the past five years.

The current USAID program in Jordan focuses on three main concerns: not enough water, too few jobs and rapid population growth.

Jordan is expected to receive more than \$100 million annually for the next four years as part of the United States' renewed commitment.

Chiles heads Sri Lanka mission

Lisa Chiles was sworn in at a private ceremony at the State Department on July 11 to head the USAID mission in Sri Lanka. This is Chiles' second assignment to Sri Lanka, having served there as the regional legal adviser from 1986 to 1988.

Chiles directs a \$12 million USAID program in Sri Lanka. With the government of Sri Lanka focusing on bringing an

end to the 14-year ethnic conflict in the country, USAID is playing a major role in moving the country through an important economic and social transition. In addition to assisting Sri Lanka to achieve broad-based sustainable development and strengthened democratic institutions, USAID also is providing humanitarian assistance.

Before assuming her new

position, Chiles was the deputy mission director in Bangladesh for three years.

She joined the agency in 1979 and held a variety of assignments in the General Counsel's Office before going overseas in 1981. From 1981 to 1994, she was assigned to Indonesia, Sri Lanka and the Philippines as a regional legal adviser. During that time she also provided legal services to

USAID for Thailand and Burma as part of her regional responsibilities.

Chiles has a master's degree from the Vrije Universiteit Brussel in Brussels, Belgium, and a law degree from Emory University.

She and her husband, Austin Pulle, who teaches international business law in the region, have two children. ■

Mackenzie directs regional office in Kenya

Donald Mackenzie was sworn in on Aug. 6 at the State Department to be the new director of USAID's Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA). The office is based in Nairobi, Kenya, and assists in the design and implementation of USAID programs and projects in 21 countries in the region.

Mackenzie oversees regional programs that promote sustainable development by fostering good governance, private sector development, family health and biodiversity protection. REDSO provides a central pool of experienced officers and technical experts who are available to respond to requests for support services from the other USAID missions and offices in the region.

Before assuming his new position, Mackenzie, a career Foreign Service officer with 22

years of international development experience, was USAID mission director in Madagascar.

He joined USAID in 1978 as an international development intern and served in Panama, Burkina Faso and Washington. Mackenzie was appointed to the Senior Foreign Service in 1995.

Mackenzie began his overseas career in 1969, serving for two years as a secondary school teacher in Wundanyi, Kenya, with the Peace Corps. He served again in the Peace Corps as a municipal development adviser in El Salvador from 1976 to 1978.

He has a bachelor's degree in history from the University of Pennsylvania and master's degrees in both public administration and urban and regional planning from the University of Virginia.

Mackenzie is married to Cynthia Grant Mackenzie, and they have a daughter, Devon Katherine. ■



Donald Mackenzie, the new director of USAID's Regional Economic Development Services Office based in Nairobi, enjoys a few minutes with his wife, Cynthia, and daughter, Devon, before his swearing-in ceremony.

Frej is new USAID representative to Poland

William Frej was sworn in on July 21 at the State Department to head USAID's development program in Poland.

The agency's program in Poland has a proposed budget of \$95 million for the next three years. Poland was one of the first countries to receive aid through the

U.S. Support for Eastern European Democracy (SEED) Act. With strong economic growth and democratic reform firmly in place, Poland has successfully completed the first stage of a transition to a market economy. The country has received more than \$900 million in U.S. assistance, and USAID advisers have had key roles in privatization and legal and financial reforms. In the year 2000, Poland is scheduled to join the growing list of European countries that have graduated successfully from USAID assistance. Before assuming his new position, Frej had been based in Poland as the director of USAID's Regional Housing and Urban Development Office for Central and Eastern Europe.

Frej, who brings over 25 years of experience working on domestic and international development issues, joined the agency in 1987

as a senior finance policy adviser in Indonesia. In 1990, he became the director of the Office of Regional Housing and Urban Development for East Asia, and in 1994, he assumed the position of the director of USAID/Indonesia's Private Enterprise Development Office.

He is the recipient of the Administrator's Implementation Award and a Meritorious Honor Award.

Before joining USAID, Frej was a regional administrator with the Federal Home Loan Bank Board and a director of planning for the University of California at Berkeley, working on housing and economic development issues.

He has a bachelor's degree in architecture from the University of Arizona and a master's in city planning from the University of California at Berkeley. ■



Following his swearing-in ceremony, William Frej (third from left) enjoys fellowship with his wife, Anna, (second from left) and friends, Tom and Susan Hougen.

Brown named mission director to Ethiopia

On Aug. 15 in a private ceremony at the State Department, Keith Brown was sworn in as the new USAID mission director to Ethiopia.

USAID/Ethiopia is the second largest agency program in Africa, totaling nearly \$90 million in development and food assistance.

USAID's strategy in Ethiopia focuses on strengthening food security, rebuilding critical social services in education and health, creating a more democratic and responsive political system and being prepared to respond efficiently to humanitarian crises until their root causes can be overcome.

Before assuming his new position, Brown, who holds the rank of minister counselor, was the regional mission director for REDSO/ESA in Nairobi, Kenya.

Brown joined USAID as an international development intern in 1976 and has served in Egypt, the Philippines, Kenya and Washington.

He has participated in the Department of State's Senior Seminar, the most advanced professional development program available to senior foreign policy and national security officials of the U.S. government.

Brown has been the recipient of the Distinguished Presidential Award and a Meritorious Honor Award.

He has a bachelor's degree in business administration from Lincoln University and a master's in business administration from the University of Southern California.

Brown is married to Susan Padama Brown of Cotabato City, the Philippines. ■



USAID Chief of Staff Richard McCall (left) was on hand to congratulate Keith Brown on his new position as mission director to Ethiopia.

Goddard is new USAID representative to Slovakia

Paula Goddard was sworn in as the new USAID representative to Slovakia on Aug. 19 at the State Department.

An expert in development management, Goddard oversees a \$15 million program concentrating on strengthening Slovakia's

democratic and social initiatives. U.S. assistance has been a key element in the turnaround of Slovakia's private sector, which has a real gross domestic product growth of 6.9 percent and an annual inflation rate of only 5.4 percent.

Before assuming her new position, Goddard was USAID's deputy executive secretary and participated in the State Department's Senior Seminar.

Goddard joined USAID in 1979 as the deputy director of the Office of Women in Development. From 1983 to 1990, she served as deputy director of the Center for Development Information and Evaluation. She also has served in Ecuador as director of the Office of Program

and Project Development.

During her tenure at USAID, Goddard was detailed for a year to the U.N. Food and Agriculture Organization (FAO). She developed and implemented FAO policy on international women's programs in agriculture, rural development and family planning.

Goddard began her development career as a Peace Corps volunteer in Kerugoya, Kenya.

She has a bachelor's degree in history from the University of Wisconsin and a master's in education from Boston University.

Goddard's two daughters, Erica and Anna, are now university students. ■



Paula Goddard takes the oath of office from Marilyn Marton, deputy director, M/HR, while her two daughters hold the Bible. Goddard heads the USAID office in Slovakia.

Haynes named USAID representative to Macedonia

Stephen Haynes was sworn in on Aug. 22 at the State Department as the new USAID representative to the former Yugoslav Republic of Macedonia.

The \$16 million USAID program in Macedonia focuses on helping the country in economic restructuring and democratic transition. USAID's activities within economic restructuring provide direct assistance to private enterprises to improve their efficiency and productivity, as well as indirect assistance aimed at improving the competitive environment within which they operate. Special emphasis is placed on small and medium-size enterprises, especially in the agricultural area. In assisting the democratic transition, USAID is targeting the development of mechanisms, especially non-governmental organizations, to increase citizen

participation in democratic systems.

Before assuming his new post, Haynes served in a dual position in Albania as the deputy USAID representative and agriculture development officer.

Haynes joined USAID as an international development intern in 1979. He has served with the agency as an agricultural economist in Costa Rica; agriculture development officer in El Salvador; and supervisory agriculture development officer in Egypt and Niger. Haynes also has served in Honduras on the task force for humanitarian assistance to Nicaragua.

He has a bachelor's degree in political science from the University of South Carolina and a master's in agricultural economics from Virginia Tech.

Haynes and his wife, Ana, have two sons, Brian and Kenneth. ■



Stephen Haynes is joined by his family as he is sworn in as the USAID representative to Macedonia. His mother holds the Bible while his wife, Ana, and two sons, Kenneth and Brian, watch. Robert McDonald, chief, M/HR/EM, administers the oath of office.

WHERE



Moved On

Byrne, Joseph James
Cooke, Brian
Gray, Sudanah
Greaves, Nancy
Howard, Barbara
Lewis, Nora Benton
Randolph, Paul
Smith, Allen Jr.

Promoted

Artificio Rogers, Mariza
Bowman, Lari Nicole
Bryant, Dennis
Corbett, Christina
Cromartie, Ernestine
Cross-Sidky, Mary
Ewing, Sherri
Gire, Cynthia Lynne
Green, Catherine
Henry, Eunic
Horschler, Philip
Johnson, Patricia
Lam, Linh-Chau
McCoy, Melissa
Miklaucic, Michael
Nordby, Craig
Phee, John Michael
Rahman, Talaat
Rathgeber, Matthew
Rawl, Dianne
Roman, Mitro Darren
Schoenecker, Elizabeth
Skinner, Irving
Weems, Debra

Reassigned

Alexander, Margaret,
RCSA/OD, legal officer, to Haiti

Backus, Russel, Egypt, engineering officer, to general development officer, Central Asia/OST
Bradshaw, Lois, REDSO/WCA, supervisory general development officer, to supervisory health/population development officer, Cambodia
Brown, Christopher, Haiti, agricultural development officer, to G/EG/AFS/AEMD
Busa, Beverly, El Salvador, financial management officer financial analyst, to supervisory financial management officer, the Philippines
Carrino, C.A., COMP/FSLT, supervisory health development officer, to Russia
Douglas, Jennifer, AA/PPC, senior adviser, to special assistant, A/AID
Doyle, Justin, Egypt, legal officer, to GC/G
Duncan, William, South Africa, supervisory human resources development officer, to supervisory program officer, ENI/ECA/NT
Emmert, Jan, LAC/RSD, special projects officer, to ANE/SEA/SPA
Fillinger, Tamera, REDSO/ESA, legal officer, to Indonesia
Fraenkel, Richard, Central Asia/D, program officer, to supervisory agricultural development officer, G/EG/AFS/FP
Godden, John, BHR/PVC, general business specialist, to ENI/ED/SB
Gold, Richard, Mali, supervisory program officer, to the Philippines
Gordon, Carey, REDSO/WCA, contract officer, to Cambodia
Greeley, Edward, Cambodia, supervisory general development officer, to COMP/SEPARATION
Grigsby-Arnade, S. Elaine, COMP/FSLT, supervisory program economics officer, to program economics officer, Russia
Howard, Richard, IG/A/PA, auditor, to private enterprise officer, G/EG/EM

Hunter, Mark, REDSO/WCA, financial management officer financial analyst, to financial management officer budget analyst, Egypt
Jackson, James, Mozambique, Food for Peace officer, to special projects officer, BHR/OFDA/DRD
James, Mary, ANE/EM, secretary (office automation), to administrative operations assistant (office automation), M/FM/CONT
Kraczkiewicz, Thomas, Poland, general development officer, to COMP/SEPARATION
Layton, Richard, Nicaragua, controller, to Peru
Lewis, Gary, Jamaica, supervisory agricultural development officer, to COMP/FS/REASSGN
Lindborg, Jon Daniel, Sri Lanka, supervisory private enterprise officer, to private enterprise officer, Jordan
Mandel, Pamela, COMP/FSLT, housing/urban development officer, to general development officer, Ukraine
Mudge, James, the Philippines, program economics officer, to LAC/DPB
Mulligan, Paul, Egypt, program economics officer, to COMP/FSLT
Natiello, Peter, Bolivia, supervisory project development officer, to South Africa
Neuse, Margaret, G/PHN/POP, supervisory population development officer, to supervisory health/population development officer, Bangladesh
Posner, Robert, Czech Republic, project development officer, to supervisory project development officer, ENI/PD/PSA
Riedler, Tim, Indonesia, legal officer, to Jordan
Rockeman, Kurt, COMP/FSLT, supervisory agricultural development officer, to project development officer, Mozambique
Rogers, Glenn, REDSO/WCA, supervisory program economics officer, to agricultural economics officer, Egypt

Romwall, N. Keith, Morocco, controller, to Poland
Rozell, Cynthia, Malawi, mission director, to Mozambique
Ryan, Joseph Jr., Nicaragua, program economics officer, to the Philippines
Sands, Fenton, Egypt, agricultural economics officer, to program economics officer, Ghana
Simmons, Roger, COMP/FS/REASSGN, foreign affairs officer, to program officer, AA/AFR
Smathers, Kristine, the Philippines, supervisory financial management officer, to controller, Benin
Smither, Barbara, the Philippines, secretary, to AFR/AMS
Stoner, Benjamin, Indonesia, supervisory rural development officer, to natural resources officer, G/ENV
Stryker, Ronald, G/EG/AFS/AEMD, supervisory agricultural development officer, to supervisory general development officer, Uganda
Vargas, Allen Fernando, Haiti, financial management officer financial analyst, to El Salvador
Vaughan, Gary, LAC/RSD, trade development officer, to project development officer, Egypt
Wahab, Abdul, Haiti, supervisory private enterprise officer, to supervisory project development officer, REDSO/WCA

Retired

Bayer, Gary
Brown, George
Leinen, Gary
Lipski, Adrienne
Martinezreboyras, Akim
McGunn, James
Robinson, Rose
Szepesy, Eugene
Wallace, Stephen
Weden, Charles Jr.
Zvinakis, Dennis

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