Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT FEBRUARY 1998

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USAID

FEBRUARY 1998

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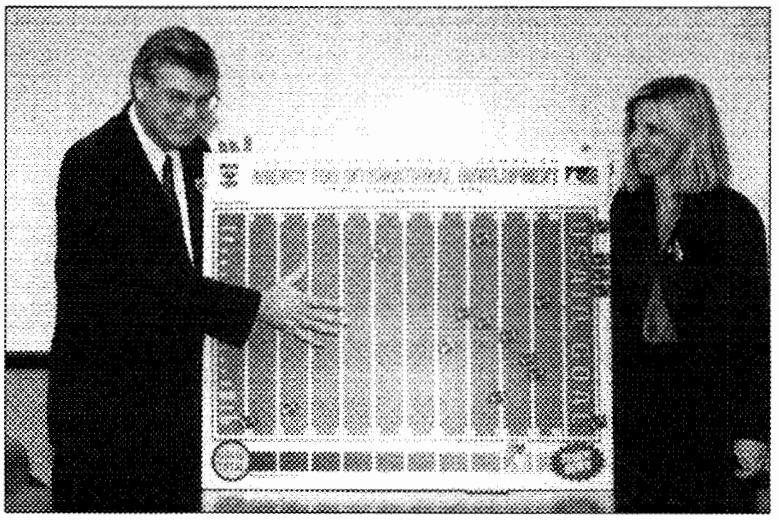
CFC Update



USAID Administrator Brian Atwood and Deputy Executive Secretary Sarah Clark, chairman and co-chair, respectively, for the agency's Combined Federal Campaign efforts, examine the progress made before the campaign closed. Agency employees contributed more than $393,000 to CFC. This represents 93 percent of the 1997 goal with 62 percent of agency employees participating. Contributions and pledges are still coming in from the field and Washington.

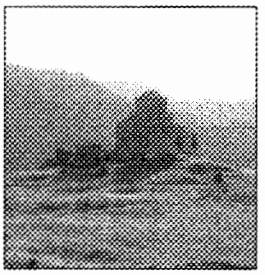


Photo credits: Cover, Joyce Turk; inside front cover, Pat Adams; page 2, Betty Snead; page 3, Pat Adams; page 5, Dr. Theresa van der Vlugt; page 6, Joyce Turk; page 7, CNFA.

Cover: A sixth-century chapel in Georgia. USAID assistance leads the way in helping governments in the Caucasus provide opportunities for community self-determination in the region. See page 6.

Front Lines is printed on recycled paper.

Front Lines

NEWS & FEATURES

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Terrence Brown takes charge of management

On Dec. 15, Terrence Brown was sworn in as the new assistant administrator for management. Many of Brown's USAID colleagues attended the formal ceremony held in the administrator's conference room. Brown, who holds the rank of career minister in the Senior Foreign Service, has served with USAID since 1971.

"Many Foreign Service officers express the view that serving in Washington is a kind of purgatory between overseas assignments where the 'real work' of the agency is done," Brown said. "I have never shared that view since our role here can facilitate or frustrate what happens on the ground in our missions. Over the last four years, there has been profound and positive change in how we work overseas. At the same time, we in Washington at all levels have seen our energies diverted and frustrated by the need to combat threats to our resources, and indeed to our very existence as a distinct agency. As the administrator said at the awards ceremony, those battles are largely behind us, and we can refocus our energies on the challenges of development, transition and humanitarian assistance. However, one aftermath of the struggles has been the development of a widening gap between the changes overseas and the way we work in Washington. We must act quickly to eliminate that gap, or we endanger the very successes we so frequently proclaim."

Before assuming his new position, Brown was the deputy assistant administrator for Asia and the Near East from 1995 to 1997. Prior to that he was assistant to the administrator for policy and program coordination from 1993 to 1995.

From 1990 to 1993, Brown served as USAID mission director in Guatemala. The mission received a Superior Unit Citation from the agency and a Management Excellence Award from the President's Council on Management Improvement—the first USAID mission to be nominated for and receive that award.

Brown's Foreign Service career with USAID spans several decades. He was director of the Office of Development Resources for the Latin America and Caribbean Bureau from 1986 to 1990. He served as deputy director of the Regional Development Office for the Caribbean from 1981 to 1985 and was chief of the Project Office at the USAID mission in Bolivia from 1979 to 1980.

In the 1970s, Brown served in the Latin America Bureau and the Near East Bureau in Washington and with USAID missions in El Salvador and Nicaragua.

He is the recipient of numerous awards including the Senior Foreign Service Presidential Meritorious Service Award in 1991.

Brown has a bachelor's degree in political science from Kalamazoo College and a master's in international development and law from the Fletcher School of Law and Diplomacy.

Brown resides in Arlington, Va., with his wife, Linda Whitlock-Brown. He has two children from a previous marriage: Allison, who attends Mary Washington College, and Tristan, a senior attending H-B Woodlawn High School in Arlington. ■

Terrence Brown and his wife, USAID Foreign Service officer Linda Whitlock-Brown, enjoy remarks made by Administrator Brian Atwood during Brown's swearing-in ceremony.

Announcement:

Photos available!

The Bureau for Legislative and Public Affairs has a number of photos taken during the recent annual awards ceremony.

If you won an award, stop by LPA, Room 6.10, and check with Mary Felder to see if your photo is on hand. Unfortunately, not all photos taken during the ceremony came out.

Thomas Fox heads policy and program coordination

Thomas Fox was sworn in on Jan. 6 in a formal ceremony as assistant administrator for policy and program coordination. The ceremony, held in the administrator's conference room, drew a large number of friends and colleagues from USAID, private voluntary organizations and other USAID partners to celebrate the occasion.

"I am absolutely committed to the 'core values' that are guiding the agency's reengineering efforts — managing for results, empowerment, accountability, focus on customers and teamwork," Fox said. "I am particularly committed to PPC's becoming a laboratory for teamwork, both within that bureau and in its relationships throughout the agency."

Fox served previously at USAID from 1978 to 1982 as the director of the Office of Private and Voluntary Cooperation. He later served as chairman of USAID's Advisory Committee on Voluntary Foreign Aid.

Before assuming his new position, Fox was vice president of the World Resources Institute and director of WRI's Center for International Development and Environment from 1988 to 1997.

From 1982 to 1988, he served as director of international programs and vice president for international/public affairs for the Council on Foundations.

He worked for Volunteers in Technical Assistance (VITA) from 1972 to 1978 as director for international programs and later as executive director.

Before his work with VITA, Fox was an administrator with the Peace Corps in Africa from 1965 to 1972. He served in Togo and Burkina Faso, where he was the first country director. He later served as deputy director of the Africa Regional Office in Washington.

Fox was a schoolteacher for four years before joining the Peace Corps.

His previous professional involvements also include serving as a member of several boards of directors including InterAction; VITA; Muki Fund; International Institute for Rural Reconstruction; and the International Development Conference.

Thomas Fox takes the oath of office from Linda Lion, DAA/M/HR, while his wife, Elizabeth, holds the Bible and Administrator Brian Atwood looks on.

Fox has a bachelor's degree from Williams College and has done graduate work at Columbia University and the University of Edinburgh, Scotland.

He and his wife, Elizabeth Fox, reside in Washington. They have two grown children who live in California. ■

Plan ahead for Foreign Service Day - May 8, 1998

The 33rd celebration of Foreign Service Day will be Friday, May 8. The day will feature notable speakers who will make presentations on current foreign affairs issues.

A luncheon with a keynote speaker will be held in the Benjamin Franklin Room at the State Department. In addition, the American Foreign Service Association will host a reception on Friday evening and hold its traditional brunch the next morning.

If you are interested in attending, please send your name, address and phone number to the following address:

Foreign Service Day
PER/EX - Room 3811
Department of State
Washington, D.C. 20520-2810

A formal invitation with instructions will then be sent to you. Please call (202) 647-8115 if you have any questions.

By E. Jane Nagy

Return to Budapest—A hero's welcome

Austro-Hungarian Border, November 1956:

The handful of escapees are silhouetted against the snowy fields by the moonlight. They frequently stop and huddle when border guards approach, then scurry forward when their way is clear. After a long night of trekking, they finally reach an Austrian border post. After a few more hours of travel in an open-bed truck, the group arrives in Vienna, confused and exhausted.

Lt. Col. Tibor Nagy and his young son, Tibor Jr., are members of the group. The two had left Budapest the day before by train for what Nagy told his son would only be a picnic in the country. This was to protect the boy in case they were intercepted by the secret police, who were again becoming active, just weeks after the brutal suppression of the Hungarian revolution, in searching out "enemies of the state."

Nagy had no choice in leaving Hungary. Serving as a frontline commander and engineering instructor at Hungary's National Defense University, he and his troops sided with the people when massive demonstrations broke out on Oct. 23. After Soviet troops were expelled from Budapest in late October, he had directed efforts to locate the underground prisons, which reputedly held dozens of political prisoners. Even though the work was cut short by the Nov. 4 Soviet offensive to recapture Budapest, his leadership role would be labeled "treasonous" by the new regime, and he would be condemned to death in absentia.

Now in a foreign land, the next few weeks are a kaleidoscope of new experiences as Nagy and his son search through bins of donated items for clothes that fit, then stand in line for food, for papers, for a bed, for an assignment to a home that welcomed strangers. They had become refugees.

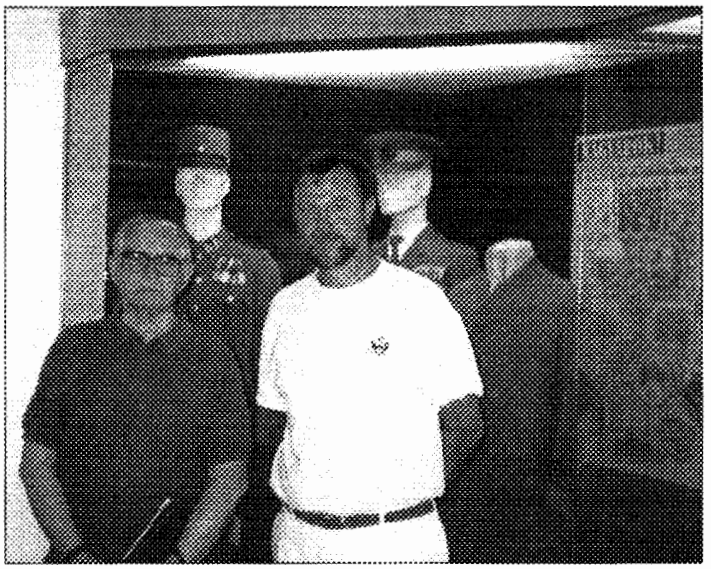
One defining moment during that confusing time came when the two made their first visit to the American Embassy in Vienna to discuss immigrating to the United States. They were received so warmly by the embassy staff that Tibor Jr. remembers thinking that if they made it to America he wanted to grow up to become an American diplomat.

Within a few months, Nagy is flown to Washington by the U.S. government and his son follows a few weeks later. They strive to learn English as quickly as possible and integrate fully into their new culture. In 1965 they become citizens of their new country.

Budapest, August 1997:

U.S. Ambassador to Guinea Tibor P. Nagy Jr. stands proudly as his father, retired USAID engineer Tibor Nagy Sr., is welcomed back to the Hungarian National Defense University after a 41-year absence, promoted to the rank of full colonel in the Hungarian army and presented one of Hungary's highest decorations—"Hero of the Revolution."

Former colleagues of Nagy Sr. tell him at the ceremony that in addition to being charged with trying to liberate political prisoners, many other "treasonous" deeds were credited to him, when the officers left behind were assured that he had successfully escaped. As a result, a number of Hungarian officers owe their lives or shortened sentences to the fact they were able to lay their "crimes" at the feet of the absent Lt. Colonel. Now, years later these same "crimes" are recognized as acts of courage and the former "criminals" as national heroes. ■



Retired USAID engineer Tibor Nagy Sr. and his son, U.S. Ambassador to Guinea Tibor Nagy Jr., return to Budapest for the first time in 41 years and visit the Hungarian Museum of Military History. Nagy Sr. was honored during his return trip to Hungary as a "Hero of the [1956] Revolution."

Update:

Tibor Nagy Sr. joined USAID in 1968 as a civil engineer and served in Vietnam, Haiti and Naples, Italy. Although he retired in 1987, he returned as a USAID contractor and worked in El Salvador. He is currently serving in Sarajevo.

Tibor Nagy Jr's 1956 dream to become an American diplomat came true when he joined the Foreign Service in 1978. He has since served in Zambia, the Seychelles, Ethiopia, Togo, Cameroon and Nigeria. He is currently the U.S. ambassador to Guinea.

—**Nagy** is the wife of Ambassador Nagy.

By Wayne Ching

USAID honors Dr. Gerold V. van der Vlugt

On Dec. 23, Gerold V. van der Vlugt, M.D., was presented an award at his home "in recognition of outstanding leadership for USAID's PVO Child Survival Program and valuable contributions to saving the lives of women and children around the world."

Joining in the celebration were John Grant, the director of the Private and Voluntary Cooperation Office (PVC), who presented the award, and former USAID colleagues of Dr. van der Vlugt.

Dr. van der Vlugt worked for USAID and the State Department for 17 years in the fields of public health, population, nutrition and child survival, retiring in 1989. Before that he spent eight years with the Public Health Service.

Former USAID colleagues return to visit and honor Dr. Gerold V. van der Vlugt (seated) at his home. Standing from left: John Grant, director, BHR/PVC; Duff Gillespie, DAA, G/PHN; Lenni Kangas, AFR; Wayne Ching, ENI; and retiree Bill Alli.

Dr. van der Vlugt and his family spent tours in Manila and Kathmandu with USAID. In the Philippines, he served as a public health physician/population adviser and chief of USAID's Health Office. He remembers especially designing and implementing the PUSH project (Panay Unified Services for Health).

"It tied political activity to health services activity," he recalled, "so that everybody had a vested interest to succeed."

"Dr. Jake," as he was fondly called, also founded a swim team for children of the Foreign Service community as well as an entire swim league, allowing U.S. teams to compete with Filipino teams.

In Nepal, Dr. van der Vlugt was chief of USAID's Health and Family Planning Office. The "0135 program," an integrated health and population program, unified two previously separate networks through annual meetings. He served as the escort officer for the secretary of government to the prime minister—a high honor. He made certain each government ministry had a computer system that ran off 12-volt batteries with square-wave converters to protect them from the frequent power outages. He took many field trips to the more remote regions of Nepal to assess his projects. He was also a staunch runner with the Himalayan Hash House Harriers and one of the primary organizers of the World's Highest Hash in 1983.

In Washington, Dr. van der Vlugt worked in the Africa Bureau as chief of the Health, Population and Nutrition Division and then as coordinator of health and child survival in PVC. He initially developed and worked on the Famine Early Warning System. He also was involved in the initial strategy and the development of the World Health Organization's AIDS program.

"Dr. Jake" was well known for his spirited leadership, his weekly field letters and for his Friday afternoon "attitude-adjustment sessions." Despite many hard political battles, his passion for highlighting and addressing public health problems in the developing world never abated.

Dr. van der Vlugt developed Amyotrophic Lateral Sclerosis (Lou Gehrig's disease) in 1994 but has continued to remain active with the Federal Physicians' Association, the Public Employees' Roundtable, the American Foreign Service Association and the Foreign Affairs Retirees of Northern Virginia.

He lives in Arlington, Va., with his wife, Dr. Theresa van der Vlugt, who now works at the Food and Drug Administration after retiring as the medical director of the Peace Corps. He has a son in law school in Florida and a daughter who is an emergency physician in California. ■

—**Ching** is a private enterprise officer in the ENI Bureau.

By Joyce Turk

New beginnings in the Caucasus

I stand at the edge, the mountain rolling down from my feet. Across the valley, other mountains fold into each other. I'm standing face to the wind, my refuge a sixth-century Georgian chapel. Still actively used, I hear Gregorian chant filtering through the open door.

Just yesterday, the dry heat of another ancient valley seared me as I crossed Yerevan's Republic Square in Armenia. I marveled at the pink stone buildings that glowed in the evening sun.

Welcome to the Caucasus, a region emerging and beginning to blossom after 70 years of Soviet rule. Among the many donors active in this region, USAID/Caucasus is leading the force with its exciting portfolio of community mobilization activities.

The first among donors to cross the humanitarian assistance-to-development gap, USAID/Caucasus is committed to strategic objectives that address the challenges of civil society development. Recognizing the value of an integrated approach, the mission is focusing on the inter-relationships of social, judicial and legal reforms and how such reforms impact community development.

Armenia and Georgia share common problems and opportunities, yet their unique histories create different circumstances that are affecting the rate of civil society development. In both countries, accelerated development and growth of private enterprise are intricately linked with community mobilization. Emerging from nearly four generations of Soviet rule, citizens and governments of both nations are learning new ways of "doing business." State institutions that determined production quotas no longer exist, and predetermined markets have evaporated, leaving workers, factories and farms in a vacuum. In addition, methods of privatizing land and other assets remain a complex process that challenges new growth in all industries.

Traditionally a mercantile nation, Armenia's ethnically homogeneous culture is rich in the history of trade. For this reason, increased technology transfer such as training in business management skills, easier access to credit and development of domestic and perhaps export markets will encourage more rapid national economic growth. Successful entrepreneurs in small and medium-size businesses will serve to attract greater investments, as well as form a source of cohesion in a country where communities are not spontaneously so. For this reason, effective community mobilization requires external support, assistance and encouragement.

In comparison, Georgia enjoys a tradition of naturally occurring community organization due to its heterogeneous population and heavily small town and rural populations. Self-help community groups come together in response to lack of municipal service deliveries but find it difficult to attract business investments or investor confidence for other endeavors. Here, too, entrepreneurs and agribusinesses require business management and financial services training. On the national level, critical for economic growth and development are an improved framework of economic policies, reforms in commercial laws, awareness of businesses' community rights, consistent tax administration, land privatization and regulations for economic activities.

Among the many donors active in this region, USAID/Caucasus is leading the force with its exciting portfolio of community mobilization activities.

Reforms — social, judicial and legal — are challenging to economic development in Armenia and Georgia. But both countries are rich with highly qualified, extremely talented and skilled professionals who are optimistic about their nations' futures.

In this important historical region, USAID/Caucasus leads the way by working with local, regional, municipal and national governments to provide opportunities for community self-determination. A growing portfolio managed by a cadre of energetic and bright U.S. and Foreign Service National staffs makes the future exciting for the Caucasus. ■

–**Turk** is a rural development specialist in the Global Bureau.

Funded by USAID/Caucasus, this hard-working group in Armenia built a community center and bakery to raise revenue for other self-help projects they envision.

By Dennis Sharma

Valentina's dream comes true

Valentina Manik needed help to save her struggling dairy from bankruptcy. Already, milk production was down and workers had to be fired.

It was at that point just over a year ago that representatives from Citizens Network for Foreign Affairs (CNFA), a USAID grantee for the West NIS Agribusiness Partnership Program, and Developed Technology Resource (DTR), a Minnesota project engineering and investment company, sat down with Valentina, the general director of Hincesti Dairy, a small dairy located 40 kilometers south of Chisinau, the capital of Moldova, to discuss her business future.

DTR was looking for a partner to serve the large market in the capital city with new and better packaged dairy products. Valentina was looking for a partner-investor that could bring new technology and working capital to her struggling dairy.

Valentina, who had worked in or managed the Hincesti Dairy for nearly 22 years, had witnessed the collapse of the rural economy after the breakup of the former Soviet Union. The resulting economic dislocations caught the Hincesti Dairy between struggling milk producers and a larger and state-supported dairy in Chisinau. Hincesti Dairy was losing milk volume fast, down from 30 to 50 tons to about 3 tons per week, and was on the verge of bankruptcy.

Recognizing her economic dilemma, Valentina managed to stay financially solvent, paring her work force down to 56 persons, working only 60 hours per month and avoiding an overburdening debt.

After months of negotiation, a deal was finally struck between the Hincesti Dairy, DTR and Agribusiness Partners LLC, an OPIC-guaranteed enterprise fund based in Omaha, Neb. The first board meeting of the joint venture was held in Chisinau in February 1997.

During this period, CNFA acted as a catalyst to bring the deal to fruition. Valentina was nominated and selected for the SABIT (Specialized American Business Internship Training) program for two months' training in Minnesota. Two teams of dairy specialists were brought over on the CNFA-Agribusiness Volunteer Program to identify the problems and help milk producers develop plans to improve the quality and increase the quantity of milk being supplied to the Hincesti plant. CNFA advised DTR in its preparation of a development contract for financial support from the USAID Agribusiness Partnership Program. The subgrant was awarded for $456,000, mostly for new product roll-out, packaging equipment and training.

On Aug. 20, 1997, after the new company had been in production for almost a month, U.S. Ambassador and Mrs. J. Todd Stewart, USAID's Paul Morris and Dennis Sharma, and CNFA representatives Jerry and Sharon Bahensky met with Valentina and toured the plant. In an emotional statement, Valentina expressed her gratitude to DTR and all Americans for keeping her dream alive. With pride she told of increasing the workers' hourly wage by 20 percent and increasing their work hours from 60 hours per month to 60 hours per week.

Valentina Manik proudly displays the popular milk carton for her dairy milk while Lydia Bauer, DTR's chief financial officer who helped make Valentina's dream come true, looks on.

Hincesti Dairy employees now have by far the best jobs in the community, paying twice the average salary of rural areas. With frankness, Valentina told of the initial reaction of a "selling-out-to-the-Americans" attitude held by community citizens, now replaced by the mixture of envy and pride the community feels for the new enterprise.

As Valentina posed for pictures holding up the bright new packages of dairy products her plant is now producing, she exclaimed, "My dream comes true!"

During the tour, Lydia Bauer, chief financial officer for DTR, explained to the group the makeup of the new organization, what equipment had been provided and plans for a total of more than a $1.5 million investment. Four foods are now being produced: milk, kefir, sour cream and yogurt. The attractive gable carton packaging (American-style) for the liquid products and the plastic, foil-sealed cups for the yogurt have been big hits in 16 stores in Chisinau, selling out quickly. Lydia praised the skill and dedication of the Hincesti staff and predicted that the locals can take over total management of the new venture within a year.

The final stop was the refrigerated room where products are awaiting shipment to stores. As Valentina posed for pictures holding up the bright new packages of dairy products her plant is now producing, she exclaimed, "My dream comes true!"

To add to her joy, the Ministry of Food and Agriculture did a final inspection of the plant and laboratories and gave them a two-year license to operate, something it had never done before. Now, with the stamp of approval, the Hincesti Dairy will have smooth sailing when registering new planned products such as cottage cheese and ice cream. ■

—**Sharma** is an agribusiness officer in the ENI Bureau.

In The Field

Africa

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Director Donald Mackenzie (acting)
(Headquartered in Nairobi, Kenya)
Ethiopia *Addis Ababa*
Director Keith Brown
Deputy Director David Eckerson
Ghana *Accra*
Director Thomas Hobgood (acting)
Deputy Director Thomas Hobgood
Guinea *Conakry*
Director John B. Flynn
Deputy Director Pamela Callen
Kenya *Nairobi*
Director George Jones
Madagascar *Antananarivo*
Director Karen M. Poe
Malawi *Lilongwe*
Director Kiertisak Toh
Mali *Bamako*
Director James Hradsky
Deputy Director Harry Birnholz
Mozambique *Maputo*
Director Cynthia Rozell
Deputy Director James T. Smith, Jr.
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Director George Lewis
Senegal *Dakar*
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Deputy Director Alan E. Reed
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Director Aaron S. Williams
Deputy Director Henry Reynolds
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Deputy Director James Dempsey
Uganda *Kampala*
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Namibia *Windhoek*
USAID Representative Edward Spriggs
Niger *Niamey*
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Somalia *Mogadishu*
Director John H. Bierke
(Headquartered in Nairobi, Kenya)

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USAID Affairs Officer Felix Awantang
The Sudan *Khartoum*
Sudan Field Office Coordinator Larry Meserve
(Headquartered in Nairobi, Kenya)

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Sri Lanka *Colombo*
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USAID Representative William M. Frej
Romania *Bucharest*
USAID Representative Peter Lapera
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Director Janet Ballantyne
Deputy Director Mark Ward
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Director Gregory F. Huger
Deputy Director Richard Goughnour
Regional Mission for the Caucasus
Armenia *Yerevan*
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Mexico *Mexico City*
USAID Representative Arthur Danart
Paraguay *Asuncion*
USAID Representative Barbara Kennedy

WHERE

Moved On

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Borton, Nan Darling
Cabcabin, Diana
Cohen, Joel
Kittlaus, Ann
Stevens, Pamela Beth

Promoted

Allen, Colleen Roberson
Allen, Patricia
Arellano, Hilda
Berenberg, Scott
Bergamasco, John
Bertram, Robert
Broadnax, Tanya
Christiansen-Wagner, Toni
Clark, Donald
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Del Bosque, Priscilla
Ginyard, Cynthia
Gravett, Dionne Andrea
Hale, Joanne
Hall, Sheree Hsueh-Li
Hansen, Kathleen
Harvey, Ronald
Horton, Jean Carol
Johnson, Beverly Harris
Joyner, Sylvia
Lapera, Peter
Leonard, Carl
Lewis, George
Markel, Amy Joy
Marshall, Irma
Nilsestuen, Wayne
Pegues, Alicia
Phoenix, Sandra
Plucknett, Roy
Pressley, Donald
Prevot, M. Babette
Reynolds, Henry
Rhoad, David
Riggs, Perla Joy
Strassberger, Joseph
Stukes, Mercedes Eugenia
Tate, F. Wayne
Tennant, John
Toner, John

Reassigned

Adams, D. Annette, GC/LAC, legal officer, to RSC/OD
Argo, Peter, COMP/FSLT, supervisory project development officer, to Egypt
Aulakh, Ravinder, COMP/FSLT, supervisory program officer, to COMP/FS/REASSGN
Ayalde, Liliana, LAC/CEN, supervisory regional development officer, to deputy mission director, Nicaragua
Brazier, Donna, Peru, supervisory financial management officer, to contract officer, M/OP/ENI/DG
Coronado, Louis, REDSO/WCA/HPHR, supervisory general development officer, to COMP/FS/REASSGN
Deikun, George, Egypt, natural resources officer, to deputy mission director, Haiti
Desai, Nisha Kanu, AA/BHR, special assistant, to A/AID
Horning, Carol, Haiti, general development officer, to the Caucasus
Lewis, Carl, REDSO/WCA/ WAAC, financial management officer, budget/analyst, to controller, Haiti
McCaffrey, Cynthia, G/DG, democracy specialist, to special assistant, A/AID
McKenna, Allan, REDSO/ESA/RFMC, supervisory financial management officer financial, to Russia
Mulligan, Paul, COMP/FSLT, program economics officer, to O/S LANG TRNG
Newton, Gary, Egypt, supervisory human resources development officer, to associate mission director
Pailthorp, Mellissa, G/ENV/UP, community planner, to ENI/EEUD/UDH
Payne, Carol, Madagascar, supervisory health/population development officer, to Haiti
Piet, David, Dhaka, supervisory health/population development officer, to health development officer, G/PHN/HN/HIV/AI
Savoy, Desiree, ENI/DGSR/ HRHA, administrative operations assistant (office automation), to program operations assistant (office automation), BHR/OFDA/PS
Whitlock-Brown, Linda, M/AS/OMS, executive officer, to contract officer, ENI/ OIM/OD

INTERNATIONAL ORGANIZATIONS

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

U.S. Executive Director to the International Fund for Agricultural Development (IFAD)—William Baucom
USAID Representative for the Office of Humanitarian Assistance - (OHA/WFP Affairs/Rome)—Douglas Sheldon

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

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

U.S. Embassy
Tokyo, Japan
Counselor for Development Cooperation—Paul White

U.S. Mission of the European Union-Manila
Brussels, Belgium
USAID Coordination Representative—Laurier D. Mailloux
U.S. Mission to Geneva, Switzerland—Nance Kyloh

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