
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

APRIL 1998

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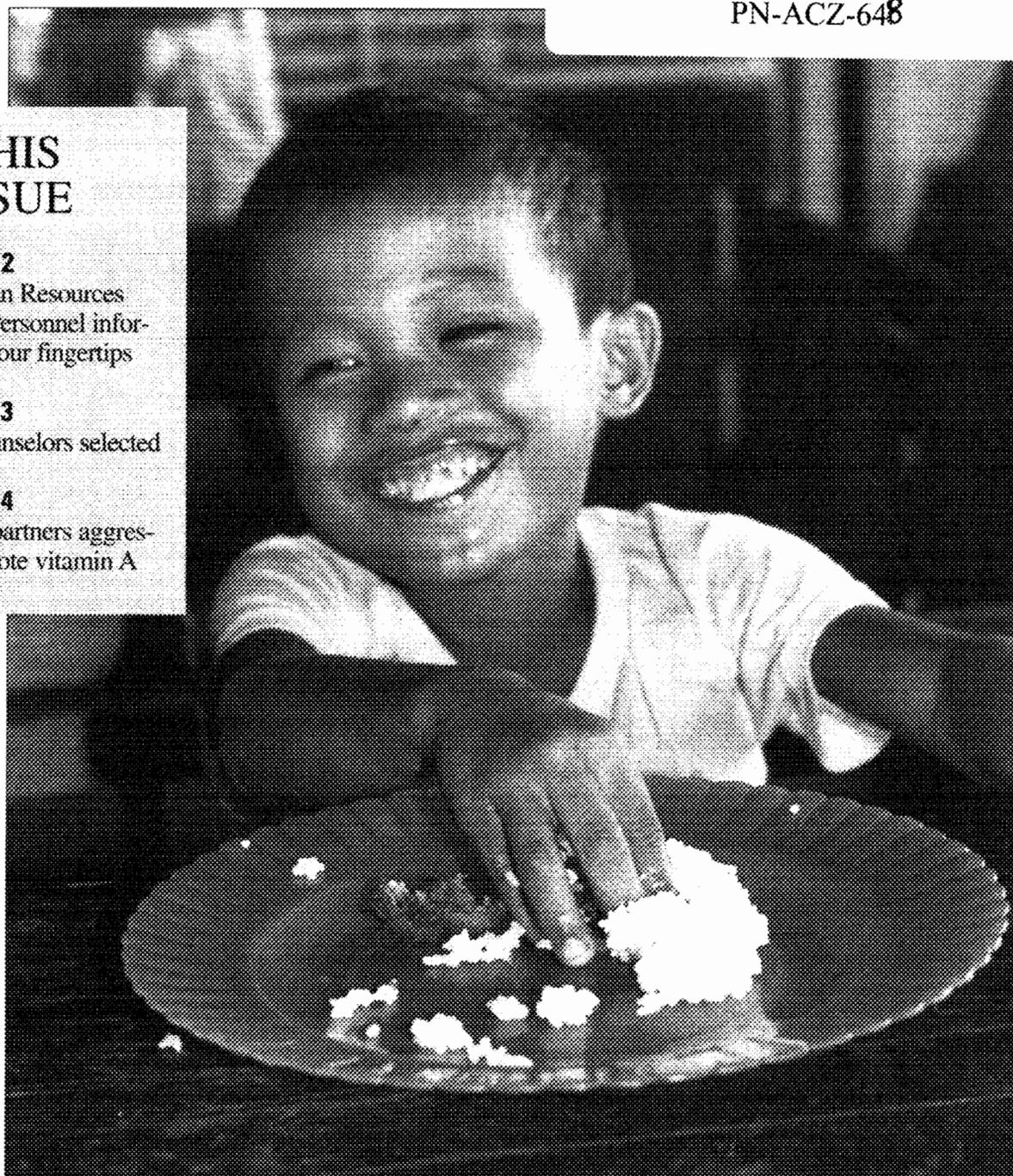
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APRIL 1998

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 38, NO. 3

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A view from the window



Penny Hong, M/AS/OMS, has a "window" that changes views anytime she wants! When Penny's nephew and recent bride visited her windowless office space, they became inspired to create for her Christmas gift a window with window box (and plant - kalanchoe). The key feature is five interchangeable scenes as seen through four panes of glass. Penny interchanges the scene to fit her mood: a beach scene, a scene from Spain, an African scene, St. Basil in Moscow or the Capitol Building (shown here). The photos were downloaded from the Internet and put behind one another in the "window." More scenes can be downloaded when Penny tires of the current ones. No one needs to go windowless in their office!

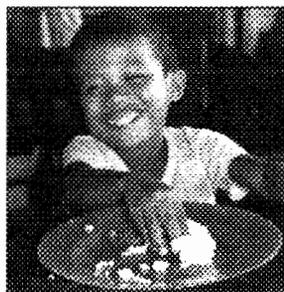


Photo credits: Cover, USAID/Philippines; inside front cover, Pat Adams; page 3, Betty Sneed; page 4, Laura Hess; page 5, Pat Adams; page 6, USAID/Russia; page 7, Western NIS Enterprise Fund; page 8, Betty Sneed.

Cover: USAID is committed to reducing vitamin A deficiency to save the lives and sight of millions of children. See page 4.

Front Lines

NEWS & FEATURES

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The Human Resources Website — Personnel information at your fingertips:

Just type the following: <http://www.usaid.gov/M/HR>
(the M and HR must be capitalized)

Should I switch health plans? How do I change my fund distribution under the Thrift Savings Plan? Am I eligible for the alternative work schedule? What is agency policy on Foreign Service benefits and allowances? What positions will turn over next summer in Peru? What positions throughout the agency can I bid on?

Want answers to these and other human resource questions immediately? If you can log on to a USAID computer and can access the internal, or corporate, Intranet, you can find the answers on the Human Resources (HR) Website.

M/HR's goal for the HR Website is to make current personnel information available to the agency. Because of the nature of this electronic medium, HR can update revised or superseded materials in a matter of hours. At the HR Website, users can access electronic publications of our policy documents via the Automated Directives System (ADS) as well as supplemental information covering topics such as leave administration and Foreign Service National personnel policies. These documents are designed to exploit the functionality of the Intranet. There are no page numbers or tab indicators. Instead, users point and click to hyperlink to the specific information they are interested in. In

addition, our site contains many links from which users can jump off into the external World Wide Web to research the U.S. Code, the Code of Federal Regulations, Executive Orders, Comptroller General Decisions, etc.

The HR Website also provides users with access to the U.S. Office of Personnel and Management Website, where they can review and download any brochure available under the

distribution. These are: the Self-Certification Safety Checklist for Home-Based Telecommuters, AID 400-7 (12/97); the Telecommuting Agreement, AID 400-8 (12/97); and the Time and Attendance Supporting Documentation Form AID 400-9 (12/98). These forms are accessed from the HR Website and are designed to be printed by the user only when needed in hard copy.

Intranet. M/IRM is currently pursuing initiatives to provide non-VSAT posts with access as well.

In the interim, HR's Webmaster, Robert Egge, is happy to forward via E-mail any information contained on the HR Website to USAID personnel located in posts that do not yet have access.

HR looks forward to your visit to the HR Website. ■

—Egge is the Webmaster in HR.

M/HR's goal for the HR Website is to make current personnel information available to the agency. Because of the nature of this electronic medium, HR can update revised or superseded materials in a matter of hours.

open season for health benefits.

Most recently, HR used the Website as a central component of the roll-out of a new program, Family-Friendly Arrangements. These materials include access to White House guidance on Family-Friendly Arrangements, agency guidelines, the related ADS chapter and even the required forms.

Working closely with M/AS/IRD, HR designed three new agency forms that will never be sent to printing and

The HR Website is a work in progress, with pages, files and links constantly changing based on frequency of usage and customer needs. Each page contains the name of a subject matter and expert to contact for additional information.

Who has access to the HR Website? Desktop access has been provided to all USAID personnel working in Washington. Overseas, those 37 missions with VSAT installation have access to the corporate

Get ready to
celebrate:
**Public
Service
Week**
May 4-9

New EEO counselors selected

The Office of Equal Opportunity Programs has just selected and trained seven new Equal Employment Opportunity counselors.

These counselors will join five agency counselors already serving in this collateral duty capacity to bring the agency complement of counselors to 12.

The competitive selection of new counselors followed nomination by their respective bureaus/offices. New counselors are:

- Roy Coles, M/HR/EM, 712-5469;
- Lynn Gorton, G/PHN/FPS, 712-1336;
- David Grossman, G/ENV/DAA, 712-0145;
- Carolyn Horne, AFR/SA, 712-4790;
- Thomas Marr, AFR/WA, 712-0366;
- Deborah Norton-Bens, G/DG, 712-4042; and
- Ross Wherry, LAC/SPM, 712-4716.

They join veteran EEO counselors:

- Margarette Yu Goldstein, EOP, 712-5663;
- Edith Humphreys, AFR/AMS, 712-0210;
- Anne Hunt, GC/EA, 712-5329;
- Louise Pierce, IG/A/IT&SA, 712-5708; and,
- Veronica Young, LPA/ADM, 712-4191.

The agency is fortunate to have these talented employees offer their service in this important work.

Resolving problems that arise in the work place is difficult. When the perception of unlawful employment discrimination is a factor, it takes a high degree of sensitivity and patience to work effectively with involved parties in seeking resolutions.



AA/M Terrence Brown (first row, center) meets with EEO counselors. First row from left: Edith Humphreys, AFR/AMS; Margarette Goldstein, EOP; Louise Pierce, IG; Brown; Lynn Gorton, G/PHN; Carolyn Horne, AFR/SA; and Deborah Norton-Bens, G/DG. Second row from left: David Grossman, G/ENV; Roy Coles, M/HR; Thomas Marr, AFR/WA; and Ross Wherry, LAC/SPM. Not pictured: Anne Hunt, GC; and Veronica Young, LPA.

The Equal Employment Opportunity complaint process for federal employees requires consultation with an EEO counselor before a formal complaint is filed. In fact, if an agency employee or applicant believes discrimination, based on race, color, religion, national origin, sex, age or disability, was the basis for an adverse term or condition of employment, that person must contact an EEO counselor or the Office of Equal Opportunity Programs within 45 days of the date the event occurred.

There are two primary functions served by EEO counselors. First, they must make a limited, fact-finding inquiry into the issues and basis of the employment dis-

pute. This requires interviews with the complaining party and involved management officials, as well as some relevant document review. It is the duty of all federal employees to cooperate fully with the work of EEO counselors.

Second, counselors must work with the management officials and the employee to try to resolve the matters at issue. Sometimes, simply increasing the communication between parties in conflict provides enough information to satisfy the complaining party. In other cases, when terms of resolution can be reached, they are placed in writing and signed by the employee and appropriate management official. If a resolution cannot be reached, the EEO

counselor notifies the complaining party that (s)he has 15 days to file a formal complaint.

The Office of Equal Opportunity Programs is responsible for ensuring that regulations issued by the U.S. Equal Employment Opportunity Commission (29 CFR 1614) are followed to administer the complaint program.

Having EEO counselors as capable and committed to resolving work place problems as these 12 USAID employees will help ensure that the complaints process operates fairly and in the best interests of the agency. ■

—Grim is chief, complaints and adjudication, EOP.

USAID and partners aggressively promote vitamin A

For more than 20 years, USAID has been the global leader supporting research, policies and programs focused on decreasing vitamin A deficiency worldwide. The agency currently supports vitamin A activities in 25 countries.

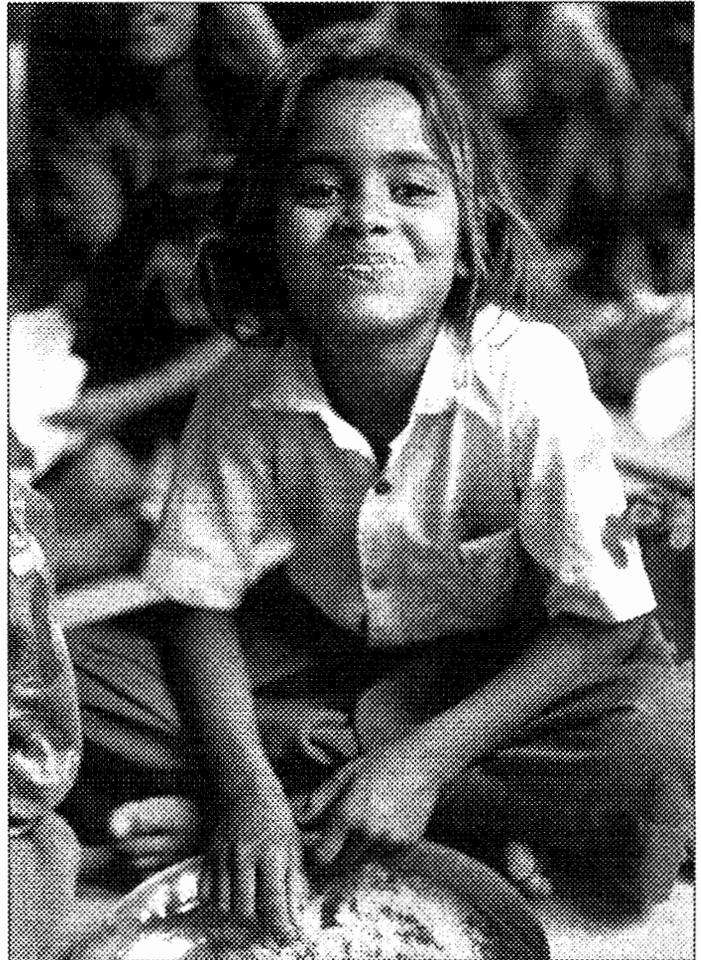
Many people are unaware that for less than a penny a week per child, the deaths of as many as 1 million children under the age of 5 in developing countries could be averted. The cause of these deaths and also the leading cause of child blindness is not a microbe or parasite, but a simple deficiency of a vital nutrient, vitamin A.

Worldwide more than 250 million young children and many of their mothers are vitamin A-deficient, thus increasing the severity of common illnesses and the risk of death. USAID-supported research confirms that vitamin A is a powerful tool in reducing overall child mortality by 23 percent to 34 percent. A more aggressive global

deficiency globally. VITA team members in USAID/Washington are working closely with overseas mission staffs to integrate vitamin A activities into the agency's ongoing child survival programs. The VITA team is exploring innovative programs in developing countries, including private sector involvement in vitamin A fortification of staple foods.

USAID is committed to reducing vitamin A deficiency as a public health problem by the year 2000. However, this cannot be achieved alone. USAID is building a strong alliance of partners composed of private voluntary and non-governmental organizations, civic organizations, corporations and universities to work closely with multilateral and bilateral donors and multinational corporations in this international effort.

These resources and expertise will help reduce child mortality in selected countries by up to 20 per-



Methods to promote increased use of vitamin A involve diversifying diets to include more micronutrient-rich foods or by fortifying foods. The leading cause of child blindness in developing countries is the lack of vitamin A.

USAID-supported research confirms that vitamin A is a powerful tool in reducing overall child mortality by 23 percent to 34 percent.

approach to vitamin A delivery will help save many more lives.

Vitamin A can be enhanced and lives saved by distributing inexpensive capsules, diversifying diets to include more micronutrient rich foods or fortifying commonly purchased food products.

Toward this end, USAID recently launched VITA, an enhanced effort to reduce vitamin A

deficiency over the next five years. VITA will use multiple strategies to fight vitamin A deficiency by:

- providing vitamin A supplements to young children and mothers, particularly in Asia and Africa;
- increasing the regular consumption of vitamin A-rich foods through dietary diversification; and,

- fortifying commonly eaten foods such as sugar, flour and cooking oil with vitamin A.

Interest by the agency's partners has been exceptional. USAID Deputy Administrator Harriet Babbitt and other senior-level agency staff have met with officials from the Mars Company, Procter & Gamble, and Kellogg. USAID staff also have met with representatives from Monsanto, Rexall-Sundown, the Grocery Manufacturers of America, the National Food

Processors Association, Sister Cities International, Kiwanis International and Rotary International.

Following each meeting, corporate and civic organization members expressed their willingness to collaborate with USAID on this effort. Additional companies and civic organizations indicating interest will meet with USAID in upcoming months. ■

—Parekh is the staff assistant for VITA in LPA.

Employees celebrate Black History Month

Employees of USAID, the State Department and the Arms Control and Disarmament Agency were treated to many events in celebration of Black History Month in February.

The offices of Equal Employment Opportunity for the three agencies planned a variety of activities to promote awareness and appreciation for the contributions African-Americans have made and continue to make to society. The theme this year was "African-Americans in Business: The Path Towards Empowerment."

Highlights included:

- a program by the Bethel Christian School of Baltimore called "The Legacy of the Chosen Generation" in the Dean Acheson auditorium;
- a speech by State's assistant secretary for African affairs to the Thursday Luncheon Group/Blacks in Government;
- a bazaar of Afrocentric merchandise displayed in State's Exhibition Hall;
- a fashion show in the Dean Acheson auditorium;
- a musical program by the Gospel Jubilee in the Dean Acheson auditorium; and,
- a speech by Rev. Jesse Jackson, Sr., in the Dean Acheson auditorium.

Jackson, president of the National Rainbow Coalition, also hosts a new talk show on CNN, "Both Sides with Jesse Jackson."

Jackson recently organized a Wall Street conference to encourage more investment and job opportunities for minorities. In October 1997, President Clinton and Secretary of State Albright announced the appointment of

Jackson as special envoy for the promotion of democracy and human rights in Africa.

the spiritual resolve to get better and never bitter and those who get bitter cannot get better."

***"When America expands and includes,
then America gets better."***

"What is the American dream?" Jackson asked the audience. "The American dream is that we all live under one big tent and none are put in the margins. And under that one big tent there are five basic assurances: equal protection under the law, equal opportunity, equal access, fair share and a concern for the least of these [poor]."

Jackson spoke of the importance of democracy and the heritage of African-American history. Jackson called the situation today not a race gap but an "opportunity and trade gap." For example, Jackson noted that the first black car dealership did not come until 1967. "We could buy cars and we could make them, but we could not sell them," he said.

Noting the importance of Africa, he said, "We import more oil from Africa than we do from the Middle East. We export more products to Africa than we do to the Russian republics."

Jackson said, "The good news about America is not that it's perfect, the good news about America is that in America you have the right to fight for the right. When America expands and includes, then America gets better.

Therefore, those who fight for expansion must themselves have

those who do not know how we got across the river, and do not know who navigated the boats and who profited from the trip...then they will think themselves to be hosts and think us to be parasites. We will never be seen as co-hosts, peers, co-partners unless we know how we got across the river. You will see African-Americans as debtors when we are creditors—unless all Americans know how we got across the river."

Jackson concluded by telling the audience that what keeps him going is that whenever walls fall down we all get better. "When walls come down you always grow," he said. "What keeps us going through all of this is our faith. A faith unseen. Hold fast to your faith — this land is our land." ■

—Felder is an administrative operations specialist in LPA.



Ambassador Ruth Davis and Rev. Jesse Jackson, Sr., share a lighter moment on stage before Jackson speaks. Davis was mistress of ceremonies for the program to help celebrate Black History Month.

Moscow conference encourages Russian women entrepreneurs

Last fall, USAID's Office of Women in Development and USAID/Russia co-sponsored a three-day conference in Moscow on developing the skills of women entrepreneurs. The conference brought together 200 of USAID/Russia's partners and customers who are working in small and medium enterprise development. They came together to set priorities and develop action plans for assisting women entrepreneurs in Russia.

"Jump-starting Russia's private sector is part of USAID's strategy of assisting Russia during its transition to a market economy," explained Muneera Salem-Murdoch, deputy director of the Office of Women in Development (G/WID).

USAID/Russia Mission Director Janet Ballantyne agreed. "The mission has committed significant levels of resources to help entrepreneurs create and sustain successful businesses that will, in turn, stimulate economic growth," she said. "We collaborated with the G/WID Office in bringing together our partners and customers for this conference because our research indicates that women are a force in Russia's transition economy."

Currently, more than 30 percent of small and medium-size businesses are owned by women, and 64 percent of these employ 10 or more people. "We want to build on that success rate," Ballantyne said.

"We definitely wanted to encourage continued growth in the number and size of women-owned businesses because of their potential for job creation," concurred Salem-Murdoch. "By looking at the obstacles women face when developing small and medium-size enterprises and finding ways to

eliminate them, we hope to accomplish this goal."

The conference focused on three key areas: the socioeconomic and political environment in Russia; developing entrepreneurial skills; and financing issues. Key speakers included Ballantyne, Salem-Murdoch and Alexander Prelepin, deputy chairman of Russia's State Committee for Support and Development of Small Business.

In opening remarks, Prelepin noted that while there had been an economic slowdown in the growth of large Russian businesses, small firms had created 1 million jobs over the past few years.

Other national and international experts presented information on the key issues before conference participants broke into small groups to identify ways they could improve the environment for women entrepreneurs in Russia.

Currently, more than 30 percent of small and medium-size businesses are owned by women, and 64 percent of these employ 10 or more people.

Among the results was a plan to develop networking and mentoring opportunities for women entrepreneurs. "There was a strong consensus among the participants that women would benefit from coming together to share experiences and to combine resources," explained Jody Uyanik, an interna-



Panelist from left: Alexander Prelepin, deputy chairman of Russia's State Committee for Support and Development of Small Business; Muneera Salem-Murdoch, deputy director, G/WID; USAID/Russia Mission Director Janet Ballantyne; and Julie Weeks, National Foundation for Women Business Owners, Washington, D.C.

tional policy analyst and the conference facilitator.

As a result, participants agreed to develop associations and to strengthen the business relationships that already exist among women. They also proposed establishing mentoring programs that would match established women entrepreneurs with female owners of start-up companies.

"On financial matters," Uyanik said, "participants learned that while there was a need for additional financing alternatives for women business owners, there were also a number of already existing programs that women entrepreneurs were not using effectively — mainly because they were not aware of them." To solve this problem, participants agreed to develop local seminars and workshops to explain to women entrepreneurs lending programs currently available.

Because many women entrepreneurs lack skills in making presentations and writing effective business plans, USAID/Russia partners and contractors have committed

themselves to developing programs to fill these gaps. Other training programs also were given priority, including personnel and financial management.

Participants saw a need for women to work together to bring about changes in policy. The priority issue was tax reform. "To bring about changes in policy, participants felt that actions should include training women in lobbying and negotiating skills," explained Uyanik.

Concluded Salem-Murdoch about the impact of the conference: "The action items laid out during the conference, when implemented, will make a considerable difference in the success rates of small and medium-size enterprises owned by women in Russia. When that happens, G/WID and USAID/Russia will have achieved their overarching goal." ■

—Habte is the communications director, Office of Women in Development, WID-COM Project. For additional information, contact her by phone (202) 721-1402 or E-mail jhajte@widcom.com.

Western NIS Enterprise Fund making a difference

Thirty farmers in Ukraine are the proud owners of new \$250,000 harvester combines thanks to the work of the Western NIS Enterprise Fund.

Congress established the Western NIS Enterprise Fund in 1994 to accelerate the growth of the private sector economy in Ukraine, Moldova and Belarus. The fund, which operates on a \$150 million USAID grant, is one of 10 enterprise funds now operating in Central Europe and the states of the former Soviet Union. It seeks to create enterprises that are successful enough to attract the attention of foreign investors.

The fund's strategies are starting to work. Two years ago the fund invested almost \$3 million in the Ukrainian company Ecoprod. The investment came in the form of a contribution in-kind of eight Western-produced combines costing about \$250,000 a piece, a service facility and a spare parts inventory.

In its first two years of exist-

ence, Ecoprod used the combines to harvest farmers' fields for a share of the crop. This is a profitable business in its own right, and also one that has enabled Ecoprod to showcase its machines. As a result, in the last year Ecoprod sold 30 similar combines to Ukrainian farmers on commercial credit terms from the U.S. manufacturer. The credit amounted to a foreign private sector investment in Ukrainian agriculture worth about \$7 million. The U.S. company extended this credit entirely without government guarantees because it expects to make money.

The fund-supported Ecoprod has several characteristics that make it an attractive business partner to this Western manufacturer. Because the business was set up with a service facility, it can service the equipment it sells and fulfill the manufacturer's equipment guarantees. Ecoprod's dual accounting system, installed by another fund portfolio company, is automated and satisfies Ukrainian tax authori-

ties' and management's needs, as well as potential investors' needs, for information on the company's financial condition.

Because the fund builds its investments on a solid commercial foundation, it expects this company to attract more investment to Ukraine in the future and expects

slow down the development of new deals.

In spite of all these problems, the fund, with the solid capital backing of the U.S. government, is able to expend the time and money necessary to learn how to establish a broad range of successful businesses in Ukraine. Few U.S.

[The fund] seeks to create enterprises that are successful enough to attract the attention of foreign investors.

similar results from its other 12 major investments in Ukraine and Moldova, totalling about \$25 million.

It hasn't been easy for the fund to close successful investments in Ukraine. First of all, the pace of privatization has been slow and most of the industrial backbone of Ukraine is still under state control.

Second, a predatory tax authority and uncertain expectations about the development of Ukraine's legal and regulatory environment discourage many enterprise owners from bringing their businesses out of the shadow economy and adopting the open and transparent business methods required by the fund.

Third, even after a potential investee company's management decides to make the plunge, it can take months to effect the necessary registrations and permits to establish the new enterprise.

Fourth, even after the investment is concluded, difficulties can

companies have so far been able to acquire this know-how on their own. Without the fund they would choose to wait until things got easier. With the fund's know-how, some U.S. companies are starting to invest now and are willing to pay a premium to acquire an ownership interest in enterprises that the fund has proved can succeed.

The fund's approach contains all of the best elements of an economic development program. First, it mobilizes private capital many times greater than the government's contribution. Second, the enterprises are sustainable because they are profitable. Third, each investment, and therefore the program as whole, has its built-in exit strategy. Fourth, potentially all of the U.S. government outlays could be returned to the U.S. Treasury when the fund liquidates its holdings in 10 to 15 years. ■

—Clarkson is a project officer in ENI/ED.



Workers offload new harvester combines for Ukrainian farmers, who have benefited greatly from this new equipment.

Linda Rae Gregory is USAID representative in Niger

Linda Rae Gregory was sworn in as the USAID representative to Niger Aug. 26, 1997.

Niger is one of the poorest countries in the world. The country's low-resource, drought-prone environment is seriously threatened and can no longer support its growing population. Illiteracy, especially among females, and infant, child and maternal mortality are among the world's highest. Modern health care services have become less accessible as a result of public sector dysfunction and drug shortages.

Prior to Jan. 1, 1996, Niger was a sustainable development country with a current and planned annual USAID budget of about \$20 million. The overthrow of the elected government and the subsequent fraudulent elections resulted in

USAID's decision to terminate all bilateral assistance, pursuant to U.S. government laws and policy determinations. All bilateral assistance to the government of Niger has ended, and the USAID office will be closed by the end of calendar year 1998. A small residual program will continue beyond 1998, consisting primarily of small grants programs administered through the embassy, and Nigerien participation in regional programs dealing with basic health, disaster mitigation and democracy.

Before her tour to Niger, Gregory was the USAID representative in Skopje, Macedonia, from 1993 to 1997.

Gregory joined USAID in 1987. Since then she has served the agency as executive officer in Guinea and Sudan and as acting



Carol Kling offers best wishes to Linda Gregory (right) as she prepares to return to Niger after attending the Africa mission directors' conference in November 1997.

USAID affairs officer in Zaire.

Before joining USAID, she served with the Peace Corps, the Department of Energy and the

Department of Defense.

Gregory has a master's degree in French from the University of Kentucky. ■

Rudolph Thomas named USAID representative to Liberia

Rudolph Thomas was sworn in Nov. 24, 1997, as the USAID representative to Liberia. The ceremony, attended by friends and colleagues, was held in the reception area of the Africa Bureau.

Thomas directs a \$56 million sustainable development program that supports humanitarian, post-conflict and development assistance for Liberia. The USAID strategy for a successful transition

from post-civil war economic inactivity to economic recovery focuses on reintegrating communities, reviving private sector activities in agriculture and fostering democratic processes at the national and local levels.

Liberia has enjoyed 150 years of continuous diplomatic relationship with the United States. Though well endowed with tropical rainforests, deposits of precious minerals and metals and other natural resources, Liberia's economic development has been stagnant since its long protracted civil war. USAID's current program in Liberia began in 1990 in response to the human tragedy brought on by the civil war. Over the last seven years, the U.S. government has provided more than \$500 million for emergency food and humanitarian assistance, demobilization, reintegration, and

democracy and governance activities in Liberia.

Before assuming his new position, Thomas was the assistant mission director in Zambia. He began his development career in 1971 as an economics intern with USAID in Uganda. He has since served the agency in the Cameroon, Togo, Nigeria, Zambia and Washington. In the latter assignment, Thomas served as officer-in-charge of Ghana, Nigeria and Cote d'Ivoire.

Prior to joining USAID, Thomas was an economist with the Department of Labor. He has a bachelor's degree in economics from Virginia State University and has completed graduate studies in economics at the University of Maryland.

A native of Norfolk, Va., Thomas is married to Hazel Bland Thomas. ■



Marilyn Marton, deputy director, M/HR, congratulates Rudolph Thomas after his swearing in as the USAID representative to Liberia. Thomas' wife, Hazel, held the Bible for the ceremony.

WHERE



Moved On

Baltas, Bruce
Cohen, Joshua Kenneth
Ewing, Sherri
Pelzman, Kerry
Posner, Ann
Smith, Keri
Winston, Sandra
Wooten, Dietra

Promoted

Berns, Deborah
Brown, Patrick Ann
Burnett, Sonya
Clopton, Charles
Edmond-Fennell, Sherri
Hewitt, Martin
Hoard, Anne
Hum, Carolyn
Irika, Linda
Karp, Jennifer
Kristobek, Patricia
Libanati, Laura
McNay, Jennifer
Meares, Mable

Reassigned

Barberi, Kenneth, COMP/FS/
REASSGN, supervisory execu-
tive officer, to executive officer,
M/HR/PPIM/PP
Bowes, Cathy, BHR/PVC, pro-
gram analyst, to COMP/FSLT
Chaplin, Patricia Ann, O/S
LANG TRNG, project develop-
ment officer, to program officer,
Bolivia
Cromer, Sharon Lee, Indonesia,
contract officer, to deputy mis-
sion director

Dempsey, Holly Fluty,
G/PHN/HN/CS, health science
specialist, to COMP/LWOP
Downs, Peter, ENI/NCA/CAR,
program officer, to COMP/FSLT
Hurst, Sarah, BHR/PVC, pro-
gram operations assistant, to
legal assistant, GC/EA
Johnson, Claire, O/S LANG
TRNG, controller, to superviso-
ry financial management officer,
Peru

Katt, John Jr., Cambodia, con-
troller, to the Caucasus
Lewis, Gary, COMP/FS/REASS-
GN, supervisory agricultural
development officer, to program
officer, BHR/PVC
Mudge, James, LAC/DPB, pro-
gram economics officer, to
supervisory program economics
officer, ANE/SEA/EA

Plunkett, Hugh, COMP/FSLT,
agricultural development officer,
to rural development officer, Peru

Ray, R. Thomas, BHR/FFP/DP,
Food for Peace officer, to execu-
tive officer, COMP/NE/OJT

Salamanca, Beth, COMP/FSLT,
executive officer, to supervisory
executive officer, Egypt

Schulman, Martin, Benin, gen-
eral development officer, to
COMP/SEPARATION

Smith, Kathleen,
COMP/DETAIL SUP, interna-
tional trade specialist, to
international cooperation spe-
cialist, LAC/CEN

Taber, John, REDSO/WCA/
PROC, supervisory contract offi-
cer, to contract officer, the
Caucasus

Terio, Anne, Egypt, contract offi-
cer, to COMP/FSLT

Retired

Calder, David
Clark, Sarah
Foose, Alan
Horween, Matthew
Nicholas, Michael
Prince, Richard
Walker, Dwight

Obituaries

Edward O. Aker, 65, died
Feb. 12 of brain cancer at his
home in Adelphi, Md. He joined
USAID in 1978 and served in
Tanzania, Kenya, Pakistan,
Somalia, Guatemala, Nicaragua
and Israel. Aker continued to work
with USAID after he retired in
1994 on short-term assignments in
Ukraine and Mali.

Walter S. 'Barney' Blair, 80,
died of pulmonary failure March 1
at a hospital in Birmingham, Ala.
He began his Foreign Service
career in 1947 and served in Italy,
India and France. He also served
in Vietnam as USAID's informa-
tion director. He retired from the
agency in the 1970s as a training
officer.

Edward A. Bolling, Jr., 79,
died on Dec. 17, 1997, of an
extended illness in Hampton, Va.
Bolling joined USAID's predeces-
sor agency in 1959 and served in
Ghana, Nigeria and Indonesia.
Bolling received commendations
for his outstanding services during
each of his assignments. He was
honored in Ghana in 1963 when
he was made a chief "Ejurahene"
for his exceptional contributions to
the agricultural programs in the
Ashanti region. Bolling retired
from USAID in 1979.

Nathaniel Farris, 78, died of a
heart attack at his home in
Washington, D.C., on June 24,
1997. Farris had over 30 years of
government service with USAID.

He served in Ghana, Iran, Kenya
and Pakistan.

Ullmont Lenhardt James, 83,
died Feb. 24 at Carroll Manor
Nursing Home in Washington,
D.C. He had Parkinson's disease.
James joined USAID in 1961 and
served in Guinea as a public
administration adviser; in
Madagascar as a program officer;
in Somalia as a program officer
and assistant mission director; in
Morocco as deputy director; in
Tunisia as mission director; and in
Washington as director of the
Office of Africa Regional Affairs.
James, who was the recipient of
USAID's Meritorious Honor
Award, retired from the agency
in 1976.

Woodrow Wilson Turner, 86,
died Feb. 27 at the Morningside
House assisted living facility in
Leesburg, Va. He had Alzheimer's
disease. He joined USAID's pre-
decessor agency in 1955 and
served in West Pakistan, East
Pakistan and Niger. Turner left
USAID in 1969 and went to work
for the Department of Agriculture.

Charles Warden, 96, died of
congestive heart failure March 9
at his home in Arlington, Va. Warden
worked with the Marshall Plan pro-
gram from 1946 to 1954. He then
joined USAID's predecessor
agency. Warden helped found and
then directed the government's
investment guarantee program to
help protect U.S. businesses over-
seas. The program became the
Overseas Private Investment Corp.
Warden retired from USAID in 1966.

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