
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

SEPT./OCT. 1998

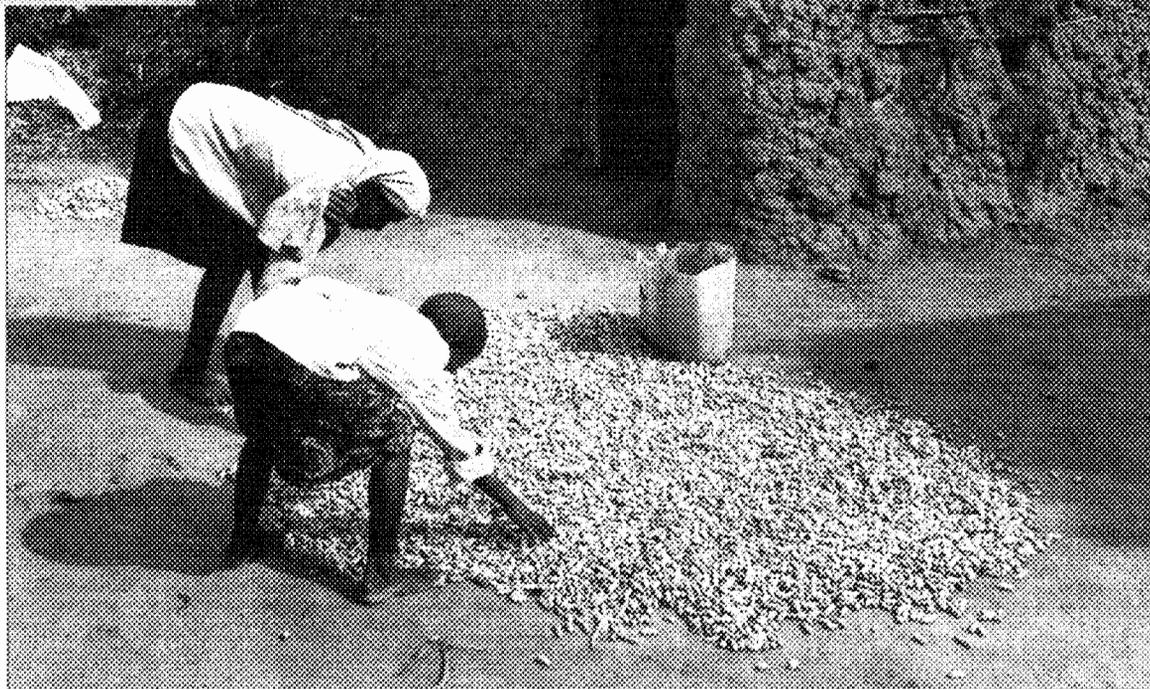
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It's that time of year again! The Combined Federal Campaign is under way and seeking your support. The governmentwide official kick-off was held September 10 at Constitution Hall in Washington as shown above. USAID is hoping to have 100 percent participation by employees. Your contribution will help meet the needs of people and organizations here at home and overseas. Thanks for caring and sharing. (See page 2.)

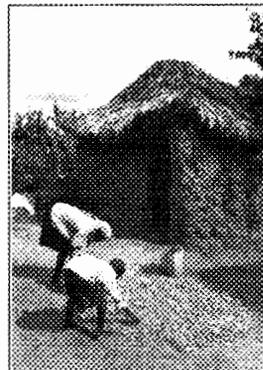


Photo credits: Cover and page 3, Giacomo Pirezzi, UNDP; inside front cover, Betty Snead; page 4 (top), John Kowalski, (bottom) WID; page 6, Nepal PVO; page 7, Pat Adams.

Cover: Rwandans are shown drying and sorting their harvest. Hope is returning in the country, but there are many challenges ahead. (See page 3.)

Front Lines

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1998 CFC campaign kicks off

The 1998 Combined Federal Campaign of the National Capital Area (CFC) was officially launched on Sept. 10, again under the leadership of Secretary of Transportation Rodney Slater. President Clinton asked the secretary to serve as chair based on last year's exceptional results under his leadership.

During a brief conversation with Secretary Slater at the 1998 Chairman's Breakfast, held at the Army-Navy Club on July 22, it became clear that this year's campaign promises to be an exciting one for all of us as we work together to increase the resources available to organizations working to improve the quality of life for people in our communities, neighborhoods, nation and around the world.

The more than 2,500 organizations supported by CFC contributions focus on the poorest of the poor, the homeless, the sick and children. They also serve federal employees in times of need. In addition, these organizations help make a better world by serving the arts, the environment, medical research and dozens of other worthy, charitable causes too numerous to mention here.

This year's CFC theme once again reflects Slater's enthusiastic and sincere belief that "It All Comes Back to You."

Through the Combined Federal Campaign we are able to provide support to those who need it most overseas and within our own borders — from victims of the drought and floods in South Texas and the ravishing forest fires in Florida and California, to the needs of the



USAID Team for CFC: Front row (from left): Pat Johnson, Mary Buchanan, Bonita Jones, Mary Dudick, Susan Meche; center row (from left): Terri Pollard, Rhoda Isaac, Theresa Lin (CFC Loaned Executive), Pat Zanella, Frank Alejandro; back row (from left): Dave Johnson, Dave Atteberry, Lowell Lynch, Shirley Harrington-Watson (CFC Loaned Executive), Tim Crean. Not pictured: Eve Fuerth, Ed Lijewski, Barbie Thompkins, James Watson.

very poor in the cities of Chicago, Los Angeles, New York and Washington.

Your generosity last year was most impressive and cannot go unnoticed. Of the 2,957 employees who were on board as of June 30, 1997, 53 percent or 1,564 gave a total of \$393,877. Most of these contributions were from employees' direct payroll deductions.

With your continued help and support this year, we want to exceed our goal of \$423,602 for 1998. Although our overall direct-hire staff has been reduced to about 2,200, we believe that we can still meet our goal and increase agency employee participation to 100 percent. Let us work together to ensure that we reach these two goals. Indeed,

this is the only time that we as federal employees, together, are able to do this.

To assure a successful CFC effort, senior management has designated key people to carry out this important activity. Each bureau has a designated bureau coordinator to ensure that all contributions, reports and CFC activities are carried out efficiently and effectively.

Let's make 1998 a year we can be proud of — showing that we do care and understand that "It All Comes Back to You."

The 1998 CFC USAID Team thanks you in advance for your support. ■

— Alejandro, BHR, is USAID's 1998 CFC coordinator.

Bureau coordinators for the Combined Federal Campaign:

| | |
|-------|--|
| A/AID | — Daryl Daniels |
| & ES | — Dave Atteberry |
| AFR | — Pat Zanella |
| ANE | — Mary Buchanan |
| BHR | — James Watson |
| ENI | — Lorraine Johnson |
| EOP | — Dennis McGowan/ Ed Lijewski (co-coordinators) |
| G | — Barbie Thompkins |
| GC | — Susan Meche |
| IG | — Terri Pollard |
| LAC | — Eve Fuerth |
| LPA | — Dave Johnson |
| M | — Rhoda Isaac |
| OSDBU | — Pat Johnson |
| PPC | |

Hope after horror in Rwanda

Since this article was written, renewed fighting and ethnic tension in the Democratic Republic of the Congo (particularly along the Rwanda border) has highlighted the detrimental impact of regional instability and the challenges facing USAID's development programs in the area.

We are standing beside the recently terraced field, talking to the Rwandan women about their potato crop. They are not happy. Although the potato plants look good, when one woman steps forward and pulls up a plant, she finds the potatoes are rotten. The government-run seed service provided diseased seeds, and there was no way to know about it until harvest time.

But it soon becomes clear that the women's unhappiness about the potatoes does not run deep. There are smiles and pleasant chatter, and an easy relationship between the women and the World Vision adviser who runs the project. What do these rural women in one of the poorest areas of post-genocide Rwanda have to smile about?

In the last 10 years, Rwanda, the most densely populated and one of the most rural countries in Africa, has suffered an economic downturn, a war and the horrific genocide of 1994. As many as a million people were killed (out of a total population of 7.5 million) and at least one-half the population was displaced. In late 1996, more than 1.3 million refugees returned from neighboring countries, often to find others occupying their land and houses. In a single field only a few kilometers from where we are standing with the women, 20,000 unburied skeletons of men, women and children lie where they fell, in

silent homage to one of the 20th century's worse examples of man's inhumanity to man.

But hope is returning. As part of USAID's program to help respond to the massive needs, funding from the Bureau for Humanitarian Response was made available to U.N. agencies and numerous non-governmental organizations (NGOs) working in the rural areas. First they distributed food, but they also moved quickly to provide people with the means to start feeding themselves. Seeds and tools were provided, goats and other small livestock were restocked, and small-scale credit systems were made available to women's organizations.

In a strong display of cooperation, USAID funding fostered partnerships between NGOs and the worldwide system of International Agricultural Research Centers to select the best seed varieties for the local situation. A highly successful crash program in local multiplication of seeds and cuttings was funded. There is little doubt that tens of thousands of additional lives were saved.

In the chronically food deficit region of Gikongoro, World Vision received a substantial USAID grant to work with farmer associations to multiply cuttings for fast-growing sweet potatoes, a key source of calories in Rwanda. World Vision staff started to work on longer-term problems as well. They trained the association members in simple management techniques and new agricultural practices and helped them organize to terrace the steep, erosion-prone slopes, using USAID-funded Food-for-Work schemes. They also helped the farmers make contact with input suppliers and bought the cuttings multiplied by the associations,



Farmers are busy terracing Rwanda's steep hillsides under the USAID-funded Food-for-Work program. World Vision staff helped farmers learn new agricultural practices such as this and management techniques to improve their production.

injecting badly needed cash into the rural economy.

Thus, the women growing potatoes on their new terraces saw this poor harvest as only a minor setback, balanced against earlier good harvests, new crops and rising incomes. Smiles are seen again in this region. And World Vision staff are already identifying sources of good seeds for the next planting. As we talk, the president of the association arrives to join us. She had been out on the neighboring hillsides looking for additional land to rent—the association's farming activities have been so successful that the women want to expand onto additional land.

USAID and the Rwandan government are now anxious to move programs further along the "relief-to-development" spectrum. While some relief activities are still needed, it is time to accelerate the transition to programs that promote medium and longer-term development. A team of advisers recently completed a two-week assessment for USAID/Rwanda, providing recommendations for USAID

investments to promote overall agricultural development and increase the incomes of the rural poor.

The challenges should not be underestimated. Regional stability is elusive, some fighting continues in the northwest of the country, and there are still camps for internally displaced persons. The flow of private capital, visibly present in the capital city of Kigali, is seriously lacking in rural areas. Out of perhaps 1 million households, 130,000 adults languish in prison, suspected of participation in the genocide.

But fields are being planted, the latest rains were good, and it is hoped that food production will be very close to pre-war levels by the end of 1998. Yes, hope is returning, and the women wave and smile as we leave. ■

—Reintsma works in LPA and lived in Rwanda for four years in the late 1970s and early 1980s. In June, he led a team of USAID/Washington and REDSG/ESA staff who provided recommendations to USAID/Rwanda on ways to expand the mission's agriculture and rural development programs.

Jerry Jordan receives State's Replogle Award

Jerry Jordan, director of the Regional Executive Office of the Regional Support Center in Budapest, was the co-recipient of the Department of State's 1998 Luther I. Replogle Award for Management Improvement.

Jordan received the award, consisting of a certificate signed by the secretary of state and \$5,000, in a ceremony in the Benjamin Franklin Room of the Department of State on May 7. She is one of only two USAID officials to have won this award since its inception in 1973.

The award is made possible by an endowment established in honor of the late Luther I. Replogle, former U.S. ambassador to Iceland. It is granted to an employee of State, USAID or USIA who has made an outstanding contribution to management improvement.



Jerry Jordan (left, front) credits her award to her team members, Margit Liptai, Bill Wanamaker (with beard) and David Mein. Team member Zakir Merchant is not shown.

Jordan conceptualized, created and led a multidisciplinary team to address the innumerable management challenges associated with staffing 16 missions in just four years in the Bureau for Europe and the New Independent States.

Her outstanding performance and highly effective focus on management issues for the 16 missions enabled senior USAID representatives and mission directors to implement critical economic and democratization programs throughout the region, while ensuring that the agency addressed vulnerabilities in its operations.

In her almost 36 years with USAID, Jordan has served as the director of the Executive Management Office of the Bureau for Latin America and the Caribbean, the Asia and Near East

Bureau, the former Bureau for Program and Policy Coordination, the former Bureau for Food and Humanitarian Assistance, the Bureau for Europe and the New Independent States, and the Bureau for Africa.

"She is one of the most experienced and knowledgeable administrative officers in the agency, a recognized expert in human resources management and a highly respected senior executive in the agency," Administrator Brian Atwood said in his general message to all employees on Jordan's award. "After serving for many years as a Civil Service employee, she has turned in an extraordinary performance as a Foreign Service executive officer since her assignment in 1995." ■

Janet Allem honored as leader in disability issues

Janet Allem, deputy director, M/AS, was one of three distinguished honorees recognized at the annual dinner of the World Institute of Disability (WID), held in San Francisco on May 21.

The honorees were selected because of their "significant contribution to assuring that people with disabilities throughout the world have access to full inclusion in all aspects of daily life."

Last year WID directed a major collaborative effort between governmental and non-governmental agencies to organize the International Leadership Forum for Women With Disabilities.

In 1993, Allem was diagnosed with multiple sclerosis, an event that changed her career priorities. Later that year, she joined the Clinton Presidential Transition Team and later the Presidential Personnel

Office to help staff the incoming government.

In 1993, Allem joined USAID to work in the Management Bureau. She was included in a meeting with the National Coalition for Foreign Policy and Disability, of which the World Institute of Disability is a member. This group was formed to help create better access to programs for people with disabilities.

Allem formed a team of professionals from each bureau to draft a policy that was both sensitive to disability issues and would be implemented. Administrator Brian Atwood recently approved the policy paper and action plan, which focuses on ways to best include the concerns of disabled people in programs overseas. This policy is being used as a model for other development agencies around the world. ■



Janet Allem accepts her award and offers thanks to the audience at the annual dinner of the World Institute of Disability held in San Francisco as actor Danny Glover looks on. Allem requested and received leave from her responsibilities as deputy director of M/AS to concentrate her efforts on disability coordination for the agency.

Housing project a success in Kazakhstan

USAID's Urban Development Project (formerly the Housing Sector Reform Project) in Kazakhstan came to a successful conclusion at the end of September 1997. The four-year project effectively demonstrated that reform at the local level has a major impact in promoting more open citizen participation and free-market orientation in the New Independent States of the former Soviet Union. The project also showed that such reforms can lead to substantial improvement in the daily lives of ordinary people in the communities in which they live and work.

USAID was originally called upon to assist the government of Kazakhstan in privatizing its housing following the country's independence in 1991. However, for some time there was a lack of effective central government response to the need for instituting policies that would promote local-level reforms.

This led USAID to take an innovative grassroots approach. In conjunction with its technical assistance provider, the International City/County Management Association (ICMA), USAID developed a three-pronged program at the local level. This was so successful that it came to receive significant support from the central government.

The project featured key elements of reform directly affecting municipalities. First, the development of democratically controlled and managed private housing associations

helped establish the important principle of personal, rather than state, responsibility for one's own living conditions.

Second, the reduction and targeting of housing subsidies to the poorest members of the community was instituted to protect government budgets as well as the neediest at a time of massive economic restructuring.

And third, establishing cost-saving competitive contracting at the local level for housing and municipal services was made to assure that the market rather than government determines the costs and levels of urban services.

USAID targeted four cities with reform-minded mayors to implement pilot projects. The agency undertook a media cam-

contributed to the formation of over 4,400 housing cooperative associations with democratically elected presidents. These associations subsequently organized into 22 regional associations and a National Association of Homeowner Cooperatives. Under the housing subsidy reform program, well over 100 housing allowance centers were established, and the percentage of the municipality budgets devoted to subsidies were in many cases cut in half.

Local government officials were trained on how to contract out maintenance and utility services and how to use competitive procurement procedures. In the case of the Taldy-Korgan oblast (region),

needs, and private companies emerged to provide services on a far more efficient basis than under the bankrupt state command system. It is estimated that in these service industries alone some 24,000 private sector jobs have been created.

But perhaps the most significant impact of the program was in fostering an atmosphere of democratic governance in Kazakhstan.

Building on these achievements, USAID will launch a multiyear Local Government Reform program. ■

—Lonsdale is a former international development associate, and Veret is a senior housing adviser in the Urban Development and Housing Division of the ENI Bureau.

...perhaps the most significant impact of the program was in fostering an atmosphere of democratic governance in Kazakhstan.

paign, enlisting the help of local project coordinators to publish monthly newsletters, hold radio call-in shows and produce TV segments aired on local and national television. USAID also produced information packets and training materials and distributed them nationwide. Seminars and workshops were held to educate local and regional officials on how best to implement and institutionalize the reforms.

The resulting public support

with a population of 717,000, it is estimated that a successful coal tender saved the regional government between \$4 million to \$5 million, or 50 percent, of its annual expenditures.

The program thus significantly reduced both the financial and administrative burden on municipalities and also contributed to an enhanced degree of citizen participation and private sector job creation. Homeowners began to take control over their own housing

Babbitt visits model vitamin A programs in Asia *White House to host vitamin A meeting*

During a trip to Nepal and Bangladesh in May, Deputy Administrator Hattie Babbitt and a team of USAID staff had the opportunity to observe two impressive national vitamin A programs. With the agency's heightened emphasis on vitamin A as a powerful child survival tool, Babbitt was keen to visit successful field programs, which have been shown to markedly reduce child mortality by as much as 30 percent.

In Nepal, the National Vitamin A Program is a unique grassroots effort implemented by community health workers who distribute two high-dose vitamin A capsules to children under five years of age and, more recently, to post-partum women. With USAID support, the government's program works through a local non-governmental organization (NGO) network and 30,000 motivated Female Community Health Volunteers (FCHVs) to educate the community about the merits of vitamin A-rich foods as well as vitamin A capsules.

The deputy administrator was able to meet with many of the health volunteers and saw the extent to which these women serve as respected health educators, helping to save the lives of an estimated 25,000 children each year. Babbitt commented that "the vitamin A program is truly an example of an effective program reaching those in need."

In Bangladesh, Babbitt visited the sites of several successful home gardening and nutrition education initiatives that are linked with a community-level microcredit program. This effort, combined with an extensive vitamin A capsule distribution program, offers a successful model for other countries. The microcredit program emphasizes the empowerment of women and the promotion of production and consumption of vitamin A-rich foods. A network of over 200 NGOs participates in the program, reaching more than 620,000 households.

Last year, more than two-thirds of the households in the project



Deputy Administrator Babbitt gives a vitamin A capsule to a child in Nepal.

ages in Bangladesh, Babbitt also visited the Helen Keller International NGO Gardening and Nutrition Education Support Project and viewed a plant nursery managed by Proshika (a large local NGO). The Proshika site, which trains women in home gardening techniques and food preparation, has become self-sustaining and is continuing its activities without financial support from USAID. The mission's approach combines vitamin A capsule supplementation with home gardens, which can also supplement income and provide other nutrients.

The Bangladesh home gardens and the extensive Nepal capsule distribution program are examples of the types of child survival activities promoted as part of the agency's Enhanced Vitamin A Effort (VITA). The VITA effort is a major initiative to reduce vitamin A deficiency in children under five years old in developing countries. USAID cannot achieve this

goal alone and has been building an alliance of domestic and international private sector and civic organizations, donors, private voluntary organizations (PVOs) and NGOs committed to the cause.

In July, first lady Hillary Rodham Clinton agreed to convene a meeting at the White House this year to officially launch the U.S. commitment to this major effort and help mobilize and solidify the support of others. Participants will include chief executive officers from private sector food and pharmaceutical companies, such as Kellogg, Procter & Gamble, and Roche Vitamins. Other attendees will include representatives from civic organizations, PVOs, universities, UNICEF, WHO, other donor nations and members of Congress. ■

---Malanick, G/PHN, is the agency's VITA coordinator and Parekh is a public affairs specialist in LPA.

The Bangladesh home gardens and the extensive Nepal capsule distribution program are examples of the types of child survival activities promoted as part of the agency's Enhanced Vitamin A Effort (VITA).

Visiting a rural village, Babbitt witnessed the impressive turnout for the vitamin A capsule campaign, as she helped administer capsules to Nepalese children.

areas adopted improved gardening practices and increased year-round production and consumption of vitamin A-rich fruits and vegetables.

During her trip to the rural vil-

Global Bureau holds first state trade partners meeting

A roundtable meeting at USAID headquarters on June 1 marked the first joint planning session between Global Bureau's Office of Business Development (G/EGAD/BD) and 15 of USAID's 24 state trade organization partners.

Twenty-three state organizations and the District of Columbia are cooperating with USAID, under separate Memorandums of Understanding, in a trade promotion initiative. This initiative is designed to expand access to U.S. technology and expertise in support of USAID programs worldwide and open developing country markets to U.S. firms, especially small and medium-scale enterprises.

In addressing the state trade representatives and several feder-

al agency attendees (including State, Commerce, Agriculture, the Small Business Administration and the Export-Import Bank), Administrator Brian Atwood told the audience that USAID's ultimate goal in development is to "work our way out of a job by creating the environment necessary for free and open trade." By forming collaborative partnerships with the states and, through them, with the U.S. private sector, "USAID can help foster the transition from aid to trade," he said.

The participants also discussed ways to enhance USAID's Global Technology Network (GTN)—an electronic trade lead/business matching and follow-up service administered by the agency's Office of Business Development.

This initiative is designed to expand access to U.S. technology and expertise in support of USAID programs worldwide and open developing country markets to U.S. firms, especially small and medium-scale enterprises.

USAID/Washington receives an average of 150 business opportunities (trade leads) per month from public and private sector sources in 36 USAID-assisted countries and regions worldwide. A trade lead is an expression of interest by an indigenous public or private sector entity in a developing country concerning a particular technology, service or product

in one of the priority USAID sectors: agribusiness, environment, energy, health and information technology. Once received, leads are matched with 60,000 U.S. firms in the GTN database and then disseminated for action.

Once matched, a "lead" is sent to those firms with the requisite qualifications for their action and response.

Until recently, GTN services did not extend beyond sending out leads, but now increased emphasis is being given to follow-up in an effort to move opportunities to actual business transactions. The aim is to convert "leads to deals."

Participating state trade offices play a critical role in the overall GTN process — recruiting new firms into GTN and providing follow-up technical and financial services to help their states' firms close deals.

Based on the success of this first joint meeting, a second meeting is planned for next year. ■

—Merrill is director, G/EGAD/BD.



Administrator Brian Atwood (left) and Director of Georgia's International Trade Division Kevin Langston sign a USAID-Georgia agreement to promote trade opportunity collaboration while other state representatives look on.

WHERE

In The
World
Are
USAID
Employees?



Moved On

Bacha, Melody
Balogh, Rebecca
Bradford, Colin Irving Jr.
Buller, Kathy Ann
Gibble, Ernest
Kearns, Laura
Kelling, Eric
King, Allison Jennifer
Lockwood, Kellee
McNay, Jennifer
Menoche, Barbara
Musser, Lindsay
Mutijima, Page Susan

Promoted

Adamson, Charisse
Angeles Hawthorne, Aida
Arbuckle, R. Douglass
Ashley, Jeffrey
Atteberry, David
Baier, Kraig
Barksdale, Cecelia
Barratt, Chris
Barth, David
Belding, Barbara
Berenberg, Scott
Bergman, Jay
Bernstein, Steven
Bloom, Roger
Bonner, James
Bowe, Avon
Broadus, Paulette Neal
Broady, Merritt
Bruce-Attah, Emmanuel
Cavitt, Roberta
Chase, Charlene
Cleland, Catherine
Conner, E. Lewis
Crawford, Katherine
Crawford, Linda
Daniels, Daryl

Deprez, Alexandre
Devitt, Mary Eileen
Duarte, Virgulino
El-Abd, Azza
Ferrette, Holly
Fleming, Allen
Foerderer, William
Foltz, Jennifer
Foster, Michael
Fritz, Michael
Giordano, Meredith
Greene-Blackwell, Gloria
Haer, Michael
Hansen, Robert
Hardt, Terry
Hardy, Lawrence II
Harritt, Margaret
Harvey, Michael
Haykin, Stephen
Henning, Michael
Hubbard, Peter
Humphreys, Edith
Ingram, Richard
Jay, Susan
Jennings, Cheryl Gazelle
Jessee, David
Jiron, George Jr.
Kinder, Erin
Kleinjan, Mary Alice
Knight, Charles
Knight, Melissa
Leddy, Ellen
Lerman, Charles
Llewellyn, Charles III
Lokos, Nathan
Lombardo, Joseph Jr.
Losk, David
Mansuri, Dana
Maxwell, Carl
McCloud, David
McDermott, Christopher
Miller, Lloyd Jens
Moore-Jones, Carstella
Noble, David
Pangan, Herminia
Patterson, Anne
Payne, Carol
Peterson, Dana
Picard, Eric
Picur, Gregory
Posner, Robert
Powdermaker, Mark
Rendon-Labadan, Maria
Reynolds, William
Rhodes, Jill
Rollins, Jay Reed
Scherl, Denise

Schimpp, Michele
Scott, Elaine
Shauket, Maureen
Sinnitt, Meri
Smolka, Daniel Mark
Songer, David
Suda, Zdenek
Sumner, Wilma
Tuebner, Annette
Walter, Dean
Warshaw, Gail Heston
Washington, Elzadia
Watson, James
Yamashita, Susumo

Retired

Atkins, Adrian
Barnes, Robert
James, William Jr.
Lake, Donald
Posner, Robert
Spaid, Barbara
Thorn, Paul

Reassigned

Adamczyk, Christine, Dominican Republic, supervisory health/population development officer, to population development officer, Peru
Ali, Syed, Egypt, supervisory financial management officer budget/analyst, to controller, Malawi
Arellano, Hilda, Bolivia, deputy mission director, to mission director, Ecuador
Bakken, Jeffrey, Peru, project development officer, to supervisory project development officer, Bolivia
Barton, E. Jed, Bolivia, supervisory financial management officer, to controller, Nepal
Becker, Carol, ANE/SEA/SPA, supervisory program officer, to mission director, Guyana
Bell, Jeffrey, Dominican Republic, contract officer, to Jordan
Bever, James, COMP/FSLT, foreign affairs officer, to deputy mission director, India
Borns, Jeffrey, Peru, supervisory general development officer, to Guatemala
Boyd, Donald Jr., Peru, mission director, to supervisory regional development officer, LAC/CEN
Boyer, Jeffery, Mexico, supervisory project development officer, to housing/urban development officer, G/ENV/UP
Brady, Donald, Central Asia, supervisory project development officer, to supervisory executive officer, Poland
Breen, Frank, REDSO/WCA/WAAC, controller, to El Salvador
Carter, William, Somalia, general development officer, to supervisory general development officer, Cambodia
Cohen, Neal, REDSO/ESA, supervisory program economics officer, to program economics officer, South Africa
Connor, Donald, IG/A/FA, auditor, to RIG/Budapest
Cowles, David Leroy, ENI/ECA, supervisory regional development officer, to foreign affairs officer, COMP/LT TRNG
Cowper, Steven, South Africa, executive officer, to M/AS/OMS
Crawford, Paul, COMP/FSLT, natural resources officer, to agricultural development officer, Nicaragua
Crumbly, Angelique, M/OP/OD, procurement analyst, to program analyst, BHR/FFP
Downs, Peter, COMP/FSLT, program officer, to Central Asia
Doyle, Justin, GC/G, legal officer, to RCSA
El-Abd, Azza, Uganda, contract officer, to RSC/OD
Fischer, Dana, Africa Regional Office, regional development officer, to education development officer, Egypt
Fulgham, Celeste, Jordan, IDI (contract specialist), to contract officer, Egypt
Funkey, James, Madagascar, controller, to supervisory financial management officer, Bolivia
Gary, Viviann Pettersson, G/ENV/UP, supervisory hous-

- ing/urban development officer, to foreign affairs officer, COMP/LT TRNG
- Garzon, Jose**, Philippines, program officer, to supervisory project development officer, Bolivia
- Geiger, Thomas**, Ecuador, mission director, to Peru
- George, Gene Vincent**, Russia, supervisory private enterprise officer, to foreign affairs officer, COMP/LT TRNG
- Greene, Michael**, Dominican Republic, supervisory executive officer, to general development officer, Armenia
- Grohs, Roy**, Slovakia, program officer, to program economics officer, Jordan
- Hogan, Elizabeth**, Guatemala, supervisory general development officer, to housing/urban development officer, RHUDO/Africa
- Isham, Brooke Andrea**, Central Asia, project development officer, to program officer, Russia
- Isralow, Sharon**, LAC/RSD, democracy specialist, to international cooperation specialist, AFR/WA
- Johnson, Deborah Ann**, ANE/SEA/RPM, program operations assistant (office automation), to M/FM/CONT
- Johnston, Gerald**, Poland, supervisory executive officer, to Haiti
- Kadunc, Edward Jr.**, Brazil, mission director, to Dominican Republic
- Kaiser, Michael Joseph**, Ukraine, supervisory private enterprise officer, to supervisory agricultural development officer, Peru
- Kleinberg, Scott**, Haiti, private enterprise officer, to Bulgaria
- Kranstover, Peter**, El Salvador, supervisory project development officer, to regional development officer, LAC/SAM
- Krell, Barbara**, M/FM/APNP, supervisory financial management officer budget/analyst, to controller, South Africa
- Kryschtal, Jaroslaw**, M/OP/OD, contract officer, to South Africa
- Landau, Edward**, Nicaragua, supervisory program officer, to supervisory project development officer, Romania
- Lieberman, David**, Caucasus, supervisory general development officer, to general development officer, Armenia
- Machmer, Frederick Jr.**, Nepal, mission director, to Caucasus
- Mango, Cecily**, COMP/LT TRNG, foreign affairs officer, to general development officer, Jordan
- McDonald, Ann**, LAC/SAM, regional development officer, to supervisory general development officer, Mexico
- Moldrem, Vivikka**, Indonesia, mission director, to foreign affairs officer, COMP/SEPARATION
- Morton, Raymond Herold**, Romania, supervisory private enterprise officer, to natural resources officer, RCSA/PD
- Rhodes, William**, Guatemala, mission director, to South Africa
- Rodriguez, Catherine**, El Salvador, auditor, to supervisory auditor, IG/A/IT&SA
- Rollins, Denise**, Ghana, supervisory program officer, to Uganda
- Rudert, Brian**, Dominican Republic, supervisory general development officer, to supervisory agricultural development officer, Guatemala
- Saunders, Palma**, M/HR/POD, secretary (office automation), to AFR/DP
- Scheibal, Charles**, ANE/US-AEP, project development officer, to engineering officer, West Bank/Gaza
- Shapiro, Pat**, Ukraine, supervisory private enterprise officer, to legal officer, Russia
- Slobey, Laura**, Mozambique, supervisory general development officer, to health/population development officer, Ghana
- Smith, Hugh**, Jamaica, deputy mission director, to democracy officer, G/DG
- Snyder, Shelly**, Egypt, IDI (health/population/nutrition), to population development officer, G/PHN/POP/FPS
- Spence, Gail Monique**, AFR/SA, program officer, to project development officer, Zambia
- Suda, Zdenek**, REDSO/ESA, project development officer, to Ghana
- Swallow, John**, Jamaica, supervisory general development officer, to COMP/FS/REASSGN
- Tate, F. Wayne**, LAC/SAM, supervisory regional development officer, to mission director, Paraguay
- Terico, Anne**, COMP/FSLT, contract officer, to Haiti
- Tincoff, John Jr.**, M/AS/OMS, executive officer, to supervisory executive officer, Bangladesh
- Weber, Janice Minna**, LAC/CEN, supervisory regional development officer, to mission director, Brazil
- Weisel, Peter**, Ghana, supervisory private enterprise officer, to supervisory agricultural development officer, Jamaica
- Wendel, Dennis**, G/DG, democracy officer, to supervisory democracy officer, Indonesia
- White, Pamela**, South Africa, supervisory executive officer, to foreign affairs officer, COMP/LT TRNG
- Wiitala, Gregg**, Mozambique, supervisory project development officer, to supervisory program officer, Ghana
- Williams, Joseph**, Uganda, supervisory program officer, to supervisory project development officer, RSC/OD
- Wing, Harry Jr.**, Peru, supervisory agricultural development officer, to supervisory general development officer, LAC/SPM
- Witthans, Fred**, Tanzania, supervisory program officer, to program officer, AFR/EA
- Yaeger, William**, Caucasus, supervisory program officer, to deputy mission director
- Yochelson, Roger**, Ukraine, supervisory democracy officer, to supervisory democracy officer, COMP/FSLT
- Young, Frank**, M/MPI/OD, supervisory program officer, to mission director, Ghana
- Zak, Marilyn**, Dominican Republic, mission director, to Nicaragua
- Zegarac, George**, Mali, controller, to Mozambique



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