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FRONT LINES

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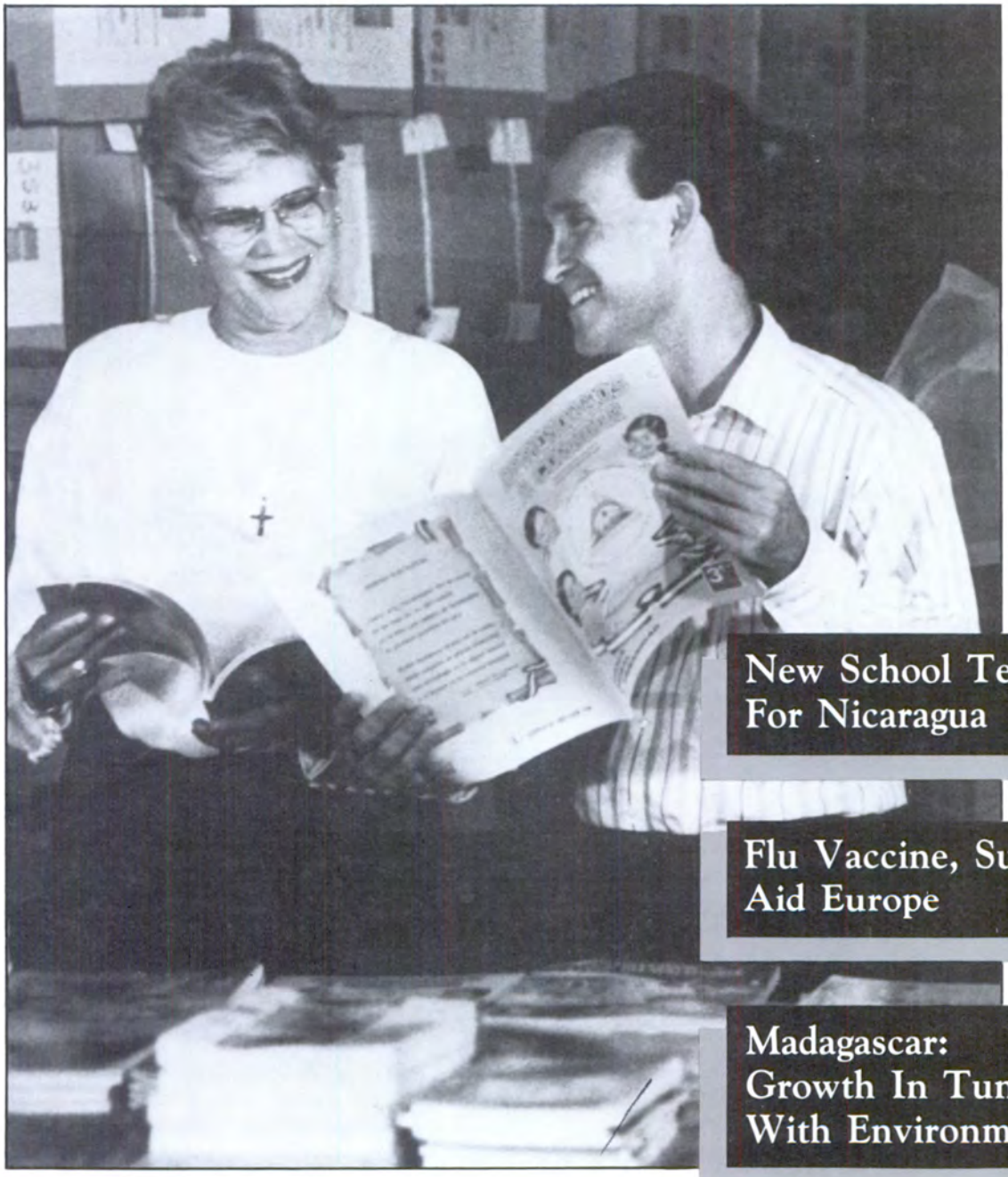

New School Texts For Nicaragua

Flu Vaccine, Supplies Aid Europe

Madagascar: Growth In Tune With Environment

U.S. Agency for International Development

April 1991

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

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Bush Commends Employees

On March 27, President Bush makes a special visit to the State Department to express his appreciation to all foreign affairs employees and Secretary of State James A. Baker III for their hard work during the Gulf crisis. "I really wanted to come over here . . . to say thank you, and I wanted to address our foreign policy professionals and all those who support them," he said. "You are, indeed, the men and women on the front lines of American interests, both in war and in peace. And this recent [Gulf] situation was no exception."

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Cover Photo: President of Nicaragua Violeta Chamorro and Minister of Education Humberto Belli review some of the 7.6 million new schoolbooks provided through a $12.2 million USAID project for delivery to all of Nicaragua's 4,400 schools. See story on page 4.

Front Lines *is printed on recycled paper.*

FRONT LINES

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USAID Helps Battle Cholera

Peru has been hit by a cholera epidemic that, by March 24, had struck 90,000 people and caused 535 deaths. Some 125,000 have been hospitalized.

Agency health programs already in place have helped the Peruvian Ministry of Health identify and respond to the epidemic quickly and effectively, significantly holding down the number of deaths.

Since 1981, the Agency mission in Peru has obligated $22 million for primary health care and child survival activities with the Ministry of Health. Project components included training for health workers in diarrheal disease; training for 450 pediatricians in diarrhea case management; printing and distribution of diarrheal disease treatment manuals to health centers and hospitals; mass media oral rehydration therapy (ORT) education campaigns; technical assistance for logistics; and support for supervision of health workers. The Agency also has assisted the Ministry of Health in developing a health information system, establishing an epidemiologic surveillance unit and starting a field epidemiology training program.

These projects have helped ministry staff develop the ability to diagnose and treat diarrhea and, consequently, helped them to identify and locate the cholera epidemic. Because of what they had learned through the diarrhea control program supported by the Agency, ministry staff were able to use ORT for cholera victims, who quickly would die from dehydration if not treated.

"The ministry and the population were educated and trained in the use of ORT, which greatly speeded treatment of the cholera victims," says Carol Dabbs, health officer for Peru, Ecuador and Bolivia in the Bureau for Latin America and the Caribbean. "Peruvian epidemiologists recognized and located the epidemic as quickly as it could have been done in the United States."

In tracking and evaluating the epidemic, the Ministry of Health has used resources provided through Agency projects already in place: 80 computers in central and regional offices; 10 Peruvian field epidemiologists trained by the U.S. Centers for Disease Control (CDC); and two senior CDC epidemiologists to design and begin implementation of control measures.

Through the Office of U.S. Foreign Disaster Assistance, USAID has provided $42,000 that was used to buy intravenous solutions requested by the government of Peru for treatment of severe cases. The Agency also is providing aid to Ecuador, which had reported more than 60 cases of cholera by March 15. Agency-supported activities include cholera education and prevention campaigns and provision of sanitation products.

USAID is working with CDC, the Pan American Health Organization, the Office of International Health of the Department of Health and Human Services, the Food and Drug Administration and the Environmental Protection Agency to coordinate further aid to Peru in fighting the epidemic.

–Jane Sevier Johnson

Central, Eastern European Economies Focus of Meeting

At a White House conference Feb. 27, President Bush expresses U.S. support for the enormous challenges facing Central and Eastern European countries as they restructure their economies. Bush said the United States is helping through major bilateral commitments, stabilization programs, enterprise funds and improved trade and investment relations. The two-day conference brought together representatives of each East European country and U.S. university presidents, private sector leaders and foundation presidents. The objective was to help provide Central and Eastern Europe with the fundamental education and training needed to make emerging market economies work. Administrator Ronald W. Roskens addressed the group at the concluding plenary session.

Agency Fights Flu In Europe

As a part of the president's initiative for Central and Eastern Europe, the Agency has completed the first phase of a major U.S. effort to help reduce the effects of influenza in the region.

The effort is part of a two-year, $10 million program that began last October to assist Poland, Hungary, Czechoslovakia and Yugoslavia with emergency medical problems in the face of severe economic hardships, including food and fuel shortages. Romania and Bulgaria were added to the program in January of this year.

The initial thrust of the program focused on vaccinating children and the elderly in institutions in Poland, Hungary, Czechoslovakia and Yugoslavia to reduce deaths caused by medical complications from the disease.

That phase of the deterrent campaign was designed by USAID and the U.S. Centers for Disease Control (CDC) with assistance from the ministries of health of the four participating countries.

Administrator Ronald W. Roskens called the U.S. effort "an important initiative that will help Eastern European countries extend influenza prevention to the most vulnerable segments of their societies."

Project Hope led the U.S. government effort, securing donations of medical supplies from U.S. pharmaceutical companies and delivering them to local medical personnel.

In Eastern Europe, the organization supervised the delivery and distribution of 165,000 doses of split flu vaccine along with disposable syringes, antibiotics and acetaminophen to treat common flu side effects. The USAID program will reimburse Project Hope for much of its costs.

More than 5 million cases of influenza were diagnosed in Poland, Hungary, Czechoslovakia and Yugoslavia alone during the winter of 1989-90. Those countries could meet only 2 to 3 percent of their flu vaccine needs, according to CDC.

The overall influenza prevention operation encompasses a three-pronged thrust that includes gathering more comprehensive data, modernizing techniques for laboratory diagnosis and inoculating as part of a campaign with imported vaccine.

The project electronically links the health and medical communities of the participating Eastern European countries and the West for the first time. Information from case studies is transmitted from Eastern Europe to CDC in Atlanta and the Pasteur Institute, France's leading health center, in Paris. The centers respond with advice on appropriate flu therapies.

"This dialogue is opening sources of medical expertise that were denied to Eastern European public health and medical communities for more than 45 years," Assistant Administrator for Europe and the Near East Carol Adelman said.

In its early stages, the project provided flu vaccine to children between six months and 13 years of age in hospitals, boarding schools, orphanages and other institutions.

Those with chronic illnesses, including infection with the human immunodeficiency virus, a virus that almost always leads to acquired immune deficiency syndrome (AIDS), also were inoculated. Elderly people in health and medical institutions also received the vaccine. CDC reports that hospitalization rates for the elderly in these countries increases as much as fivefold during major flu epidemics.

This ongoing effort will support the purchase of medicines and medical supplies, as well as the funding of training and technical assistance related to the delivery, handling and use of those supplies for all six countries now covered by the two-year emergency medical program.

–John Riddle, press officer in the Office of External Affairs

USAID Sets Debt Relief Plan For Bangladesh

During a March 15 meeting with Bangladesh's Ambassador to Washington A.T.S. Ataul Karim, Administrator Ronald W. Roskens announced that the Agency has completed plans to absolve Bangladesh of $292 million in development assistance debt. Roskens said debt relief for Bangladesh reflects the will of the United States to do more to meet the needs of those countries genuinely struggling to improve their economies. Per capita income for Bangladesh's 110 million people is about $170 a year, making it the fifth poorest country in the world.

Textbooks for Nicaragua

Cooperative Effort Designed to Meet Range of Educational Needs

BY NANCY LONG

Just one year ago, shortly after Violeta Chamorro was elected president of Nicaragua in February, Minister of Education Humberto Belli, then the vice minister-designate for education, met with Agency officials to discuss some of the most pressing needs of his country.

Belli told Agency officials that by his assessment one of the first priorities would be for his government to replace the primary and secondary school textbooks that were of poor educational design and reflected strong political ideology and military themes inappropriate for a nation at peace.

At the same time, the Agency's Bureau for Latin America and the Caribbean (LAC) under the direction of Assistant Administrator James Michel set up a Task Force on Nicaragua as the Agency prepared to launch a $300 million development assistance program to that country. Michel asked those assigned to the task force to suggest ways to assist Nicaragua so that U.S. assistance would be delivered and visible quickly.

George Laudato, then acting representative for USAID/Nicaragua, and Joseph Carney, chief of LAC's Education/Human Resources Division in the Office of Development Resources (LAC/DR/EHR), responded with several ideas, one of which was to amend the Agency's RTAC II program for Nicaragua.

Begun in 1986, RTAC II (Regional Technical Aid Center II) is a $12 million, five-year project designed to provide affordable Spanish-edition textbooks to university students. RTAC I began in 1957 and continued for 20 years.

"We were able to amend the RTAC II contract with Aguirre International to include providing Nicaragua with Spanish primary level texts. And within a few months, the first shipment of books arrived and was delivered to Nicaraguan children in August 1990," remarked Carney. "At first, the Agency planned to deal only with primary texts, but we later expanded the project to replace all secondary texts for teacher training and technical high schools."

Textbook subjects include mathematics, reading, writing, social sciences and civics for primary levels and math, natural sciences, social sciences, history, Spanish and English as a Second Language for secondary schools.

There was tremendous collaboration on the project, according to Carney. A panel of Nicaraguan curriculum experts chose from some 1,500 titles gathered by Aguirre International from publishers in the United States, Colombia, Peru, Costa Rica, Honduras, Guatemala, Panama and Mexico. To ensure complete cooperation, Belli appointed the panel and insisted on representation of all political parties, including the Sandinistas. In addition to reviewing and selecting the titles that would best suit the needs of Nicaragua, the panel also adapted the texts and illustrations for Nicaragua.

In that first shipment, 284,000 books were delivered for second- and third-graders, and by March 1991, in time for

USAID/Nicaragua Mission Director Janet Ballantyne and U.S. Ambassador to Nicaragua Harry Shlaudeman inspect the new Agency-funded textbooks at the Ministry of Education warehouse last January before the books were sent to schools.

the beginning of the new school year, 7.6 million books were delivered to all 4,400 primary and secondary schools throughout the country.

"In the more remote areas of Nicaragua, it was perhaps the first assistance received from the central government in years," noted Tony Vollbrecht, project officer, LAC/DR/EHR. "The brand new books were the first sign that the government was supporting them."

The logistics of the program were enormous, Vollbrecht adds, because, in addition to poor roads, the Ministry of Education was bereft of all resources or files that listed the number of students in the country or even the location of schools.

This one project encompasses three of the Agency's recently announced initiatives, as well, said Carney. RTAC II bolstered the private publishing industry in South and Central America by generating some $17 million of business in publishing, distribution and transportation. For example, the number of books being purchased for Nicaragua from Peru in 1991 surpasses what publishers in Peru exported in 1990.

Second, the project strengthens democracy through the education and training of its future leaders. "All political factions are proud of what RTAC II has offered Nicaraguan children," said Carney.

Third, the project is helping to restore traditional family values through the civics series, *We Learn How to Live Together*.

"When Mexican publishers who were part of the project's first assessment team returned from Nicaragua, they told me that the most tragic aspect of what they saw in Nicaragua was the breakdown of the family structure," said Ed Aguirre, president of Aguirre International and former U.S. commissioner of education under President Ford. For this reason, at every level, a full chapter in the civics series is devoted to family, with the objective of restoring the country's positive family value system.

The civics texts were written by Nicaraguans and also include lessons on the national anthem, the flag, the environment and issues relating to the community.

On Jan. 29 USAID/Nicaragua Mission Director Janet Ballantyne officially presented President Chamorro with a set of the new textbooks representing the $12.2 million Nicaraguan component of the project at the Ministry of Education's warehouse, where a number of the books had been stored. Later that same day, Belli, Ballantyne and Aguirre took part in a nationwide televised panel discussion on the project.

At the presentation ceremony, President Chamorro and U.S. Ambassador Harry Shlaudeman were especially interested in the bilingual edition of books for grades one to three for the children of the Miskito people, the indigenous Indians who consistently have been neglected and sometimes persecuted by previous administrations. Armstrong Wiggins, a leader of the Miskito people, had made a request early in the project's stages that something be done for his people. Grammar texts translated from Spanish and penmanship books were provided, and the stories and illustrations were modified so that the Miskito children would identify with them.

"In the more remote areas of Nicaragua, [the textbooks were] perhaps the first assistance received from the central government in years."

"It's hard to overestimate the impact of the project," explained Rene Greenwald, chief of party of RTAC II in Mexico City. "It is estimated that in the United States more than 76 percent of learning occurs through textbooks and in developing countries, even more so. In fact, studies show that the single most important factor when investing in education is textbooks. Desks, blackboards, even school buildings are all secondary."

Reina Escobar takes a look at one of her new schoolbooks as Tony Vollbrecht, project officer in the Bureau for Latin America and the Caribbean, looks on.

To guarantee that the schoolchildren benefit as much as possible from the texts, each of the publishing companies providing texts also conducted teacher training workshops.

"In the history of the Agency, I think it was the first time that in the span of 10 months we totally replaced textbooks for all the schools in a country," said Carney.

"It was a rewarding experience that took a total team effort and a commitment to education. How many educators have the opportunity to provide quality textbooks to an entire nation of young students in such dire circumstances?"

USAID/Nicaragua followed up the textbook program by working with the Ministry of Education in March on a basic education assessment from which they will design a five- to seven-year basic education program for Nicaragua by 1992.

Personality Focus

Margaret Bonner

BY ELLEN C. IRVING

Perestroika and the dismantling of the Eastern Bloc have inexorably altered many of the political and economic factors that have shaped the opportunities and challenges of the international development community since the end of World War II.

For the developing nations of Africa, no longer caught between the divergent goals of East and West, this "new world order" also offers new challenges.

The Office of Development Planning in the Bureau for Africa, under the direction of Margaret Bonner, is tasked with overseeing the evolution of USAID's programs on the continent.

With more than a decade of field experience in Africa and, most recently, as deputy director of the Office for Egypt and European Affairs and the Agency's coordinator of the Eastern European Task Force, Bonner brings to her post a clear perspective on the issues influencing potential programmatic changes in the Africa Bureau.

"The disintegration of the Eastern Bloc and the decline of its economic and philosophical influence–as well as a shrinking development dollar–have paved the way for a new Agency effort on governance issues in Africa," says Bonner, who assumed her current duties in July 1990.

"Faced with the potential of receiving a smaller piece of the development pie, there seems to be a recognition by African countries that they, too, have to start taking a more aggressive role in their own development efforts–both economic and democratic–if they are to remain competitive with the emerging nations in Eastern Europe."

For example, the voluntary undertaking of structural adjustment programs to facilitate the economic growth necessary for development efforts to succeed is a prerequisite for the Agency's continued involvement, Bonner explains.

"There are many poor countries in Africa, and USAID cannot provide unlimited assistance to all of them. We are focusing our programs on those countries that are trying to do something for themselves, not just in economic terms but also in moving toward more open, democratic systems.

Margaret Bonner: "We now have the opportunity, as a result of changes in the world as a whole and in the perspective of African leaders themselves, to promote building the infrastructure that can serve as the basis for democratic action."

"We now have the opportunity, as a result of changes in the world as a whole and in the perspective of African leaders themselves, to promote building the infrastructure that can serve as the basis for democratic action. These efforts can span the spectrum from working with local indigenous non-governmental organizations to serve as vehicles to help people have a voice in their own future, up through helping establish legal structures that are more conducive to developing the private sector. Changes such as these have to take place before African countries can stand on their own."

Bonner's development roots are grounded in Africa. In 1967, armed with a bachelor's degree in mathematics from Rutgers University, Bonner and her husband, Cameron (Ron), joined the Peace Corps and went to Ethiopia, where she taught English and science and ran the library in Asbe Teferi. "That is when we really got bitten by the development bug," Bonner notes.

Wanting to prolong their time in Africa after completing their Peace Corps terms, Ron accepted a job in Uganda with the University of Massachusetts that was funded through a USAID contract, and she taught mathematics in a girls' secondary school in Tororo for two years.

One of the Bonner's closest friends in Uganda was an economics teacher. It was from their lengthy discussions about development and economics in the emerging nations of Africa that Bonner's academic and professional path evolved.

A three-month trek across Africa in a used Land Rover preceded their return to the United States in 1972, where Ron enrolled in a doctoral program at the University of Illinois at Urbana.

"I wasn't planning to continue my education at that time," Bonner remembers. "But in a college town you are either a student or a spouse looking for employment. So I decided to go back

to school."

Based on those long nights of conversation in Uganda, Bonner applied to the University of Illinois' graduate program in economics. Although uncertain of her chances based on a purely mathematics background, she quickly was accepted into the program with the added bonus of a teaching fellowship.

"Luckily, it was a combination of development economics and econometrics," she notes of the program that melded her two areas of interest.

Her study of the effect of health on economic growth led to her doctoral dissertation, which she completed in 1975 while undertaking a little economic development of her own.

"We homesteaded for a year in upstate New York on some rural, family property," she explains. Within a year, Bonner had produced not only her dissertation, but a son, a house and some crops as well.

Bonner joined the Agency in 1975. Although initially interested in working for the World Bank, she was invited to apply to USAID while interviewing in Washington.

"I was impressed with the number of people here who were truly dedicated to what they were doing. Many were former Peace Corps volunteers or had been associated with other voluntary organizations and had a firsthand developmental sense about what was going on."

Returning to Africa for her first post, Bonner spent the next eight years working as a program officer, first in Ethiopia and then Tanzania, mastering the minutiae of development planning.

After an additional five years with the Indonesia mission, she returned to Washington in 1988 as deputy director of the Office of Egypt and European Affairs. At first her primary area of concentration was Egypt, but as the scope of the Agency's Eastern European efforts grew, Bonner increasingly focused on helping structure the fledgling USAID program, which was unlike any other in the Agency's portfolio. In 1989 she began coordinating the Eastern European Task Force–"an ad hoc group of dedicated, hard-working, broad-thinking officers and staff," she says.

"We were dealing with a greater level of sophistication within the governments and a higher level of education in the general population than was the norm for Agency activities. We also were looking at shorter-term programs largely backstopped by personnel in Washington, not by large mission staffs," says Bonner, who also worked with Congress on needed legislation.

One imperative was to devise a management system different from that normally used in the administration of USAID programs.

"We needed to streamline project procedures if we were to have the ability to put together and obligate $300 million worth of activities in less than a year," she explains.

"We are focusing our programs on those countries that are trying to do something for themselves . . ."

Bonner returned to the Africa Bureau last year. "I was struck by the strong sense of direction and motivation within the Office of Development Planning and the bureau as a whole," she says. "A lot of that can be attributed to the leadership within the bureau as well as the creation of the Development Fund for Africa (DFA) in 1987. Under the DFA, Congress gave us the liberty to determine programmatic goals, allocate funds and create methods to deal with the evolving variables inherent in the Africa programs without the burden of earmarks and functional accounts."

Bonner works with all segments of the Africa Bureau to take full advantage of the window of opportunity opened by the DFA.

"This office is responsible for policy, strategy and forward thinking within the Africa Bureau. We can only be effective if we work in a complementary manner with all segments of the bureau," she explains. "We have to work closely with the regional and sectoral offices to include all relevant perspectives in the decision-making process.

"In addition, the Africa missions play a major role–they currently are evaluating the impact of their programs to aid our greater understanding of what USAID really can accomplish in Africa and to establish the best way of going about achieving these goals."

Such coordinated efforts are essential, says Bonner, if the bureau is to further focus its resources–both human and financial–in Washington and the field.

While overseeing these endeavors leaves little free time for leisure activities, Bonner manages to squeeze in some gardening at her home in Falls Church, Va., and, when the weather is right, regularly swims in her backyard pool.

Part of a growing trend, Bonner and her husband are a tandem couple, with Ron now head of the Education and Human Resources Division, Office of Technical Resources, in the Bureau for Africa.

The Bonners and their two children, 16-year-old Colin Seth–currently an exchange student in Denmark–and their six-year-old daughter, Rima Tsehai (an Indonesian-Ethiopian name), also enjoy "traveling anywhere we have not visited before" and return twice a year to their home in Kerhonkson, N.Y.

It is there that Bonner "recharges." "The house that we built by hand over the last 15 years still provides ample opportunities for honing our tinkering skills," says Bonner, who installed the electrical system. "And the physical labor required to maintain the property provides a nice balance to the mental exertion involved in my work at the Agency."

Irving is a contractor with the Office of External Affairs.

White House Fellow Explores Public Service

BY DANIEL MCLAGAN

Seven months ago, Eric Phillips was a district manager for AT&T International Communications Services. Since that time, he has met with six heads of state, political and corporate leaders in eight countries and served as chief of staff for Administrator Ronald W. Roskens on a presidential mission to Africa.

This transformation from corporate officer to public servant was the result of Phillips' selection last June as a White House Fellow. The White House Fellowship program gives gifted and highly qualified Americans an opportunity to learn about and participate in the workings of government. Participants are drawn from all areas of society from academia and the arts to private business and the military. They serve with the senior staffs of federal departments and agencies as well as in the White House and the Office of the Vice President.

White House Fellow Eric Phillips (left) and Administrator Ronald W. Roskens discuss the development issues of the day. Phillips left his corporate office for one year to join the ranks of public servants as part of the White House Fellowship program.

The selection process is extremely competitive. In 1990, 12 Fellows were selected from more than 1,000 applicants.

The program seeks to match individuals with agencies based on the preferences of both. Phillips considers himself fortunate to be with USAID–primarily because of the relationship he enjoys with Roskens and the people in the Agency. The goal of the program is for the fellow to report directly to the principal (cabinet secretary or administrator). "This individual is supposed to be a mentor who will show the participant how government works and how policy is made," says Marcy Head, director of the fellowship program for the White House.

"I have received very substantial assignments from Dr. Roskens and work with very senior people at the Agency," says Phillips. In addition to his involvement with the Africa trip, Phillips has played a role in projects ranging from the development of the Agency's restructuring plan to working with the State Department on regional telecommunications projects. He also has worked closely with Henrietta Fore, assistant administrator for Asia and Private Enterprise, on the Partnership for Business and Development Initiative.

Roskens has maintained an 'open-door' policy with Phillips, inviting him to sit in on many meetings and to observe most of what passes through the administrator's office.

"Eric is obviously very excited about and involved in his work at USAID," says Head. "When we get together as a group, his enthusiasm shows and is contagious."

In addition to their work assignments, the Fellows meet two to three times a week in Washington with leaders of government, the media and the private sector to discuss a variety of issues. Among these individuals this year have been former Secretary of State Alexander Haig, Statehood Senator for the District of Columbia Jesse Jackson, FBI Director William Sessions and Kathleen Black, publisher of USA Today. "We have an extraordinary opportunity to talk with people approaching the same issue but from different perspectives," says Phillips.

The relationships among the participants extend beyond scheduled activities. Phillips and the other Fellows regularly interact professionally through their agencies and departments but also get together to socialize and involve themselves in the community. Phillips and several other Fellows recently took a group of orphaned children out for bowling and pizza, and they also volunteer at schools and homes for senior citizens.

"The group is full of incredible people," says Phillips. "They're very bright, successful, genuinely friendly and interested in each other."

(continued on page 11)

Agency to Modify Internship Program

USAID plans to revamp the Agency's International Development Intern (IDI) Program that, with its predecessor, the Junior Officer Training Program, has provided the core of the Agency's Foreign Service leadership for 25 years.

"The quality of USAID as an organization depends directly on the quality of its work force and its leadership," says Anthony Cauterucci, director of personnel management. "In the traditional IDI program, we have a tool that has proven itself with regard to providing the Agency, over time, with the type of professional required to get the job done. The infusion of new ideas and different approaches to problem solving are mandatory for a development agency."

The original IDI program was designed as a long-term means of enhancing the existing Foreign Service talent pool. Relatively young individuals with limited technical experience were recruited and hired by USAID to train for a variety of positions in line with Agency needs. A two-year training period for each intern included classroom work, field assignments and several office rotations. The average age of entrants was 27. More than 490 Foreign Service officers currently serving with USAID graduated from the IDI program.

In the mid-1980s, the IDI program was canceled because of budget constraints. When reinstated, it was modified to recruit and hire more individuals at the mid-career level to meet immediate vacancies in specific areas.

The program became more of a short-term approach to train mid-career specialists rather than a true training activity for junior officers. Rotations through a variety of work experiences diminished or were eliminated altogether. The average age of interns last year was 41.

The revamped IDI program will be the Agency's principal means of recruiting for the Foreign Service and will incorporate a two-tier system. One track (75 percent of those recruited) will be reserved for senior candidates with graduate degrees, overseas experience, relevant work experience and demonstrated language ability. The second track (25 percent) will be for more junior candidates with clearly identifiable intellectual and reasoning skills but with limited experience.

The internship will be two years (one year in Washington, D.C., and one overseas) for senior interns and up to three years (one to two years in Washington and one overseas) for junior participants.

Mid-level hiring of non-interns will continue but will be limited to about 20 percent of the year's total new-hire intake.

"The Agency's commitment to maintaining its high level of professional excellence requires it to support a program to attract, train and nurture effective managers and leaders," Cauterucci says. "Through the IDI program, USAID can develop a cadre of managers brought up through the system and, thus, fully familiar with Agency approaches and processes."

The Agency will not recruit for predetermined areas but will seek candidates from a variety of technical and generalist backgrounds relevant to USAID and development, giving preference to those with the strongest analytical, conceptual and interpersonal skills.

Interns will be exposed to the broadest range of Agency activities and be provided with opportunities to solve real problems. They will carry their Full-time Employee slots with them throughout the training period to ease their assignment to missions.

–Jane Sevier Johnson

USAID Emphasizes Minority Recruitment

Administrator Ronald W. Roskens has authorized the creation of a special Minority Recruitment Advisory Committee. The committee will advise the director of personnel on strategies to enhance minority recruitment, identify existing and potential barriers to the successful recruitment and retention of minorities, serve as an advocate of affirmative action throughout the Agency, and report to the administrator twice a year on the status of minority recruitment at the Agency.

"The Agency's future success in the developing world will largely depend on its ability to mobilize a Foreign Service corps and Civil Service staff that truly reflect the diversity of our nation," Roskens says. "Creating such diversity within our work force will be our primary objective as we make plans to expand the Agency's overall recruitment efforts in 1991 and beyond."

All employees are invited to submit ideas on how to improve the Agency's minority recruitment program. Those interested should contact Chief of Recruitment Hank Merrill or Deputy Chief of Recruitment Melvin Porter at (202)663-1298.

Community Effort Spurs Growth In Costa Rica

BY PETER GOURLAY

Among the five poorest zones in Costa Rica, the Northern and Southern zones contain the heaviest concentration of rural poor. The plush countryside of the Northern Zone, where USAID has supported rural development since 1983, is dotted with large mountainous and volcanic formations of the Guanacaste Mountain range to the south and the lowlands along Lake Nicaragua and the Nicaraguan border to the north. It is an area that was physically isolated from the rest of Costa Rica, until the Northern Zone project began literally to open it up, with new roads, land settlements and community development support.

These USAID activities sparked major investments by Costa Rica's electricity and water authorities, and rural electrification and telephones now serve the region's increasing population.

Upala, Costa Rica, "is not unlike many small towns in the United States. Once I got to know some of the locals, more and more of the villagers treated me like part of their community," says Harry Peacock, USAID adviser for the Northern Zone Consolidation Project.

"These people are aware of what USAID is supporting in the region," Peacock says. "They have a new sense of hope as they see their road network, and they are contributing to the development of new farm settlements, health posts, schoolhouses and potable water projects," he explains. This is Costa Rica's last major frontier, and its fertile soil, high moisture and tropical climate attract a growing number of Costa Rica's farm population.

The Northern Zone now thrives with activity: local assemblies voting on community affairs; newly paved roads connecting the most remote areas of the zone with main commercial routes; farmers experimenting with new crops such as black pepper and macadamia; local leaders incorporating environmentally sound management practices into the design and implementation of community projects; and health clinics immunizing children from diseases.

Fred Tracy, USAID environmental project adviser for the Northern Zone project, explains the need for environmental impact studies before homes are built in the area.

Project-supported development activities are complemented by an environmental education program. Community officials need to understand and incorporate information such as land-use capability when they make decisions, says Peacock. The people need to learn about the short- and long-term advantages and disadvantages of practices such as pesticide use, and families need to incorporate sustainable agricultural practices into their production systems.

Fred Tracy, environmental management adviser, provides support to project personnel and participating communities in identifying potential environmental effects and recommends corrective actions when necessary. For example, in the development of new agricultural settlements, USAID has assisted the Institute for Agricultural Development to incorporate land-use capability principles and appropriate access-road design.

"Areas not appropriate for agricultural use now are being segregated in the design phase for other uses according to their potential," Tracy explains. "Fragile lands such as stream corridors, very steep slopes and wetlands are being set aside as protected areas, according to the Costa Rican Forestry Law. However, areas suitable for less intensive agricultural practices or for forestry use are being turned over to the settlers as communal lands for agroforestry management activities."

Tracy provides support to other project activities as well, such

as potable water projects. Inspections of source watersheds are conducted with local committee members before a project is initiated to assure that community members are aware of conditions affecting the spring or well. Large community briefings are held to present the findings of the inspections and to discuss the recommendations for protection and management of critical watershed areas.

Economic development of the region depends largely on whether or not an increase in production of non-traditional export and commercial crops takes root. Corn, beans and cattle are still the main source of income for most of the farmers of the area, but the project has supported the introduction of non-traditional crops such as heart of palm, passion fruit, macadamia and black pepper. This activity is backed up with technical assistance to orient farmers in negotiating financing, crop production, harvesting and processing techniques for crops with which they have limited or no experience.

For the region to become an active link in the nation's economy, and in direct support of agricultural development, a self-sustaining road maintenance and rehabilitation system is being promoted. The key in this effort is local participation in administration and financing.

The infrastructure, environmental activities and expansion of crop diversification now under way in the Northern Zone will lead to a healthier local economy, says Peacock. This, in turn, will support Costa Rica's move toward creating a more vibrant national and export economy benefiting the people of the Northern Zone.

Walter Cruz, the Costa Rican government's recently appointed director of the project, sees this activity as a potential model for other regions of the country. However, he points out, "Because there are a lot of new concepts involved, there are also a lot of bureaucratic problems that impede the process."

Despite the fact that Cruz finds himself going back and forth to San Jose to negotiate each part of the project, his optimism is contagious. "The people's expectations are high, and the energy level of those of us working on the project is incredible," Cruz says. "We believe in what we are doing, we see the results and so do the people."

Gourlay is a public affairs specialist in the Office of External Affairs.

Phillips

(from page 8)

Phillips grew up in Guyana and came to the United States after finishing high school. He became an American citizen in 1973, 12 years after his parents. Unable to afford college tuitions in the United States, he went to Canada's McMaster University in Ontario and received a bachelor's degree in chemical engineering. After working for five years in energy, air pollution and high temperature corrosion, he went on to earn a master's degree in marketing and international business from New York University in 1983.

His experiences on the Africa trip epitomized for Phillips the opportunities the fellowship program is giving him. "I was able to participate in the meetings between Roskens, [Secretary of Health and Human Services] Sullivan and six of the seven heads of state with whom they met," says Phillips. "In one 24-hour period in South Africa I met President de Klerk, Prime Minister Pik Botha, Zulu Chief and Inkatha movement leader Mangosuthu Buthelezi and had dinner at the U.S. ambassador's residence with Nelson Mandela, Desmond Tutu, Walter Susulu and other African National Congress officials."

Asked if the difference between the public and private sectors is as great as many people seem to think, Phillips laughs. "The perception exists that there is a big difference–that government is less efficient than business–but I don't think that's true," he says. Government needs to move more slowly and build in more controls than business to ensure fairness and to make sure that everyone who wants to can participate, he explains.

"People outside of government looking in who focus on 'the bureaucracy' miss the fact that the people in government are really first-class, talented and dedicated," he says. "I have seen this firsthand for the last seven months.

"This experience has enhanced my knowledge and appreciation of government in general and of the importance of foreign assistance in particular," says Phillips. "I have learned that, unlike in business, there is seldom one correct answer. There are, rather, many options to address extremely complex problems."

"I have learned that . . . [in foreign assistance], there is seldom one correct answer. There are, rather, many options to address extremely complex problems."

As he talks about his job and the fellowship program, it is obvious that Eric Phillips is having the time of his life. "It's a lot of fun," he says grinning. "The other Fellows say that I have the best assignment because of the things I do and get involved in and because of the relationship I have with my principal. I totally agree with them."

USAID Briefs

USAID Helps Europe Fight Pollution

USAID is helping emerging democracies in Eastern and Central Europe fight urban and industrial pollution with a $5.4 million grant to the World Environment Center.

The grant supports activities to improve industrial health, safety and pollution control and support environmental policy and legal reforms throughout Eastern and Central Europe.

The effort is a joint undertaking between USAID and the center, which is a New York-based, non-profit organization that works to strengthen the management of industry-related environmental, health and safety practices worldwide.

The project, which began in September, provides training and technical aid in environmental protection practices to private sector environmental groups and industrial, federal, state and local government officials. Activities so far have included:

- A joint environment study on Czechoslovakia by USAID, the World Bank and the Environmental Protection Agency, which was presented to the government in February;
- Training seminars in environmental law in Poland and Czechoslovakia;
- U.S. technical assistance and training missions to benefit Polish, Hungarian, Czechoslovak and Yugoslav environmental specialists.

USAID also is helping to coordinate a study tour of American environmental institutions by Czechoslovakia's vice minister for the environment.

Agency Participates in National Women's History Month

Treasurer of the United States Catalina Vasquez Villalpando delivers the keynote address at the Commemorative Program for National Women's History Month at the State Department March 15. She discussed "The Changing Role of Women." As treasurer, Villalpando provides oversight of the U.S. Mint, Bureau of Engraving and Printing, and serves as the National Director of the Savings Bonds Division. The program was sponsored by the State Department and the Women's Action Organization.

Workshop To Focus on Small Ruminants

The Office of Agriculture, Bureau for Science and Technology, is sponsoring a workshop on Small Ruminant Production: Systems for Sustainability, June 20-21 at the University of Maryland College Conference Center, College Park, Md.

The purpose of the workshop is to highlight the technological changes and advantages of using small ruminants in development. The program also discusses the transfer of sheep, goat and camelid technology to and from overseas research and development projects. To register or for more information, call Harvey Blackburn at (703)875-6414 or Joyce Turk at (703)875-4081.

Beirut School Reunion Scheduled

USAID employees and retirees who attended or whose children attended the American Community School (ACS) in Beirut will want to know (or let their children know) that the ACS Alumni Association is holding its triennial reunion.

The reunion is for all classes and will be held at the Seattle Sheraton Hotel and Towers July 4-7. For more information, call (206)883-6197.

In Memoriam

Charles Dove

Charles J. Dove, a retired Foreign Service reserve officer, died of lung cancer at his home in Harpers Ferry, W.Va., Jan. 15. He was 74.

Dove joined the International Cooperation Agency (ICA) in 1958, serving as provincial teacher training adviser for ICA and the Agency in Iran. In addition to Washington, D.C., assignments, he also served in Laos and Indonesia as an education adviser. He retired in 1976.

Dove is survived by his wife, Annie, a son and a daughter. Condolences may be sent to Mrs. Dove, Route 1, Box 439, Harpers Ferry, W.Va. 25425.

Remo Garufi

Remo Ray Garufi, a retired Foreign Service officer, died of cancer Feb. 24 at his home in McLean, Va. He was 63.

Garufi joined the Agency in 1959 as an international development intern, serving in the Office of the Controller in Cambodia, Vietnam and Guinea. In addition to Washington, D.C., assignments, he also served as program officer in Laos, Paraguay and Honduras. He was deputy mission director in Ecuador and mission director in Liberia. He retired in 1987.

Garufi is survived by his wife, Carmela Elisa, and three daughters and a son. Condolences may be sent to the family at 1715 Valley Ave., McLean, Va. 22101

John Hannah

John A. Hannah, former USAID administrator, died of cancer in Kalamazoo, Mich., Feb. 23. He was 88.

Hannah served as administrator of the Agency from 1969 to 1973.

He then accepted a position at the United Nations as director of the World Food Council from 1975 to 1978.

Before joining the Agency, he was president of Michigan State University from 1941 to 1969. He was appointed by President Eisenhower as the first chairman of the U.S. Commission on Civil Rights in 1957 and continued to serve in that position for 12 years.

Hannah was honored with the USAID-sponsored Presidential End Hunger Award for Lifetime Achievement in 1986.

He is survived by a daughter and three sons. His wife, Sarah, died in October. Condolences may be sent to his daughter, Mary Hannah Curzan, 6404 Garnett Drive, Chevy Chase, Md. 20815.

Note: Beginning with the May 1991 issue of Front Lines, *we will publish obituaries in an abbreviated form.*

USAID Points of Light

Toni Christiansen-Wagner of the Bureau for Latin America and the Caribbean (LAC) offers a Christmas present to a Nicaraguan child living in El Oyate, a temporary facility for Nicaragua's disabled ex-resistance members and their families. Thanks to her and Kathleen Hansen of the Office of the General Counsel, nearly 100 children received unexpected gifts during the holiday season. Last November, Christiansen-Wagner and Hansen were part of a steering committee comprised of State Department and USAID representatives making a site visit to El Oyate. With a duffle bag full of stuffed animals, dolls, baby rattles, trucks and cars, Christiansen-Wagner and the other steering committee members delivered toys to 45 children under age two. On their return to Washington, Christiansen-Wagner and Hansen organized a toy campaign to send gifts to all the children in El Oyate under the age of 16. The gifts were purchased, wrapped and mailed to Nicaragua. Both State and LAC staff contributed to the toy fund and shared in the glee by bringing Santa to the children of El Oyate.

Environment Key to Madagascar Growth

The island nation of Madagascar has begun taking the many difficult steps to move from a socialist philosophy to a market economy. The country is determined in its push for development, and the World Bank considers it one of the major economic reformers in Africa.

"We are seeing a re-emergence of the private sector," says Mission Director Phyllis Dichter-Forbes. "The government is liberalizing the market and initiating other important economic reforms.

"Our approach is to build the capability of the people in this country to respond to their development problems. The Malagasy are committed to finding solutions," she says.

Although there is increased enthusiasm and optimism for spurring economic growth, there is added caution to ensure the protection of Madagascar's treasured environment. Madagascar holds claim to some of the most rare–and endangered–species of flora and fauna the world over. More than 75 percent of the some 200,000 identified species of plants and animals in the country are not found anywhere else.

"There are still a number of species that many believe haven't ever been recorded, and their habitats are not yet known," says Dichter-Forbes.

But the island is experiencing rapid environmental deterioration. The rain forests are disappearing, and many unique species are being lost. More than 80 percent of Madagascar's original forest cover already has disappeared or been damaged severely.

Director of Madagascar's National Zoological Park Voara Randrianasolo takes USAID/Madagascar Mission Director Phyllis Dichter-Forbes on a tour of the zoo.

The lemur is one of the many exotic animals found in Madagascar.

The Agency's $44 million program in Madagascar takes special care to incorporate environmental precautions in instituting any development project. In the next two years, the Agency plans to build up the Madagascar program, and one-third of the projects will be focused on the environment.

Last April, USAID and 14 other donors agreed to a $186 million first phase of a 15-year Environmental Action Program, pledging to work together to help Madagascar resolve the problems of its environment.

Each donor, says Dichter-Forbes, agreed to take the lead in one of the seven sectors of the Environmental Action Program. As the lead donor for biological diversity, the Agency supports the protection of biodiversity through its environmental program.

"What is significant about what we're doing with biodiversity is that we are looking at the problem of biodiversity not as a problem of saving unique species, but as a problem of bringing into balance the needs of people, who are very

poor and who depend upon the land for their livelihood, with the need to protect the species that live on that land."

One of the Agency's newest environmental projects in Madagascar is SAVEM–Sustainable Approaches for Viable Environmental Management. SAVEM encourages people to recognize the value of the land that they're living on so that, if they are given the information to make the right kinds of decisions about the use of that land, they will conserve it and the biodiversity that depends on it.

Other activities work through international and local voluntary organizations. For example, the Amber Mountain Project, which covers two rain forests and an area that contains unique caves, tries to find ways for the local people to earn their living by using the forests in sustainable ways.

In 1989, the Agency launched a debt-for-nature swap in Madagascar, the first swap of its kind in Africa under USAID's Debt for Development Initiative. Through the agreement, the Agency provided a $1 million grant to the World Wildlife Fund (WWF) that alleviated the country's debt burden and enabled WWF to acquire $2.1 million worth of commercial Madagascar debt. That debt was swapped for local currency, turning a debt obligation into an opportunity to preserve and enhance the environment. The nature swap funded training programs for park rangers, tree nursery and planting programs and environmental education activities.

Dichter-Forbes says that the Malagasy people have great respect for the environment.

"They have not had the means to protect the environment because it's a very poor country, and there is a conflict between the need for growing food or having charcoal and the need to protect the environment," she says. "Our role is to help find ways in which their economic and social well-being is improved through mechanisms that also conserve the environment.

"I am extremely optimistic about our efforts in Madagascar. I don't think I have ever worked in another country that has been as receptive to the kind of development approach we are introducing."

This article was written from an interview conducted by Michael Marlow, press officer, Office of External Affairs.

Smuckler Named Head of University Cooperation Center

Ralph Smuckler has been named executive director of the Agency's newly created Center for University Cooperation and Development, Administrator Ronald W. Roskens announced March 12.

Smuckler joins USAID after 40 years with Michigan State University, where he served as professor of political science and dean for international studies and programs.

He will serve as a deputy assistant administrator in the Bureau for Science and Technology.

The University Center that Smuckler will direct has Agency-wide responsibility for promoting cooperation between U.S. colleges and universities engaged in development work overseas and developing country institutions seeking technical expertise.

Smuckler holds a Ph.D. in political science from the University of Wisconsin. The Agency center also will function as a secretariat for the Board for International Food and Agricultural Development and Economic Cooperation (BIFADEC). Smuckler was nominated for the position by the BIFADEC board.

In 1986, Smuckler organized and led a yearlong national study of U.S. development cooperation. The results included a report, *New Challenges, New Opportunities: U.S. Cooperation for International Growth and Development in the 1990s.*

From 1973 to 1982, Smuckler served as a member and chairman of the USAID Research Advisory Committee. He also has served as chairman of the Board on Science and Technology for International Development of the National Academy of Sciences.

Smuckler also has served as a trustee of the Institute for International Education, as a member of the International Commission of the American Council on Education, on the board of the National Association of Foreign Student Affairs and as a founding member of the board of the Midwest Universities Consortium for International Activities.

Ralph Smuckler

Conference Explores Development Education

"Interdependence: Educating Americans for the 1990s" was the theme at the Agency's seventh annual Development Education Conference held March 3-5 in Falls Church, Va.

Some 75 development educators from private voluntary organizations, universities and non-profit education organizations met to discuss current development trends and collaborate on how best to educate Americans about development issues.

"The importance of your mission to educate Americans about development cannot be underestimated nor can you become satisfied or lulled by the successes you have achieved," Administrator Ronald W. Roskens told the group in a keynote address.

The Development Education program, administered by the Office of Private and Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance (FVA/PVC), provides seed funding through grants and cooperative agreements to a broad cross section of organizations involved in educating the public about the developing world.

"The first half of the conference focused on economic and environmental issues associated with achieving sustainable development in the context of changing global realities, and the second half developed strategies for communicating these ideas," noted Tracy Doherty, development education program coordinator.

"The development education conference gives those working in the field of development education an opportunity to interact, collaborate, evaluate and share experiences and the impact of their programs with colleagues in a way that enhances our ability to communicate to a cross section of the American public more effectively," said Deputy Assistant Administrator for FVA/PVC Sally Montgomery.

A planning committee of individuals involved in development education developed the conference theme in conjunction with Agency program staff to address not only the increasingly complex relationship between the United States and the countries of the developing world, but also the collaborative nature of the development education conference itself.

For a text of Roskens' remarks at the forum, call Theresa Graham at (202)647-0219.

Administrator Ronald W. Roskens tells conferees of the importance of educating Americans about development challenges at USAID's annual Development Education Conference, held in Falls Church, Va., last month.

World Food Programme Receives Commendation

Administrator Ronald W. Roskens (left) presents a letter of commendation to James Ingram, executive director of the World Food Programme, the U.N. agency that carries out development and emergency food aid programs. The commendation was awarded at a meeting at the State Department Feb. 22 in recognition of his agency's work related to the Ethiopia famine. During the meeting, Roskens and Ingram discussed emergency and refugee food aid operations and the resource situation of the United States and other donors. USAID, which pledged $300 million for development and refugee programs for 1991-92, is the largest donor to the World Food Programme.

WHERE

Moved On

Patricia Kay Davies, PPC/WID
Sean Edwards, COMP/CS/YOC
Christine Faschini, Morocco
William Furtick, S&T/FA
Nadine Hogan, ROCAP
Clifford Lewis, AA/ENE
Wulf Lindenau, IG/SEC/PS
Susan Mayer, COMP/FS/R/AIDW
David Miller, AFR/SA/BLS
Patrice Neifert, Guinea-Bissau
Anna Peterson, RDO/South Pacific
Traci Alexandria Skeeter, FVA/FFP/POD
Kate Smith, Philippines
James Vermillion, LAC/TI

Retired

Michael Demetre, Philippines, engineering officer, 11 years
Jack Faircloth, COMP/FS/SEP, supervisory executive officer, 20 years

Years of service are USAID only.

Promoted

Valary Alston, S&T/FA/AGR/EP, secretary typist
Patricia Bowen, S&T/EN/FNR, program operations specialist
Kimberly Frances Bowser, LAC/DI, program operations assistant
Agnes Braddock, AA/MS, secretary stenographer
Angela Brown, PM/CSP/SS, staff assistant typist
Cecelia Burks, AFR/TR/PRO, program analyst
Gloria Carrington, AFR/SWA, secretary stenographer
Daniel Cassidy, FM/LM, secretary typist
Denise Dawson, PM/RS, secretary typist
Margaret Downs-Greene, SDB/OD, secretary typist
Theresa Dudley, PPC/PB/CD, clerk typist
Rosalind Serena Gadson, AA/ENE, secretary stenographer
Olwyn Beth Gardner, MS/IRM, secretary typist
Elizabeth Garner, MS/MO/RM/AP, administrative operations assistant typist
Dovie Golden, PM/FSP/CD, employee development specialist
Paul Harley, MS/MO/CPM/T, telecommunications specialist
Vickie Harris, MS/MO/TTM/TS, transportation specialist
Gary Johnson, AFR/MGT/MISR, information analyst
Mary Johnson, ENE/PD, secretary typist
Kimberly Kirkman, COMP/CS/COOP, international trade specialist
Arthur Long, S&T/HP/H/CD, health science specialist
Rosalyn Luckey, LAC/CEN, secretary typist
Sally Mavlian, PM/CSP/EAB, employee relations specialist
Vivian McBee, AA/S&T, secretary stenographer
Steven James Meyers, COMP/CS/DS, special assistant
Scott Radloff, S&T/HP/POP/PED, supervisory social science analyst
Theresa Rauch, MS/MO/CPM/T, telecommunications manager
Lucy Sotar, PM/TD, supervisory employee development specialist
Martha Erin Soto, S&T/H/AIDS, program operations specialist
Marie Usher, PM/RS, staff assistant typist
Rhovetta Doll Walters, PM/CSP, staff assistant typist
Gladys Wilder, MS/AS/TT/T, traffic manager
Cheryl Williams, LAC/DPP, program analyst

Reassigned

Edward Robert Arnstein, COMP/CS/COOP, international trade specialist, to TDP/O
Roger Bloom, COMP/FS/R/AIDW, agricultural economics officer, to APRE/DR/TR
James Bonner, S&T/RUR, education development officer, to agricultural development officer, S&T/FA/AGR/EP
Margaret Brown, COMP/FS, agricultural development officer, to Niger
Clement Bucher, COMP/FS, contract officer, to supervisory contract officer, Bolivia
Richard Castro, IG/A/PSA, auditor, to RIG/A/I/Honduras
Winfield Collins, REDSO/WCA, supervisory engineering officer, to RDO/Caribbean
Charles Crane, Egypt, supervisory financial management officer budget analyst, to supervisory financial management officer
Mary Crawford, ENE/DP/F, financial operations specialist, to program analyst
Francis Donovan, MS/OP/O/LAC, supervisory contract officer, to contract officer
B. Bradley Druhot, ENE/DP, program analyst, to special assistant, LAC/TI
William Spencer Elliott, Jordan, project development officer, to APRE/DR/PD
Heather Goldman, Pakistan, supervisory health development officer, to COMP/FS
George Edwin Harley, MS/IRM/AS, computer specialist, to computer systems programmer
Michael Huffman, COMP/FS/R/AIDW, project development officer, to APRE/DR/PD
Crystal Johnson, AFR/TR/HPN, clerk typist, to AFR/SWA/REGL
Lorraine Johnson, OFDA/OD, secretary typist, to EOP/OD
Robert Kahn, LAC/DPP/SDPP, program officer, to LAC/SAM
Joseph Keady Jr., FM/FPS, systems accountant, to FM/AWACS
Donald Keene, Swaziland, legal officer, to South Africa
Bruce Kellogg, Sudan, executive officer, to COMP/FS/R/AIDW
Carol Bruce Kiranbay, India, to secretary, AA/APRE
Julie Mae Klement, COMP/FS/LWOP, health population development officer, to COMP/FS/R/AIDW
Denton Larson, FM/FO, financial management officer financial analyst, to controller, ENE/EUR
David Lieberman RIG/A/I/Honduras, auditor, to project development officer, Nicaragua
Alexander Ray Love, A/AID, foreign affairs officer, to chairman,DAC
Thomas McAndrews, Jamaica, IDI housing urban development, to housing urban development officer
Teri Annette McCoy, OFDA/OD, administrative operations assistant, to secretary typist, ENE/MENA
Janet McDonald, MS/OP/W/CO, clerk typist, to ENE/EUR
Diane Miller, MS/PPE/PE, procurement analyst, to contract specialist, MS/OP
John Miller, Afghanistan, deputy AID representative, to deputy mission director, Mozambique
Julie Otterbein, APRE/H/O, housing urban development officer, to Thailand
William Parish, IG/A/PPO, auditor, to RIG/A/I/Kenya
Ray Reddy, Liberia, IDI administration, to executive officer, RDO/Caribbean
Denny Robertson, COMP/FS/R/AIDW, project development officer, to APRE/DR/PD
Anna Scott, Honduras, IDI commodity management, to commodity management officer
Walter Shepherd, IG/A/PSA, auditor, to IG/COMP/LT
Jonathan Sperling, Afghanistan, program officer, to deputy AID representative
Thomas Stephens, MS/OP/O/LAC, contract officer, to supervisory contract officer
Carina Stover, Niger, health population development officer, to Madagascar
E. Scott Thomas, COMP/FS/R/AIDW, program economics officer, to ENE/DP/EA
Lee Tien, IG/A/FA, auditor, to COMP/REASS/IG/W
Elizabeth Tinsley, PM/CSP/SS, clerk, to PM/CSP
Dana Vogel, Bangladesh, population development officer, to health population development officer, Tanzania
Jimmie White, IG/A/FA, auditor, to IG/COMP/LT
Harriet Wilson, Afghanistan, secretary, to COMP/FS/R/AIDW
Ruth Woodcock, COMP/FS/ENTRY/T, auditor, to RIG/A/I/Honduras

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