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QUOTABLES

"An outbreak of fighting in southern Sudan severely threatens fragile relief efforts and will cause the death by starvation of hundreds, if not thousands, of innocent victims.... Launching offensive military operations in this environment of human suffering indicates a callous disregard for human life among those who claim to be fighting for the people of the region. Military actions by any faction or group in this area of extreme need deserve the world's utter condemnation and contempt. The fighting in Kongor included a brutal attack on a foreign relief worker from the U.N.'s World Food Program, who was working courageously to meet the desperate need for food in this region. Such attacks, and military operations in general, must cease immediately... if humanitarian assistance is to reach the starving.... Military action ... makes a mockery of recent promises by armed groups to withdraw from areas with concentrations of needy displaced families. We condemn these military operations, which call into question the motives and basic humanity of the participants."

— Acting Administrator James Michel, in a written statement March 31

" This report... reconfirms the limits imposed on humanitarian relief which must be conducted in a war environment, especially one focused on civilian populations. In such an environment, there are no magic formulas to perfect the international relief effort in Bosnia-Herzegovina.... Although they deliver only a portion of needed supplies, both the Sarajevo airlift and eastern Bosnia airdrop operations are very important—supplementing food and medical deliveries and serving as sources of hope to innocent victims of the Bosnian catastrophe."

— An excerpt from the Executive Summary of Findings of the Humanitarian Assessment Team on Bosnia-Herzegovina, released April 15

Photo Credits: Cover, pages 6,7, Laura Hess; TropSoils, page 3; Clyde McNair, pages 4, 10 (left), 11, 15; IESC, page 9

Cover Photo: Manamfing Kourouma holds the fabric she purchased with a $150 loan through a USAID/Guinea small enterprise project. Kourouma sells the fabric at the markets in Kankan, Guinea, where she lives. Like some 1,100 other loan recipients, she is part of the new entrepreneurial spirit in Guinea.

Front Lines *is printed on recycled paper.*

Front Lines

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Atwood Nominated as USAID Administrator

President Clinton nominated J. Brian Atwood as administrator of the Agency April 5. Atwood had been nominated—and was later confirmed—as the under secretary of state for management when the president announced his intention to nominate Atwood for the Agency post.

"Secretary Christopher and I have concluded that the skills that Brian Atwood brings to the State Department are greatly needed at [USAID]. I am confident that he will be the kind of effective administrator that our foreign assistance programs need at this time. His proven effectiveness and his commitment to democratic change make him an ideal choice," President Clinton said in the announcement.

Before joining the Clinton administration, Atwood was president of the National Democratic Institute for International Affairs since 1985. The organization promotes democracy in transitional societies around the world and achieved notable success in Chile, Nicaragua, Namibia, Pakistan, Panama, the Philippines and the nations of Eastern Europe and the former Soviet Union.

J. Brian Atwood

Atwood began his federal government career as a management intern at the National Security Agency in 1964. He entered the Foreign Service in 1966 and served in Côte d'Ivoire and Spain. In 1972, he joined the staff of Sen. Thomas Eagleton (D-Mo.) as a legislative assistant for foreign policy and defense. He returned to State as deputy assistant secretary for congressional relations in 1977 and was named assistant secretary in 1979. Under former secretaries Cyrus Vance and Edmund Muskie, he handled a number of foreign policy issues on Capitol Hill, including the SALT II and Panama Canal treaties, the Taiwan Relations Act and was the administration's interagency coordinator for the foreign assistance legislation. He also coordinated consultations with Congress on the Iran hostage crisis and the Camp David accords.

In 1981, Atwood became dean of professional studies and academic affairs at the Foreign Service Institute. In 1982, he was named vice president in charge of information and analysis at International Reporting and Information Systems, where he managed a staff of 50 journalists, academics and former diplomats in 40 countries. He served as executive director of Lloyd Bentsen's senatorial campaign committee from 1983 to 1984.

Born in 1942 in Wareham, Mass., Atwood has a bachelor's degree in history and government from Boston University and pursued graduate studies at The American University. He also has written articles on international politics and has presented commentaries on foreign policy on the three network evening news programs and on National Public Radio. He is married to Susan Atwood and has two children, John and Deborah.

Front Lines will include excerpts from Atwood's April 29 Senate confirmation hearings in the June issue.

Armenian Farmers Receive Aid

The Agency announced on April 5 a $1 million grant to the Republic of Armenia to help purchase desperately needed seed for spring planting.

The grant will partially reimburse Armenia for the cost and transport of seed to the land-locked former Soviet republic. Armenia plans to greatly expand spring planting this season and had expressed its intention to buy barley, oats, corn and lentil seed from Russia and Ukraine.

Armenia is in deep economic crisis, made worse by regional blockades and armed conflict with neighboring Azerbaijan. There are chronic food shortages in the country, which historically has relied on food imports.

Representatives from USAID and the U.S. Agriculture Department's Extension Service will work with Armenian officials to distribute the seed to farmers through regional centers.

"Helping Armenia increase its domestic food production with this seed purchase has two great benefits," said Malcolm Butler, director of USAID's New Independent States Task Force.

"First, providing seed now should reduce Armenia's need for more costly food imports later this year. Second, increased plantings will provide tangible support for Armenia's farms, most of which are privately owned."

Rouben Shugarian, Armenia's ambassador to the United States, said, "The agricultural sector is Armenia's brightest star in its privatization program and the Armenian government deeply appreciates the support of the U.S. government to help us strengthen the success of our agricultural reforms."

Niger Field Day Tests Soil, Crop Treatments

BY TIM MCBRIDE

On the millet-producing watersheds outside Niamey, Niger, legend maintains that the rainbow drinks the rain. This arresting image underscores the hard covenant of the Sahel, a region where even the most luminous vista inspires a watchful wariness.

"These red soils weren't part of any green revolution," says Tony Juo, Texas A&M University program coordinator for USAID's Soil Management Collaborative Research Support Program (CRSP). "Drought and erosion can be equally destructive here. It's a complex and difficult environment."

A field day sponsored by the USAID/Niger mission explored ways of coping with that complexity last August. The focus of the event was a project on the Integrated Management of Agricultural Watersheds—a collaboration between Texas A&M, the Soil Management CRSP, and Niger's National Institute for Agronomic Research. Supported by USAID/Niger, the project seeks to increase agricultural productivity and enhance the natural resource base by integrating indigenous knowledge and improved technologies at the watershed level.

"The Hamdallaye site was selected for the Integrated Management of Agricultural Watersheds Project because its valley-plateau geomorphology is characteristic of western Niger and, as a consequence, what we learn here will be applicable throughout the region," explains CRSP director Roger Hanson.

Juo adds that the project methodology may prove especially valuable. "In Phase I, we characterized the site and surveyed indigenous farming practices—information essential to determining the kinds of uses the land will support. Phase II of the project is now developing land management systems suited to the various land types and farmer preferences identified in Phase I."

At the field day, more than 90 people turned out for a project update. The group included local farmers; the chief du Canton; Alfari Djibo, the Kwara Koi (village chief); Mamadou Ouattara, director general of the *Institut National de Recherche Agronomique* (INRAN); George Eaton, USAID mission director; and John Mitchell, USAID agricultural development officer.

"We sought to help villagers experiment with soil and crop management options in their own fields, and we wanted to demonstrate the need for community participation in the rejuvenation and conservation of degraded common lands."

Also present were scientists and representatives from INRAN, TropSoils (The Soil Management CRSP), USAID, the International Crop Research Institute for the Semi-Arid Tropics, the International Livestock Center for Africa, the Food and Agriculture Organization of the United Nations, the private voluntary agency Africare and the Peace Corps.

Rejuvenating degraded plateau surfaces is essential to meet the needs of future generations.

Field presentations and discussions covered issues ranging from sustained crop production in farmers' fields to rejuvenating degraded land on the plateau and sloping lands.

"Participation from the farmers and the community was crucial," says project leader Andrew Manu, who explains that there are two distinct goals of the project. "We sought to help villagers experiment with soil and crop management options in their own fields, and we wanted to demonstrate the need for community participation in the rejuvenation and conservation of degraded common lands."

Manu hopes that the on-farm agronomic trials will be illuminating in ways that traditional experiment-station work is not. "For the first time in their lives, some of these farmers have been able to compare different treatments side-by-side over the same growing season. I'm encouraged that so many villagers showed up to ask ques-

(continued on page 13)

Carl Sosebee

USAID Guide for Ethics

By Stephanie Joyce

Carl Sosebee was a boy with a dream. "I remember driving with my father in his '52 Plymouth down by Union Station," he says. "I looked at those huge marble buildings and said, 'I want to work for the government.'"

And, so it was. Sosebee leans back in his chair and locks ice-blue eyes on his visitor. He clasps long fingers around one knee and stretches a little as he talks, slowly and precisely, about what it means to be assistant general counsel in USAID's newly created Office of Ethics.

"An organization has to define and transmit values. We're here to establish core values for USAID in its mission as a public service agency. We will train employees to use these values to make ethical, proper decisions as public employees. We're here for all Agency employees—from senior level to the rank and file—and for all ethical questions."

The Agency's Office of Ethics was created in July 1992 in response to newly expanded government-wide ethics requirements and past criticisms by the Office of Government Ethics and other watchdog agencies. Sosebee is one of two assistant general counsels working in the seven-member unit under Independent Counsel for Ethics Arnold Haiman.

All U.S. agencies are required to train personnel on the new standards of conduct regulations announced by the Office of Government Ethics. "But the USAID Ethics Office is unique in that it now has senior-level commitment to be a high-profile, proactive ethics program," says Sosebee. He adds that the goal of USAID's Office of Ethics is no less than to implement "the best ethics program in government."

"We want employees to understand the rules. But rules are not as simple as they seem; sometimes they can force undesirable conduct. We will explain the regulations in the context of how they affect public service employees and the Agency. We will establish core values for USAID as an organization, and we will stand behind employees who make decisions based on those values."

The Office of Ethics has begun training programs and is identifying the values that express the Agency's international mission. "These values will be the touchstone for decision-making," says Sosebee.

Interpreting the law, Sosebee says, is especially challenging for USAID officers in foreign posts. In countries where rules of courtesy include extravagant gift-giving, for example, public servants can run into legal and ethical dilemmas. This is Sosebee's domain. "The rules are very complex and legalistic, and in foreign posts with complex cultural and program areas, there are a number of obstacles that can make decision-making difficult."

Carl Sosebee: "I hope that I can be an effective ethics officer—one that serves the Agency, and one that employees can come to for good legal advice."

Sosebee describes his career as a civil servant as a combination of chance and luck. He attended the University of Maryland—"It was a little cow college then"—earning a degree in political science. He then went on to the controversial Antioch Law School.

"Antioch was considered a great social experiment in the sixties and seventies," Sosebee says. "It was non-traditional and controversial. It was also the first to have clinical teaching programs. I spent my internship with indigent clients in D.C. dealing with federal benefits, landlord-tenant disputes and so on. I learned in the courts what a lot of people were studying in books."

After receiving his law degree in 1979, Sosebee worked for the U.S. Community Services Administration, then spent three years practicing criminal law privately. "Criminal law is probably the best way to understand the legal system," he says. In 1983 he moved to the State Department, where he specialized in equal employment opportunity issues; in 1986 he moved to the General Counsel Office at USAID.

It's the people, Sosebee says, who make the USAID challenge worthwhile. "They're intelligent and caring across the board. They're committed to serving others, and that makes them particularly nice and interesting to work with."

At USAID Sosebee served as an attorney in employee and public affairs, then became chief counsel to the director of personnel. He moved to the ethics program in July of 1992. Sosebee says the unit, not yet a year old, is already running in high gear.

"We're swamped. We have constant queries about receiving gifts, financial disclosure, post employment issues and outside activities. Even with our new staff we have more than enough to keep us busy."

There's also plenty outside of work to keep Sosebee busy. He's studied martial arts for 13 years and is accomplished in boxing, Asian arts and a modern hard-hitting system geared for street self defense.

"We're here for all Agency employees—from senior level to the rank and file—and for all ethical questions."

He has appeared in martial-arts video training tapes and in the summer of 1991 appeared on CBS's "48 Hours" demonstrating martial arts techniques. "I got beat up," he grins.

Sosebee's expressive face, a long oval trimmed all round with silvering hair, reflects what he calls "my true passion"—acting. Sosebee has appeared in works by authors as diverse as Chekhov and Sam Shepard, but Shakespeare is his favorite. He has studied with the Shakespeare Theater Company in Washington and in February appeared as Banquo in the Chevy Chase Players' "Macbeth." "If I had my druthers I'd only do Shakespeare. There's no one like him for characters and quality of writing."

And his acting doesn't go unnoticed. In a review published in the Feb. 16 issue of *The Montgomery Journal,* Joseph Murphy called Sosebee's a "stunning performance," adding, "Sosebee gives this general the feel of a warrior, a man of action and danger. He also gives Banquo a great deal of ambition, making the conflict between Macbeth and Banquo more realistic and giving it an energy that drives the first half of the play."

With his wife, Janice, a reporter with WTOP All-News Radio, and his 16-year-old equestrienne daughter Juliet, he frequently vacations at the beach and in the mountains, but he doesn't yearn for foreign lands. "I still think Washington is one of the most beautiful cities in the world."

A native Washingtonian, Sosebee has seen tremendous changes during a lifetime largely spent in Washington. He's seen government change too. "It's gotten bigger, and it's dealing with much more difficult issues. We've got new leadership, and a new world order, and we're anxiously waiting to see what the future of USAID will be."

Sosebee says he's pleased to be where he is. "I've always wanted to be a federal employee. I had lofty notions about justice and law and power, about the will of the people being carried out. And I haven't gotten too jaded, I hope—I still believe in the system."

Of his hopes for the ethics program Sosebee says he wants to be part of an office that sets a "shining example" among government agencies.

Within USAID, "I hope that I can be an effective ethics officer—one that serves the agency, and one that employees can come to for good legal advice. I want to be the same kind of civil servant we're trying to create."

Joyce is a free-lance writer based in Arlington, Va.

Agency Briefs Agriculturists from California

USAID officials brief 30 agriculturists from California at the State Department, March 29. The agriculturists are participants in the California Agricultural Leadership Program. This two-year program, sponsored by the Agricultural Education Foundation of California, offers seminars and travel to national and international locales with focus on government, economics, communications and social and cultural understanding. Established in 1962 by the Council of California Growers, the foundation seeks to develop the leadership qualities of promising young agriculturists, while they continue to manage their farming and business operations. The Bureau for Legislative Affairs arranged the briefing at the request of Rep. Calvin Dooley (D-Calif.). Rose Marie Depp of the Bureau for Legislative Affairs chaired the meeting. Other USAID participants included Alan Hurdus, Bureau for Research and Development; Roberta van Haeften, Bureau for Latin America and the Caribbean; Carolyn Weiskirch, Policy Directorate; and Laurie Mailloux and Dennis Caulkin, New Independent States Task Force.

USAID/Guinea PRIDE project staff and clients gather outside the Kankan branch office in Upper Guinea, where loans to small and micro business owners are helping Guinea create a viable private sector. More than 1,140 entrepreneurs have received loans for their businesses through the mission's Rural Enterprise Development Project.

Guinea Project Sparks Entrepreneurial Spirit and Pride

BY LAURA LORENZ HESS

Kankan, in northern Guinea, is one of those flat, dusty towns in the developing world where bicycles, more common than cars, are a symbol of economic success. People here are poor. Agriculture (peanuts and sweet potatoes) and commerce are the region's major economic activities. Only 20 percent of the population can read and write.

In April 1992, USAID/Guinea established a branch loan office in Kankan and two other regional capitals under its $5.7 million small and micro business development project — Guinea Rural Enterprise Development. The project, more commonly known in Guinea as PRIDE, is implemented by the U.S. private and voluntary organization, Council for International Development.

The project is changing people's attitudes about doing business in Guinea.

"The arrival of PRIDE has completely changed our way of working here," says Mamady Diawara, one of the first loan recipients in Kankan. "Because the loan payment every 15 days is a commitment we have to respect, we can't sit still."

A group of carpenters in Kankan who received loans are a good example of this new work ethic. When the rainy season began, which is usually their slow time, they became concerned about meeting their loan obligations. They found many buildings where rain was dripping through holes in the roof. So they used their loans to build up a stock of supplies and began to call on households and businesses in town to offer their services. Almost every place they called on had some reason to hire them. They had to double and triple their employees and apprentices to keep up with their orders.

"The idea that you can freely and openly run a business and actually have things get a little better is a new idea in Guinea," says Paul Rippey, country representative for the Council for International Development.

PRIDE and other projects are helping to create a viable private sector in Guinea that for 26 years, during the first, socialist republic, did not exist. The government of Guinea began an extensive structural adjustment program in 1985 with donor support that led to the closing of state-owned enterprises and the laying off of thousands of civil servants. There was no private sector, unfortunately, to create jobs for them.

"People sometimes think that if you shut down the public sector, the private sector will automatically take its place," says Felipe Manteiga, USAID/Guinea general development officer. "In fact, shutting down the public sector in Guinea leaves you with nothing. It takes long-term support for a private sector to develop."

In seven months PRIDE has provided training and loans to 1,140 microentrepreneurs at three sites. PRIDE's loan packages range from $25 to $275 payable in 13 two-week installments at market interest rates. Clients apply for loans in groups of five and guarantee loan repayment for all members in their group, many of which are

made up of both men and women. Out of 1,140 loans outstanding as of December 1992, 100 percent are being paid back on time.

Participation in monthly two-hour training sessions is mandatory for all loan recipients. Many clients are finding that, although it was the loan that first attracted them to the project, it is the on-going training that has been most useful.

"There is a big difference between the way I run my business now and the way I ran it before," Fode Moussa Tounkara says. He sells used clothing in the weekly markets in villages outside Kankan and has a small dry-goods stand outside his house. (Used clothing from the United States is very popular in Guinea.)

"Now I see why I have never had enough money to construct my own house. Now instead of spending impulsively and not having capital to reinvest, I can see what money I actually have to spend and what I owe my business."

When PRIDE first came to Kankan, some people were discouraged from applying because the loan sizes were so small. They made fun of people who did apply. Tounkara remembers people saying,"What can you accomplish with a loan of only $100? You can't work with that. You will lose it and they will put you in prison!"

PRIDE loan clients learn to maintain separate financial accounts for business and family expenses at a mandatory monthly USAID-sponsored training session.

"Now they have seen the impact of the training. People see that even if the loan amount is bigger, without training the amount is not a big amount," he says.

PRIDE also has begun to offer an Entrepreneurship Workshop for the general public for a fee equivalent to 30 percent of the average yearly wage in Guinea. More than twice as many people have applied for the workshops as can be accepted. Management Systems International, which is carrying out the first three workshops, is training project staff to conduct them in the future, and PRIDE expects that offering business training on a fee basis to the general public will be an important, self-sustaining, long-term project activity.

PRIDE is now in the process of opening three new branch offices and plans to have a total of nine offices by the end of this year. It expects to become a self-financing Guinean institution by 1996.

Building a strong Guinean staff is essential to reaching that goal, thus PRIDE is very selective in hiring agents. When the project recently advertised to fill new agent openings, for example, more than 450 people applied, but only 34 of them passed the written application, and less than half will successfully complete the intensive initial two-week training session. Those who do will work for two months in the three established PRIDE branches before being assigned permanent positions.

The agents, as well as the clients, are excited by the project. "When I graduated from the university with a degree in chemistry, I thought I knew it all, but now I realize that I didn't know anything I could apply to life," Kake Mouminy, a PRIDE agent in Kankan, says. "This work has opened me. Before, I was closed in. Now I realize that when someone wants to work, we are really from the same family."

"PRIDE helps you to better manage your business by yourself and gives you spirit. Even if you are someone poor and unimportant, to join PRIDE gives you hope."

PRIDE's clients have rarely had any previous access to credit beyond informal credit from family or peers. There are few commercial bank branches in the interior of Guinea, and they offer virtually no credit to small businesses. The World Bank and the European Community have, like PRIDE, established small loan projects in rural Guinea. They give loans to individuals, however, rather than groups, and they do not provide training. Discussions are under way for PRIDE to provide training to their clients.

"Our clients are working to help themselves survive and to help the survival of their country," says Mohamed Lamine Bayo, a PRIDE project director.

"Most of them are not counted in the official economy. They are people of modest means, but they hire the great majority of workers and feed the greatest number of people in Guinea."

Take Manamfing Kourouma, a mother of five who buys and sells agricultural products and fabric in the Kankan markets. She says that the day she received her loan was one of the happiest days of her life."PRIDE helps you to better manage your business by yourself and gives you spirit," Kourouma says. "Even if you are someone poor and unimportant, to join PRIDE gives you hope."

Hess is a free-lance writer based in Conakry, Guinea.

Trade Unions: A Reflection Of Democracy

BY CORRIE HAINES

The USAID-supported African-American Labor Center has been at the forefront of promoting free and independent trade unions in Africa since 1964. During that time the AALC has conducted specialized training programs, provided in-country advice and assistance to African labor leaders and fostered union-to-union exchanges and collaboration in a growing number of countries. In 1991, the Agency authorized some $25 million (to be supplemented by additional funds for specific countries and projects) to support AALC activities in Africa for five years.

The right to form trade unions is an essential element of a democratic society. Trade unions reflect their environment. In Africa, many workers are still denied basic rights by undemocratic governments. The systematic denial of workers' rights tends to perpetuate poverty, limit the benefits of foreign assistance, retard economic growth over time and sow the seeds of political and social instability.

The AALC, established by the AFL-CIO in 1964, has taken a stand to defend the rights of African workers in a wide range of areas including:

- Freedom of Association—the right of workers and employers to freely form and join organizations of their own choice without previous authorization;
- Freedom to Organize and Bargain Collectively—the right of workers to be protected against anti-union discrimination and to engage in collective bargaining with their employers;
- Prohibition of Forced Labor;
- Minimum Age for Employment—the establishment of a minimum age for employment consistent with the achievement of the fullest physical and mental development of young people; and,
- The Right to Acceptable Work Conditions—the establishment of minimum wages, working hours and occupational safety and health standards.

These rights are essential as workers in Africa strive to achieve decent living standards and to break the continuous cycle of hunger and poverty. AALC programs promote workers' rights and the growth of free and democratic national trade union movements independent from governments and political parties. The Washington, D.C.,- based center maintains regional offices in Abidjan, Gaborone, Nairobi, Harare, Dakar, Brazzaville and Cairo and works with a number of regional organizations including: the Organization of African Trade Union Unity; the Organization of Trade Unions of West Africa; the Organization of Central African Workers; the Confederation of Arab Maghreb Workers; the East African Trade Unions Consultative Council; and the Southern African Trade Union Coordination Council.

Rapid disintegration of state socialism in Central and Eastern Europe has meant profound changes in all aspects of international relations. In Africa, a number of countries have retreated from Marxist-Leninist ideologies and have increasingly recognized workers' pressure for multi-party politics. In many cases, the process leading towards the formal recognition of political parties has begun. Although such political changes could provide new opportunities for the growth of free and independent trade unions, many African governments still seek to develop legislation that will control trade unions by keeping them out of the political arena and by restricting union activities to economic and industrial issues.

Democratic rights for workers, however, are an important and innovative aspect of good governance as they facilitate the management of micro-level conflict in the labor market. One of the more striking characteristics of trade unionism in Africa is that it represents a primary example of democratic pluralism. In many countries, the unions stand above tribalism, regionalism and religious intolerance by holding such events as officer elections.

The AALC's Education and Research Department organized five specialized courses in 1991-1992 to provide African trade union leaders with a better understanding of structural adjustment, workers' rights, and the characteristics of democratic societies including the theoretical foundation of democracy as well as the structure and function of democratic institutions.

The "Trade Unions and Structural Adjustment in Africa" course focused on providing the educational and training base that would allow trade union leaders to more effectively participate in structural adjustment programs in their countries. The course, held at the AFL-CIO's George Meany Center in Maryland, was taught in Arabic, French and English and attended by over 40 trade union leaders from 13 African countries.

The seminar on "Trade Unions and Democracy" provided trade union leaders with specific skills and knowledge to assist them in responding to democratic initiatives presently occuring in Africa and a broader understanding of the role of trade unions in the democratization process. The course was attended by 34 elected union officers from African countries where trade unions are playing a leading role in the transition to democracy, including South Africa, Mali, Zambia and Niger.

With USAID assistance, the AALC is expanding the number of countries in which it has active programs and moving more vigorously to support trade unions in their role as active participants in democratic, pluralistic African societies.

Haines was a labor relations specialist in the Bureau for Africa from 1989 to 1993.

U.S. Executives Advise Panama on Canal Areas

For Sale or Lease: 80,000 acres, 4,059 buildings, airports, golf courses, recreation facilities, homes and military bases.

The Panama government may use such an advertisement when it receives the "reverted" properties of the Panama Canal Zone on Dec. 31, 1999. The land and buildings are being transferred to Panama as a consequence of the treaties signed in 1977.

Panama already has received a substantial amount of land and hundreds of buildings as the U.S. Southern Command carries out its phased withdrawal from the Canal Zone. The Panama government is eager to turn the newly acquired real estate into a major income producing resource. However, because of internal problems related to the establishment of an overall administrative structure, relatively little has been done thus far to turn the reverted properties into money makers.

Enter USAID. Last summer the Agency made possible the recruitment of five executives from the International Executive Service Corps: Jay Warren and Harry Alvarez, specialists in economic development and real estate appraisal; Thomas Cooper, a sanitation and water resource expert; James Martin, a port authority director; and Len Tropin, a media consultant.

These retired U.S. executives spent from six weeks to four months in Panama examining the reverted properties and producing recommendations on how to quickly transform them into economic assets for the country.

The executives, who volunteered their services to Panama, met with officials of the Panama Canal Commission, the Southern Command Treaty Implementation Group and various officials in the government of Panama.

The executives agreed that with the transfer of the Canal Area lands, Panama had the opportunity for unprecedented socio-economic benefits. "We are talking about multiple use development," Warren says. "The land and properties provide great potential for industrial development, tourism, transportation, housing and more."

The USAID-sponsored executives produced detailed plans for marketing the reverted area properties; made recommendations for the establishment of a new income producing port and maritime service; suggested ways of upgrading deficient sanitation systems and developed an instruction manual for more accurate appraisals of real property.

To improve shipping services, Martin urged Panama to establish a new port authority that would be autonomous, independent and insulated from partisan political control. He suggested that Panama permit vessels to contract with private stevedoring companies—determined by competition—for loading and unloading services.

Cooper urged the privatizing of sewage operations, at least for several years. He noted that "with its 30 or more direct discharge points into the rivers, canal and bay of completely unprocessed and infected sanitary waters, the Panama Bay was unfit to bathe or fish in." He urged that a privately owned company be contracted to develop adequate water treatment plants.

Alvarez recommended that appraisers use more modern criteria than now used by Panamanian appraisers. Currently appraisers base their estimates on 1985 cost charts and depreciation estimates.

Warren suggested the retention of "an experienced apolitical real estate management organization staffed in part by Panamanians to provide administrative, planning and management services for the reverted areas."

Tropin drew up a plan for a public relations and advertising campaign to market worldwide the unique real estate opportunities of the Canal areas.

Volunteers from the International Executive Service Corps study a Panama Canal model. They are (from left) Tom Cooper, sanitation engineer; Harry Alvarez and Jay Warren, real estate specialists; Len Tropin, media consultant; and Jim Martin, port authority director.

The recommendations of the IESC executives were presented to the Panama Canal Area Consultative Council and Tom Stukel, then USAID/Panama director. Panama's President Guillermo Endara predicted that the services of the IESC volunteers would accelerate the economic development of the country.

—The International Executive Service Corps

USAID BRIEFS

Lynch Heads Liberia Office

Lowell Lynch, a 28-year veteran in international development work, was sworn in Feb. 26 as the Agency's representative to Liberia.

Lynch will direct a program that this year will provide about $40 million in food and humanitarian assistance to Liberians displaced from their homes, farms and jobs by the continuing strife that has plagued the country since 1990.

Lynch's international work began in 1965 in India as a Peace Corps volunteer. Later, with the Massachusetts Institute of Technology, he worked in Pakistan on food and nutrition policy and planning and then on technical assistance to Saudi Arabia and other Middle Eastern countries.

Lynch joined the Agency in 1982 to lead policy analysis in the Program, Policy and Evaluation Office of the former Bureau for Food for Peace and Voluntary Assistance in Washington, D.C. Subsequent Agency assignments have taken him to Bangladesh and Kenya for four years each.

Lynch has a bachelor's degree from Harvard University and master's degrees from Harvard and the Massachusetts Institute of Technology.

USAID Retiree Honored by Morehouse College

At a recent ceremony in Atlanta, Griffith Jerome Davis (center), a retired USAID Foreign Service officer, receives the Bennie Trailblazer Award from President of Morehouse College Leroy Keith (left) as Davis' son, Benjamin, looks on. The Bennie Trailblazer Award, named in honor of former Morehouse President Bennie Mays, recognized Davis for breaking new ground in international affairs. One of the pioneers of President Harry Truman's Point 4 program for foreign aid, the forerunner of USAID, Davis' career in foreign aid covered more than a quarter of a century—1952 to 1985. Davis, who studied journalism at Columbia University, assisted the governments of Liberia and Tunisia in establishing their ministries of information and broadcasting; assisted the ministries of education in Nigeria in using radio and television for educational purposes; served as deputy chief education officer of USAID/Nigeria; and directed the Information, Education and Communication Branch of USAID's Population Office. Throughout his diplomatic career, Davis, who retired with the rank of counselor, documented activities of African countries and the historic events in Africa and the United States through photographs and motion pictures.

Obituaries

Dolores Moore, an administrative officer in the Bureau for Africa, died March 13 of cancer at Fort Washington Ambulatory Center, Fort Washington, Md. She was 54. Moore joined the Agency in 1960 and served in various assignments overseas, including Korea, Iran and Tanzania.

F. William Small, a Foreign Service retiree, died of cancer March 23 at his home in Fairfax, Va. He was 67. Small joined a predecessor organization of the Agency in 1956. He served in Indonesia, Vietnam and Thailand, as well as in Washington. He retired in 1986.

McKinney Named Representative To Yemen

William McKinney, a career Foreign Service officer, was sworn in April 8 as USAID representative to Yemen in a ceremony at the State Department.

McKinney, who joined USAID in 1979, assumed his new post April 26, after serving in Washington as the division chief for policy, strategy implementation, program budgets and evaluation in the Near East Bureau's Office of Development Planning.

McKinney will administer a $3 million USAID program in Yemen focusing on maternal and child health, training and activities designed to empower and assist women and their families.

The USAID program also supports Yemen's electoral process using the expertise of the International Foundation for Electoral Systems, the National Democratic Institute and the International Republican Institute. These groups are training poll workers, procuring election materials and improving the use of mass media for public information and political campaigns.

Previously, McKinney was supervisory program officer in Jordan and program officer in Pakistan. He joined the Agency after working for UNICEF in Bangladesh and the Peace Corps in India, Ghana and Thailand.

McKinney has a master's degree in South Asian studies from the University of California, Berkeley and a bachelor's in history and political science from Fisk University, a historically black university in Nashville. He is also a graduate of the National War College in Washington, D.C.

Near East Bureau Inaugurates New Information System

Acting Assistant Administrator for the Bureau for Near East Dennis Chandler inaugurates the bureau's new computer system, the Near East Information System, as Leslie Dougherty of the NE Development Planning Office looks on. The system is part of an Agencywide push to make frequently used information available to USAID staff. The information system provides a more efficient way for Agency employees to access a standard resource for a number of uses including responding to inquiries from the Hill or the public and monitoring project activities. In addition to being used as a briefing tool for Agency employees, NEIS also feeds into the Executive Information System, which will be used by the administrator.

Eritrea Position Available

USAID is seeking applications from qualified residents of the United States to serve for a period of two years (with possible extension) as the project manager for the Eritrea Technical Assistance Project in the USAID office in Asmara, Eritrea.

Send letter of interest, resume with complete curriculum vitae, statement of previous work experience, salary history and professional references to: Contracting Officer for Eritrea PM-TAP, USAID, P.O. Box 30261, Nairobi, Kenya. Applicants should also include a completed SF- 171, which can be obtained from U.S. Post Offices and USAID offices. See The Economist (April 17 issue, page 8) for detailed requirements.

Candidates may also send application information or questions about specific job qualifications by fax to 254-2-330945 or 254-2-337304. Applications must arrive no later than 3 p.m. Nairobi time June 2.

Bolivia Mission Tries New Contract Options

By Patrick Keirnan and Michael Yates

"We need to simplify our project design process, streamline contracting and emphasize results in project implementation. The Design and Performance (DAP) and Design and Deliver options (DAD) are important new ways to do this."

With these words, Terrence McMahon, former director of the Office of Procurement in the Directorate for Finance and Administration, and Kathryn Cunningham, deputy director of the same office, opened a contracting workshop in La Paz, Bolivia, for South American missions last May. Echoing a recommendation from the President's Commission on the Management of Agency Programs, McMahon and Cunningham encouraged mission officers from Bolivia, Ecuador and Peru who attended the workshop to take advantage of these innovative contracting methods.

In the case of Bolivia, their words fell on particularly fertile ground.

At that time USAID/Bolivia was putting the final touches on a Project Identification Document for a new Sustainable Forestry Management Project.

Focusing on increasing the value of the standing forest to discourage conversion of forest lands to other uses (such as cattle ranching and agriculture), the Project Identification Document called for the identification and marketing of new, sustainably harvested forest products. At the same time it required a rigorously equal emphasis on protection of such forests and the biological diversity they contain to ensure that the development of new forest products would not endanger fragile forest ecosystems. This requires an unusual mix of technical skills, one that could mean mixing professional disciplines that normally keep their distance from one another.

"If it's going to have a real impact on forest use in Bolivia, this project has got to bring together the 'birds and bunnies' ecologists and the business professionals," said Bill Baucom, director of USAID/Bolivia's Office of Agricultural and Rural Development.

This presented quite a challenge, but during the contracting workshop it became apparent that the Design and Performance contract method could offer a promising option to project officers.

"This creative new approach to contracting can save missions time and effort. By sorting through potentially troublesome issues and generating consensus early on, we hope it will ensure smoother project implementation."

According to the Office of Procurement, project activities best suited for these new contracting options are those contract requirements in excess of $1 million that provide for a continuing relationship with the contractor for at least two years, involve host government support and active participation in the design and implementation process, and call for well-defined and measurable development objectives that can be expressed in contract performance standards. In the case of the DAD option, which involves an award of two contracts to the same contractor—one a level of effort, the other a requirements contract—large projects and sector-wide activities requiring several discrete contracting efforts over the project life also appear appropriate. However, both DAP and DAD are designed for use after completion of the Project Identification Document but before work on the project paper. USAID/Bolivia's $20 million, seven-year Sustainable Forestry Management Project was therefore an ideal test case.

"One important advantage of these new contracting options is that they encourage missions, host countries and contractors to work together as a team to define project objectives and outputs, almost from the project's start," said Clem Bucher, the regional contracts officer responsible for this contracting process in Bolivia. "This should help missions design projects with more realistic and measurable objectives and encourage a stronger sense of host country 'ownership' of the final product."

As Lewis Lucke, director of the mission's Office of Project Development and Implementation, observed, "This could pay important dividends over the life of the project in terms of greater host country commitment to project goals and objectives and in improved performance."

With the endorsement of USAID/Bolivia Mission Director Carl Leonard, the mission forged ahead with a "DAP experiment" as a prototype within the LAC Bureau. The Offices of Agricultural and Rural Development, Project Development and Implementation, and Regional Contracting modified the Project Identification Document and proposed the Sustainable Forestry Management Project. They followed the Office of Procurement's "Guidance for the Use of Design and Performance Contracts and Design and Deliver Contracts" and kept in contact with McMahon and Cunningham in Washington.

To ensure that all of the necessary information was available to all interested parties, USAID/Bolivia also sponsored an all-day pre-proposal conference in Santa Cruz, Bolivia. Bringing together more than 20 different institutions and almost 60

Niger Field Day

(from page 3)

tions, exchange ideas and compare results."

Manu says that the on-farm agronomic trials involving mulch, organic fertilizer, and intensive plant spacing have shown early promise.

"Over the past decade, fallow periods across the Sahel have been reduced, and larger and larger areas have come under cultivation," he points out. "As a result, the vegetative cover has been stripped away and more land has been exposed to erosion and other degrading forces. Our treatments suggest a way to reverse that trend. We're developing techniques to increase production on small, intensively farmed plots so that other parts of the land can be allowed to regenerate."

The field day also featured experiments on watershed hydrology and land stabilization. According to hydrologist Steve Maranz, these studies reveal the interdependence of various watershed components—particularly the relationship between the plateau surface and the adjoining millet fields.

"The plateau is common land where farmers gather wood, fodder and food," Maranz notes. "No one owns the land, so no one is directly responsible for its maintenance. As population pressures have risen, the soil has been degraded, runoff and erosion have increased, and millet crops far from the plateau have been buried or washed away."

Mamadou Gandah, head of the INRAN's Ecological Research Department, says calling attention to that problem may be the most important achievement of the field day. Crossing a plateau so barren and hard-packed that truck tires leave no impression, he points out that "farmers tend to overlook the relationship between what happens up here and what happens in their plots. The field day has opened a dialogue about that connection. It's an important first step toward stabilizing the landscape."

Although Phase II of the Integrated Management of Agricultural Watersheds Project will end in June, INRAN Director General Mamadou Ouattara hopes that over the next 10 months "INRAN researchers will be thoroughly integrated into the project so that we can continue the valuable work that has been started."

Larry Wilding, Ouattara's former professor at Texas A&M, is equally hopeful. "Many INRAN scientists were trained by the Soil Management CRSP," says Wilding.

"I'm pleased with their progress and excited about the new dimension our relationship is taking. INRAN is assuming the leadership, and we are becoming the partner. That's the way it should be."

McBride is communications coordinator for the Soil Management CRSP.

Contract Options

(from page 12)

participants, the conference provided all those in attendance with an equal opportunity to ask questions not only about the project, but about the new DAP process. By including presentations from senior Bolivian government officials, it underscored the government of Bolivia's commitment to the project and the process.

"Both the Design and Performance and Design and Deliver methods provide for competition for the contract before the project is designed," explained Bucher, "and, in a clear departure from past contracting procedures, both allow for a subsequent contract modification to permit the same contractor to design and implement the project. This should encourage project design teams to set realistic objectives for project performance because the contractor who helps define the project goals is then charged with delivering them. It also eliminates the need for subsequent competition for project implementation and will help maintain project momentum and the host government interest," he added.

According to Cunningham, "With proper planning, and depending on the complexity of the project being designed, it should be possible to sign the project agreement and have the implementation team in the field within 12 months after completion of the Project Identification Document."

USAID/Bolivia's experience with DAP so far suggests one other important advantage: with its emphasis on collaborative definition and achievement of project outputs, it encourages complex and diverse design teams to define members' roles and responsibilities clearly. "This will be key to a successful Sustainable Forestry Management Project because it will bring together people with interests as different as the protection of biological diversity and forest product marketing," said USAID/Bolivia Deputy Director Garber Davidson.

The design contract was recently awarded to a diverse consortium of institutions, headed-up by Chemonics International, and including Conservation International, Wildlife Conservation International, Tropical Research and Development and several local groups.

"This creative new approach to contracting can save missions time and effort. By sorting through potentially troublesome issues and generating consensus early on, we hope it will ensure smoother project implementation," noted Leonard.

Initial indications are that the Design and Performance method is working well in Bolivia and is already paying important dividends in closer collaboration between the Agency, the government of Bolivia and the contractor.

But, cautioned Leonard, "these new contracting procedures must prove themselves through better project performance and more effective achievement of project objectives." USAID's experience to date leads the mission and the government of Bolivia to remain optimistic that they will do just that.

Keirnan is the procurement officer for USAID/Bolivia, and Yates is the mission's natural resources officer who is leading the developlopment of the forestry project.

WHERE

Moved On

Armendariz, Rebecca Anne, TDP/OD
Burns, Diana, TDP/OD
Byrne, Christopher, FA/OP/A/HRN
Cohen, Joel, R&D/AGR/AP
Ginyard, Angela, R&D/PO/PR
McMahon, Deborah, AA/EUR
Pierce, Barbara, COMP/LWOP
Vandepol, Hendrik, COMP/FS/REASSGN

Promoted

Atkinson, Linda, POL/CDIE/E, secretary (office automation)
Bailly, Ellen, EUR/PDP/PD, program operations specialist
Brannon, Peggy, AFR/ARTS/EA, program operations assistant (office automation)
Brown, Dorothy, COMP/YOC/COOP, student trainee accountant
Brunner, Susan, FA/B/SB, management analyst
Crumbly, Angelique, COMP/NE/OJT, contract specialist
Ewing, Sherri, COMP/YOC/COOP, student trainee accountant
Grigsby, Carol, POL/SP, international trade specialist
Hall, Tawana, ASIA/FPM, budget analyst
Harris, Vickie, FA/AS/TT/TS, transportation specialist
Horne, Carolyn Linda, POL/SP, secretary (office automation)
Kolstrom, Karin Anne, COMP/NE/OJT, contract specialist
Marks, Linda, COMP/YOC/COOP, student trainee (program analyst)
McLean, Johnny, FA/HRDM/PMES/ES, supervisory personnel management specialist
Miller, Jay, FA/FM/FC, accountant
Morgan, Charles, AFR/CCWA/GU, program analyst
Morris, Kathy, PPD, administrative operations assistant (office automation)
Nelson, Ryan Theodore, COMP/YOC/COOP, student trainee accountant
Payne, Diane Denise, FA/AS/ISS/RM, management analyst
Rodriguez, Anthonette, ES, administrative operations assistant
Seth, Wendy, POL/PAR, office/automation assistant
Smallwood, Bradford, IG/I&S/IPS, investigator
Swain, Mona Miller, EUR/RME/ECA, program operations assistant (office automation)
Taylor, Wanda, FA/HRDM/R, secretary (office automation)
Thomas, Melissa, FA/HRDM/PMES, office automation clerk
Tran, Oai, COMP/YOC/COOP, student trainee accountant
Vogler, Benjamin, COMP/NE/OJT, contract specialist
Ward, Ronnie, FA/HRDM/PPM/PMC, position classification specialist
Weber, Cameron, PRE/EM, financial operations specialist
West, Teresa, COMP/NE/OJT, contract specialist

Reassigned

Bloom, Roger, ASIA/DR/TR, agricultural development officer, to COMP/FSLT
Bolstad, Eric, FA/OP/CC/NIS, contract specialist, to program analyst, LAC/DI
Bonnaffon, Robert, FA/FM/A, supervisory financial management officer, to COMP/FSLT
Bonnell, James, RIG/A/EUR/W, auditor, to supervisory auditor, RIG/A/EUR/W
Braginski, Aleksandra, COMP/FS/REASSGN, project development officer, to private enterprise officer, EUR/RME/ER/BLA
Brown, Karen, EUR/RME/ECA/BAL, international cooperation specialist, to COMP/DETAIL SUP
Brown, Margaret, Niger, agricultural development officer, to supervisory agricultural development officer
Butler, Letitia Kelly, LAC/CEN, program officer, to regional development officer, LAC/CAR
Carter, Elizabeth Anne, R&D/AGR, program analyst officer, to program analyst, EUR/RME/ECA/PDS
Chaplin, Patricia Ann, AA/NE, secretary, to COMP/FSLT
Chessin, Barnett, FA/OMS, executive officer, to supervisory executive officer, Chad
Competello, John, IG/A, assistant inspector general for audit, to supervisory auditor, RIG/A/BONN
Damico, Thomas, SAC/DAKAR/FO, inspector, to supervisory inspector
Dorman, John, LAC/DR/RD, agricultural development officer, to COMP/FSLT
Downs, Peter, COMP/FS/REASSGN, project development officer, to program officer, AFR/EA/U
Dunn, William, COMP/FSLT, supervisory commodity management officer, to private enterprise officer, Kazakhstan
Egan, Thomas Alan, IG/A/PSA, auditor, to RIG/A/Singapore
Ferrara, Antoinette, Burundi, program officer, to RDO/South Pacific
Figueredo, Roberto, COMP/FS/REASSGN, special projects officer, to program officer, NE/DR/HR
Fraenkel, Richard, Armenia, project development officer, to program officer, NIS/TF/FA/CA
Gary, Viviann Pettersson, Indonesia, program economics officer, to supervisory private enterprise officer
Giddings, Stephen, PRE/H, housing urban development officer, to EUR/DR
Gillespie, Frank, FHA/FFP/ANEE, supervisory Food for Peace officer, to agricultural development officer, Egypt
Gorton, Lynn, Guatemala, supervisory health population development officer, to health development officer, Mali
Gregory, Linda, Zaire, executive officer, to special projects officer, AA/AFR
Hagan, Cassandra, NE/ENA, clerk typist, to information analyst, IG/RM/GS
Haynes, Stephen, Niger, supervisory agricultural development officer, to agricultural development officer, Albania
Hickman, Kent, EUR/EMS, executive officer, to FA/OMS
Horne, Carolyn Linda, POL/SP, secretary typist, to secretary (office automation)
Horning, Carol, Panama, special projects officer, to general development officer, Haiti
Hougen, Lee, COMP/FS/REASSGN, supervisory health development officer, to health/population development officer, EUR/DR/HS
Jordan, Jerry, AFR/MRP, administrative officer, to OPS/MRC
Kennedy, Barbara, Peru, deputy mission director, to USAID representative, Cape Verde
King, Wayne, REDSO/WCA, supervisory project development officer, to USAID affairs officer, Zaire
Langlois, Joseph III, FA/HRDM/TSD/PST, development training officer, to COMP/FSLT
Lee, Denise, IG/RM/PFM, classification/employment development specialist, to program analyst, EUR/PDP/PA
Lee, Herman Jr., R&D/MGT, information analyst, to LAC/EMS
Leong, David, Burundi, supervisory project development officer, to program officer, RDO/South Pacific
Luckey, Rosalyn, LAC/DR/HPN, secretary (office automation), to program operations assistant (office automation), NE/ENA
Luten, Drew, RDO/Caribbean, legal officer, to GC/LP
MacDonald, Barry James, ASIA/SA/NS, program officer, to supervisory project development officer, ASIA/DR/PD/SA
McKee, Thomas, El Salvador, supervisory program officer, to supervisory human resources development officer, Egypt
Moustafa, Abdel, COMP/FS/REASSGN, agricultural development officer, to COMP/FSLT
Murray, Chantelle, EUR/RME/FMS, office automation assistant, to NE/EMS
Nissly, Curtis, NE/DR, natural resources officer, to COMP/FSLT
Olsen, Andrew, Vienna, auditor, to supervisory auditor, Bonn
Prudoehl-Nandy, Jane, Philippines, general

development officer, to Haiti
Pulaski, Stephen, AFR/EA/M, program officer, to AFR/EA/T
Radmann, Michael, COMP/NE/OJT, IDI (project development), to El Salvador
Robinson, David, Senegal, project development officer, to program officer, REDSO/WCA/PM
Rohl, Cynthia, COMP/FSLT, IDI (education), to El Salvador
Rose, John, COMP/FS/REASSGN, supervisory program officer, to population development officer, R&D/POP/FPS
Rossi, Allen, COMP/NE/OJT, inspector, to IDI (administration), Nicaragua
Saunders, Palma, FA/HRDM/SCD, file clerk (typist), to office automation clerk, FA/HRDM/SCD/CD
Savoy, Rolanda, NIS/TF/PSI, secretary (office automation), to administrative operations assistant typist, XA/IDC
Schulman, Martin, REDSO/WCA/HPHR, supervisory human resources development officer, to program officer, Burundi
Spence, Gail Monique, Haiti/PPS, project development officer, to Haiti/PDI
Steinbrueck, Janice, IG/COMP/REASSGN, auditor, to IG/A/FA
Thabet, Richard, IG/A, supervisory auditor, to assistant inspector general for audit
Thompson-Dorman, Randal, POL/CDIE/E/POA, program officer, to COMP/FSLT
Trott, Michael Crooks, COMP/FSLT, program economics officer, to Panama
Weber, Janice Minna, South Africa, supervisory program officer, to POL/PAR
Williams, Cheryl, FA/OP/OC/NIS, contract specialist, to program analyst, AFR/CCWA/PSEA
Wright, Sarah, COMP/FSLT, education development officer, to Guinea
Young, David Paul, RIG/A/Vienna, auditor, to RIG/A/Bonn
Youssef, Raouf, NE/DR/MENA, project development officer, to Egypt

RETIRED

Carter, Shirley, FA/FM/FC, budget accounting analyst, 34 years
Clark, Lawrence, COMP/FS/REASSGN, data management officer, 23 years
Fry, Howard, GC, general counsel, 9 years
Malanka, Anthony, FA/AS/PP/RP, supply systems analyst, 4 years
Rhatigan, Edward, Morocco, supervisory executive officer, 25 years
Thornton, Richard, El Salvador, supervisory health development officer, 17 years

Years of service are USAID only.

Agency Salutes Women in Government

An opportunity to "Salute Women in Government" was afforded to participants in the Dean Acheson auditorium, as the foreign affairs community gathered to observe Women's History Month on March 23.

This event, sponsored by the Women's Action Organization and the Equal Employment Opportunity offices of the State Department and the Agency, focused on the theme "Discover a New World: Women's History."

The keynote speaker, Alice Rivlin, deputy director of the Office of Management and Budget, noted that she is "participating in history" in her current assignment in government. She cited other female members of the Clinton Cabinet and their active roles in policy development, as well as the fact that a "career woman" is now First Lady, as signs that we have entered a "new world in this administration." (Rivlin is the sister of the late USAID Foreign Service officer Priscilla Boughton, who died of cancer in 1990.)

Rivlin was introduced by Ambassador Genta Hawkins Holmes, director general of the Foreign Service and director of personnel for the State Department. Holmes described the problems and progress she has observed since she entered the Foreign Service in 1964.

While praising the fact that the representation of women had grown from 5 percent to 23 percent during the last 25 years, she acknowledged that most of the increase has occurred at lower and middle levels, leaving women greatly underrepresented in Senior Foreign Service positions. She concluded her analysis of women in

Alice Rivlin, deputy director of the Office of Management and Budget

the work force with a humorous reference to the effort yet needed to bring the Foreign Service agencies "into the 20th century before we hit the 21st century."

In his remarks, Acting Administrator James Michel also suggested that the work force data shows that advances made by women "are not that great over the last 12 to14 years" and that there is "an awful lot to be done." He noted that women's contributions are not always recorded, thus the appropriateness of the theme, "Discover a New World: Women's History."

Michel credited the Women's Action Organization for the instrumental work in helping to make the Foreign Service Act gender-neutral and in pressing for progress to move women into the mainstream in the Foreign Service community.

Barbara Bowie-Whitman, co-president of the State Department chapter of the Women's Action Organization, saluted the leadership of women such as Holmes and Rivlin and urged women to join with WAO to increase leadership skills and opportunities for women. Ravi Aulakh, president of the USAID WAO chapter, served as mistress of ceremonies.

The observance concluded with comments by Dolores Bartning, representing the Agency's Office of Equal Opportunity Programs. She cited Rivlin's accomplishments as indicative of how women do "walk in small circles of powers and do so effectively."

— David Grim

WHO'S WHO In the Field

AFRICA

Botswana *Gaborone*
Director Howard Handler
Assistant Director David H. Mandel
Burundi *Bujumbura*
Director Glenn G. Slocum
Cameroon *Yaounde*
Director Peter Benedict
Deputy Director Ronald D. Harvey
Ethiopia *Addis Ababa*
Director Willard J. Pearson Jr.
Deputy Director Walter E. North
Ghana *Accra*
Director Joseph B. Goodwin
Deputy Director Dawn Liberi
Guinea *Conakry*
Director Wilbur Thomas
Deputy Director Thomas E. Park
Kenya *Nairobi*
Director John R. Westley
Deputy Director Roger Simmons
Lesotho *Maseru*
Director F. Gary Towery
Madagascar *Antananarivo*
Director George Carner
Deputy Director Donald R. Mackenzie
Malawi *Lilongwe*
Director Carol A. Peasley
Deputy Director Samuel Scott
Mali *Bamako*
Director Charles Johnson
Deputy Director Alan Getson
Mozambique *Maputo*
Director Roger Carlson
Deputy Director John M. Miller
Niger *Niamey*
Director George T. Eaton
Deputy Director James Anderson
Rwanda *Kigali*
Director Gary L. Nelson
Senegal *Dakar*
Director Julius E. Coles
Deputy Director Douglas Sheldon
Somalia *Mogadishu*
Director Mark Wentling
Republic of South Africa *Pretoria*
Director Leslie A. Dean
Deputy Director William R. Ford
The Sudan *Khartoum*
USAID Affairs Officer Gary T. Mansavage
Swaziland *Mbabane*
Director Valerie Dickson-Horton
Tanzania *Dar es Salaam*
Director Dale B. Pfeiffer
Deputy Director Joel E. Schlesinger
Uganda *Kampala*
Director Keith W. Sherper
Deputy Director Stephen Ryner
Zambia *Lusaka*
Director Fred E. Winch
Zimbabwe *Harare*
Director Ted D. Morse
Deputy Director Stephen J. Spielman

USAID Offices
Angola *Luanda*
Coordinator Keith Brown
Benin *Cotonou*
USAID Representative Thomas F. Cornell
Burkina Faso *Ouagadougou*
USAID Representative Thomas C. Luche
Cape Verde *Praia*
USAID Representative Barbara Kennedy
Chad *N'Djamena*
USAID Representative Anne E. M. Williams
The Gambia *Banjul*
USAID Representative Bonnie A. Pounds
Guinea-Bissau *Bissau*
USAID Representative Michael F. Lukomski
Liberia *Monrovia*
USAID Representative Lowell E. Lynch
Namibia *Windhoek*
USAID Representative Richard Shortlidge Jr.
Togo *Lome*
USAID Representative Sarah Clark

Sections of Embassy
Nigeria *Lagos*
USAID Affairs Officer Eugene R. Chiavaroli
Zaire *Kinshasa*
USAID Affairs Officer Wayne King

Regional Economic Development Services Offices
East & Southern Africa (REDSO/ESA)
Kenya *Nairobi*
Director Fred C. Fischer
Deputy Director Bruce Odell
West & Central Africa (REDSO/WCA)
Côte d'Ivoire *Abidjan*
Director Frederick E. Gilbert
Deputy Director David E. Mutchler

ASIA

Bangladesh *Dhaka*
Director Mary C. Kilgour
Deputy Director Frank J. Young
India *New Delhi*
Director Walter G. Bollinger
Deputy Director Steven P. Mintz
Indonesia *Jakarta*
Director Charles F. Weden, Jr.
Deputy Director Philip-Michael Gary
Nepal *Kathmandu*
Director Kelly C. Kammerer
Deputy Director Theodora Wood-Stervinou
Pakistan *Islamabad*
Director John S. Blackton
Deputy Director Nancy M. Tumavick
The Philippines *Manila*
Director Thomas W. Stukel Jr.
Deputy Director Richard A. Johnson
South Pacific *Fiji, Suva*
Regional Director Larry T. Armstrong
Papua New Guinea, Port Moresby
Assistant Director Louis H. Kuhn
Sri Lanka *Colombo*
Director Richard M. Brown
Deputy Director George Jones
Thailand *Bangkok*
Director Thomas H. Reese III
Deputy Director Eugene Morris Jr.
USAID Representative to ASEAN
Lawrence J. Ervin
USAID Representative/Khmer Affairs
William B. Erdahl

USAID Offices
Afghanistan *Kabul*
USAID Representative John S. Blackton
Deputy Representative Jonathan L. Sperling
(Located in USAID/Pakistan)
Cambodia *Phnom Penh*
USAID Representative Lee A. Twentyman
Mongolia *Ulaanbaatar*
USAID Representative William B. Nance

NEAR EAST

Egypt *Cairo*
Director Henry Bassford
Deputy Director Christopher Crowley
Jordan *Amman*
Director William T. Oliver Jr.
Deputy Director Bastiaan Schouten

Morocco *Rabat*
Director Martin V. Dagata
Deputy Director James B. Lowenthal
Tunisia *Tunis*
Director James A. Graham
Yemen *Sanaa*
USAID Representative William McKinney

USAID Offices
Oman *Muscat*
USAID Representative Mark S. Matthews
Tel Aviv (Gaza)
USAID Affairs Officer Harry Birnholz
Jerusalem (West Bank)
USAID Affairs Officer Karen Turner

EUROPE AND THE NEW INDEPENDENT STATES

Russia *Moscow*
Director James Norris

USAID Offices
Armenia *Yerevan*
USAID Representative Suzanne Olds
Kazakhstan *Alma Ata*
Director Craig G. Buck
Ukraine *Kiev*
Director Terrence McMahon

Regional Mission for Europe
Director Frank Almaguer
Deputy Director Robert Nachtrieb
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USAID Representative Edward Kadunc
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USAID Representative Arthur Danart
Paraguay *Asuncion*
USAID Representative Richard Nelson

INTERNATIONAL ORGANIZATIONS

U.S. Mission to the U.N. Food and Agriculture Organizations
(including FAO, WFP, WFC, IFAD)
Rome, Italy
U.S. Executive Director to the International Fund for Agricultural Development (IFAD)—Hugh Smith
Attache for Development Affairs—David Garms

U.S. Mission to the Organization for Economic Cooperation and Development
Paris, France
U.S. Representative to the Development Assistance Committee—Dennis J. Brennan

Office of the U.S. Executive Director to the Asian Development Bank
Manila, The Philippines
USAID Development Adviser to the U.S. Executive Director—Terry Barker

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

U.S. Mission to the United Nations
Geneva, Switzerland
USAID Coordination Representative—(Vacant)

Agency for International Development
Office of External Affairs
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