

FRONT LINES



U.S. Agency for International Development

January/February 2001

Celebrating
USAID
Employees



The Front Lines of a Long Twilight Struggle for Freedom

— John F. Kennedy

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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FRONT LINES

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USAID opens mission in Vietnam for first time in 25 years

US AID has a mission in Vietnam again, for the first time since the United States withdrew in 1975. At the opening ceremony in Hanoi on Nov. 18, 2000, then-Assistant Administrator Robert Randolph, Bureau for Asia and the Near East, and U.S. Ambassador to Vietnam Pete Peterson participated.

During the war, the agency had a Vietnam

Bureau, the only single-nation bureau in USAID history. From 1955, when U.S. foreign aid to Vietnam began, until 1975, U.S. assistance totaled \$7.5 billion, including Food for Peace, economic help and caring for refugees and war victims.

In 1991, the agency began providing assistance to disabled Vietnamese and more recently has begun assistance to boost trade and invest-

ment, control the spread of HIV/AIDS and promote the use of environmental technology. USAID is also providing assistance, through the American Red Cross, to help in recovery from floods last fall. Annual U.S. assistance to Vietnam has increased from \$1.4 million in 1991 to about \$8 million in 2000. ■

HONORED HERE ARE THOSE AMERICANS
WHOSE LIVES WERE LOST UNDER EXTRAORDINARY CIRCUMSTANCES
WHILE SERVING THE CAUSE OF HUMAN ADVANCEMENT
IN U.S. ECONOMIC ASSISTANCE PROGRAMS THROUGHOUT THE WORLD
THEIR SACRIFICE IS NOT FORGOTTEN

WALTER ELTRINGHAM, 1951
RALPH B. SWAIN, 1953
EVERETT D. REESE, 1955
KEVIN M. CARROLL, 1957
DOLPH B. OWENS, 1960
JOSEPH W. GRAINGER, 1965
PETER H. HUNTING, 1965
JERRY A. ROSE, 1965
JACK J. WELLS, 1965
NORMAN L. CLOWERS, 1966
WILLIAM D. SMITH, III, 1966
FREDERICK CHEYDLEUR, 1967
ROBERT K. FRANZBLAU, 1967
DONALD V. FREEMAN, 1967
GUSTAV C. HERTZ, 1967
DWIGHT H. OWEN, JR., 1967
CARROLL H. PENDER, 1967
FRANCIS J. SAVAGE, 1967
DON M. SIOSTROM, 1967

JAMES A. WALLWORK, 1967
FREDERICK J. ABRAMSON, 1968
ROBERT W. BROWN, JR., 1968
ALBERT FARKAS, 1968
DAVID L. GITELSON, 1968
THOMAS M. GOMPERTZ, 1968
ROBERT W. HUBBARD, 1968
KERMIT J. KRAUSE, 1968
ROBERT R. LITTLE, 1968
HUGH C. LOBIT, 1968
JEFFREY S. LUNDSTEDT, 1968
JOHN T. MCCARTHY, 1968
MICHAEL MURPHY, 1968
RICHARD A. SCHENK, 1968
CHANDLER EDWARDS, 1969
GEORGE B. GAINES, 1969
ROBERT D. HANDY, 1969
DENNIS L. MUMMERT, 1969
THOMAS W. RAGSDALE, 1969

ARTHUR STILLMAN, 1969
DAN A. MITRIONE, 1970
JOSEPH B. SMITH, 1970
RUDOLPH KAISER, 1972
JOHN PAUL VANN, 1972
GARNETT ZIMMERLY, 1976
THOMAS R. BLACKA, 1983
WILLIAM R. MCINTYRE, 1983
ALBERT N. VOTAW, 1983

Plaque will be displayed at USAID headquarters in the Ronald Reagan Building.



By Bette Cook

When Ho Chi Minh City was Saigon

When I first joined USAID's Foreign Service, everyone said to me, "Your first tour is always the best." That was true of my tour in Tunisia. But my second overseas tour in Vietnam was even better.

It was 1963. Saigon (now Ho Chi Minh City) lived up to its label as the "pearl of the Orient" with its broad boulevards lined with flowers, parks, picturesque boats floating on its waterways, and women dressed in colorful "ao dais," the traditional long Vietnamese dress worn over pants. This tranquil city, however, soon became a war zone like the countryside surrounding it.

My office at the USAID Public Works Division, located across from the American Embassy, had a magnificent view of the river. My husband, Mel, was Gen. Joseph Stilwell's assistant aviation officer, headquartered at Tan Son Nhut Airport. During the day, he flew air

at an American theater, had friends in for dinner, and took vacations in Hawaii and the Philippines. Our work and lives were busy and fulfilling — until the Viet Cong attacks began.

I had been in Saigon only a few months when Vietnam President Diem was killed. The attack on the president's palace lasted all day and through the night. At a lull in the shelling of the palace, Gen. Stilwell sent a military escort to rescue my son and me from our home near the palace and take us to a military compound near the airport. We spent the night there in a "black-out" residence surrounded by American troops. This was the beginning of several frightening events that would color our memories of the time in Vietnam. During this time, our own President John F. Kennedy was assassinated.

The next disturbing incident for us was at the American baseball park. While we watched the cham-



After serving a tour in Vietnam with USAID in the early stages of the war, Bette Cook toured the United States as part of an effort to inform Americans about the agency's Vietnam work.

While we watched the championship game between the two best teams of U.S. servicemen, two stolen U.S. Air Force bombs planted by the Viet Cong under the bleachers detonated on either side of us.

missions all over the country. Gen. Stilwell, who commanded the air assaults, also liked to fly with Mel and serve as the ship's gunner. It was surreal — military conflict during the day and a normal family life in the evening. Our son attended a Catholic school and played with the American neighbors' children. We swam at an American-run Olympic-size pool, went to movies

pionship game between the two best teams of U.S. servicemen, two stolen U.S. Air Force bombs planted by the Viet Cong under the bleachers detonated on either side of us. Fortunately, the one directly beneath us and two others were duds. Two men died and many others were wounded by metal shrapnel, but the three of us survived with only cuts, bruises,

and temporary hearing loss.

Another episode occurred at the English-language movie theater. A bomb exploded inside the theater as we were stepping from the taxicab to go inside. Again, Americans were killed and injured. The swimming pool for American servicemen and families was later bombed only minutes after we had left. This third near-miss for us caused us to consider the risks for our little boy. My son and I were voluntarily evacuated to the United States.

This did not end my involvement with Vietnam, however. Back in Washington, I joined the newly formed Vietnam Bureau of the agency in 1965. As a member of the Congressional Affairs and Public Relations Division, I spent the next four years explaining USAID programs in Vietnam to the Congress and to the American

public in an effort to interest people in serving with the agency in Vietnam. Having worked in the country, I was able to be an "on-the-air" spokesperson, gaining media coverage of personnel recruitment team visits to cities across the country.

Vietnam, while not my first and "best" overseas tour, was certainly one that had the most impact on my life and was the original motivation for what became a lifetime commitment to the work of the agency. I hope to return to Vietnam one day, as my husband did in November when he accompanied President Clinton on his visit to Hanoi and Ho Chi Minh City, or Saigon, our former home. ■

—Cook is a legislative program specialist in the Bureau for Legislative and Public Affairs.

By Charline Reeves

Memories of Vietnam in wartime

My first job in USAID was a tour in Vietnam from late-December 1967 to July 1971, first as a secretary in the Program Office and later the Economic Office. I was in my mid-to-late 20s. We worked all holidays and half-days on Saturday.

There was much talk about the Green Revolution “miracle rice” and many memos, reports, cables, and briefing books for frequent Washington visitors. There were almost 2,000 USAID employees in Vietnam in 1968, about the number of U.S. direct hire employees we now have in the entire agency—hard-working people who worked with various ministries on health, public administration, economic matters and a variety of other programs. I also remember the several USAID friends I made and with whom I still keep in touch. Friendships were important there, especially when outside activities were limited. We socialized in one another’s homes often.

But what really comes to mind was the experience of living in Saigon itself and some of the people I saw.

It was perpetually hot, but there were two seasons – dry and monsoon.

There were Tet celebrations where large strings of firecrackers were set off and very special food dishes were served, and there was the Chinese New Year’s parade.

My first dramatic memory is of the attack on Saigon, and on the American Embassy, not too long after I arrived and while I was living in a downtown hotel room. (I found out later my boss was in the Embassy that day.) We were confined to the hotel for more than a week and had to run across the street to the BOQ [Bachelor Officers Quarters] for meals. There were no food facilities in the hotel, and we had to help prepare and serve our food at the BOQ since no Vietnamese were allowed to work there during the Tet offensive.

I recall the strange feeling of riding through the streets in a vehicle with two men riding shotgun so we could donate much-needed blood at the hospital. I sat on the roof of the hotel with many other residents in the evenings because we were getting a little stir-crazy in our rooms. We got off the roof when tracer bullets got too close.

And there was the strangeness of it all. Living in Saigon, there were a lot of times when it seemed much

like any other big city except for all the military traffic on the streets, the lean-to shanties and an enormous number of motorbike riders crowding the streets. There were children on the streets begging or stealing. Being basically a small-

told me she had trouble getting taxis because the drivers could get more money from Americans. On the way to work another day, I drove past a burned-out black Mercedes. A grenade had, that morning, killed a government minister.

Friendships were important there, especially when outside activities were limited.

town girl from Tennessee, I had my first French food there (including Grand Marnier soufflé) and Chinese, Korean, Vietnamese, Italian, Spanish. There were moments when we were reminded we were in a war zone, but I almost welcomed them because I couldn’t help feeling guilty about being so insulated from all that was happening in the rest of the country.

One day I was on my motorbike going home for lunch and realized that the strange irritation I was feeling in my eyes was tear gas. The Buddhists were demonstrating that day. I had purchased the motorbike after a USAID Vietnamese secretary

I remember the *pho* stand near the USAID building and the wonderful soup.

I sometimes hung out with the FAA air traffic controllers living in my apartment building near Tan Son Nhut Airport. They worked at Tan Son Nhut under a great amount of stress, but they were always concerned about the military planes coming in and the U.S. soldiers on them. They talked to them over their radios and often invited many of them “home” for evenings of food and relaxation. I became a sort of big sister to four young military men about seven years younger than I was. They were stationed in Saigon and helped out in an orphanage in their spare time. The nuns at the orphanage gave them packages of Trojans before they went for R&R in Manila. I remember enjoying talking to one outgoing young soldier with red hair and freckles who had played high school football and looked it. He told me he had a couple of days of R&R from the field. He did jungle patrols as point with a dog. I remember wanting to cry. ■



USAID staff taught Charline Reeves how to use chopsticks in a Vietnamese restaurant the first week she arrived in Saigon in December 1967.

—Reeves is a program analyst in the Management Bureau.

Agency Awards Ceremony 2000

Presidential Rank Award



Janet Ballantyne



Donald Boyd

"This agency is a special place not only because all of us, every day, get to help make the world a better place, but also because (most of the time) we get to have so much fun doing it."

Administrator's Distinguished Career Service Award



Patricia Matheson



Richard Brown

*Then-Deputy Administrator
Harriet Babbitt,
Agency Awards Ceremony,
Oct. 19, 2000.*

Awards photos by Lisa Friel

Outstanding Career Achievement Award



Sigrid Anderson



Marianne O'Sullivan



Robert Burke

Superior Honor Award



Catherine Cleland



Michael Kite



Colleen Allen



Joyce Holfeld



Timothy Anderson

“I know that the past decade has been a tumultuous time for foreign assistance in general and for this agency in particular — but what you do is important to the United States and to the world at large,” Babbitt said. “We did not do it all, and we did not do it alone. But USAID has always been out on the front lines, where I hope we always will be.”

Science and Technology Award



Dr. Ruth E. Frischer

Outstanding Secretary Award



Desiree Savoy

Equal Employment Opportunity Award



Melvin Porter

Celebrating USAID Employees

"USAID is an agency that's committed to the concepts and the goal of sustainable development. That means not falling into the most common trap of government, which is letting the urgent drive out the merely important — and letting the crisis of today prevent us from thinking about the challenge of tomorrow, and the day after tomorrow," then Deputy Secretary of State Strobe Talbott said. "USAID is, by its charter and its function, dedicated to the proposition that advancing American interests requires taking the long view."

Distinguished Unit Award



Ross Wherry accepting for the Office of South American and Mexican Affairs, Latin America and Caribbean Bureau, and USAID's Mission to Colombia.

Superior Unit Award



Curt Reintsma accepting for the Southern Africa Flood Response Team, Bureau for Africa.



Eloise Hood and Joseph Crapa accepting for Congressional Liaison, Bureau for Legislative and Public Affairs.

Foreign Service National of the Year Award



Kavita Sinha, India



Mwansa Shitima, Zambia



Eleanor Christiani, Indonesia



Evelyne Perpigrand, Haiti



Slavoljub Zponic, Croatia



Carlos Fuentes, Honduras



Ivanka Tzankova, Bulgaria

By Achsah Nesmith

Choosing to work in areas his professors thought passe, Paul Delay now leads effort to stem biggest pandemic in history

Dr. Paul Delay was always interested in infectious diseases and tropical medicine, even though U.S. medical schools devoted little attention to them when he was in training.

Among most physicians and medical educators, the prevailing view then was that so-called “miracle” drugs and modern health and sanitation practices had just about eliminated infectious diseases as serious medical issues, at least in the developed world.

“Everything changed with AIDS and the increase in drug-resistance to other infectious diseases, especially TB,” said Dr. Delay, who has headed the HIV/AIDS program at USAID since 1997.

Even though his medical school professors sometimes “looked askance,” Dr. Delay maintained his interest in infectious and tropical diseases. He studied in London after completing medical school, then returned to the United States to work on Navajo and Hopi reservations, “where they have a lot of the same problems of infectious disease and lack of access to medical care as people in developing countries.”

identified in 1984 and the first test for the disease developed in 1985.

Dr. Delay joined the World Health Organization in 1988, working for three years on AIDS control and prevention in Malawi, where he got his first experience working with USAID. He says he was impressed.

“I saw the incredible expertise and commitment of resources,” he recalls. “WHO didn’t have much in the way of resources devoted to HIV/AIDS.” In 1991, Jeff Harris, USAID’s first HIV/AIDS director, came to Malawi and offered Delay a job with the agency in Washington.

“HIV/AIDS is now the second highest priority within the development portfolio, and we also are linking more with the agency’s recent emphasis on TB,” Dr. Delay said. “It’s a real joy, working in an agency that has shown incredible commitment.”

As the spread of the virus has picked up speed, the scope of the epidemic has far exceeded predictions. When the virus struck Cambodia, it took only five years for a generalized epidemic to occur—earlier, in Uganda it had taken almost 20 years to become a



Dr. Paul Delay, who heads USAID’s HIV/AIDS program, met Masai villagers while he was working on a strategic design effort for the program to combat the disease in Kenya.

escape and assumed infection rates would level off below 20 percent of the population in any given country, he said.

The spread of HIV into isolated areas around the world has coincided with the end of the Cold War, burgeoning travel and trade and changing sexual mores worldwide, largely through “mobile, sexually active men,” he said. Soldiers who had invaded Uganda returning to Tanzania, truck drivers crossing India, refugees returning home as democracy replaced dictators, people flocking to towns for work, all hastened the spread of the disease.

AIDS also differs from previous pandemics because it was invariably fatal, Delay noted. Most infectious diseases do not kill everyone who contracts the infec-

tion. Even in pandemics like the plagues in the Middle Ages and the influenza pandemic of 1918-19, when death rates were very high, most who were infected survived, populations began to develop some immunity and infection rates leveled off and declined in a few years.

“HIV/AIDS will kill more people than any of the past global pandemics,” he said.

His role in the global effort to confront the epidemic also brings him face-to-face with unprecedented moral and ethical dilemmas. When there was no effective therapy, prevention was all the agency could offer. Expensive new combinations of drugs have brought hope to those who are HIV-positive in the industrialized world, but are

(continued on page 8)

“HIV/AIDS will kill more people than any of the past global pandemics.”

He was running refugee services for the city of San Francisco in the early 1980s, when the AIDS epidemic began. AIDS was recognized in 1981, the virus was

general epidemic. The medical community had hoped that many areas of the world—such as the Soviet Union, Nepal, South Africa and parts of South America—might

(continued from page 7)

generally not available in developing countries.

"This agency invariably takes a public health approach—the best way to help the most people with the resources you have. In a country like Malawi, where nearly 1 million people are infected, we can do more with pain relief, treating symptoms to prolong and improve life and preventing secondary epidemics like TB than by giving the full treatment cocktail to a handful of people," he said.

"It's a real joy, working in an agency that has shown incredible commitment."

Even without legal obstacles like patents, only a handful of African countries would be able to produce the drugs, he said. Although more Asian countries would be able to do so, the cost would still be over \$1,000 a year per patient—far beyond the reach

of all but a few, and the diversion of resources might drain already inadequate health systems.

He is excited about his work and encouraged by greater commitment of resources by others, as well as USAID. Advances in reducing transmission from mother to child,

increases in voluntary testing and other relatively low-cost interventions give him hope, but he does not minimize the challenge. He knows resources and staffing have increased because the scope of the problem has continued to get bigger.

"We know how to prevent infection—avoid risky sexual behavior," he says. But he also knows how great the challenge is: to understand how cultural attitudes and practices impact the epidemic and to reach vulnerable populations with practical help. ■

Malawi mission director began career as FSN in Thailand

Kiert Toh, director of USAID's mission to Malawi, began his association with the agency in his native Thailand. As a Foreign Service National, he provided administrative support in the housing office in Bangkok, which was the "safe haven" for families of people stationed in Vietnam during the war.

His next step up the career ladder was to resign.

"I had a very good experience, and I was very interested in knowing more about the United States, so I resigned in October 1968 and left Thailand to study in America," Toh explained. He attended Montgomery College in

Maryland, then transferred to the University of Maryland, where he met his future wife, Pamela, who studied fine arts and was trained as a tutor for children with learning difficulties. She stays very busy in Lilongwe volunteering her tutoring skills to children in two local schools and occasionally working on commercial arts projects.

After getting his bachelor's degree in economics and marrying Pamela, Toh taught at the University of Maryland and completed his master's and eventually his Ph.D. in international economics. He was hired by USAID in May 1980—this time as an International

Development Intern. He spent six months in Washington and a year in Liberia, and then studied French for a post in Niger. He served as program economist, program officer and deputy director in Kenya, attended the War College in 1996, and went to Malawi as mission director in 1997. Toh is known for his enthusiasm and his concern for how USAID programs affect individual people.

He initially hoped to work in Asia but has come to love Africa. His USAID heroes are John Westley, Peter Benedict and Carol Peasley. "They set a very good example for development professionals."

He enjoys the challenge of doing development work in Africa, which he calls "arguably the last frontier for development. In many ways it is very difficult to work in Malawi—the level of incomes, education and human capital in general is low, the health problems are great, with HIV/AIDS a serious problem. Malawi had a history of being undemocratic under Kamuzu Banda, but it has gone through a peaceful political transition and has opened up its economy since 1994. We have an excellent working relationship with our counterparts both in and outside the government."

Toh is quick to credit his staff and his predecessors for establishing and nurturing the development partnership.

"I try to continue to adjust to changed conditions," he says modestly. "I believe in and try to practice the 3-C principle: concentration, coordination, and continuity—concentrating resources in a few areas to maximize impact, ensuring that policies, programs or activities are well coordinated to avoid wasteful duplication or working at cross purposes and continuing what works well while changing what does not work."

He is also proud that over the last 10 years USAID has been able to assist Malawi in "chipping away" at some of the great social and economic inequities that existed under the Banda government, especially in girls' education, and economic opportunities for small-holder farmers and women. "We continue to encourage Malawi to implement sound economic and financial policies and to improve its economic management and democratic governance."

Changing people's lives for the better requires understanding and patience, Toh said. "We chip away at obstacles." ■



USAID/Malawi Mission Director Kiert Toh: "We chip away at obstacles."

USAID's 1999 Annual Performance Report tops at informing the public

USAID's 1999 Annual Performance Report (APR) ranked number one in an independent evaluation of how well federal agencies' performance reports informed the public of agency activities. Sen. Fred Thompson, chairman of the Senate Governmental Affairs Committee announced the results of the evaluation.

In a message to all agency personnel, then-Administrator J. Brady Anderson said, "It is your performance monitoring and balanced reporting that underpins this effort, and this number one rating is a tribute to each of you. Congratulations! Please accept my heartfelt thanks for your continuing

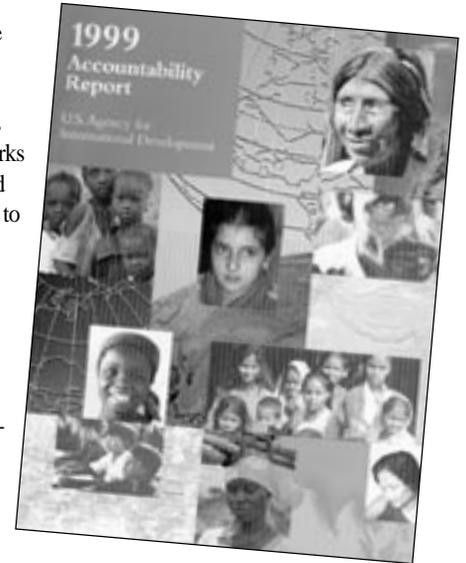
commitment to results-oriented management."

The ranking was based on an analysis of 24 agencies by the Mercatus Center at George Mason University using standards comparable to those for assessing reports by Fortune 500 companies. USAID's score of 52 out of 60 edged out the Department of Transportation (51 points), widely recognized as the leader in implementation of the Results Act over the past five years. The average agency score was more than 20 points below USAID's.

The agency has published APRs since 1994, but the 1999 APR is the first required by the 1993 Government Performance and

Results Act and the first to be scored and systematically compared with the reports of other agencies. The Mercatus Center gave USAID high marks on the report's readability and use of a strategic opportunity to tell the agency's story.

The report includes information about USAID's program accomplishments and challenges, other donor/lender involvement, country statistics, budget allocations and summaries of agency evaluations. The 1999 APR can be found on the agency's newly renamed external Web site (<http://www.usaid.gov/>). ■



Volunteer Spanish class builds friendships, language skills

Once Florence Roach, a secretary in the Management Bureau's Budget Office, decided to learn to speak Spanish, she has let no obstacles deter her.

When she could no longer attend Spanish classes in the After-

Hours Program, she decided to organize a class that she and other USAID coworkers would be able to attend. Roach had sometimes asked Ana Vargas, a native Spanish speaker from El Salvador, for help with pronunciation and homework

assignments. Vargas later volunteered to teach the class at the Ronald Reagan Building along with a native speaker from Colombia, Raul Romero, a customer service analyst for the Office of Procurement.

Roach went individually to friends and coworkers that she thought might be interested and gathered nearly 20 students, ordered textbooks and arranged for a room. The volunteer class has been meeting every Tuesday since last July.

"The Spanish class has been successful because of faithful teachers like Ana Vargas and Raul Romero and USAID participants," Roach says.

Vargas, a secretary in the Management Bureau, says of her volunteer teaching, "It's an opportu-

nity to meet people and have fun teaching the language. It's good to know some of the people want to speak Spanish."

Roach continues to coordinate the organizational and logistical aspects of the class.

This is not the first time in her 27-year career with USAID that Roach has gone out of her way to learn new skills. She has won awards at Toastmasters for speaking and for bringing the most visitors. When Ambassadors of Speech at the Ronald Reagan Building did not have space for her to speak, Roach joined Breakfast Toastmasters at the Environmental Protection Agency, so she could continue to improve her speaking skills. "I like to talk to people, whatever language they speak." ■



Ana Vargas (right), volunteer teacher, coaches Florence Roach, who organized a Spanish class for USAID employees.

"Please Don't Send Me to Zaire:" USAID Foreign Service officer Tony Doggett's second CD

Songs about donkey-cart garbage collectors in Cairo, about Chester Crocker negotiating peace in Namibia, the annual Combined Federal Campaign (CFC), celebrating Christmas in foreign places—Tony Doggett gets inspiration for his songs wherever he is, whatever he is doing.

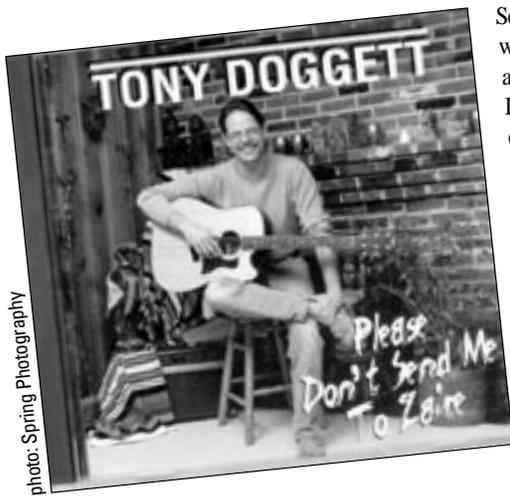


photo: Spring Photography

Doggett was born in Italy, where his father served with the Marshall Plan. Tony attended schools in Greece, Pakistan, Vietnam, Thailand and Kenya and had visited at least 30 countries before he followed his father into USAID 21 years ago.

The title song of Doggett's second CD, "Please Don't Send Me to Zaire," was written when Doggett was a young IDI (International Development Intern), the entry program for USAID Foreign Service officers that preceded the current NEPS (New Entrant Professional) program. All of the songs on this album relate to his Foreign Service experiences, he says, even the love song written for his wife, Anne, before

they were married. "She's a talented singer-songwriter herself," he said. They have four children.

Most of his songs take a lighthearted look at the vagaries of Foreign Service life and travel in developing countries. As one of his lyrics observes:

*When you're in the Foreign Service,
It makes you kind of nervous
Every year when Christmas comes around,
There's always a revolution,
a continuing resolution,
Or some audit finding that's been found.*

After a three-year stint in Washington overseeing budget and strategy for USAID programs in Southeast Europe, Doggett will soon become officer-in-charge for the Haiti Task Force. He has served in Niger, Egypt, Cote d'Ivoire,

Cameroon and Zimbabwe.

He describes his musical style as a blend of rock, blues and country, "kind of a cross between Jimmy Buffett and Bob Dylan with some Lyle Lovett thrown in." His first CD, "Every Dog Has His Day," recorded in 1996 when he was in Zimbabwe, "had a run on the local pop charts," Doggett noted. With the second, he said, "I'm going into a kind of professional niche market."

After the main track and vocals were recorded in a professional studio in Falls Church, Doggett shipped his tape to Zimbabwe, where two members of his old band who had worked on the first album added pedal steel and bass guitar. For a sample of his music, 20-second clips of his songs can be heard at his Web site: www.tonydoggett.com. ■

"I develop people," Executive Officer Margaret Healey says

Margaret Healey, supervisory executive officer for USAID's mission to the Philippines, describes her job in development simply, "I develop people."

She gets great pleasure from her work training Foreign Service Nationals and helping them develop their skills and work with people professionally. "It's just amazing to see the growth," Healey says. "Helping them improve their professional skills and becoming involved in another culture are very satisfying."

During her USAID career, Healey has provided regional

support for Cambodia, Mongolia and Vietnam and lived in Thailand, Indonesia and the Philippines, which has given her an opportunity to get involved in a variety of cultures. Her husband, Larry Dolan, is USAID's program coordinator for Mongolia.

After receiving her bachelor's degree in sociology from Rutgers University, she married her college sweetheart, and they then spent a year backpacking in Africa. She returned to Rutgers for her master's in finance, worked for Johnson and Johnson and started a personnel firm with a friend, but she and her husband both wanted

to go back overseas. They agreed that whoever got a job overseas first, the other would follow.

She was the first to get a job with USAID, in 1988. Her husband was able to get steady work as a USAID contractor in various places so they could pursue their dreams together.

"I always worked in the financial sector, but I wanted to connect with people and their culture." She found administrative and logistical work with USAID allowed her to fit all her interests together. ■



photo: USAID/Philippines

Margaret Healey's job as executive officer in USAID's mission to the Philippines combines her interest in finance and people.

Congress participates in DART training

Members of Congress and their staffs participated in a DART (Disaster Assistance Response Team) training program sponsored by the Bureau for Humanitarian Response (BHR) Nov. 28-29 at the Woods Resort and Conference Center in West Virginia, along with then-USAID Administrator Brady Anderson, then-Assistant Administrators Hugh Parmer and Joseph Crapa, and BHR/Office of U.S. Foreign Disaster Assistance employees.

The program included an operational overview of the DART concept and the international disaster response procedures and protocols for key policy and decision-makers. Participants experienced a simulated DART planning and deployment session, field exercises in communications, logistics and shelter, and other hands-on exercises, case study activities, and interactive presentations. ■



Paul Bell (right), OFDA senior regional advisor for LAC, demonstrates to Disaster Assistance Response Team training participants how to use plastic sheeting for shelter following a disaster. From left, Rep. Janice Schakowsky (D-Ill.), Greg Garbinsky of OFDA, Sean Carroll and Barbara Feinstein of the House International Relations Committee staff, and Rep. Earl Pomeroy (D-N.D.) look on.

Appreciation for procurement staff during fiscal year-end crunch

It was crunch time on Sept. 26, 2000, four days before the end of the fiscal year, when then-Administrator Brady Anderson walked through the Office of Procurement (OP) with new Director Mark Ward to thank the OP staff for its critical role meeting

agency objectives around the world.

He met the entire OP staff and learned firsthand about new contracts and grants that will start to show results in the near future.

Erin McKee told Anderson about a new grant amendment with the Alliance to Save Energy that

will strengthen local energy efficiency efforts and leverage financing from a U.N. program in Eastern Europe and Eurasia.

Jacqueline Lewis Taylor described the latest grant in support of microenterprise credit, a new agency initiative.

Joseph Smith explained a new grant to The Nature Conservancy to increase research into the causes of ozone depletion and support U.S. efforts to fight Global Climate Change.

Georgia Fuller showed Anderson a new indefinite quantity contract that will expedite procurements to help host countries educate their workforces for the new century.

Anderson also reviewed the “big board” in the Transportation Division, which charts the status of USAID-procured transportation of food and emergency relief supplies at any time around the world. Speaking briefly to all OP staff after his tour, he thanked them for their hard work throughout the fiscal year, but particularly in September.

“What you do here, behind the scenes, is saving lives and giving people hope around the world,” he said. ■



Then-Administrator Brady Anderson (right) with procurement staff. From left: Suzanne Partridge, Marcelle Wijesinghe, Lisa Maas, Charles Mosby, Jean Skordinski, Mercedes Eugenia, Sherrill Facht, Pat Stewart and Amanda Downing.

By Achsah Nesmith

Limited Foreign Service Appointment a rewarding challenge for veteran civil servant Destler

Harriett Destler has been involved in international development work since she worked for Bill Moyers on the original staff of the Peace Corps in 1961. She has been to over 40 countries in her work “off and on” for USAID, the Peace Corps and in the private sector, but she just completed her first two-year tour abroad for the agency.

Destler returned in November from a Limited Foreign Service Appointment in USAID’s Mission for the Region of Central Asia (USAID/CAR), which manages bilateral programs in Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan.

“I’d worked supporting the field and done TDYs to many countries—including one to the Central Asia region” two years before she was posted there, she said. “But USAID does its work in the field.” She had always wanted to do more

work in the field, but family responsibilities precluded a Foreign Service career for her.

Her husband, I.M. “Mack” Destler, is a professor at the University of Maryland. He finished two books and did a study for USAID while on a one-year sabbatical from the university. She went out to Central Asia 10 months before he did and returned three months after he left.

Career Civil Service employees who meet the criteria are eligible for Limited Foreign Service Appointments but can bid only on slots that have been advertised several times without being filled by career Foreign Service officers (FSOs). The limited appointments were designed to help staff difficult-to-fill posts with experienced Civil Service employees who have the needed skills and are familiar with the agency.

Limited Foreign Service

Appointments (up to five years) require passing the same examinations and peer board review that entry-level FSOs must pass. “At another time, I might have been serving on that board,” she said, laughing.

In the 1990s, a halt in USAID recruitment, the RIF (Reduction in Force) in 1996, and buy-outs severely cut the number of FSOs at the agency. Recruitment did not resume until 1999.

Central Asia is remote, and the nature of the program requires a great deal of travel under less than optimal conditions, especially in winter. It is a difficult posting for people with aging parents or teenage children.

Over a third of the American direct hires in the mission had converted from Civil Service or were on limited appointments. “All had offers from other countries. Everyone was there because they wanted to be there,” Destler says.

Mission Director Glenn Anders echoes Destler’s comments on the quality of the staff gathered in his remote mission. He said limited appointments promote greater understanding and cooperation between the field and Washington while bringing skilled and dedicated people to posts that otherwise would not be filled.

Destler says, “Central Asia is a relatively young mission in an undiscovered part of the world with marvelous people. The issues are intrinsically interesting.” They are also challenging—the ecological devastation of the Aral Sea, the aftermath of nuclear testing, the need for economic reform and

growth and to rebuild deteriorating health and education systems.

“There is little modern history of self-governance and national independence or of democracy, and the Central Asian countries lie on the margins of drug and international geopolitical confrontations, bordering Afghanistan, Iran, China and Russia,” she pointed out.

Destler, who says, “I’ve never seen a country I didn’t like,” was enchanted. “We could see snow-covered mountains from my office in Almaty. In summer you can stop almost anywhere outside the cities and find 50 wildflowers you’ve never seen before. Wonderful history—the ancient Silk Road—wonderful horses, wonderful horsemen, lovely, well-educated people, classical music, ballet for \$1. It has all the classic challenges of developing countries, but it’s never boring, never what you expect.”

Destler felt fortunate to be there when the mission was reassessing strategies after its first decade. “Initially, USAID thought it would only be there a few years. The transition to democracy and free-market economies was not as rapid as they expected then. We needed more sustainable programs with realistic expectations,” she says. She is proud of the recently completed strategy report and the plans for the next five years.

While she was there, she felt the mission needed photographs to depict the people, needs and programs. The results of that effort are shown beginning on page 13. ■



Harriett Destler and her husband, I.M. “Mack” Destler. She was program officer in the Regional Mission to Central Asia.

By Harriett Destler

Faces of Central Asia

Mission creates photo archive

Inspired in part by the quality of photographs taken by a U.S. photographer and documentary filmmaker, Michael Rothbart, the USAID Regional Mission for Central Asia (USAID/CAR) decided to develop a portfolio of photographs to help tell its story better in the United States and with its partners and customers in the region.

The first photographic project was to develop a portfolio of “Faces of Central Asia” that show the diversity and beauty of the peoples with whom the mission works.

USAID/CAR is unusual in that it manages five bilateral programs in the five Central Asian Republics of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, with a country officer posted in each country. Most Americans are not familiar with these lands or their peoples, although the region’s vast oil and gas reserves have attracted international attention.

The mission team knew that we had done a good job in our new strategy of presenting the analytic information about why it was in the U.S. strategic interest to invest in these republics for geopolitical, economic and “return on investment” reasons. But we worried that we might fail to convey fully the human face of our transition assistance.

Starting with Michael’s pictures, we turned to colleagues and partners for more pictures. Where we did not have the right photographs, we went out ourselves and took pictures. The “faces” portfolio was part of our presentation to Washington of our new strategy.

Since then, the mission has worked to commission, collect and archive additional photographs that document both the challenges and

the impacts of assistance. These are being used within and outside of Central Asia in power point presentations and other materials to explain the nature, purposes and results of U.S. assistance.

Both of the professional photographers who worked with the mission, Michael Rothbart and Ruth Goggin, would welcome a chance to work with other missions to help them tell and document their story. Michael Rothbart has returned to Madison, Wis., and can be reached at Rothbart@alum.swarthmore.edu or (608) 242-1131. Ruth Goggin is with her husband, USAID Country Officer James Goggin, in Tashkent, Uzbekistan, and can be reached at goggin@silk.org. ■

—Destler served as director of the program office in USAID’s Regional Mission for Central Asia on a Foreign Service Limited Appointment from October 1998 through November 2000. She has returned to Washington to work with the HIV/AIDS Division of the Office of Health, Global Bureau.

Photo above: Kyrgyz girl at Uzbek border, where barbed wire now divides villages. Right: Kyrgyz soldier says goodbye to his mother.



Kyrgyzstan

photo by Michael Rothbart



Kyrgyzstan

photo by Michael Rothbart



Kazakhstan

USAID/CAR Archive



Kyrgyzstan

photo by UN Office for Project Services



Kyrgyzstan

photo by Michael Rothbart

Faces of Central Asia



Uzbekistan photo by Michael Rothbart



Kazakhstan

photo by Harriett Destler



Turkmenistan

photo by Richard Wayman



Tajikistan

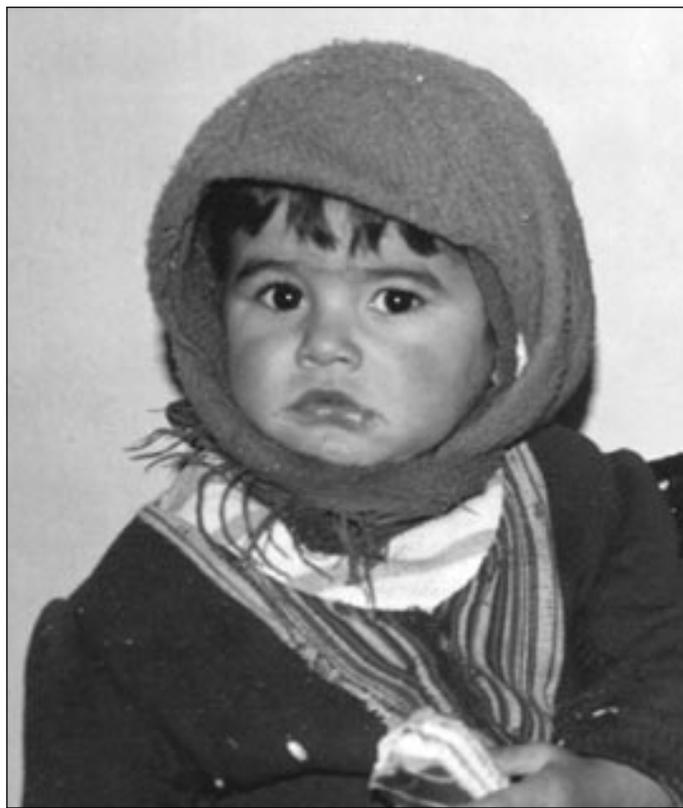
photo by Harriett Destler

Faces of Central Asia



Uzbekistan

photo by Counterpart Consortium



Tajikistan

photo by UN Office for Project Services



Kyrgyzstan

photo by Robin Pannell



Turkmenistan

photo by Ruth Goggin

By David Kotz

USAID ethics program presented to officials of other government agencies

Then-General Counsel Singleton B. McAllister and Assistant General Counsel for Ethics and Administration Arnold Haiman described USAID's innovative Ethical Decision-Making seminars at a plenary session of the

Office of Government Ethics (OGE) Annual Conference in Philadelphia Sept. 12, 2000. Haiman is the agency's designated ethics official.

The Ethics Office has been conducting the seminars for USAID personnel in Washington and at missions all over the world for several years. At the suggestion of many participants, the program has been expanded to include partner organizations and officials from host national governments.

The purpose of the program is to identify the ethical values of the institution and workforce and provide a forum for both staff and managers to discuss and integrate their core values. The program was created to deal with an apparent contradiction: Although the core values of managers and staff are remarkably aligned, irrespective of

The purpose of the program is to identify the ethical values of the institution and workforce and provide a forum for both staff and managers to discuss and integrate their core values.

their gender, race, culture or economic status, there is often a disconnect between these values and how staff perceives the culture of the organization.

The USAID program is based on the belief that identification of core values assists managers and employees in understanding the criteria that will be supported, even rewarded, in making decisions involving a judgment call where laws and regulations do not provide clear guidance.

These seminars are a work-in-progress, and Haiman is soliciting comments or suggestions from throughout the agency. To provide such input, for more information about these seminars or to learn how you can enroll, contact Carl Sosebee at (202) 712-5918. ■

—Kotz is chief of Labor and Employee Relations, Office of Human Resources. He was formerly attorney-adviser, Office of the General Counsel.



Assistant General Counsel for Ethics and Administration Arnold Haiman.

“Waiting for Rain: Life and Development in Mali, West Africa”

(By Lewis W. Lucke, \$16.95, 197 pages, The Christopher Publishing House).

Reviewed by Dottie Rayburn

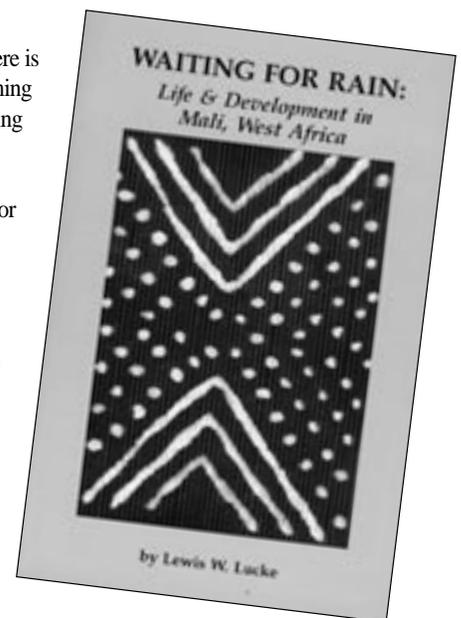
Lewis Lucke was 27 years old and had just completed his graduate studies in international business when he embarked in 1979 with his new wife to pursue his chosen career in international development in the land-locked West African country of Mali. “Waiting for Rain,” Lucke’s chronicle of his three-and-one-half year tour in one of the poorest but most interesting and authentically

African countries, is a well-told tale. It provides both a personal portrait of the life and hard times of a novice development professional, and a description of the challenges confronting a developing country seeking to overcome its early unholy post-independence alliance of drought and Marxism.

Mali has one of the lowest per capita incomes and some of the most intractable development challenges in the world, but is also the location of the much-storied Timbuktu, the Niger River, the Dogon cliff dwellers, and the mud mosques of Mopti. Though Mali is culturally fascinating — and Lucke clearly appreciated his cross-

cultural experience — there is still the nearly overwhelming shock of living and working in such an impoverished country, where life expectancy is 41 and major drought threatens to undercut even modest efforts to improve food production.

As Lucke proceeds to learn about the problems of farm-to-market transport, the best way to construct village wells, a little about livestock disease, and “a whole (continued on page 21)



Foreign assistance: making a difference for the United States and the world

This is the second in a series of occasional articles on priorities for U.S. foreign assistance in the next decade. The views expressed are solely those of the author.—Ed.

Since the end of the Cold War, considerable public attention has been dedicated to “right sizing” the defense budget. There was general agreement that the budget could and should be reduced, and it was, but there is considerable debate as to what the size and composition of that budget should be.

There has been less debate over the appropriate size and composition of the foreign affairs budget in a post-Cold War period. From the beginning of the Cold War, much of the foreign affairs budget was driven by the desire to contain Soviet expansion and influence. The Marshall Plan, the Alliance for Progress, military assistance programs to Mediterranean NATO allies (Spain, Portugal, Greece and Turkey), Korea, Southeast Asia, and Central America, and even large development assistance programs in places such as India were driven by the desire to counter Soviet moves.

Over the half-century of the Cold War, there can be little doubt that U.S. foreign assistance programs played a role in the eventual triumph of democracy and market systems over the Soviet political and economic model. Democracies, however imperfect, now dominate as the form of governance in most countries. Economic growth has improved the lives of most of the world’s people. Life expectancy, with some tragic exceptions in Africa and Russia, has dramatically increased.

Ironically, it is in part that overall success that has led to the decline not only of the defense budget, but even more so of the U.S. foreign affairs budget. In retrospect, this is not only because the Cold War provided a key organizing element behind the levels and distribution of the foreign aid programs, it was also an important justification for why Congress approved, often reluctantly, the foreign affairs budgets each year. Without that organizing principle and political justification, the foreign affairs budget has suffered.

The lack of mission clarity and political support

in Congress resulted in the overall foreign affairs budget plummeting in the mid-nineties. Budget cuts affected all the major components of that budget – development assistance, security assistance, conduct of foreign affairs (e.g., the State Department budget), and support for the international development banks and the International Monetary Fund (IMF).

One response to the sharp reductions was to bring together a group of private sector groups in Washington that had an interest in the foreign affairs account, but had seldom worked together. These included:

- non-governmental organizations (NGOs) that conducted international developmental programs, many of which were supported at least in part by government foreign assistance funds;
- corporations with worldwide activities that benefited from various government programs such as the Export-Import Bank and commercial programs in U.S. Embassies; and,
- ethnic groups concerned about the economic and security interests of specific countries or regions.

Historically, these organizations had often eyed each other with mutual suspicion, and in their contacts with the executive branch and Congress had focused on the specific international programs of particular interest to themselves. If necessary, they were quite willing to obtain the financial resources needed to fund their programs at the expense of other foreign affairs constituents.

The overall decline in the foreign affairs budget meant the traditional approach of robbing Peter to pay Paul would no longer work. Peter was also broke. The organizations realized that they had reached the point where the whole international affairs program needed greater funding, with the dividing up of the funding a secondary issue. Having come together for pragmatic reasons, individuals soon found they had more in common intellectually than they might have believed.

This coalition, which became more formally organized as the Campaign to Preserve U.S. Global Leadership and came to encompass more than 300 members, soon decided that the foreign affairs

accounts basically supported three U.S. objectives – security, economic, and humanitarian. Security assistance discouraged regional conflict and helped countries provide for their own defense, thereby reducing the reliance on U.S. troops. Economic programs promoted international economic growth and U.S. exports and investment. Humanitarian programs manifested the ideal of most Americans that wealth both enables and obligates one to assist others less fortunate.

But what was perhaps more important, wrestling with these concepts brought about greater recognition of the interdependence of these three objectives. Countries that feel secure from outside and internal threats can devote fewer resources to defense and more to economic and social requirements. Economic growth provides resources to provide for security and social needs. Meeting the social needs of a population such as education and health produces a citizenry more capable of participating in democratic processes and market economies. Understanding the interrelationship of these objectives increased the comfort level of each of the constituent members of the coalition in arguing for the entire foreign affairs budget.

The coalition’s message in turn has three basic components. First, it was imperative that the United States had the resources necessary to provide for the full array of tools in the foreign affairs tool box. It is said that if all one has is a hammer, everything looks like a nail. If the array of security, economic, and assistance tools are underfunded, then increasingly the executive branch will see foreign policy crises as requiring a military hammer.

Second, as the world’s only remaining superpower, the United States ought to act like one. This means not only having a military that is second to none, but maintaining quality embassies and diplomatic staff that truly represent the United States at its best. It means supporting programs to help U.S. industry and agriculture increase exports that support one out of seven American jobs. It means helping countries not only provide for their traditional security needs, but for new missions such as participating in U.N. peacekeeping and

dealing with international terrorism and drugs. And it means assisting countries with their long-term social and development needs, as well as with emergency natural and human disasters.

Finally, the coalition tries to make the point that these foreign affairs budget requirements are relatively inexpensive. The entire foreign affairs budget – foreign assistance, security assistance, international financial institutions, and the Department of State – account for roughly 1 percent of the federal budget. As the coalition likes to point out, that's small change that can make a big difference in the world and in the support of U.S. security, economic, and humanitarian interests. The American public considers that small change – almost any survey of public opinion indicates the taxpayer would pay a considerably larger share of the budget for such purposes. The problem is that most taxpayers think they already are.

So what must supporters of the foreign affairs account do to preserve and increase the resources dedicated to these goals? In the short run, pressure must continue to be applied to the Congress to fund the accounts at reasonable levels. In the longer run, however, the new administration and Congress must work with the various private sector constituencies of the foreign affairs accounts to be certain that the programs are “right sized” for the new century. Greater attention also needs to be given to cultivating a new generation of support among political leaders and the public for an active U.S. foreign affairs agenda.

A clearer understanding of the missions we expect the foreign affairs accounts to address, and the best mechanisms to address them, is needed. Foreign and security assistance programs have to address new problems, some of them brought about by previous successes. Programs that decrease child mortality and increase life expectancy mean population growth and problems of the elderly must be addressed. Improved agricultural productivity reduces the need for farm workers and results in rural to city migration, increasing the problems related to urbanization. Success in raising income levels increases demands on natural resources and on the environment. Acceptance of market principles requires improved legal structures to deal with such issues as intellectual property and investment disputes. Improved access to international markets increases the need to address the transmission across borders of diseases and plant and animal organisms. Democratization of societies can lead to greater ethnic and class strife.

Our foreign affairs delivery systems are still fractured among a number of agencies. Foreign assistance is primarily delivered by the quasi-inde-

pendent Agency for International Development. Treasury is responsible for the regional development banks and the IMF, which themselves are major indirect delivery vehicles for U.S. assistance. The Department of State's International Organizations Bureau handles U.N. development agencies, while its U.S. Information Service is responsible for many educational and cultural exchanges. The Peace Corps is yet another independent foreign assistance program that has greatly broadened its program activities in recent

Over the half-century of the Cold War, there can be little doubt that U.S. foreign assistance programs played a role in the eventual triumph of democracy and market systems over the Soviet political and economic model.

years. The Department of Defense is responsible for security assistance programs, which increasingly include missions such as drug eradication and interdiction and training peacekeepers.

In 1977 Sen. Hubert Humphrey tried to assure better coordination of these efforts when he spearheaded an effort to rewrite entirely the Foreign Assistance Act. He died before a truncated version of his bill was passed, and the coordinating mechanism that emerged from his legislation was ultimately a failure. Perhaps with a new administration and a new Congress, it might be a propitious time to look at some more informal approaches to accomplishing the same objective.

For example, State, USAID, or the private sector might convene a one-day meeting every year or so on a specific country or small region, bringing together State diplomats, government foreign and security assistance representatives, NGOs, and business councils with specific interests in a country. The hope would be that objectives might be shared, and the delivery vehicles to accomplish them examined. At a minimum, the various players might increase their understanding and respect for the activities of other actors. More optimistically, participants might find areas of synergy where modest changes in programs might bring about major improvements in effectiveness.

Early in the new administration, an effort might

also be made to bring together key players in the executive branch, Congressional leadership (members and staff), and representatives from some major NGOs and corporations. The intent would be to discuss how to better the understanding in the American public of the relevance of the foreign affairs programs to them and the amount of resources that are actually dedicated to those programs.

Predicting the future is always a challenge, and that is certainly true of predictions that deal with international affairs. But we do know that for the foreseeable future the United States will be the only superpower. We know it will have to continue to play a leadership role in dealing with global issues. We know intuitively that it is easier to prevent problems than it is to resolve them after the fact, but that democracies are generally slow to act until a crisis arrives, and then they respond dramatically and expect quick results. It is the responsibility of those people who care about these matters to try to protect and enlarge those programs that are aimed at heading off those problems.

We also know that in the future private capital flows and investment will be far larger than government foreign assistance programs. But the private sector can only thrive when needed infrastructure is in place, ranging from “hard” investments such as roads and airports to “soft” investments such as education and health. Foreign assistance can play important roles in providing such investment, in particular through pilot programs that provide models for both government and private sector activities. The NGOs, both domestic and international, are often the most agile institutions to undertake such activity. Multinational corporations increasingly understand they themselves have an interest in promoting that activity, both to help their businesses, and to create a public acceptance of their presence in a country and community.

In sum, the kind of coalition that is increasingly supporting a healthy foreign affairs budget here in the United States also finds itself working in tandem on the ground in the developing world. If there is any safe bet on the future, it is that these relationships will continue to grow in the years ahead. ■

—Johnson is vice president, Aerospace Industries Association, U.S. Chamber of Commerce.

WHERE

In The
World
Are
USAID
Employees?



Moved On

Arigoni, Danielle
Beck, Thomas George
Beveridge, Karen
Esposito, Dina
Ferguson, Angela Renee
Kinloch, Douglas
Kroll, Stephen
Maack, Share
McDonald, Kara
Parekh, Nupur
Tate, Amber
Van Houten, Regina

Promoted

Allen, Colleen
Banks, Lisa
Cosby, Joyce
Crawford, Keith
Crumbly, Angelique
Fuerth, Eve
Hogan, Patrick Sr.
Johnson, Gwendolyn
Jones, Joann
Karbeling, Michael
Lewis, Deborah
Rilling, Juanita
Rowe, Lawrence
Van Der Vaart, Janet
Williams, Laverne

Reassigned

Abrams, Bruce, COMP/NE/OJT, NEP (democracy/government), to democracy officer, Colombia
Adams, D. Annette, RSC/Budapest, legal officer, to

deputy regional director, RCSA
Beyer, Beatrice, M/B/PA, program officer, to AFR/EA
Boney, Robert, LAC/SPM, supervisory project development officer, to supervisory program officer, Guinea
Bonner, James, IG/A/HL&C, supervisory auditor, to program officer, Albania
Breslar, Jon, ANE/SPOTS, supervisory program officer, to mission director, Lebanon
Broderick, Sylvester, Guinea, project development officer, to RCSA
Collins, Marilyn, Albania, executive officer, to M/AS/OMS
Conboy, Mary, M/HR/LERPM, supervisory labor/employee relations specialist, to management analyst, M/HR/EM
Connolly, Carolina, South Africa, IDI (health/population/nutrition), to supervisory health/population development officer, Cambodia
Deikun, George, Haiti, deputy mission director, to Russia
Dobberstein, Scott, Poland, democracy officer, to supervisory housing/urban development officer, E&E/DG/LGUD
Douglass, William, Nepal, supervisory program officer, to program officer, E&E/EEST
Dugan, Maureen, LAC/CEN, program officer, to COMP/FS/REASSGN
Dula, Margaret, M/OP/A/AOT, supervisory contract officer, to M/PE
Ferrara, Antoinette, BHR/PVC, program officer, to ANE/ESA
Ferrette, Holly, Indonesia, natural resources officer, to Egypt
Foster-Gross, Donald, G/HCD/DAA, education development officer, to supervisory human resources development officer, South Africa
Fraenkel, Richard, G/EGAD/AFS/FP, supervisory agricultural development officer, to Mozambique
Franchett, Lisa Rose, South Africa, education development officer, to supervisory education

development officer, Ghana
Greene, Michael, Armenia, general development officer, to Croatia/Slovenia
Hall, Sean, COMP/NE/OJT, NEP (democracy/government), to democracy officer, Tanzania
Hanratty, Martin Edward, Zimbabwe, supervisory private enterprise officer, to private enterprise officer, G/EGAD/MD
Horning, Carol, Caucasus, general development officer, to supervisory general development officer, Eritrea
Hunter, Stephanie, IG/A/PA, auditor, to RIG/SA
Jamshed, Homi, Indonesia, controller, to Egypt
Kellermann, Thomas, Peru, supervisory project development officer, to program officer, LAC/CEN
Lew, Mary, Ecuador, controller, to Jamaica
Malcioln, Yvette, Benin, general development officer, to Egypt
Manteiga, Felipe, Haiti, supervisory private enterprise officer, to supervisory agricultural development officer, G/EGAD/AFS
Mendelson, Johanna, PPC/PDC, senior adviser, to AA/BHR
Moloney-Kitts, Michele, Morocco, supervisory health/population development officer, to supervisory population development officer, G/PHN/POP/FPS
Nelson, Francesca, Malawi, supervisory program officer, to COMP/FS/REASSGN
Plitt, Andrew, M/FM/FS, financial management officer/financial analyst, to controller, Morocco
Power, John, GC/G, legal officer, to GC/E&E
Reynolds, Henry, M/HR/LS, instructional system specialist, to foreign affairs officer, M/HR/EM
Riley, Susan, Egypt, project development officer, to supervisory project development officer
Russell, Donella, Egypt, contract officer, to Ukraine
Rutanen-Whaley, Marion, Egypt, project development

officer, to science/technology officer
Salamanca, Beth, Egypt, supervisory executive officer, to Central Asia
Sampson, Michael, Egypt, executive officer, to supervisory executive officer
Sanford, James, Jamaica, controller, to Mali
Soules, Donald, ANE/ESA, program officer, to supervisory program officer, LAC/SPM
Stevens, Kathryn, COMP/NE/OJT, NEP (democracy/government), to democracy officer, West Bank/Gaza
Terio, Anne, Haiti, contract officer, to population development officer, G/PHN/POP/FPS
Thompson-Dorman, Randal, Romania, program officer, to supervisory program officer, Ukraine
Wooten, John, Morocco, program officer, to COMP/SEPARATION
Young, Veronica, AA/LPA, legislative program specialist, to information analyst, LPA/IC
Youssef, Raouf, Egypt, supervisory project development officer, to program officer, ANE/MEA/E

Retired

Bigelow, Ross
Burke, Robert
Chiriboga, Douglas
Cohen, Neal
Dod, David
Habis, Charles
Johnson, Rodney
Kenyon, Michael
Lewis, Gary
McCarthy, Cheryl
Novick, Paul
Tennant, John
Tucker, John

Obituaries

Arnold H. Dadian, 84, USAID's first freedom of information officer, died Oct. 22 at Georgetown Hospital. Dadian joined the agency's Office of Public Affairs in 1963. He established the policies and procedures for implementing the Freedom of Information Act. He had served as an intelligence officer in the China-Burma-India Theater during World War II. Dadian retired from USAID in 1982 as chief of the public inquiries division.

Wilhelmina Ivory Johnson, 56, died Nov. 17 at Providence Hospital in Washington, D.C., following a massive stroke. Johnson began her career with USAID in 1974 as a secretary in the Bureau for Asia. She was an executive assistant in the administrator's office and administrative assistant in the Bureau for Management, and was a mentor to agency secretaries. Prior to joining USAID she worked for Action and the Department of Labor in secretarial positions. She retired from the agency in April of this year.

Barry S. Knauf, 60, died Oct. 30 of cancer at Inova Alexandria Hospital. Knauf served four years in the Air Force and worked at USAID from 1970 until 1976, leaving to work with the Middle East peacekeeping operations. In 1984 he returned to USAID in the Bureau for Management. Knauf was chief of the Office of Procurement Support Division when he retired from USAID in early 2000.

Galina A. Krivova, 35, a legal adviser, was attacked and murdered July 4 in Moscow. She had been an architect for the Soviet government, working on development of the St. Petersburg subway system and reconstruction of historic buildings before coming to Washington in 1990. She studied and worked in the Washington, D.C., area prior to her employment with the USAID mission to Russia in 1993. Krivova served as a project management assistant in USAID's Office of Energy and Environment and was promoted to project management specialist for planning, implementation and execution of programs, including high-profile programs to import energy efficiency and environ-

mental protection equipment to Russia. Krivova was posthumously awarded Foreign Service National of the Year for 2000. Her knowledge of Russian law was a valuable asset to other U.S. government agencies in Russia as well as to USAID.

Harald R. Marwitz, 61, died Sept. 23 at his home in Arlington, Va. Marwitz joined USAID in 1967 as a program officer for the Bureau for Management. He served in the Africa and Latin American bureaus in Washington and overseas, including posts in Panama and Liberia, retiring from the agency in 1994.

William A. Mashburn, 76, died Nov. 21 of congestive heart failure at Arlington Hospital. Mashburn joined USAID in 1963 and served in Vietnam, the Philippines, Zaire and Peru. Before coming to USAID, he owned and operated a tailor shop in Alexandria and was a real estate agent in Arlington. He retired in 1987 as a general services officer in Washington.

Robert Henry Paul Jr., 79, died Oct. 6 at Suburban Hospital in Silver Spring, Md., of Alzheimer's disease, congestive heart failure and hypertension. In

1953, Paul joined USAID's predecessor agency, the Foreign Operations Administration and worked on internal investigations in Europe and the Far East. He served in the Army Air Force in Europe during World War II and received 10 Air Medals. From 1946 to 1953, he was an FBI agent. Paul was deputy director of USAID's inspections and investigations staff when he retired in 1974 and served as a consultant to USAID and the Peace Corps through the mid-1980s.

Ethel D. (Effie) Solinski, 77, died Sept. 21 of a heart attack. Solinski came to USAID in 1958 as a secretary and served in Saigon, Yugoslavia, Togo, Nepal, Sri Lanka and the Democratic Republic of Congo. In Zaire, she was senior secretary to the division chief in the Office of Public Safety and was a key team member in the creation of a new civilian Coast River and Lake Guard and the reorganization of the country's National Police. She also served in the U.S. Marines and the Marine Reserves. Solinski retired from USAID in 1974.

Waiting for Rain

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lot more about development economics than I had ever learned out of textbooks," he also wrestles with the perennial development questions: Is it possible to put together a development program to effectively address the country's problems, and when all is said and done, how can I tell whether I've really improved the lives of the people?

Without being overly technical, Lucke's book treats the serious subject of economic development along with the personal side of living and working in Mali. It should be of interest to those involved with other cultures, non-traditional travel, Africa, international social issues, and development buffs.

In more than 20 years at USAID, Lucke has served in

Senegal, Tunisia and Costa Rica and was mission director in Bolivia and Jordan. He is currently serving as mission director in Haiti. He speaks French, Spanish and some Arabic. He and his wife, Joy, have three children. ■

—**Rayburn** is a legislative relations specialist in the Bureau for Legislative and Public Affairs.

Clarification

The caption on page 19 of the Oct./Nov. 2000 issue of *Front Lines* under Sen. Russ Feingold's picture stated that he "observed elections in Zimbabwe in June." This was not intended to imply that Sen. Feingold was an official election observer. He was not.

By David Grim

USAID focuses on Hispanic employment issues

Despite increased emphasis in recent years on equal employment opportunity for Hispanic Americans, they remain underrepresented in the federal government as a whole and in USAID in particular. At USAID, Hispanics comprise only 3.5 percent of the Foreign Service and 2.5 percent of the Civil Service.

For more than a year, USAID has targeted recruitment efforts to Hispanics. So far, results have been mixed in recruiting new Foreign Service officers in the New Entrant Professional (NEPS) program. The NEPS program uses coaches to mentor new officers, a step specifically encouraged by the Office of Personnel Management (OPM) to help new Hispanic employees.

Then-President Clinton issued an Executive Order in October 2000 that requires specific actions from the head of each executive department or

agency to recruit Hispanics and encourage their career development. He noted that although there has been substantial progress for minorities and women governmentwide, Hispanics “make up only 6.4 percent of the Federal civilian workforce, roughly half of their total representation in the civilian labor force.”

OPM has urged each federal agency to conduct more active outreach to sources of Hispanic employees with the requisite qualifications and to focus on how best to develop and retain Hispanic employees.

USAID is completing a partnership agreement to be signed with the National Association of Hispanic Federal Executives (NAHFE) in which the agency and NAHFE agree to work together to expand and develop “initiatives to address concerns related to recruitment,

training, promotion, and retention of qualified Hispanics.”

The agency’s developing relationship with NAHFE already benefits both parties. At the recent national training conference sponsored by NAHFE, then-Deputy Administrator Harriet Babbitt said USAID is working hard to bring in more Hispanics. “We need diversity in government at all levels—in management as well as entry level, in the Senior Executive Service as well as in the Foreign Service,” she said. “Diversity brings new ideas, new viewpoints and new visions. This makes our government more dynamic, more productive and, ultimately, more effective. At USAID, we welcome the opportunity to strengthen one of our core values—diversity.”

Her remarks were followed by a panel discussion in which two senior

Hispanic Foreign Service officers, Frank Miller and Peter Lapera, were joined by Inspector General Everett Mosley and Personnel Operations Division Deputy Tim Winchell.

Jessalyn Pendarvis, director of USAID’s Equal Opportunity Programs, welcomed suggestions from current employees and others to increase successful recruitment of Hispanics at colleges and elsewhere. “USAID is taking steps to ensure full participation of this large and growing segment of the United States population. Our programs, and the perception of them by our partners and customers around the world, can only be improved as USAID works to reflect the diversity of the American workforce.” ■

—Grim is deputy director of USAID’s Equal Opportunity Programs Office.