

# USAID Developments

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## Letter from the Administrator

**T**oday's post-Cold War world offers the U.S. Agency for International Development the opportunity to channel its resources where chances for success are best, unhampered by the constraints that superpower competition previously imposed.

Our goal of promoting sustainable development worldwide is aimed at achieving a more peaceful, prosperous world for all. Priority areas for the U.S. foreign aid program in this new era address the new strategic threats to America—rapid population growth, environmental degradation, poverty and the absence of democracy.

This new approach to foreign assistance is spelled out in the Peace, Prosperity and Democracy Act of 1994, which is under consideration by Congress to replace the Foreign Assistance Act of 1961. The act brings a more streamlined and accountable approach to foreign assistance efforts by removing unnecessary or conflicting goals and establishing a framework for programs without setting specific authorization amounts.

As we establish a new strategic framework for foreign aid, we also are improving the way in which foreign aid is delivered. For example, USAID has been named the "No. 1 reinvention laboratory" of the U.S. government for the agency's work in cooperation with Vice President Gore's National Performance Review. In accordance with the NPR, the agency is

streamlining programs and re-engineering its personnel, financial management and procurement systems.

While USAID's mandate is strictly international, I believe we have an obligation to share our knowledge to help solve some of America's domestic problems.

A recent event in Baltimore, USAID's "Lessons Without Borders," attended by Vice President Gore, highlighted the agency's responsibility to share with the American people some of the knowledge USAID has gained through more than three decades of development work.

"Lessons Without Borders" demonstrated that USAID's work to help people lift themselves out of poverty and improve the quality of life for themselves and their families is relevant to situations here in the United States. Whether it's developing vaccine programs in Mali and Harlem, or treating dehydration in Bangladesh and urban areas in the United States, some lessons are universal.

One lesson that is truly universal is that development is not sustainable unless it is participatory. USAID always has emphasized people-to-people development and a public-private partnership. Participatory development involves the beneficiaries of programs at every stage, from planning to implementation.

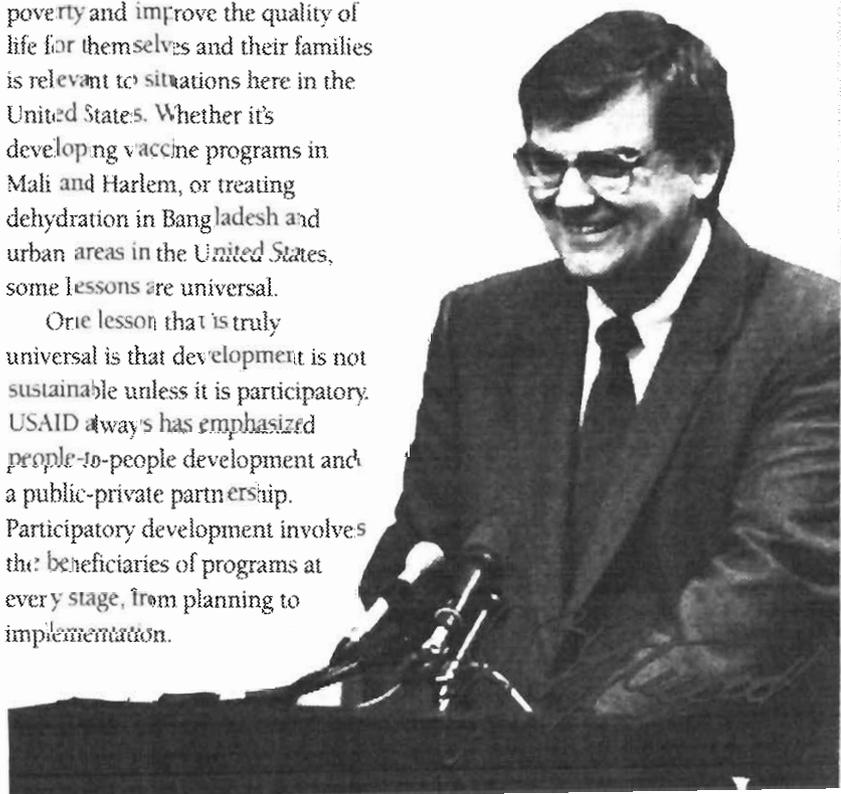
While the "Lessons Without Borders" event in Baltimore highlighted the important results of international cooperation, it also brought together local leaders from both the public and private sector to learn about innovative approaches that have been used in the developing world and how such approaches might be applied in the United States. We will duplicate the program in other U.S. cities.

"USAID Developments" is one vehicle geared to keep the dialogue open between this agency and organizations and individuals who are committed to development. I hope you will be encouraged to learn more about today's USAID.

—J. Brian Atwood



UNITED STATES AGENCY  
FOR INTERNATIONAL  
DEVELOPMENT



## Global Solutions for Local Problems

**T**his summer's "Lessons Without Borders" USAID event, hosted by Baltimore Mayor Kurt Schmoke and keynoted by Vice President Al Gore, brought together more than 200 people to discuss problems that afflict people in both the developing and the developed world.

The Baltimore session set the stage for continued cooperation between community development and health practitioners from Maryland and specialists from USAID. Participants discussed applying strategies and technologies that have worked overseas to U.S. programs.

In addition to introducing local and international specialists, the event generated media attention from the Washington Post, Baltimore Sun and New York Times. The Boston Globe editorialized, "USAID's



*Vice President Gore discusses "Lessons Without Borders."*

Atwood is wise to spread the experience of his agency to people who would otherwise not realize the similarities of their problems with those of millions of other urban dwellers around the world."

Boston is the next scheduled locale for "Lessons Without Borders." State government officials from

Rochester, N.Y.; Youngstown, Ohio; Austin, Texas; and Louisville, Ky., have already contacted USAID to plan similar events in their respective cities.

If you would like to receive the "Lessons Without Borders" brochure, call (202) 647-1850.

## Changing for the Better

**For each country in which USAID operates, programs will be geared toward achieving measurable results within specific timeframes.**

**A**s an agency responsible to the American people, the U.S. Congress and the people of the developing world, USAID has made significant strides in the past year.

Programmatically, legislatively and organizationally, the agency has reached milestones toward reinventing itself.

A new, more focused strategic agenda has been articulated based on five interrelated objectives—protecting the environment; building democracy; stabilizing world population and protecting human health; encouraging broad-based economic growth; and providing humanitarian assistance.

(Call (202)647-1850 if you would like to receive USAID's publication, "Strategies for Sustainable Development," which details the revised goals.)

To streamline programs, more than 20 overseas missions will be closed over the next three years to concentrate resources in countries where the need is greatest and where effective partnerships with host governments can be forged. For each country in which USAID operates, programs will be geared toward achieving measurable results within specific timeframes.

To face the challenges of the post-Cold War world, USAID has proposed new legislation to

Congress and the agency has been reorganized in line with the National Performance Review's objectives. In addition to changing the structure of the bureaus and systems within USAID for a more integrated and efficient means of carrying out development programs, broad procurement reforms that expand the field of eligible U.S. bidders for USAID contracts have been enacted. (Contact USAID's Center for Trade and Investment Services or the Office of Small and Disadvantaged Business Utilization for more information on contract proposals.)

## Other Useful Contacts

### **Bureau for Legislative and Public Affairs (202) 647-1850**

Call for general information on USAID.

### **Center for Development Information and Evaluation (703) 875-4818**

The center is a resource for international development information.

### **Center for Trade and Investment Services (202) 663-2660**

Call for information about business opportunities abroad.

### **Office of Small and Disadvantaged Business Utilization/Minority Resource Center (703) 875-1551**

OSDBU is the initial contact at USAID for procurement opportunities for U.S. businesses, particularly small, minority and women-owned firms.

### **Bureau for Policy and Program Coordination Terrence J. Brown, Assistant to the Administrator (202) 647-7028**

Brown, a senior Foreign Service officer with the rank of minister counselor, previously headed USAID's Guatemala mission, which received a Management Excellence Award from the President's Council on Management Improvement. Brown also has served in Bolivia, El Salvador and Nicaragua.

### **Bureau for Africa John Hicks, Assistant Administrator (202) 647-3362**

Hicks, a senior Foreign Service officer with the rank of career minister, was previously deputy assistant administrator for the Africa Bureau. He has served in Africa and the Near East and as acting assistant administrator for food and humanitarian assistance.

### **Bureau for Asia and the Near East Margaret V.W. Carpenter, Assistant Administrator (202) 647-8298**

Before joining USAID, Carpenter was associate director of presidential personnel at the White House. She also has worked for the Asia Foundation, State Department, U.S. Arms Control and Disarmament Agency and the U.S. Senate Intelligence Committee.

### **Bureau for Europe and the New Independent States Thomas A. Dine, Assistant Administrator (202) 647-8094**

Before joining USAID, Dine headed the American Israel Public Affairs

Committee. He has worked for the late Sen. Frank Church, former Sen. Edmund Muskie and Sen. Edward Kennedy. He was a senior fellow at the Brookings Institution and a Peace Corps volunteer in the Philippines.

### **Bureau for Latin America and the Caribbean Mark L. Schneider, Assistant Administrator (202) 647-7935**

A Latin America specialist, Schneider served 12 years with the Pan American Health Organization before joining USAID. He has served as senior deputy assistant secretary of State for human rights and was a legislative assistant and Senate committee staff member for the office of Sen. Edward Kennedy. Schneider was a Peace Corps volunteer in El Salvador.

### **Bureau for Humanitarian Response M. Douglas Stafford, Assistant Administrator (202) 647-0220**

Before joining USAID, Stafford worked 13 years for the United Nations, principally at the assistant secretary-general level. He also served as U.N. deputy high commissioner for refugees. Stafford was controller with USAID from 1977 to 1980. He served in the Peace Corps in Liberia and Ghana.

### **Bureau for Legislative and Public Affairs Jill Buckley, Assistant Administrator (202) 647-4200**

Buckley headed her own public affairs/communications consulting firm, Jill Buckley & Associates, before joining USAID. She previously was a partner in the FMR Group, a full-service public

affairs firm, whose clients included The Sierra Club and Planned Parenthood Federation of America.

### **Office of the General Counsel Wandra Mitchell, General Counsel (202) 647-8548**

Mitchell was senior vice president and general counsel for Sequoia Advisors Inc., an investment banking and consulting firm in Mt. Vernon, N.Y. She also has served as international counsel for the Mobil Oil Corporation and as regional legal adviser for USAID in West and Central Africa.

### **Office of Equal Opportunity Programs Jessalyn L. Pendarvis, Director (202) 663-1331**

Pendarvis directed Equal Employment Opportunity offices for the Army Materiel Command, the National Institutes of Health and the U.S. Commission on Civil Rights. She has served in other capacities at the Office of Personnel Management and the U.S. Department of Justice.

### **Office of Small and Disadvantaged Business Utilization / Minority Resource Center Ivan R. Ashley, Director (703) 875-1551**

Ashley served previously at USAID as the director of the Office of Equal Opportunity Programs, deputy director of the Office of Information Management and as deputy assistant administrator for the Management Bureau. He has served in executive capacities for the Equal Employment Opportunity Commission, Georgetown University and the Commonwealth of Massachusetts.

# Who's Who **in Washington**

*The following is a list of USAID officials and offices in Washington. The next issue will feature USAID missions overseas.*

**Office of the Administrator**  
**J. Brian Atwood, Administrator**  
**(202) 647-9620**

Before joining the Clinton administration, Atwood served as president of the National Democratic Institute for International Affairs. He also has served with the State Department, on Capitol Hill and with the Democratic Senatorial Campaign Committee.

**Carol Lancaster,**  
**Deputy Administrator**  
**(202) 647-8578**

Lancaster was assistant professor in the School of Foreign Service at Georgetown University before joining USAID. She has served as a fellow at the Overseas Development Council and at the Institute for International Economics and as deputy assistant secretary for African affairs at the State Department.

**Richard L. McCall Jr.,**  
**Chief of Staff**  
**(202) 736-4447**

Before joining USAID, McCall was a professional staff member on the Senate Committee on Foreign Relations and the Subcommittee on

International Economic Policy, Oceans and the Environment. He was assistant secretary of State for international organization affairs during the Carter administration.

**Kelly C. Kammerer,**  
**Counselor**  
**(202) 647-4630**

Kammerer holds the most senior career officer position in the agency. He was USAID mission director to Nepal and has served as director of congressional relations. Kammerer was a Peace Corps volunteer in Colombia and is a member of the New York, Florida, Virginia and the District of Columbia bars.

**Aaron S. Williams,**  
**Executive Secretary**  
**(202) 647-8000**

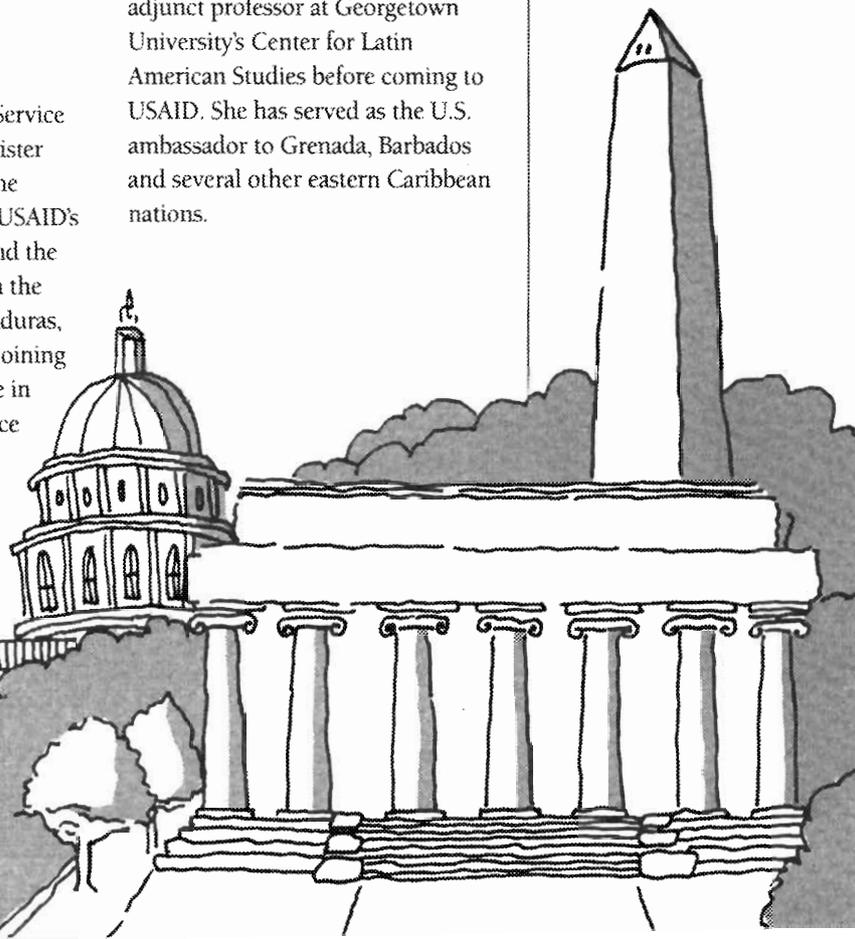
Williams, a senior Foreign Service officer with the rank of minister counselor, previously was the assistant administrator for USAID's Bureau for Latin America and the Caribbean. He has served in the Caribbean, Costa Rica, Honduras, Haiti and Barbados. Before joining USAID, he was an executive in the food industry and a Peace Corps volunteer in the Dominican Republic.

**Bureau for Management**  
**Larry E. Byrne, Assistant Administrator**  
**(202) 647-8646**

Byrne was national practice director in Washington for the Hay Group Inc., a worldwide consulting firm. He also has served as director of personnel evaluation for the U.S. Department of Energy and as director of personnel systems and payroll at the U.S. Department of Housing and Urban Development.

**Bureau for Global Programs,**  
**Field Support and Research**  
**Sally A. Shelton,**  
**Assistant Administrator**  
**(202) 647-1827**

Shelton was a senior fellow and an adjunct professor at Georgetown University's Center for Latin American Studies before coming to USAID. She has served as the U.S. ambassador to Grenada, Barbados and several other eastern Caribbean nations.



## A Solution That Saves Lives

**U**NICEF recognized USAID's leadership and commitment to oral rehydration therapy (ORT) by presenting the agency with an award this spring.

This year marked the 25th anniversary of the first successful clinical trials of the simple and inexpensive therapy that prevents dehydration from diarrhea. ORT is a mixture of sugar, salt and water that was developed more than two decades ago at the Cholera Research Laboratory in what is now Dhaka, Bangladesh. ORT saved thousands of cholera victims in Bangladesh then and has since saved the lives of millions of people in developing countries around the world.

Diarrheal illnesses can cause dangerous dehydration leading to shock and death in a very short period of time. Children are especially at risk. Before the discovery of ORT, millions of children died because they lacked access to expensive and relatively sophisticated intravenous rehydration. Developing countries frequently lacked the financial resources to provide intravenous therapy. What was needed was a simple, inexpensive treatment that field workers could administer far from hospitals.

Today, USAID continues to promote ORT, and 37 countries have met or surpassed USAID's goal of an ORT use rate of 45 percent. Between 1984 and 1992, worldwide use of ORT (excluding China) increased from 12 percent of childhood diarrheal episodes to 38 percent.

Egypt, Guatemala, Mali and Nepal launched particularly successful USAID-supported ORT training and distribution programs. Development of local manufacturing and distribution outlets is an important component of that success. The challenges for these programs are to maintain their high impact and to build sustainable systems.

In Pakistan, a USAID-supported government and private sector joint effort expanded production and distribution of the low-cost oral rehydration salts (ORS). An easing of government regulations enabled retail stores to supplant pharmacies as the main distributors of ORS. Today, more than 70 percent of ORS produced in Pakistan is distributed through a broad commercial system.

Ironically, ORT has never gained wide acceptance in the United States despite early U.S. government support for the development and testing of ORT and longstanding USAID support for ORT research and promotion in developing countries. While most people in the United States have access to intravenous therapy for diarrhea-associated dehydration, this hospital-based treatment costs \$1 billion each year. Hundreds of American children die because intravenous therapy comes too late. An additional 360,000 people are hospitalized needlessly. Now, USAID is joining with U.S. scientists to promote ORT treatment in the United States to save lives and money.



### U.S. Rallies Support for Horn of Africa

**A**s President Clinton's personal representative, Administrator Brian Atwood led a delegation to the Horn of Africa and Europe in June to address the impending famine in Africa.

The visit covered six countries in eight days. The delegation included Rep. Tony Hall (D-Ohio); congressional staffers; leaders of private voluntary organizations such as CARE, International Rescue Committee and Catholic Relief Services; members of the media; and USAID, State Department and National Security Council staff. After traveling to Eritrea, Ethiopia, Kenya, Italy, Switzerland and Belgium, for meetings with donor organizations, the delegation issued an assessment report to President Clinton and Vice President Gore.

The delegation met with key African leaders, international organizations, European humanitarian assistance organizations and private voluntary humanitarian assistance agencies to call attention to the famine, which threatens an estimated 20 million people in the greater Horn.

At a press conference in Addis Ababa, Ethiopia, Atwood stated, "We are here as a delegation to express the personal interest of the president of the United States in this region." He stressed that the international community cannot wait until a full-scale disaster occurs—people would become desperate, leave their homes and sell or kill their livestock for food, thereby making survival even more difficult. "The world must arrive at a point where it can do crisis prevention work more effectively," Atwood said.

# South Africa Post-Election Plans

**T**he USAID mission in Pretoria has been working for more than a decade to help make democracy a reality in South Africa. At the end of April, people came to the polls in massive numbers to cast their ballots in that country's first free and fair elections.

What began as a modest program for a human rights fund in 1980 gradually expanded to become the largest USAID program in sub-Saharan Africa in 1991.

With President Clinton's May 5 announcement expanding the level of U.S. assistance to South Africa to nearly \$600 million over the next three years, the South Africa program will become one of the largest USAID programs in the world and certainly one of the most important in terms of political commitment and interest by the American people.

As South Africa prepared for its first free elections, USAID supported the electoral process through voter education programs. Post-election assistance programs

will focus on what the disadvantaged majority in South Africa has identified as its most pressing needs, particularly jobs, housing, electrification, education and health care.

The USAID mission will focus on three initiatives: (1) developing the black private sector and training marginalized youth for jobs; (2) strengthening democratic and political institutions, with assistance to community-based non-governmental organizations; and (3) redressing the inequities of the education and health delivery systems, emphasizing child survival, family planning and HIV/AIDS prevention.

For the first time, USAID will work directly with the new South African government to identify priorities and how USAID assistance can best be used. Working with South Africans on the development of the program will be a vital component of its success.

For millions of South Africans, this process is a new beginning. There is still much work to be done

to overcome the powerful remnants of the apartheid system. To seize this historic opportunity, USAID must act quickly to implement the programs. Efforts will be maximized by leveraging local and U.S. private resources and by coordinating closely with other U.S. government agencies and the international donor community.

## NEW! USAID Video Now Available

"Global Connections," 20 mins., presents an overview of the U.S. foreign economic and humanitarian assistance program and describes USAID's strategic priorities in the post-Cold War era.

To order, call USAID's Bureau for Legislative and Public Affairs at (202) 647-1850. "Global Connections" costs \$12.50. Price includes shipping and handling.



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