



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

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Quotables

"There *are* principles forming a moral code that human beings across the planet can share and assert. Among them are these: Respect for oneself and others; a sense of civic responsibility; treating others as one would himself be treated; fundamental honesty, pursuit of truth, and adherence to the highest standards."

—Dr. Ronald W. Roskens,
before the Executive Club in Lincoln, Neb., March 13, 1989

"We are going to reconstruct our economy using the immense and most powerful [force] that exists to unleash the creative energy of the people; we are going to make use of liberty."

—Nicaraguan President Violeta Barrios de Chamorro,
at her inauguration April 25

"Ideological conflict is yielding to a global approach to the real problems that beset the world."

—Bolivian representative Hugo Navajas-Mogro, on
behalf of the Group of 77 before a special session of the
United Nations May 1 on setting new priorities for speeding
economic growth in the developing world



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Cover Photo: A thriving cooperative in Guatemala is one example of expanded private sector activity that promotes sustained economic growth. Central America was in the Agency spotlight last month as the administrator traveled to the region to reaffirm U.S. support. See story on page 2.

Front Lines is printed on recycled paper.

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Roskens Reaffirms Support To Central American Democracies

BY DANIEL McLAGAN

The recent trend toward democracy in the Latin American and Caribbean region is as important as the changes in Eastern

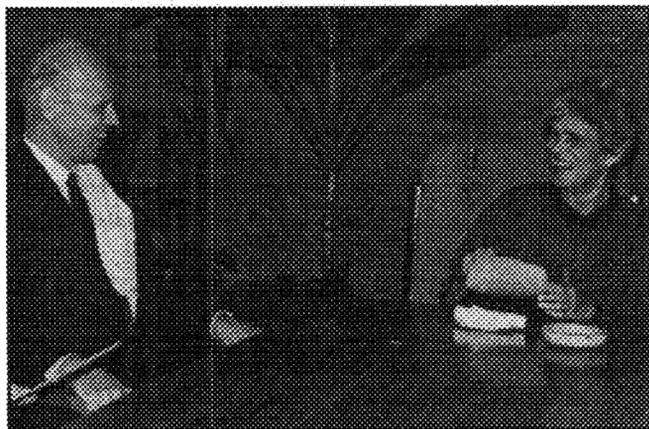
Europe,

Dr. Ronald W. Roskens said to area mission directors in an address last month in Panama City.

"The fact that my first

official trip as the new head of USAID is to Central America is a concrete example of the priority I and my agency assign to this region," said Roskens.

The nations included on the tour were Panama, Nicaragua, El Salvador and Guatemala. Dr. Roskens met with heads of state including President Violeta Barrios de Chamorro of Nicaragua,



The administrator meets with Nicaraguan President Violeta Barrios de Chamorro during a visit to Managua last month.

President Alfredo Cristiani of El Salvador and President Vinicio Cerezo of Guatemala. In Panama, he met with Vice Presidents Guillermo Ford and Ricardo Arias Calderon. He assured each of these leaders of the continued U.S. commitment to the region and to their individual

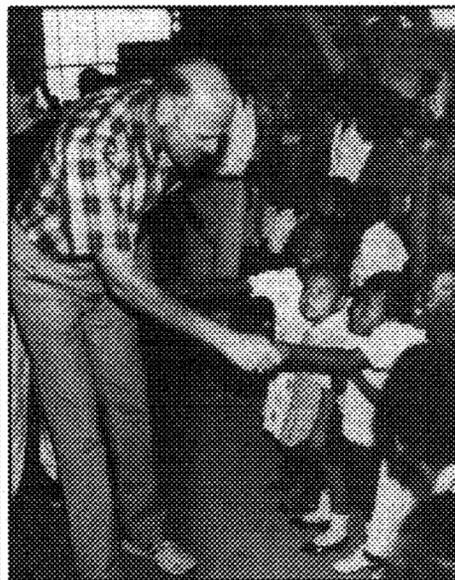
nations.

In El Salvador, Dr. Roskens discussed the recently announced \$98 million in support of that country's

balance of payments, saying that this will "set the stage for sustained equitable growth."

During his meeting with President Chamorro in Managua, the administrator praised her and her government for moving so quickly to clean up the dire economic situation they inherited. He also promised that the United States would provide whatever technical and financial support it could in the difficult times ahead.

In Guatemala, Dr. Roskens assured President Cerezo that U.S. support for his country's economic and social development programs, as well as foreign exchange and balance-of-payments assistance, will continue. Since 1986, the United States has provided



Administrator Ronald W. Roskens greets pre-schoolers at the USAID-supported Albrook Center in Panama.

nearly \$800 million to Guatemala, mostly in the form of Economic Support Funds and Development Assistance.

While in Panama, Dr. Roskens toured the canal area by helicopter to examine environmental degradation. He later presented Otto David Campbell, a former resident of a neighborhood heavily damaged in the recent U.S. military action, with the keys to the Campbell family's new home, which was built with USAID funds as part of the renewed U.S. assistance program in that country.

In his address to mission directors, Dr. Roskens emphasized that the Agency has "played a significant role in the hemispheric surge toward democracy and market-based economies."

Dr. Roskens cautioned, however, "In

(Continued on page 5)

Education Is Key in Drug War

BY CLYDE LINSLEY

Education is one of the most important new directions in USAID's fight against illegal drugs around the world, Assistant Administrator for Program and Policy Coordination Regi Brown told an international drug conference in April.

"The narcotics education program has real potential," Brown told an audience at the Orlando, Fla., conference sponsored by the National Parents Resource Institute for Drug Education (PRIDE), an international not-for-profit organization engaged in drug abuse prevention for more than a decade. "Where many [drug] producing countries once saw the issue of drugs only as a U.S. or perhaps European problem, they now realize it is a matter of serious domestic concern, as well."

Brown, one of the keynote speakers at the conference, said the Agency became involved in anti-narcotics activities when it became apparent that drug-related problems were "undermining our development goals."

"Let's not mince words here," Brown told the audience of about 500 people from throughout the world. "The drug industry destroys economic systems, corrupts democratic institutions, mocks the judicial process and eventually violates human rights. In some cases the drug industry has brought the government and its people to the brink of disaster."

Brown said the Agency would spend \$225 million in 1991 on a drug program consisting of income substitution, narcotics education, broad economic assistance and judicial administration.

Crop substitution programs were developed in the early 1980s in Bolivia, Peru, Pakistan and Thailand, he said. "We soon realized that we needed to do

more than narrowly focused crop substitution, which failed to have much impact.

"We provided agricultural services such as demonstration plots and fertilizer. We built roads, developed irrigation systems and provided electricity," he said. "We approached this task as a long-term development effort."

As the Agency's understanding of the problem grew, the program expanded into efforts off the farm as well as on: training and employment, nurturing cottage industries and establishing employment placement programs.

Realizing that such efforts need to be coordinated with other activities, Brown said, USAID has now developed a "multipronged approach" that includes education programs in 16 countries aimed originally at opinion leaders but since expanded to include entire populations.

"The narcotics education program

involves more than the public sector," Brown said. "Indeed, an important element is working with private voluntary organizations, citizens' groups and the private sector."

"We place a priority—a justified priority—on these efforts," Brown concluded. "We firmly believe that we are helping developing countries confront the worldwide drug menace. We also believe that by doing so, we will ultimately reduce the flow of drugs entering the United States."

From its base in Atlanta, Ga., PRIDE has established affiliates in Canada, Australia, Bermuda, Egypt, El Salvador, Nigeria and Honduras. PRIDE also has offices in the Cayman Islands, Aruba, Costa Rica and Belize.

The organization is currently working with USAID on a \$370,000 drug education project in Belize.



During the visit of Bolivian President Jaime Paz Zamora to the United States last month, USAID announced a \$38 million package of economic and food aid to that country. Agency assistance will support Bolivia's economic stabilization program and continued progress in controlling illegal cocaine production. Participating in the signing ceremony for the package are (from left) James Michel, assistant administrator for Latin America and the Caribbean; Marta Velazquez, Office of the General Counsel; Carlos Iturralde, Bolivia's foreign minister; a member of Iturralde's staff; and Philip Christenson, assistant administrator for Food for Peace and Voluntary Assistance.

Foreign Service Deaths Mourned

At a State Department ceremony, Deputy Secretary of State Lawrence Eagleburger joined the families and colleagues of the five members of the Foreign Service community who gave their lives in the line of duty last year.

At the April 3 event, a portion of the memorial plaque bearing the names of the more than 200 men and women who have given their lives in diplomatic service to the United States was unveiled with the five new names engraved on it.

Those memorialized were:

- Gladys Gilbert, Agency special projects officer; Robert Woods, a political-economics officer with the State Department; and Thomas Worrick, the acting USAID representative at the American Embassy in Addis Ababa, who were killed in Ethiopia—along with Congressman Mickey Leland—in a plane

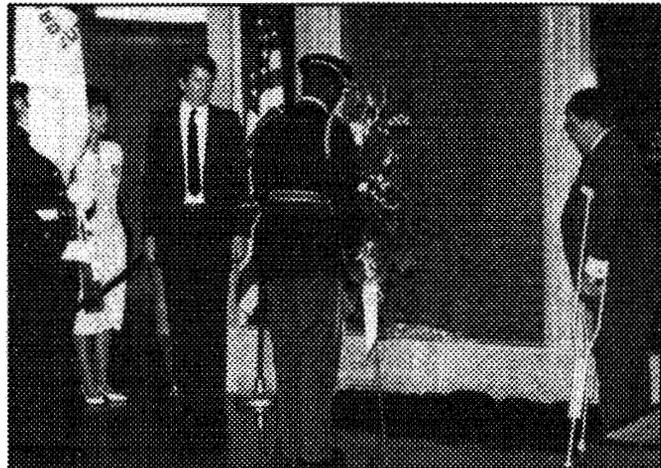
crash on Aug. 7, 1989, while working to relieve hunger in that country.

- Col. James Rowe, chief of the Ground Forces Division, Joint U.S. Military Assistance Group in the Philippines, who was killed by terrorists April 21, 1989.

- John A. Butler, a political officer at the American Embassy in Grenada, who was

shot on June 28, 1989, while meeting with police officials in that country.

"Our colleagues gave their lives under tragic circumstances in the struggle against tyranny and totalitarianism," said Eagleburger. He also read from a letter by President Bush which said, in part, "You [the Foreign Service community]



Deputy Secretary of State Lawrence Eagleburger (right) and American Foreign Service Association President Theodore Wilkinson take part in a ceremony honoring members of the Foreign Service community who were killed in the line of duty last year.

are visible symbols of our commitment to the principles of liberty, self-determination and democratic government. Yet, in representing our country, you do so knowing that there is great risk in a world that can be as turbulent as it is hopeful."

—Daniel McLagan

Roskens Addresses PVOs

In his first major address to the private voluntary organization (PVO) community, Administrator Ronald W. Roskens defined development to the more than 200 gathered at the recent 1990 InterAction Forum in Baltimore as "a process of reaching to those individual women, men and children and removing the chains that stifle their self-development."

InterAction is made up of more than 100 voluntary agencies engaged in international development efforts.

Dr. Roskens praised InterAction's member agencies for their ability to forge productive relationships with non-governmental organizations around the world to provide assistance to those most in need of it. "This grassroots outlook

provides direct channels for people-to-people initiatives that broaden the participation of individuals in decisions that affect their economic and social status."

The administrator also addressed the perception that USAID focuses primarily on macroeconomic policy reform while many PVOs stress basic human needs.

"...both strategies must operate simultaneously and synergistically—along with programs for democracy building—if development is to proceed," he said.

The chains that hold back individual development, Roskens said, "can be political—requiring our support for democratic institutions. They can be the shackles of ignorance or dire poverty—requiring education, environmental and

health programs and other human capital investments. They can be the bonds of misguided economic policy or lack of access to credit—requiring policy reform. Or the chains can be of stifling tradition that keeps women or minorities in bonds—bonds that can be broken by access to the larger society."

Noting that today's events provide great opportunities for USAID and InterAction, the administrator emphasized that many challenges remain. "As great as our joy at the breaking of the political chains for the 115 million of Eastern Europe, so much greater would be our joy at the breaking of the chains of poverty for all of the 4 billion of the developing world," said Roskens.

—Daniel McLagan

Initiative Benefits U.S. Firms

*USAID, Ex-Im Bank
Provide \$500 Million
In Financing*

The Agency and the U.S. Export-Import Bank announced a new \$500 million program May 15 to provide financing for developmental projects involving U.S. businesses.

The program will be limited to markets in which other governments are engaging in extensive trade-distorting tied-aid finance activities. The initial focus will be on Indonesia, Pakistan, the Philippines and Thailand.

The undertaking is designed to use federal resources as a catalyst to mobilize private funding and technology and to enhance the ability of American companies to compete for development projects.

The program increases U.S. assistance for developmental projects by leveraging \$100 million of programmed Agency resources to \$100 million from Ex-Im Bank's Tied-Aid Credit Fund, and \$300 million in Ex-Im Bank guaranteed commercial loans. No USAID Development Assistance funds will be used.

The aid will support infrastructure developmental projects in telecommunications, transportation, power and construction.

Projects financed under this initiative will be those that use equipment, commodities and other resources provided by U.S. companies.

Agency developmental criteria and project selection guidelines must be met, and all projects must be in line with the host country's developmental criteria.



Administrator Ronald W. Roskens (third from left) and Tunisian President Zine El-Abidine Ben Ali (right) meet last month in Washington, D.C., where Roskens announced that the United States will provide Tunisia with \$10 million in feed grains. Funds raised by the sale of the grains to Tunisian farmers and feed producers will finance reconstruction efforts in central and southern Tunisia. Also present at the meeting were (from left) Carol Adelman, assistant administrator for Asia, the Near East and Europe; Robert H. Pelletreau Jr., U.S. ambassador to Tunisia; and State Department interpreter Shukran Kamal.

Central America

(Continued from page 2)

order for democracy to be consolidated in the 1990s, we will have to see an economic transformation of Latin America as pro-

found as the political transformation of the 1980s." This, according to the administrator, can be achieved only by expanding the private sector and encouraging private investment.

As an example of the economic achievements that are possible through vehicles such as the Caribbean Basin Initiative, Dr. Roskens

pointed to Costa Rica. Since 1983, Costa Rica has increased its non-traditional exports from \$128 million to \$617 million in 1989. As a result, the country's gross domestic product has soared from -7% in 1982 to 5% last year.

"I do not think that there could ever

***"We stand at the beginning
of a new decade—a new era.
The reality of a free,
democratic, prosperous and
stable hemisphere is closer
than ever before."***

be a more exciting time to be working in this region than there is right now," said Dr. Roskens. "We stand at the beginning of a new decade—a

new-era. The reality of a free, democratic, prosperous and stable hemisphere is closer than ever before."

Task Force Completes Its Mission

BY ROGER NORIEGA

The Agency's Task Force on Humanitarian Assistance (TFHA) closed down April 30, its job successfully completed.

"The measure of any organization is what it can do when the pressure's on, and the task force team, literally, delivered the goods," said Administrator Ronald W. Roskens at a State Department ceremony marking the end of operations for the task force.

The task force was responsible for a \$157 million program to support the peace process in Central America that included humanitarian assistance to the Nicaraguan Resistance and support for free and fair elections in Nicaragua that produced an upset victory for the democratic opposition.

When Violeta Barrios de Chamorro became president of Nicaragua April 25 after the first free and fair elections in that country's 169-year history, her inauguration marked the end of more than a decade of civil war. Thanks in part to the efforts of the task force, the Nicaraguan people were able to express their wishes for a democratic government, both the Resistance and Sandinista armies agreed to stop fighting, and the Resistance forces have begun re-entering Nicaraguan society.

"In one of the most thorny foreign policy issues of the last decade, once again USAID came through, driven by purpose and professionalism," Dr. Roskens observed.

Since it began in April 1988, task force staff in Washington, D.C., Honduras and Costa Rica had overseen the delivery of \$84 million in food, clothing, medical care, shelter and non-military training to the Nicaraguan Resistance. Congress assigned the task to USAID as part of the Central American peace process; the humanitarian assistance to the Resistance



Ted Morse, task force director, and Enrique Bermudez, a leader of the Nicaraguan Resistance, discuss vocational training for the Resistance fighters.

"In one of the most thorny foreign policy issues of the last decade, once again USAID came through, driven by purpose and professionalism."

in Honduras—working independently from the USAID mission there—provided 21 food items to 60,000 Resistance and family members. Goods usually were procured on local markets by the task force and distributed by the Resistance supply network

to remote encampments situated mostly on Honduras' border with Nicaragua, where the Resistance had relocated as the peace process progressed.

The task force also managed a medical support program that included supplying medicines, supporting a hospital with a fully equipped surgical unit, evacuating the injured to the United States for specialized care and

assisting the Resistance medical corps.

As part of the original task force mandate, Congress authorized \$10 million to support a verification commission to monitor the cease-fire and verify conditions in Nicaragua. The commission, which is comprised of Secretary General Joao Baena Soares of the Organization of American States and Cardinal Miguel Obando y Bravo, was established in March 1988 by the Sandinista government and the Resistance under the Sapoa Accord.

Congress also provided for \$17.7 million in medical care to the affected children under the Children's Survival Assistance Program (CSAP). Grants were made to nine private voluntary

was a central part of an effort to suspend the Nicaraguan civil war while regional leaders sought diplomatic solutions.

In 1988, then President Ronald Reagan credited USAID by saying, "The men and women of the Agency for International Development who have worked long and hard to ensure that the members of the Resistance have the basic necessities of life deserve the thanks of our nation. The work of [USAID] keeps the chance for democracy alive in Nicaragua."

"I think Congress chose USAID for this unusual task because of our reputation for getting the job done under the toughest conditions worldwide," says Ted Morse, task force director.

Every month, task force staff

organizations for medical projects in Nicaragua, Honduras and Costa Rica. The programs ranged from improving primary health care in clinics to providing reconstructive and orthopedic surgery to youth. More than 250,000 children received help and care, according to CSAP project manager Regina Coleman.

Originally, half of the CSAP funds were reserved for assistance to children in Nicaragua, but those activities were halted in September 1988 when the Sandinista government passed a law making it illegal to receive these benefits. Under the new government, similar activities totaling about \$4 million have been reinstated.

Congress extended aid to the Resistance on two occasions since April 1988, expanding the TFHA mandate to include non-military training in health and human rights and support for the voluntary demobilization and repatriation of the Resistance. The task force laid the foundation for efforts now under way to reintegrate Resistance members into Nicaraguan society by providing training in civics, literacy and vocational skills.

In October 1989, Congress reprogrammed \$9 million in task force funds for use in promoting democracy and national reconciliation, including support for free and fair elections in Nicaragua. Under this program, the Office of Democratic Initiatives of the Bureau for Latin America and the Caribbean funded international observer missions and technical assistance to aid the electoral process.

The task force, working through the National Endowment for Democracy and the National Democratic and National Republican Institutes for International Affairs, supported opposition political, civic and labor groups to encourage popular participation and confidence in the fragile democratic process.

The Sandinista government blocked the assistance from



A Nicaraguan child receives care through a medical program sponsored by the Agency task force.



Resistance fighters learn to read and write as a part of the Task Force on Humanitarian Assistance education program.

reaching Nicaraguan grantees until late December. However, the type of assistance provided in the TFHA-funded program was considered critical in the weeks before the election in encouraging confidence in the electoral process through non-partisan civic messages and building the infrastructure of the National Opposition Union (UNO).

The task force also provided about \$3.25 million to support the start-up costs of the International Committee for Support and Verification, formed by the Central American presidents and comprised of the Organization of American States and the United Nations, which assumed responsibility on May 1 for the demobilization and repatriation of the Resistance.

More than 35 full-time USAID personnel served on the task force during its two years of operation. Virtually every Agency bureau and many missions detailed personnel to the task force staff, and others made it possible for some to break assignments to meet the demand for task force officers. Robert Meighan and John Lovaas served as deputy directors in Washington, D.C. Philip Buechler, William Schoux and Ron Venezia served as directors of task force operations in Honduras, supervising a number of contractors and more than 30 direct-hire personnel. Ray Baum of USAID/Costa Rica managed the activities in that country.

"All of USAID shares the credit for making the task force a success," says Alexander Ray Love, counselor of the Agency, who coordinated the program for the administrator.

In June 1989, the Task Force on Humanitarian Assistance received a Superior Unit Citation, "in recognition of the valuable contribution...to the search for democracy, peace, and reconciliation in Central America by sustaining the Nicaraguan Resistance."

Noriega served as project manager for the task force.

Data Base Promotes International Trade

BY PAIGE SULLIVAN

Given today's demand for instant gratification in a fast-moving world, is it possible to get a complete bird's eye view of the marketplace for any product entering or leaving the United States? And can it be done at bargain prices given the costs of such highly specialized research?

"Yes," say Senen Magariños, coordinator, and Bernardo Gluch, senior specialist, at the Organization of American States (OAS) for a new USAID-funded data base called the Foreign Trade Information Service or SICE (the system's Spanish acronym). "Our automated data base will provide tariff schedules, directories of importers and exporters, maritime bills of lading, U.S. trade regulations, business opportunities available in a given month, specialized tariff information and much more—all from one data base," says Magariños.

"We would like to see OAS make its information system self-sustaining by 1991, at which time our support will cease," says USAID project officer Ray Solem of the private sector activities staff in the Bureau for Latin America and the Caribbean. "We believe the system has potentially hundreds of users, including USAID itself. Wherever one is engaged in trade development, this information base will provide an exciting new planning tool."

Solem explains that the system's reasonable subscription cost of \$500 per year and on-line charge of only \$40 per hour can save much costly staff time searching for materials instantly accessible from the base, such as U.S. trade regulations pertaining to a specific product. It will promote more efficient

decision-making in numerous public and private organizations.

Solem notes, "The system's extensive data coverage and ease of use will undoubtedly prove attractive to a great number of potential clients in OAS countries."

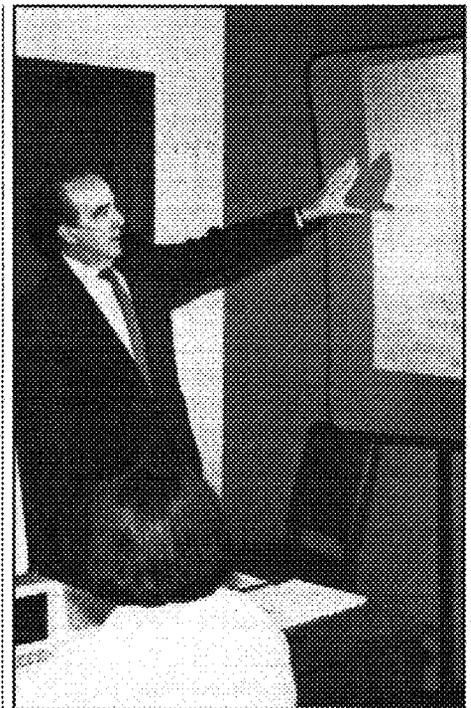
The data base has been on line and accessible through a simple personal computer hook-up since 1988. It was created in 1984 by Magariños, a trade information expert at OAS, as a completely manually operated research service for OAS member states.

In 1986, the originators received \$1.5 million from International Business Machines (IBM) in the form of computers and satellite hook-up equipment. This assistance permitted the data base builders to automate the huge volume of information.

Last year, the Agency presented the OAS with a \$634,000 grant to help defray the costs of operating the data base. USAID would like the automated system, which is expensive for a non-profit organization to maintain, to outgrow its need for outside assistance and prove its usefulness by marketing itself throughout the United States and Latin America.

Magariños and Gluch recently presented demonstrations of the data base before audiences of trade and marketing experts and intend to present on-line previews in five cities across the United States during the next six months. These demonstrations are intended to attract future data base clients from among the ranks of international lawyers, bankers, trade consultants and international organizations based in OAS member states.

The information system contains 13



Senen Magariños, coordinator for the OAS's SICE data base, explains the categories of information available to clients.

data bases, including the U.S. Harmonized Tariff Schedule, Annotated 1990; U.S. Imports for Consumption; U.S. Exports (statistics); U.S. Directory of Importers; U.S. Directory of Exporters; U.S. Import-Export Maritime Bills of Lading; U.S. Markets Primary Wholesale Selling Prices; U.S. Code of Federal Regulations; U.S. Federal Register (updated daily); business opportunities; special data requests; and TSUSA-Harmonized System Cross Reference File.

To obtain an understanding of the capabilities provided by the combination of these data bases in one information system, contact Senen Magariños, SICE coordinator at OAS, for a demonstration (telephone: 202-458-3725; FAX: 202-458-3967).

Sullivan is an international affairs associate at the Center for Strategic and International Studies.

The problems and opportunities of rapid urbanization in the developing world were recurrent themes when policy-makers from more than 65 countries met in Washington, D.C., in late April for the Third International Shelter Conference. The conference was sponsored by the National Association of Realtors with support from USAID and more than 30 other organizations.

The conference brought together about 350 experts and policy-makers in shelter and urban development to discuss means of providing adequate housing. Attendees included the chief executive officers of large real estate and financial organizations, as well as high-level government officials from around the world. Jack Kemp, secretary of housing and urban development, spoke at the opening dinner. Although participants represented countries ranging from the United States and Canada to the Soviet Union, much of the discussions were concerned with developing nations.

Deputy Administrator Mark L. Edelman, speaking to delegates assembled at the Department of State, warned that dealing with rapid urbanization is a major challenge to urban policy-makers and managers. "Too often, a reaction to the apparent disorder of a city is to impose controls, hoping that they will produce the ideal city we imagine," Edelman said. "The end result is a web of rules and regulations that force much of the vitality of the city underground and inhibit its economic efficiency. More significantly, many of these rules and regulations—however well intended—frustrate the very objectives they were designed to serve." Edelman said donors and international

Urban Housing Issues Studied

BY CLYDE LINSLEY

organizations are now reviewing their policies on housing in light of the developing world's rapidly increasing urbanization. He noted that the United Nations Global Strategy for Shelter to the Year 2000 calls for the private sector to take the lead in providing shelter, with governments creating an environment that supports the private sector and individual initiative.

"Housing is a key ingredient in the opening up of opportunity to everyone."

"Large and small, developed and developing, countries around the world are adopting fundamentally similar approaches to the provision of adequate and affordable shelter," Edelman said. "Policies of privatization, market forces and democratic allocation of resources have been extensively adopted. "The challenge for the next decade is to learn how to assist the informal sector without dampening its vigor and its ability to deliver affordable shelter to the poor," he said. Edelman's message was echoed later in the conference by Rep. David Obey (D-Wisc.), chairman of the foreign

operations subcommittee of the House Appropriations Committee, who said U.S. foreign assistance will have to use all available resources, including leveraging the contributions of multilateral and other bilateral donors, in order to solve the housing problem.

"I firmly believe that housing is a key ingredient in the opening up of opportunity to everyone," Rep. Obey said. "We will need to look at Third World banking, financial and lending practices and land tenure systems. We should understand that, while housing serves humanitarian purposes, it also builds commitment, builds community involvement, helps create stability, improves health and provides other benefits."

Peter Kimm, director of the Office of Housing and Urban Programs in the Bureau for Private Enterprise, closed the conference with a speech titled "Where Do We Go From Here?" Kimm said much was now known about shelter policy but that inappropriate and self-defeating policies still exist. "We must shift the policy debate to the people," he said. "Only when the people who need shelter truly understand the issues and options can real progress be made."



Deputy Administrator Mark L. Edelman addresses delegates at the Third International Shelter Conference.

Health 2000: Lifestyle Is the Key to Wellness

Better diet, regular exercise, quitting smoking and buckling up can increase energy and prolong your life.

The evidence is piling up: The biggest factor in reducing our risk of premature death or chronic illness is our own lifestyle.

A recent issue of the *Journal of the American Medical Association* reports that walking half an hour a day significantly reduces the incidence of early death from cancer and heart disease.

Secretary of Health and Human Services Louis Sullivan, M.D., urges every American to take more responsibility for his or her own health, noting, "It is the most important factor in providing better health care today."

To give structure to improving the health of all Americans, the Public Health Service has proposed health objectives for the nation, titled "Year 2000 Objectives." The plan includes efforts in 21 priority areas ranging from reducing injury to improving nutrition and physical fitness.

Many of us, though, need help in getting off the sofa so we can rise to the personal health challenge. The thought of simultaneously reducing fat in our diets, quitting smoking and beginning a regular exercise program—not to mention remembering to buckle our seat

belts—may be enough to overwhelm our resolve.

"The trick," says Lisa Gundling of the American Running and Fitness Association, "is not to set unrealistic goals and to break down the ones we do set into small, attainable subgoals. Instead of pledging to exercise every day, start with three days a week. Your success will build enthusiasm and motivate you to increase your commitment," she says.

The same "start small" principle can be applied to changes in eating habits. Make just one change a week. In week one, try a new vegetable; week two, reduce the amount of red meat you eat; week three, substitute 2% milk for whole milk; and so on.

You can even build in lapses; resolve to eat high-fat fast food or your favorite gooey snack just twice a month. Such occasional indulgences are certainly better than a twice-a-week pace and may spell the difference between success and failure in the short term—and the quality of your health in the year 2000.

The American Hospital Association provided the information on this page.

'Disaster Planning'

If you've ever felt like an accident waiting to happen—when you've suffered everything from a paper cut to a fender bender in the span of a week—you may start to wonder, am I accident prone?

More likely than not, you're not. People injure themselves not because of personal traits, but under certain circumstances, says the *Wellness Letter*, a University of California, Berkeley, publication.

Inadequate lighting for a nightshift job, an icy road and an inexperienced driver, poor vision and the wrong glasses are all more likely explanations of accidents than bad personal karma. And that, the newsletter says, means you can take charge of your safety risks:

- **Look at your environment.** Frequent cuts in the kitchen may mean you need to use a cutting board or a more reliable knife. Slips on the floor at work may call for a safety mat.

- **Check your state of mind.** Anxiety, lack of sleep and anger can distract you. Drinking alcohol or taking medicines can impair your alertness. About half of all workplace injuries occur during a worker's first year on the job—when pressures to learn the job may keep an employee from paying enough attention to personal safety.

The National Safety Council estimates that 5 million people are injured each year in preventable accidents. A little awareness may save you from taking a fall.

Project Trains Spouses As Teachers

The Office of Overseas Schools announces the Foreign Affairs Spouses Teacher Training Project, a pilot project to train spouses to teach in overseas schools.

The Virginia Department of Education approved and sponsored the pilot project, which will be administered by George Mason University, Fairfax, Va.

For further information regarding admission requirements and enrollment eligibility, call Carol Sutherland at (703)875-7800 or write to the Office of Overseas Schools, Department of State, Washington, D.C. 20522-2902.

IN MEMORIAM

PRISCILLA BOUGHTON

Priscilla M. Boughton, a career Foreign Service officer, died of cancer at the Washington Hospice in Washington, D.C., April 30. She was 55.

Boughton, a recipient of the Agency's Administrator's Award for career service, was mission director in Bangladesh since 1987. She also served as mission director for India from 1979 to 1983. Boughton was the director of the South Asia Office in the Bureau for Asia, Near East and Europe from 1984 to 1987.

Before joining the Agency in 1966, she had worked for the Peace Corps and the State Department. Shortly before her death, Boughton retired from the Agency.

Boughton is survived by her husband, Stanley A. Kochanek, and seven stepsons. Condolences may be sent to Mr. Kochanek at 2836 Allendale Pl., N.W., Washington, D.C. 20008.

USAID Briefs

Timeliness Emphasized

Repeating a theme he has emphasized to senior and mid-level managers, Administrator Ronald W. Roskens called on the Agency's correspondence specialists for their assistance in improving

USAID's communications process.

"You are at a critical point in the process to make a difference in how this Agency is viewed by people outside the door, across the street, in the Congress or across the world," he said. "How we respond to others makes a great deal of difference on how we are received."

Specifically, Dr. Roskens said he wanted written responses to incoming correspondence to be timely, more personable and error-free.

No one in this Agency is free of responsibility for enhancing the image of USAID, he said. "Let's be committed to improving so that in a very short time, this Agency is the best functioning, most respected organization in the federal government."

The Office of the Executive Secretary plans to meet with correspondence staff monthly to help achieve these goals.



USAID POINTS OF LIGHT

Director of Personnel Larry Bond congratulates Agency employees (from left) Willette Smith, Shirley Renrick, Del Davis and Dorothy Cunningham, who, along with Daniel Connolly, were recognized by President Bush for their volunteer activities at a special Rose Garden ceremony at the White House April 23. During the ceremony, the president signed the National Volunteer Week proclamation and urged all Americans to join in commending volunteers and the organizations that support them.

WHERE



MOVED ON

Andrienne Baine, TDP/PEP
Desiree Nichelle Berry, PFM/PM/CSP
Don Curtis, IG/SEC/PS/SP
James Dry, PRE/I
Clark Kent Ervin, COMP/CS/DS
Debra Ann Grant, COMP/CS/R
Molly Hageboeck, ES
Mary Louise Higgings, S&T/EN/FNR
Mary Howard, PFM/FM/P/PPB
Sherri Jones, LEG/CL
Patricia Koshel Percy, PPC/PDPR/RP
Paul Kretchmer, Peru
Deborah Marie Mahoney, COMP/CS/COOP
Nicole Moore, AFR/SA/BLS
Suzan Park-Enemark, AFR/PD/SWA
Yvette Prather, COMP/CS/R
Edna Quiros, LAC/SAM
Irelene Ricks, PFM/PM/CSP/SS
Shelia Stern, AFR/PD
Karen Waltz-Davis, Bangladesh
Karen Woods, MS/OP/O/ANE

PROMOTED

Linda Bentley, ANE/PSDS, clerk typist
Kimberly Anne Brown, PPC/PB/CD, secretary typist
Jeane Burroughs, PFM/FM/A/OE, supervisory budget/accounting analyst
Diana Cabcablin, ANE/MENA, international cooperation assistant
Joel Cohen, S&T/FA/AGR/AP, biotechnology specialist
Tanya Dalton, OIT/RS, program operations assistant typist
Charlotte Davis, ANE/PSDS, program operations assistant
Wilma Jean Gaines, ANE/TR/HR,

secretary typist
Robin Yvette Galery, PFM/PM/FSP/A, personnel staffing specialist
Kerrin Lyle Goodspeed, MS/OP/COMS/M, international trade specialist
Cynthia Hobbs, PFM/FM/CAR/CA, accountant
Audrey Huntley, MS/OP/O, secretary typist
Richard Ingram, COMP/CS/R, clerk typist
Monica Denise Keasley, ANE/TR/ARD/RSEA, clerk typist
Brian Kennedy, S&T/HP/POP/OCS, secretary typist
Edward Lundquist, PFM/PM/FSP/A, personnel staffing specialist
Renee Matthews, MS/OP/TRANS, clerk typist
Melissa McCoy, PFM/PM/CSP, secretary typist
Cressida McKean, PPC/CDIE/PPE, consultant-social science
David Miller, AFR/SA/BLS, international cooperation specialist
William Overton, PFM/FM/CMP/CGLC, financial management assistant
Camilla Reene Palmer, LAC/EMS, clerk typist
Dietra Perrow, ANE/TR/ENR, clerk typist
Myra Proctor, PRE/PD, secretary typist
Carla Montemayor Royalty, PFM/PM/CSP/EAB, employee relations specialist
Sharon Scott, MS/MS/OM, program operations assistant typist
Denee Settles, PFM/FM/CAR/CAC, accounting technician
James Watson, SCI/OD, program operations assistant typist
Geraldine Weary, PFM/FM/CMP/CGLC, financial management assistant
Cheryl Denise Womble, LAC/DP, secretary typist

REASSIGNED

Robert Adams, AFR/ECO, engineering officer, to supervisory engineering officer, Honduras
Michael Martin Brooks, COMP/FS/ENTRY/T, supervisory financial management officer, to Guatemala
C. Stuart Callison, PPC/PDPR, deputy

director, to deputy executive director, BIFAD/S/ED
Carol Carolus, COMP/FS/LWOP, IDI economics, to Uganda
C.A. Carrino, PPC/PDPR/SP, social science analyst, to economist, S&T/HP/H/HS
Douglas Chiriboga, RDO/Caribbean, supervisory project development officer, to Panama
John Clary, Nepal, program officer, to Panama
Rene Daugherty, AFR/EA, program economics officer, to program officer, Zimbabwe
Rose Marie Depp, Somalia, supervisory program officer, to program officer, AFR/SA/SMAN
Phyllis Dichter-Forbes, AFR/SWA, supervisory regional development officer, to mission director, Madagascar
Harry Dorcus, PFM/FM/LM, supervisory financial management officer, financial accounting, to controller, Panama
Charles Drilling, COMP/FS/ENTRY/T, IDI administration, to Haiti
Carl Duisberg, ROCAP, energy officer, to supervisory energy officer, Pakistan
Antoinette Ferrara, Liberia, IDI program, to program officer, Burundi
Richard Flaspohler, Egypt, supervisory rural development officer, to agricultural development officer, India
Brad Fujimoto, Bangladesh, IDI project development, to project development officer
Nancy Hoffman, Mali, IDI administration, to supervisory executive officer
Elizabeth Hogan, FVA/PVC/POS, program analyst, to supervisory program analyst, FVA/PVC/IPS
Mark Karns, El Salvador, supervisory private enterprise officer, to COMP/FS/R/AIDW
Bruce Kellogg, Thailand, IDI administration, to executive officer, Sudan
Kanwar Khan, COMP/FS/ENTRY/T, human resources development officer, to education development officer, Ghana
Jeffrey Lee, ANE/TR/ARD/APNE, agricultural development officer, to Food for Peace officer, Liberia

G. Franklin Latham, El Salvador, controller, to COMP/FS/R/AIDW
William Martin, Zaire, IDI health population nutrition, to health population development officer
Michelle Mathis, LAC/DR/EHR, clerk typist, to PPC/SB
Carrie McKee, A/AID, special assistant, to program analyst, FVA/FFP/ANE
Lotus Mills, AFR/MGT/MISR, secretary, to AFR/CCWA
Kermit Moh, Honduras, supervisory private enterprise officer, to Panama
C. Grant Morrill, ANE/SA/PAK, program officer, to program officer, ANE/EE
Eugene Morris Jr., REDSO/ESA, supervisory project development officer, to COMP/FS/R/AIDW
Alfred Nakatsuma, Guatemala, IDI project development, to natural resources officer
Stuart Carter Nichols, MS/IRM/WS, computer systems analyst, to computer specialist, IG/RM/GS
Harry Proctor, COMP/FS, engineer officer, hydraulic water resources, to COMP/FS/R/AIDW
Thomas Putscher, PFM/FM/CONT, financial management officer financial analyst, to supervisory financial management officer financial analyst, PFM/FM/CMP/MP
John Roberts, Botswana, supervisory program officer, to deputy mission director, Liberia
David Robinson, Senegal, IDI project development, to project development officer
Michael Rogal, AFR/CONT, financial management officer budget accounting, to controller
John Wayne Schamper, Yemen, agricultural economics officer, to supervisory agricultural development officer, Morocco
Robert Sears, COMP/FS, Food for Peace officer, to REDSO/WC
Mary Selvaggio, COMP/FS, population development officer, to health population development officer, Mozambique
Gail Monique Spence, Sri Lanka, IDI project development, to project develop-

ment officer, Haiti
Paul Christian Tuebner, ROCAP, project development officer, to supervisory project development officer
Richard Womack, Egypt, contract officer, to REDSO/ESA
Dorothy Young, PFM/PM/TD/PCT, supervisory rural development officer, to agricultural development officer, ANE/TR/ARD/APNE

RETIRED

Marsha Albright, Morocco, executive assistant, 23 years
Jesse Snyder, Lesotho, mission director, 24 years
Hewlett Peters Strong Jr., Sudan, special projects officer, 23 years

Years of service are USAID only.

Thrifty Savings Alternatives

USAID employees are feeling the sharp bite of Uncle Sam as they look back over last year's tax returns and consider how big his bite is going to be this year. However, employees who participated in the "tax deferred" Thrift Savings Plan (TSP) are smiling because in 1989 they gave Uncle Sam less in taxes than their colleagues.

But opportunity is knocking again. During TSP open season—through July 31—USAID employees can take advantage of this excellent investment by participating for the first time or making changes to prior elections.

TSP offers three investment funds for federal employees: Fund G (Government Securities Investment Fund), Fund F (Fixed Income Index Investment Fund) and Fund C (Common Stock Index Investment Fund). Employees covered under either the Federal Employees Retirement System (FERS)/Foreign Service Pension System (FSPS) or Foreign Service Retirement and Disability System (FSRDS)/Civil Service Retirement System (CSRS) are eligible.

The TSP offers employees a tax deferral on up to 5% (CSRS) or 10% (FERS) of their basic pay each pay period; secure investments in Fund G; immediate vesting and portability if an employee leaves government service; a

loan program; and a choice of withdrawal options. FERS employees may take advantage of all three investment funds and are eligible for Agency matching contributions of up to 5% of their basic pay. Also, FERS/FSPS employees may contribute an additional 5% for a total of 10%, but will not receive any matching contributions.

TSP funds are competitive with large private sector companies in total assets. For instance, on Jan. 22 the TSP was ranked number 78 of the 200 largest pension funds in the United States with assets valued at over \$4.3 billion. As of April 13, these same assets had grown in value to over \$5.6 billion.

The TSP also ranked number 33 out of the 200 largest funds with assets invested in common stocks (Fund C) and bonds (Fund F). During January, Fund C and Fund F had assets valued at \$48 million and \$14 million, respectively. As of April 13, these assets had grown to over \$99 million and \$28 million, respectively. This dramatic growth in the TSP occurred in just three short years.

For more information about this investment opportunity, Civil Service employees should call James Hampton, (202) 663-1411, and Foreign Service employees should call Phedocia Downs, (202) 663-1556.

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