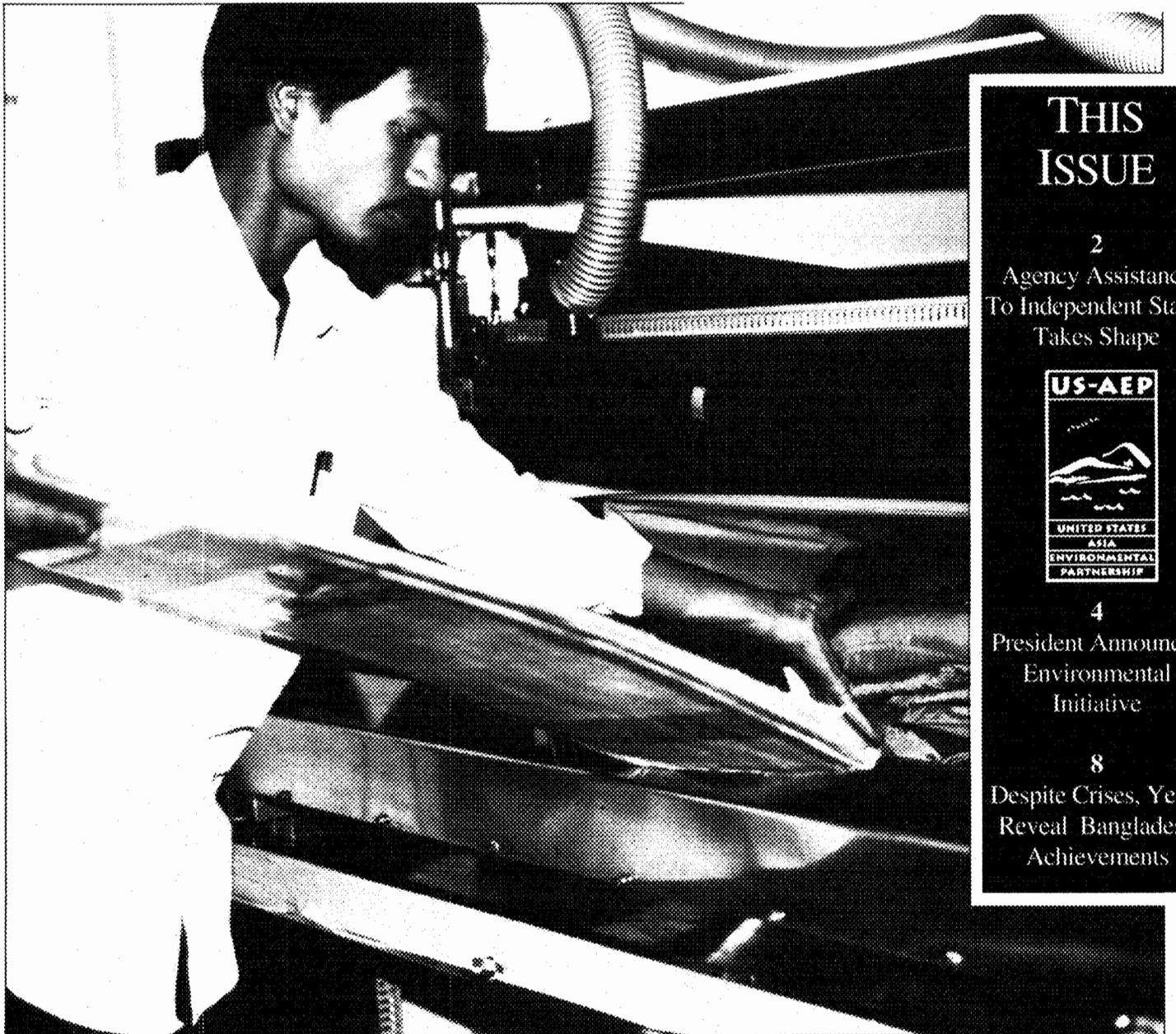


Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT FEBRUARY 1992

PN-ACZ-590



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Takes Shape



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FEBRUARY 1992

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 32, NO. 1

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Front Lines, a publication for employees of the U.S. Agency for International Development, is published monthly except January by the Office of External Affairs. It has been reviewed and approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Fax (202) 647-3945. Next issue: March 10, 1992

QUOTABLES

"There are those who say that now we can turn away from the world, that we have no special role, no special place. But we are the United States of America, the leader of the West that has become the leader of the world. And as long as I am president I will continue to lead in support of freedom everywhere—not out of arrogance, and not out of altruism, but for the safety and security of our children. This is a fact: Strength in the pursuit of peace is no vice; isolationism in the pursuit of security is no virtue."

President Bush in his State of the Union address before the Congress, Jan. 28

"... Foreign aid critics use a handful of faulty arguments. They say foreign aid is a giant giveaway. It's time, say nay-sayers, to end the gravy train. This is nonsense. There may be some unproductive spending. But the bulk of United States assistance to friends around the world is distributed efficiently and honestly. Far from being a giveaway, foreign aid is a tangible expression of American idealism, and it contributes to vital U.S. interests In actuality, cutting foreign aid means taking jobs from U.S. workers and markets from U.S. farmers. In a sense, Americans can't afford to abandon foreign aid."

Rep. Stephen Solarz (D-N.Y.), writing in the Christian Science Monitor, Dec. 31

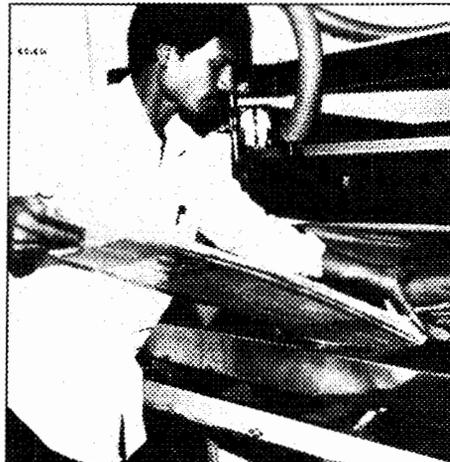


Photo Credits: Nancy Long, cover, pages 2, 9-12; Clyde McNair, pages 4, 5, 13, 17, 19; MSU, pages 6-7; Baird Straughan, page 14

Cover Photo: A Bangladesh worker places jackets into a vacuum compressing machine that protects garments and saves freight charges for export. Small business support is one of the many ways USAID/Bangladesh helps promote economic development in Bangladesh. See story on page 8.



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Front Lines

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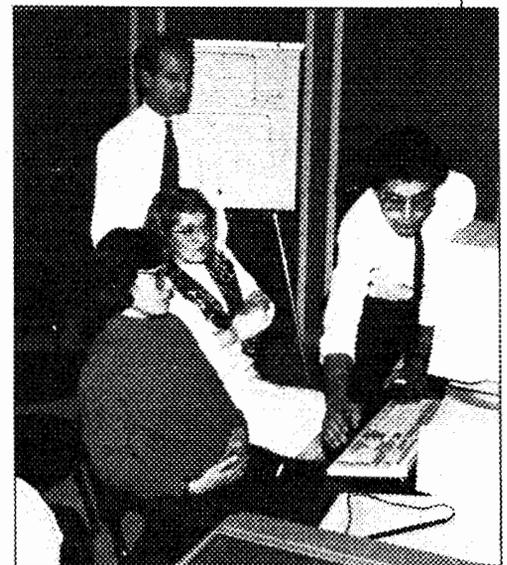
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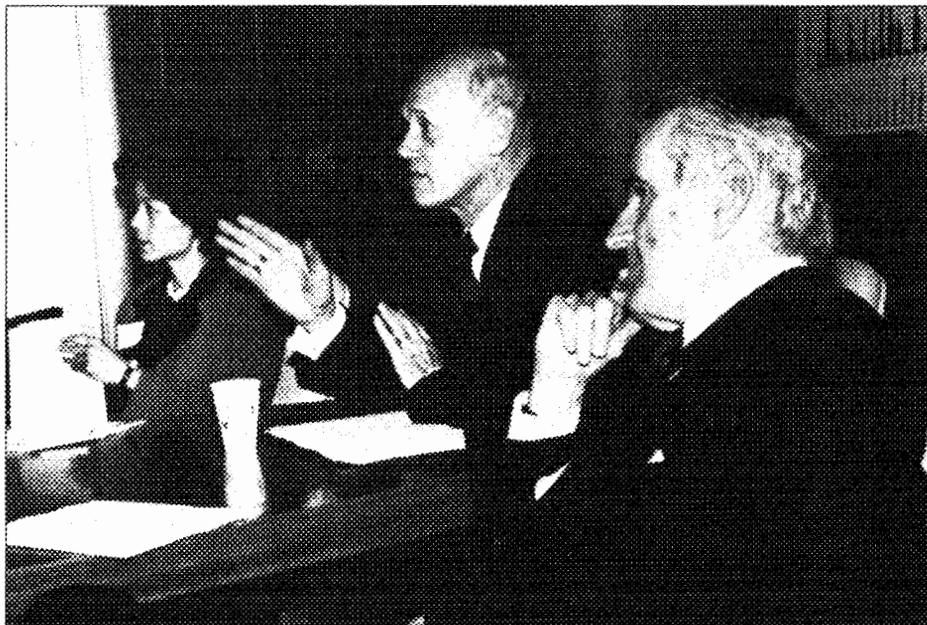
BY JANE SEVIER JOHNSON

USAID is poised for a central role in U.S. assistance to the fledgling governments of the Commonwealth of Independent States (CIS). President Bush has designated Administrator Ronald W. Roskens to serve as a deputy coordinator of the U.S. effort, which will be led by Deputy Secretary of State Lawrence S. Eagleburger as coordinator. Eagleburger will oversee and coordinate all assistance programs and activities pertaining to the republics, including technical assistance activities, humanitarian food and medical assistance and other U.S. government assistance initiatives.

Secretary of State James A. Baker III convened a meeting of representatives from 54 countries and international organizations at the State Department Jan. 22-23 to discuss coordinating assistance to the CIS republics. At the meeting, President Bush delivered the opening address and announced \$645 million in new assistance to the nations.

At the closing press conference, Baker announced that the United States would begin an airlift, Operation Provide Hope, to cities in Russia and other independent states Feb. 10. USAID staff will be aboard each of the 54 U.S. Air Force relief flights and will assist in the delivery of supplies to targeted locations and groups such as or-

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At a recent meeting at the State Department, Administrator Ronald W. Roskens (center) discusses interagency cooperative efforts with U.S. Information Agency Director Henry Catto and Peace Corps Director Elaine Chao.

USAID, USIA and Peace Corps Seek Greater Cooperation

BY BETTY SNEAD

To meet the growing international challenge for economic and technical assistance, Administrator Ronald W. Roskens met with U.S. Information Agency Director Henry Catto and Peace Corps Director Elaine Chao at the State Department Dec. 18. The purpose of the meeting was to strengthen the coordination among these agencies.

The conference was the culmination of a series of meetings that have taken place since last summer and brought together for the first time the heads of the regional geographic bureaus of the three agencies.

As a result of previous meetings, a worldwide cable was sent to field offices emphasizing the value of better cooperation in this critical period of constant change in the world.

"We are not starting from scratch," Roskens said. "We have a long history of working well together. The point is to build on that foundation. The changing times demand that we look for ways to improve our past record."

"Our job is to look for complementarities in our different programs—ways in which each agency, working within its own mandate and using its own resources, can coordinate its efforts to help reinforce and support a common objective. This will be a dynamic process," Roskens said. "The world is changing rapidly, and we have to change with it."

The administrator further emphasized that "we have to take each region—and each country within a region—on its own merits. We need to be flexible and imaginative in our response to the conditions in each country."



President Launches U.S.-Asia Environmental Initiative

BY THOMAS NICASTRO

During his recent trip to Asia, President Bush announced a new USAID Asia environmental initiative Jan. 4. The president invited Asian leaders to join with USAID and other U.S. government agencies in a U.S.-Asia Environmental Partnership (US-AEP).

Bush called the new partnership a "creative approach to address the challenge of balancing environmental protection with development." The president stressed that US-AEP would respond to Asian wishes of economic growth without destroying the environment.

Following the president's announcement, which he made while in Singapore, Henrietta Holsman Fore, assistant administrator of the Bureau for Asia, described the US-AEP in press conferences at the State Department and at the U.S. Information Agency's Foreign Press Center as well as in briefings with Capitol Hill staffers. She was joined by Thomas Duesterberg, Department of Commerce assistant secretary for international policy; Alan Hecht, Environmental Protection Agency (EPA) deputy assistant administrator for international activities; Connie Harriman, director, Export-Import Bank; Katherine Fuller, CEO and president, World Wildlife Fund-US (WWF-US); Bruce Bunting, vice president for Asia, WWF-US; William Brown, Waste Management Inc.; and Tony Marcil, president and CEO, World Environment Center.

"This partnership will benefit Asia and the United States," Fore noted. "We are assisting Asian countries to find solutions to the environmental problems of rapid development and growth, and at the same time, we can help the United States econo-

my in an area where we have excellent technology, goods and service applications."

Fore said that Asians are becoming increasingly aware that their continued economic and social progress is directly linked to increased environmental protection. More than 40 percent of the world's species of flora and fauna and two-thirds of the world's coral reefs are found in Asia.

The US-AEP responds directly: Asia has a large and growing need, and the United States has environmental expertise, goods and services to meet that need through partnerships with businesses, governments and environmental energy communities.

One example of the problems Asia faces is the rate of deforestation. At current rates of harvesting, the remaining timber reserves in Asia are estimated to last less than 40 years.

Initiated by the Bureau for Asia, the U.S.-Asia Environmental Partnership focuses and concentrates the efforts of more than 16 U.S. domestic and international agencies on development, environment and trade responsibilities.

"This is a new, innovative approach to working together with other U.S. agencies," said Administrator Ronald W. Roskens.

(continued on page 13)

The U.S.-Asia Environmental Partnership

Under the U.S.-Asia Environmental Partnership, participating U.S. agencies will be responsible for individual partnership components, including:

- Environmental Fellowships and Training—to provide competitive grants for two-way exchanges of senior-level business managers, government ministers and scholars for one month to one year to develop solutions to, and appropriate technologies for, the environmental problems of Asia.
- Technology Cooperation—to encourage technology transfer opportunities (environment expertise, goods and services) through trade and investment activities and Asian and U.S. business exchanges. A U.S. Environmental Business Center will be established in the region that will support U.S. and



Asian trade and investment links. Also planned are a technology innovation seed fund, small business demonstration projects and U.S. and Asian business-to-business exchanges.

- Environmental and Energy Infrastructure—to provide prefeasibility studies and loan guarantees for environmental and energy infrastructure such as water supply and waste water treatment, solid and toxic waste treatment, clean and efficient power plants and production of lead-free fuels.
- Regional Biodiversity Conservation—to enable local

communities, with the help of U.S. and Asian scientists, to preserve, analyze and use Asia's unique and valuable forest and marine plant and animal resources in a sustainable manner.

Hunger Fighters Honored At White House Ceremony

BY DANIEL MCLAGAN

Around me I can feel how it is ending. I can feel the ache of loss, the confusion of men and women who no longer have the things that make them what they are. "Les peuples ont faim," says the chief. It is another phrase I would hear throughout the night. The people are hungry.

Journalist Mark Patinkin wrote these words describing the African famine to readers of the Providence Journal in 1984. His experiences in Africa writing a 25-part series of articles about the famine changed his life and convinced him to involve himself in the fight against hunger around the world and in his own home town. For his efforts, Patinkin was one of 11 individuals and organizations honored at the USAID-sponsored 1991 Presidential End Hunger Awards in Washington, D.C.

Since 1983 the Presidential End Hunger Awards have served to recognize extraordinary efforts in the global fight against hunger. These awards have honored researchers seeking to increase crop yields, organizations that coordinate food collection and distribution, and lawmakers, celebrities, educators and communicators who focus public attention on the tragedy of hunger.

"The twin problems of hunger and malnutrition pose enormous challenges to international development," said Administrator Ronald W. Roskens at the Dec. 12 ceremony at the Old Executive Office Building. "Without enough food, good health is impossible. Without good health, people are unable to learn or pursue a livelihood. And without a productive citizenry, nations cannot develop the strength to rise from hopeless poverty."

Patinkin—whose award was in the

media/communications category—went beyond writing extensively about the African famine and hunger worldwide. His Africa series was sold as a book entitled "An African Journey," and the proceeds were donated to two international relief organizations. He also joined an effort to build a new, larger food bank warehouse at home in Rhode Island. Still, such extraordinary efforts are not atypical of the others who were also recognized at the awards ceremony.

Pioneer Hi-Bred, International, of Des Moines, Iowa, and its founder, the late Henry Wallace, were recognized in the corporate category for striving to fulfill Wallace's vision to "feed the world, using genetics and technology to do so if necessary." Today, Pioneer Hi-Bred is the world's largest supplier of agricultural seed. By introducing new seed varieties and helping nations establish their own seed industries, Pioneer makes it possible for farming communities in more than 60 countries to rely on their own crop production. Pioneer's efforts in Egypt have proven a stunning success, helping to make that nation virtually independent agriculturally.

Two award recipients were recognized for their contributions to the "Green Revolution"

that swept the world in the early 1970s. Orville Vogel was a U.S. Department of Agriculture research scientist stationed at Washington State University for 42 years. Vogel led a team that introduced high-yield varieties of wheat including the first type of winter wheat available in the Western Hemisphere and the first to produce more than 200 bushels per acre. These varieties were also shorter and sturdier than their predecessors and thrived in the inhospitable climates common in the developing world.

Vogel died in April 1991 at the age of 83. His special recognition award was accepted by his son, Richard.

Warren Kronstad received an award in the educator/scientist category. His contributions to the Green Revolution were



(From right) Rogelio Chomnalez, husband of the late Ana Cristina Bozzo, and White House Director of National Service C. Gregg Petersmeyer join members of Bozzo's family and USAID Administrator Ronald W. Roskens to honor Bozzo's efforts to raise worldwide awareness of hunger issues.

focused on Turkey, where he helped introduce 23,000 tons of six different wheat varieties as part of a USAID effort. He also developed a variety of winter wheat for the northwestern United States that is resistant to the damaging "foot rot" disease.

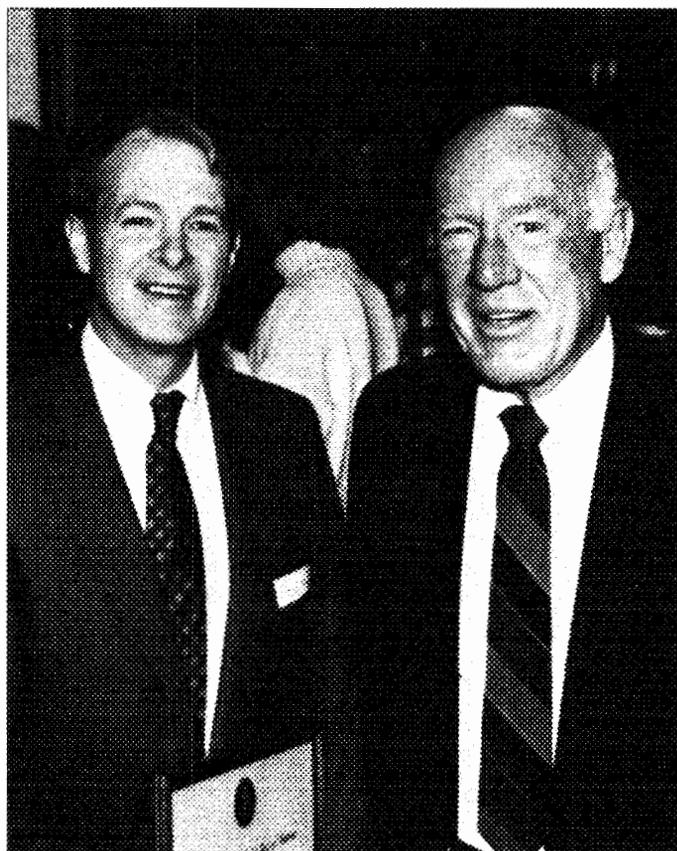
Kronstad currently heads one of the world's most productive cereal research teams, based at Oregon State University. This team shares agricultural expertise with 100 different institutions in 50 countries worldwide.

Ana Cristina Bozzo took a unique approach to increasing awareness of hunger. Before her death in 1991, Bozzo, an art teacher at Hunter High School in New York City, organized the traveling International Art Show for the End of World Hunger. Bozzo convinced world-renowned artists to contribute pieces representing a world free from hunger to the show seen by more than 250 million people in 12 countries. Seminars, public discussion panels, broadcast documentaries and other events coincided with the show's arrival in many cities, which broadened the audience for its message. An auction of some of the donated pieces at Sotheby's in New York City also raised \$500,000 for private organizations working to end hunger.

Bozzo's special recognition award was accepted by her husband, Rogelio Chomanez, and her parents.

Another recipient of a special recognition award was Barber Conable, president of the World Bank from 1986 to 1991. When Conable took the helm at the World Bank, he focused on alleviating hunger and poverty in the developing world and on promoting the role of women in development. He also fought for increased funding of educational and nutritional programs supported by the organization.

A special recognition award also was given to the Second Harvest National Food



Edward Bullard (left), founder and president of TechnoServe, and Willard Mackey, a member of the private voluntary organization's (PVO) board of directors, accept a Presidential End Hunger award in the PVO category for TechnoServe.

Bank Network and accepted by its president and chief executive officer, Sister Christine Vladimiroff. Second Harvest, the largest non-governmental direct service feeding program in the United States, solicits nutritious, edible food from wholesalers and retailers and distributes it to food banks around the country. In 1990, 476 million pounds of this food—which would have been thrown away because of surpluses or imperfections—was sent to soup kitchens, homeless shelters and other facilities by Second Harvest.

For the first time an award was presented in a new category for individual achievement by a youth. The recipient was Tara Chestnut, a high school junior from Pennsylvania who has been working to fight hunger for much of her life. Chestnut says her parents instilled in her a feeling of

responsibility to help others while she was still in grade school when she helped them distribute food at Christmas time, work at a local homeless shelter and organize canned food drives.

Chestnut encouraged the creation of a chapter of Youth Ending Hunger at her high school and biked across the nation with students from the United States and other nations to raise money for that organization. She also has organized local and national events to raise awareness of world hunger and now gives presentations at schools and colleges on hunger-related issues.

Australian film star and singer Elizabeth "Betty" Bryant Silverstein was honored in the individual achievement category for her efforts to improve the lives of South Pacific Islanders, many of whom are malnourished. Silverstein founded the Foundation for the Peoples of the South Pacific (FSP) 26 years ago, and the organization has since helped many islanders onto the road to self-sufficiency.

She has testified before the U.S. Congress and organized meetings of representatives of the United Nations, the World Bank and the U.S. government to increase awareness of the problems these islanders face as well as the threats posed to fragile island ecosystems by unchecked population growth. FSP also supports small entrepreneurial projects that provide jobs and much needed services.

The approach to development taken by a private voluntary organization (PVO) called TechnoServe and its president and founder, Edward Bullard, is unusual. Since 1968, TechnoServe—award winner in the PVO category—has worked under the assumption that people in the developing world need ideas and know-how more than they need food and equipment. As Bullard

(continued on page 15)

Agency-University Partnership Sows Seed Technology Worldwide

BY MILLIE MORTON

Several years ago when James Delouche, a professor of agronomy at Mississippi State University (MSU), was in Burma on a short-term assignment, he received word that the three members of a World Bank team preparing for a seed project wanted to see him. He agreed, and soon learned that all three were former students—alumni of MSU.

Delouche was not surprised. For 35 years, MSU's Seed Technology Laboratory has played a major role in the development of seed programs around the world, and training has been an important part of that process. More than 300 international students from more than 50 countries have earned degrees in seed technology at MSU. Thousands more have attended short courses in which they learned specific skills needed in the operation and management of seed production and supply systems.

Recognizing the importance of seed in agricultural development, the Bureau for Research and Development's Office of Agriculture (R&D/AGR) has provided core support to MSU for more than three decades.

"This long-term partnership has generated major benefits," says Frank Mertens, an agronomist for R&D/AGR. "MSU has played a key role in the start-up of seed programs in 25 countries and has given substantial technical assistance to the seed programs in an additional 20 countries."

Seed programs manage the whole process of producing, storing and distributing seed. They obtain superior varieties from research centers, contract with farmers who multiply the seed and arrange for the drying, cleaning, packaging, storing and testing of seed. Such programs also estab-

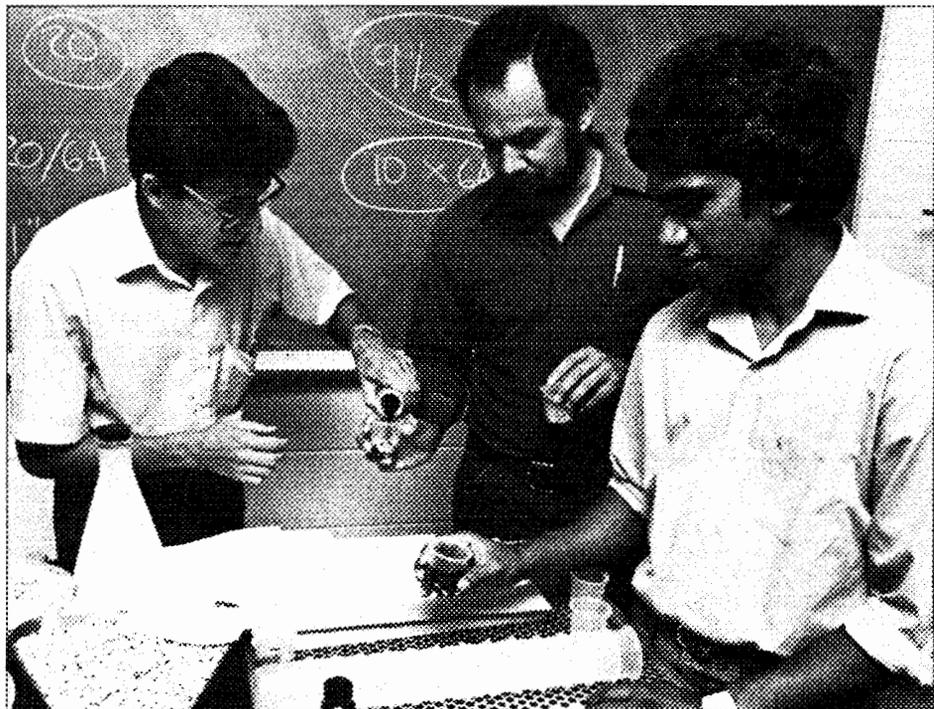
lish methods of quality control, train extension agents, implement activities to encourage appropriate cultural practices and handle marketing and distribution.

Initially, many seed programs were operated by developing country governments. Increasingly, the private sector is participating actively in these activities. MSU encourages policy reform to facilitate private sector involvement and cooperates with companies in all aspects of seed production and supply. Thailand, India, Costa Rica and Brazil are just a few of the countries where private sector participation is established. In many other countries, including Burundi, Lesotho, Cameroon, Sri Lanka, Bangladesh, Honduras and Peru,

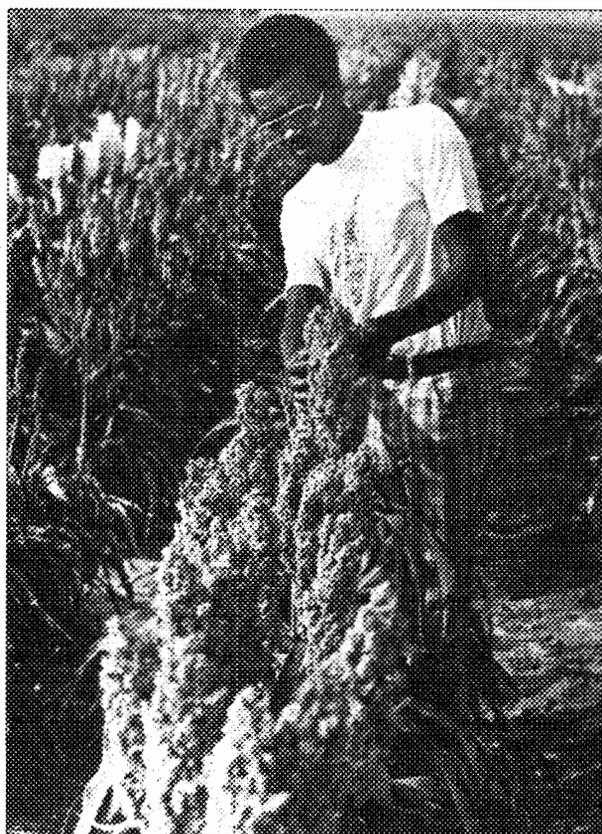
efforts are under way to increase private sector participation in seed production and marketing.

The process of involving private companies often begins during a training course. Participants become excited about the possibilities, and private sector participants recognize ideas that are marketable and transform them into realities. Professors gain understanding of problems in developing countries and develop new technologies to help solve them.

During its many years of working with developing countries, MSU has developed numerous technologies to improve seed production and supply operations. One example is an accelerated aging test for



Edgar Cabrera, a seed technologist at Mississippi State University, and 1991 MSU doctoral graduates Juan Narvaez-Melo of Mexico and Sunil Ratnayake of Sri Lanka examine damage to cowpea seeds caused by mechanical threshing.



Joseph Kemei, a Mississippi State University graduate student from Kenya, investigates the deterioration of sorghum seed as part of USAID-funded field studies.

seed to enable technicians to predict the storage life of seed lots. This particular test is of vital importance, ensuring that farmers receive seeds that will germinate and grow. Farmers depend on seeds; by the time they know how many seeds have germinated, it is often too late to plant again.

Many of the technologies intended to address developing country conditions also have been applied in the United States. For example, research in the 1960s investigated ways to preserve seeds during storage. Studies in Central America and Taiwan demonstrated the economic feasibility of controlling temperature and humidity to protect seeds and preserve their ability to germinate. Today, climate-controlled seed storage is used in the humid southeastern United States as well as in developing countries.

"Agricultural research has no value

unless seeds get to farmers," says Delouche. "Farmers can save their own seed and dry it in the sun, but they need new, improved varieties to increase productivity."

Making improved varieties available requires organized seed programs to select, multiply, store and distribute the new varieties and to ensure that the seed distributed is of high quality. But establishing and maintaining a seed program require trained personnel.

"Training has really multiplied the impact of our work," explains Delouche. "It takes 10 to 15 years to see the full impact of training, but we've been working with seeds long enough to see the results. Some of our former students are teachers and researchers in their own countries. Most of them work in ministries of agriculture, in seed and related programs. An increasing number provide technical assistance through interna-

tional agencies and work for multinational seed companies." In the long run, says Delouche, training is essential to develop high-quality seed programs around the world.

A recent evaluation of project support programs reports that MSU's achievements are "impressive." During the past five years, formal and informal buy-ins for technical assistance and training have added \$3 million to R&D/AGR's core support of \$260,000 annually. This level of support has enabled the project to exceed its goals for training and research and to continue its outstanding work. MSU has achieved recognition as a center of excellence for seed technology worldwide.

Morton is a consultant to the Bureau for Africa. She formerly wrote under the name of Millie Konan.

CIS Aid

(from page 2)

phanages and hospitals. The Office of U.S. Foreign Disaster Assistance has a team already on the ground in the CIS.

"The Commonwealth of Independent States...presents a major opportunity for USAID to make available its programming experience in a number of areas in a set of countries unique to the world of development," Roskens says.

Roskens has asked Assistant Administrator for Research and Development Richard Bissell to serve as his deputy associate coordinator of the U.S. government-wide aid effort. Bissell will coordinate liaison with the other U.S. government agencies and will coordinate the Agency bureaus involved, work with the Bureau for Legislative Affairs on congressional briefings and be responsible for USAID's program design for the assistance program for fiscal 1992 and beyond. Barbara Turner serves as director of the Agency's assistance task force assembled by Bissell.

U.S. support to republic governments committed to democratization and free markets will focus on food distribution and marketing, energy and environment, financial and economic institution building, democratic institution building and defense conversion. The U.S. effort also will be aimed at promoting increased trade and investment of U.S. business in the emerging private sector in the commonwealth states.

Implementation of the program in USAID will be carried out in regional and central bureaus, particularly the Bureau for Europe (EUR). All projects, including central bureau projects in the bureaus for Private Enterprise, Food and Humanitarian Assistance, and Research and Development, will be carried out by assignment from the deputy associate coordinator.

In conjunction with the State Department conference, Roskens addressed a private voluntary organization conference on private sector assistance to the commonwealth sponsored by the Citizens Democracy Corps.



Mission of the Month

Bangladesh

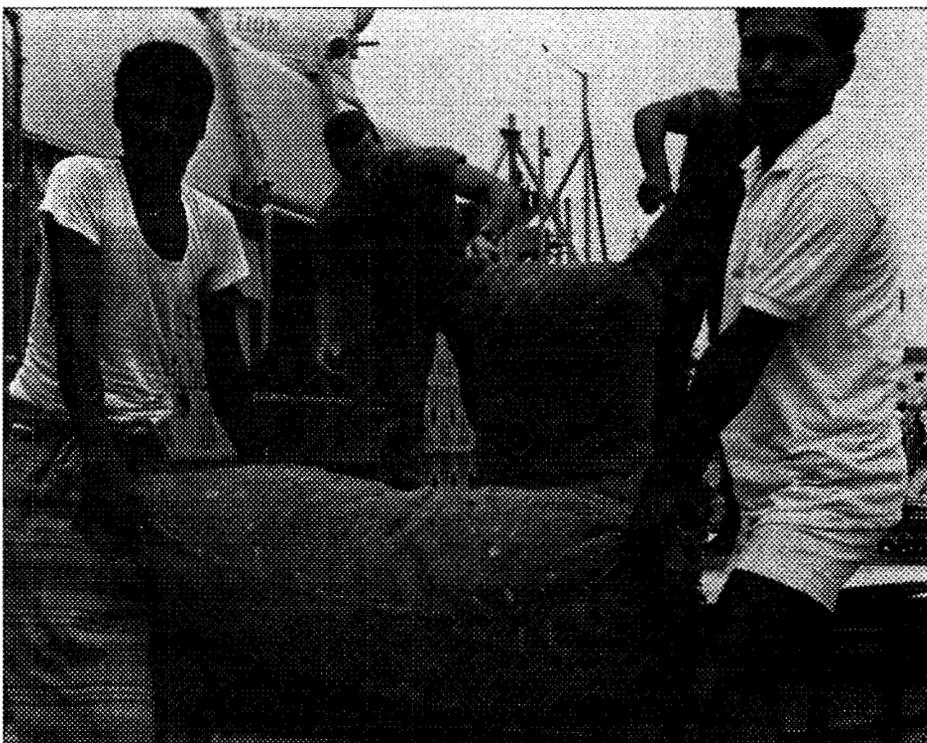
BY NANCY LONG

On April 29, 1991, a cyclone of epic power hit the southern coast and islands of Bangladesh, claiming the lives of some 139,000 people and rendering homeless millions more. Days before the cyclone hit, USAID/Bangladesh was already working with SPARSSO, a local organization that tracks cyclones and floods by satellite, and the private voluntary organization (PVO) community and was gearing up to help deal with the inevitable destruction.

Once the storm hit, the relief effort spun into action. U.S. Ambassador to Bangladesh William Milam surveyed the area by helicopter, subsequently issuing a disaster declaration that released the first \$25,000 in USAID funds and started the U.S. emergency response. In the ensuing weeks that response included providing water purification tablets, oral rehydration salts, medical supplies, food, tents, grants to U.S. and local PVOs and a special U.S. military Joint Task Force locally labeled "Operation Sea Angel."

"In contrast to other disasters, USAID funded a small part of the U.S. relief effort, managing \$5 million of the Office of U.S. Foreign Disaster Assistance relief supplies and grants to PVOs," notes USAID/Bangladesh Mission Director Mary Kilgour, who was in the disaster area assessing the most urgent needs within days of the cyclone's arrival. "But what made the critical difference in saving lives was the work of the U.S. armed forces, and it was in assisting them that this mission made its mark. We helped make their efforts far more effective, and it is estimated that several hundred thousand people in the region could have died without their help," says Kilgour.

"These were tough, battle-hardened men and women returning home from the



U.S. Armed Forces personnel, with the help of Bangladesh men in the area, unload critical relief supplies after a cyclone hit the southern coast and islands of Bangladesh last April.

Gulf War when they were diverted to Bangladesh waters. They were able to contribute to the survival of a people ravaged by a cyclone that had winds whipping the land at 130 miles per hour and tidal surge overwhelming entire villages with 20 feet of water," says Malcolm Purvis, deputy director of the mission. "The worth of their effort is incalculable."

Many stories during the course of the effort remain with those involved in the relief operation, stories that hint that the United States will long hold a place in the hearts of those affected by the cyclone. For example, it was a Bangladeshi, who, on being asked by a journalist who these strangers bringing food and medical supplies were, answered, "They are angels from the sea." And so Operation Productive Effort became Operation Sea Angel.

But USAID's assistance to Bangladesh goes far beyond disaster relief and predates the country's birth in 1971. In fact, the U.S. commitment to the development of what is

now Bangladesh spans nearly 40 years, and during that time Bangladesh, while still battling the deep poverty that affects its people, has made tremendous strides in solving its problems.

"The solution to disasters is long-term development," says Kilgour, "and in fiscal 1991 alone, USAID has committed more than \$137 million to promote development activities in Bangladesh.

"Helping individuals to earn enough money to improve their situation will provide a strong defense against natural disaster," she continues. "For example, if people can earn more income and then build their homes with stronger materials, instead of the current, very fragile "Katcha" houses, which wash away easily in the face of storms, they will be able to withstand the future forces of nature." Bangladesh is one of the poorest countries of the world. The average annual per capita income is \$180.

Most Bangladeshis earn their living off the land, primarily cultivating rice. But

with the continued increase in population, more people are becoming landless poor. In the years to come, opening more opportunities in the private sector will be an important factor in providing Bangladesh with alternative paths to progress.

The mission's program to help improve private sector non-agricultural economic opportunities is handled by the Office of Economics and Enterprise. The office supports two areas of emphasis: financial reform and small business investment. Financial reform activities focus on the nation's banking industry, providing technical assistance to help improve the organization and efficiency of the Bangladesh Bank and four leading commercial banks.

Small business development occurs primarily through MIDAS (Micro Industries Development Assistance Society). USAID-funded loans have supported the birth of some 100 small businesses since 1987.

"These loans provide support to entrepreneurs producing a range of domestic products, including paint, paper towels, shoes, jewelry, bicycle rickshaws, and poultry and shrimp," says Bill Duncan, deputy director of the Office of Economics and Enterprise. "Although all represent solid operations, these entrepreneurs would not be eligible for loans from conventional banks because the banks consider innovative ventures too risky."

MIDAS offers loans at market interest rates with a six-year repayment schedule. In addition, MIDAS provides entrepreneurs with management assistance, conducts studies to identify new consumer markets and finds investors with track records ready to launch new private sector endeavors.

A growing entrepreneurial spirit is evident throughout the country. For instance, many of the shrimp farms and factories in the Cox's Bazar and Chittagong districts were destroyed by the April cyclone. According to Duncan, the owners and workers of the private industries USAID support-

ed through this loan program were out the next morning, cleaning up the shops and working to get them running again. "It was an example unmatched by public-owned industries," he adds.

One entrepreneur in Dhaka who has received a loan through the program is Tarek Murshed Hossain, managing director of VACPAC Services. His business provides vacuum packaging services for ready-made clothes, primarily sweaters and jackets, for export. The process compresses the product so densely that the freight savings to a buyer are substantial. The service also removes moisture from garments, which prevents deterioration during transport and eliminates the need for re-pressing once the product reaches the buyer. At present, Hossain provides the services to garment importers in France, Sweden and

Italy and is marketing the service to U.S. buyers.

Bangladesh in the last year has embarked on a new route politically, one that relies on democratic means to achieve political objectives. The people of Bangladesh have voted in a new parliament and a new prime minister, Khaleda Zia.

"Democracy is long-term institution building," says Frank Young, director of the Office of Program for the mission, who notes that the mission has been supporting democratic activities since 1988. This support is centered around strengthening various governing or opinion-forming institutions—parliament, the judiciary, local government and the press.

Working through the Asia Foundation, a U.S.-based non-governmental organization, the mission seeks to help Bangladesh political institutions improve the way they operate and be open, efficient and effective in governance.

The Asia Foundation manages a broad program that includes election assistance and training. "We were attracted to the foundation's election assistance work because in this country in 1988, the opposition party would not participate in elections because it was so doubtful that they would be conducted in a fair manner," Young says. "Elections were held in 1989, 1990 and 1991, and each one has been progressively more fair. The current administration is perceived to have a national consensus. It has a legitimate governing role and must now parlay that into effective and fair governance."

An assessment team will visit Bangladesh this month to further study ways the U.S. mission can promote democracy.

Building democracy also is a byproduct of infrastructure activities that USAID/Bangladesh has promoted for years by increasing citizen participation in local decision-making and by fostering decentralization.

The mission's Rural Electrification III Project in the Office of Project Development and Engineering is one example. Since 1977, three USAID rural



Bangladesh workers learn the ropes of hot-line maintenance at a training school funded through the mission's rural electricity project. Jim Franckiewicz (left), an Agency engineer, looks on with a member of the technical assistance team.

electrification projects have helped establish 17 of the country's 40 member-owned and -managed rural electric cooperatives and have financed all technical assistance for the projects. Technical assistance is provided by the U.S. National Rural Electric Cooperative Association with assistance by American engineering subcontractors.

"The U.S. National Rural Electric Cooperative Association's capabilities and experience have made a major contribution to the Bangladesh Rural Electrification Board's development of a vision of a self-sustaining rural electrification program and its realization," notes Zach Hahn, director of the Office of Project Development and Engineering. "The result is a highly popular program widely recognized for its effective and efficient management. Although USAID was the pioneer—and sole—donor at its start, the rural electrification program's reputation for integrity has drawn in eight other donors since. Total donor financing has climbed to more than \$500 million, with only about one-third of that provided by USAID," he says.

Modeled after the democratically organized rural electric cooperative system in the United States, the Bangladesh cooperatives now serve 50 percent of rural areas.

The members of each cooperative society also are its consumers, who determine ways to provide less expensive and more dependable electricity through a democratically administered system. Each cooperative society has an elected board of directors. Sites for setting up the societies were determined on the basis of several criteria, including the potential for stimulating development.

The effects on rural life are visible. In just more than 10 years, rural electrification has increased agricultural production through electric-operated irrigation pumps and has stimulated the development of rural industries, as well as improved the living standards of people in areas served by the rural electric cooperatives.

One of the first cooperative societies established—and one of the most successful—is Dhaka-I. Since 1980, it has provided



Bill Duncan, deputy director of the mission's Office of Economics and Enterprise, inspects a winter jacket before it is processed through a vacuum compressing service. Tarek Murshed Hossain (left), managing director of VACPAC, received a loan through a USAID-funded project that promotes small business development.

ed electricity to 437 villages in its area, benefiting nearly 150,000 people. About 1,000 electric irrigation pumps cultivating some 38,000 acres now are in operation. In the region in which it operates, more than 200,000 jobs have been created in agriculture and industry combined.

A sawdust mill and a garment factory are just a couple of examples of the many industries served by the cooperative. It also has roughly 26,000 domestic customers.

USAID's rural electricity project also includes an extensive and sophisticated training component. For example, hot line maintenance, the capability of maintaining lines without interrupting service, has been a part of Agency-financed rural electric training since 1989.

Within the same office, the mission's P.L. 480 Title II Food for Work program also strengthens decision-making at the local level. Administered by the U.S.-based PVO CARE, Food for Work enables local governments to undertake locally initiated road and bridge projects. The projects are carried out from November to June, which

is the slack period for agriculture laborers. For each day of labor, a worker is provided with five kilograms of wheat, which will feed an average family of six. The USAID/Bangladesh Food for Work program is the largest of its kind, providing up to 120,000 metric tons of wheat each year for workers to rehabilitate 6,000 miles of rural roads and 1,500 bridges or culverts in 301 of the country's 460 counties. The wheat is worth about \$20 million.

CARE is exploring other ways to use the wheat to promote a greater range of development activities, including rural education, tree planting, women in development and disaster relief.

In the sectors of agriculture and population and health, U.S. assistance over the years has helped Bangladesh make impressive gains that have earned international recognition.

The mission's Office of Food and Agriculture supports three major projects: development of the fertilizer market, P.L. 480 Title III and agriculture research.

Helping the government of Bang-

ladesh privatize the country's fertilizer market is the objective of the Fertilizer Distribution Improvement Project, an activity that has shown impressive results. "In the last two years, the private sector took 95 percent of the fertilizer market," says Don Brown, director of the office. "At the same time, the price of fertilizer dropped by 15 percent, and fertilizer use has jumped tremendously—40 percent, from 1 million tons to 1.4 million tons."

Assisted by the International Fertilizer Development Center, the project works on two levels: encouraging deregulation of the fertilizer markets and prices and extending credit to fertilizer distributors to increase fertilizer availability and competition.

One of the many competitive fertilizer distributors located at a main fertilizer port in Narayanganj is Shaikh Rafiqul Islam, managing director of GBB Trading. A graduate of USAID's participant training program for agriculture management, he sells 50,000 tons of fertilizer a year and has computerized his whole operation.

"1991 marks the first time there has been a surplus of rice in Bangladesh, and it is because farmers have had the fertilizer they needed, the amount they needed and at a lower price," says Ken Moots, director of the International Fertilizer Development Center in Dhaka. "The entire nation of Bangladesh has benefited, and much of the credit goes to the hard work of these private fertilizer distributors."

Statistics prove the case. Food grain production rose dramatically from 16.6 million tons in 1988 to 19.3 million tons in 1991, an 18 percent increase since privatization efforts began.

Brown predicts that this trend will continue if the government maintains liberalizing policies, noting that the basic structure for increased production is in place.

"The fertilizer program has accomplished all the things it was supposed to and

has been a phenomenal success," he says.

That success is widely recognized, and delegations from Ethiopia and Egypt have visited Bangladesh to study it.

"Every development issue presents itself in Bangladesh. For the development professional, it is as challenging a post as can be had."

Agriculture research is another focus of the office's work. One effort helps introduce fish farming to Bangladesh farm families. With unused ponds and simple technology, researchers are

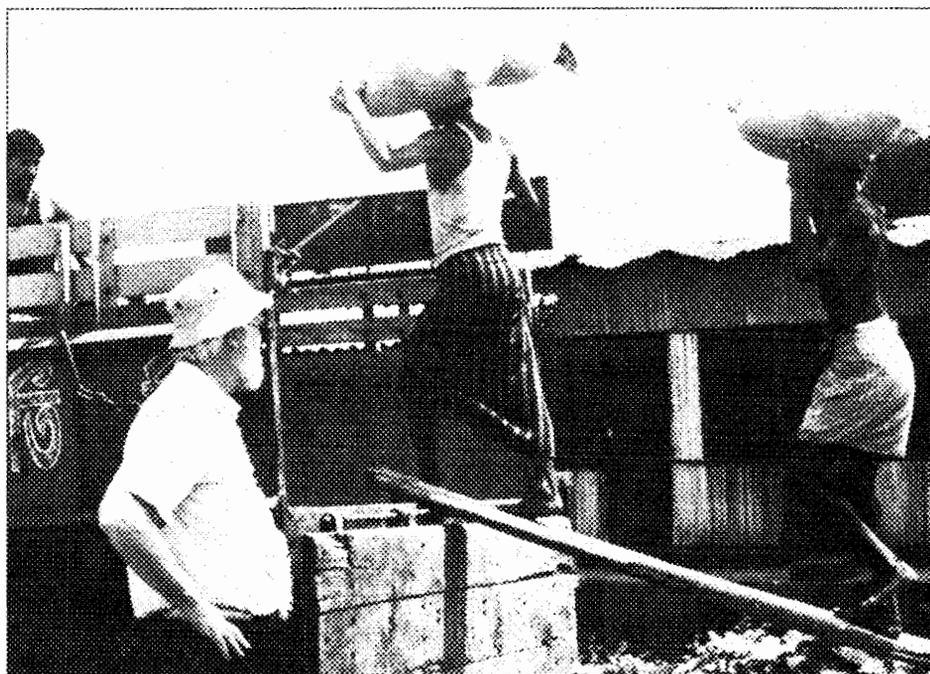
helping to bolster the income level of households. Another research activity involves the viability of minor crops such as tomatoes and carrots during the monsoon season. "If the study finds that these crops are able to thrive, it will represent a major breakthrough in agriculture, and we are hopeful that it will increase the nutritional and income welfare of farming families," says Brown.

The Title III program, through which the

United States provides wheat to eligible governments on a grant basis, addresses the government's food security objectives. The Bangladesh program, created in 1979, is one of the longest and largest Title III activities in operation and has recently been completely overhauled to meet changing needs and new opportunities.

Although much progress has been made in increasing food availability in Bangladesh, its people remain one of the most consistently malnourished in the world. Title III addresses this issue with the ultimate goal of alleviating the poverty that causes malnutrition. About \$60 million of wheat annually will be used to help generate an equal level of local currency.

"With the local currency, we will pursue the goal of increasing the country's proportion of gross fixed investment," explains Dave Heesen of the Office of Food and Agriculture. "We plan to join with the World Bank and the International Monetary Fund to support improved budget planning and discipline. Through Title III, we will study current government investments and propose ways for the govern-



At a main fertilizer port in Narayanganj, Don Brown, director of the Office of Food and Agriculture, watches as workers load sacks of fertilizer onto trucks. The mission has supported Bangladesh efforts to privatize the fertilizer market, which have resulted in reduced prices for fertilizer as well as greater use and availability.

ment to reallocate available funds toward higher priority," Heesen says.

"People will need jobs to buy more food. By encouraging domestic investment in both the public and private sectors, we hope to help Bangladesh create those job opportunities."

The mission's Office of Population and Health works to help improve the family planning and health services offered to the people of Bangladesh. "As a result of the last decade's efforts in family planning, a shift from high to low mortality and fertility clearly is under way in Bangladesh," says Director Bill Goldman. "The contraceptive prevalence rate has increased from 7 percent in 1975 to more than 40 percent today, while the total fertility rate is now estimated at 4.9 children per woman, down from about 7 in 1975. This represents a positive trend we continue to support.

"The office promotes reduced fertility and enhanced child survival through a comprehensive program that works with the government, non-governmental organizations and the commercial private sector," he says. "This office provides technical support to the Ministry of Health in service delivery, local-level community motivation and mobilization programs and research."

In addition, USAID supports the operating costs of a network of 115 PVOs, which expands and complements the reach of government services.

USAID also has promoted population goals by helping young women stay in school. Education enhances a woman's ability to meet and manage life's challenges. In addition, continued enrollment in school serves to delay marriage. Since 1982, through grants to the Asia Foundation amounting to \$600,000 per year, the office has supported scholarships to 20,000 girls from poor families, enabling them to attend and complete secondary school. USAID's involvement will end next year as other donors take up the program.



Health workers inoculate a child at an urban clinic. Through USAID's Municipal Immunization Program, the mission helps the government of Bangladesh fulfill immunization needs in the country's urban areas.

One of the continuing disasters in Bangladesh is a silent one, the child death rate. An estimated 2,400 young children die every day in Bangladesh, or 100 every hour. Although infant and child mortality figures have declined, the decrease has been less impressive than expected. About 110 children for every 1,000 die today as compared to 130 for every 1,000 a decade ago. The under-5 mortality rate is 188 per 1,000. Almost 60 percent of child deaths are the result of diarrheal dehydration, acute respiratory infection and low birth weight.

USAID/Bangladesh provides funding assistance to the government's Expanded Program of Immunization (EPI), which was begun in 1985 after a study showed only 2 percent of children in the country were fully vaccinated. EPI immunizes children against six diseases—tuberculosis, diphtheria, pertussis, tetanus, polio and measles.

Through USAID's assistance to the

Municipal Immunization Program, begun in 1988 and funded through 1994, the mission helps the government fulfill immunization needs in urban areas, where 20 percent of the population lives. One year ago, a multidonor team of representatives conducted a study that documents the achievements of the immunization program. Country-wide, 62 percent of children under 1 were fully immunized. As noteworthy, even though the mission's urban program began three years later, 68 percent of the children in urban areas had been immunized.

Aside from the challenges of work, mission staff report that living in Bangladesh can be pleasant. The residential area is a five-minute commute from the office and mission club that has dining facilities, a swimming pool and tennis courts. There also is an excellent, full-service school for grades K-12 and a favorable climate for employment for spouses.

An annual Rickshaw Triathlon tests the running, swimming and bicycle rickshaw prowess of daring entrants. A drama group performs twice a year to rave reviews. A new international musical group performed "The Messiah" at Christmas and plans to continue with other performances. And, as any map-reader will note, Bangladesh is a quick connecting point to many other Asian destinations, including Kathmandu, Bangkok and Calcutta. Finally, in the words of more than one USAID staffer, Bangladesh offers the "most beautiful winters."

Although much progress has been made over the years in Bangladesh, from disaster preparedness to small enterprise development to child survival, the effort is hardly complete. In the coming years, USAID/Bangladesh will continue to help the people of Bangladesh in their efforts to seek a better life.

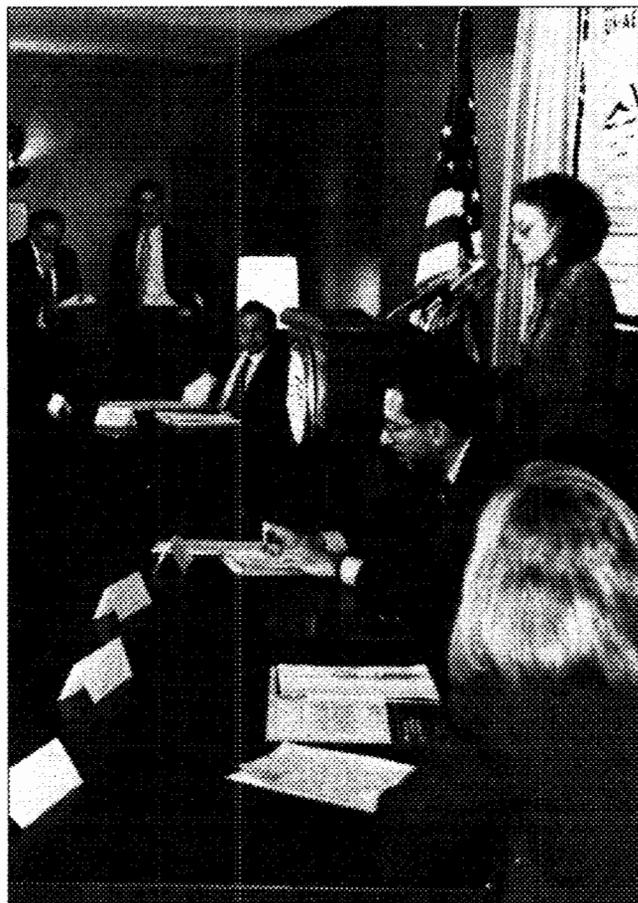
"Every development issue presents itself in Bangladesh. For the development professional, it is as challenging a post as can be had," says Kilgour.

U.S.-Asia

(from page 3)

Fore said that US-AEP "is a new way of doing business where U.S. and Asian businesses, governments and communities will be working together as equal partners."

The partnership will offer Asians access to America's most current information and advances in environmental policies and management approaches, energy efficient technologies and renewable energy, and greater investment in water purification, effluent treatment, solid and toxic waste management, improved forest and coastal management, effective conservation of endangered species, increased energy efficiency, greater use of renewable resources and adoption of clean technologies.



Assistant Administrator for Asia Henrietta Fore describes the U.S.-Asia Environmental Partnership at a press conference at the State Department Jan. 7.

For Americans, the environment partnership will mean increased opportunity to provide environmental expertise, goods and services to Asia. As a world leader in environmental technology, the United States can help address serious Asian environmental problems while benefiting from greater demand for industrial goods and services in a worldwide market valued at \$200 billion in 1990 and expected to grow by 50 percent by the year 2000.

Formal invitations had been extended to most Asian nations and territories to participate in the partnership. The partnership will work with Australia, Japan, New Zealand and other bilateral and international donors as well.

Fore said that active participation from the American and Asian business and non-governmental organization (NGO) communities is essential to making US-AEP a success. Initial partnership reaction has been very positive. The partnership is just now in formation, and the US-AEP Secretariat is welcoming all interest by U.S. and Asian partners.

The Bureau for Asia has announced the establishment of a secretariat to oversee daily US-AEP activity. In the first year of operation, the partnership will select the 1992 environmental fellows funded under the partnership, sponsor trade information and investment activities, including a pilot American Business

Center, focus on appropriate technology work on environment and energy infrastructure, and work with counterparts in

Asia to design the regional biodiversity conservation network. EPA will launch its environmental training institute.

Personnel from the bureaus for Private Enterprise and Research and

Development and the Policy Directorate worked very closely with the Asia Bureau in an interagency process that led to the president's announcement. Four interagency working groups, each led by an Agency officer, forged the basis for the U.S.-Asia Environmental Partnership. The participating U.S. agencies are: Council on Environmental Quality; Office of Science and Technology Policy; Department of Agriculture (Forest Service); Army Corps of Engineers; Department of Commerce; Department of Energy; Department of the Interior; Department of State; Environmental Protection Agency; Export-Import Bank; National Science Foundation; Peace Corps; Small Business Administration; Trade and Development Program, U.S. Information Agency; Overseas Private Investment Corporation; and the Smithsonian Institution.

To ensure inclusion of U.S. industry, US-AEP will be coordinated at the Cabinet level by the Economic Policy Council's Trade Promotion Coordinating Committee, chaired by the secretary of commerce. A subcommittee will be chaired jointly by USAID and the Commerce Department. A counterpart coordinating organization is planned for Asia.

For further information, write the U.S.-Asia Environmental Partnership (US-AEP) Secretariat, Bureau for Asia, U.S. Agency for International Development, Room 501 SA-2, Washington, D.C. 20523-0216 or call (202)663-2288 or fax (202)663-2149.

Nicastro is chief of the Asia Bureau's Office of Technical Resources.

"This partnership will benefit Asia and the United States."



Self-financing Health Project Brings Quality Care to Bolivia's Poor

BY BAIRD STRAUGHAN

Before the PROSALUD clinic came to El Pailon—a village on the outskirts of Santa Cruz, Bolivia—in 1985, the community had never had a doctor or nurse. El Pailon's primitive health post was run by an elderly veteran of the Bolivian army.

Today the 3,000 people of El Pailon are served by a health clinic with a medical staff provided through PROSALUD, a self-financing health-care organization begun with funding from USAID/Bolivia.

Yet the growth and success PROSALUD enjoys today did not come easily. In March 1985, USAID/Bolivia's self-financing primary health care project was in trouble. Project team members threw an unserviceable original project design out the window and started looking for new ways to deliver health care to the working poor. They began experimenting with three delivery models and embarked on what were to be six years of evaluations, revisions, conflicts and painful improvement.

The product is PROSALUD, one of the very few primary health care organizations in the world that serves the poor and is, nevertheless, self-financing. PROSALUD's central office in Santa Cruz administers 16 clinics that serve 125,000 people in the poor rural and semi-urban areas around the tropical city. Over the last decade, Santa Cruz's population has exploded mainly in the outlying areas, where a stream of impoverished immigrants from the altiplano and high valleys has settled.

The growing population had

strained the public health system beyond its limits. Today, in health centers where the attention previously was sporadic, PROSALUD offers poor patients round-the-clock care. A full-time general physician directs each center, usually assisted by two nurses. Two other nurses are on duty at night. A pediatrician, gynecologist, dentist and laboratory technician work part-time.

"PROSALUD exists in the space that the Ministry of Health doesn't fill," says

Director of Medical Services Luis Santa Cruz. "The clinics of the public health service offer generally impersonal care in often dirty facilities."

PROSALUD clinic staff provide free preventive services like vaccinations or well-baby examinations. They charge for curative services at rates equivalent to those of the public health service. A medical consultation costs about \$3 and a childbirth about \$35, although the prices are sometimes reduced or waived for indigent patients. Commonly prescribed medicines are available at the in-house pharmacy.

Each clinic sets its prices and policies in consultation with a board of directors from the community it serves, which helps to assure neighborhood acceptance. Within the clinics, one room is set aside for neighborhood activities. Volunteer promoters circulate throughout the neighborhood, giving talks on hygiene, nutrition and good health practices. One or two paid promoters provide education on family planning.

PROSALUD headquarters also watches over revenue, assists centers that are having trouble meeting their goals, organizes training courses and has even instituted a "Medical Audit" in which physicians run checks on one another's diagnoses and treatments. At first the doctors objected to the idea, but today they say that it's an important tool for maintaining uniform quality of treatment.

"We consider our supervision more as assistance than control," says Santa Cruz. "We gave the clinic directors a course in financial management. Now they come in and challenge our monthly income re-



A mother and a health care worker weigh a small child as part of a well-baby exam at a USAID-funded PROSALUD clinic, a self-financed health-care organization that serves Bolivia's poor.

ports." The clinics' physicians say that the coordination from the headquarters has allowed them to provide high-quality service for basic medical needs and still maintain public-sector prices.

Patients in PROSALUD clinics say they like its services, and most return. The organization's market share in its designated neighborhoods has increased steadily. During 1990, when PROSALUD opened several new clinics, its patient population grew by 66 percent over that of 1989. The organization now is focusing on consolidating the existing clinic network and plans to enter into the market for secondary health care by buying and equipping a small local hospital.

What impresses health-care practitioners most is that, while expanding, PROSALUD has been able to finance itself. The quality of its care and its financial management have attracted requests for assistance from health organizations around Latin America.

Since USAID support for the Santa Cruz clinics ended in August 1990, PROSALUD has covered expenses with revenues, 80 percent of which come from payments for services and 20 percent from tertiary activities like management consulting.

The losses of the rural clinics are generally covered by the profits of the urban ones, and free care for indigent patients is covered by their neighbors who, in meetings with the clinic staff, collectively agree to pay a little more.

"It's not the case that the working poor can't pay," says PROSALUD National Executive Director Dr. Carlos Cuellar. "After all, how do they pay for a ride on the bus? It's that you have to give them attractive, personal medical service for which they're willing to pay. If you go to a public clinic and are treated badly, you won't want to pay either.

"In PROSALUD, we try to synthesize the best from both the public and private sectors, creating a new type of community organization in Bolivia." Cuellar says. "We have to change perceptions of privatization among the poor, showing them that privatization doesn't mean lining the pock-

ets of the rich. This is a new model in which a private initiative can help satisfy community needs.

"From the public sector, we have taken broad coverage and low prices," he continues. "From the private, we have taken efficiency, quality of care and response to changing needs. We have eliminated the bad and impersonal service and insufficient and outmoded equipment of the public sector and the high costs and interest in high margin of profit of the private sector. We can provide good service at a low cost. In fact, that's one of our slogans, *Servicios de alta calidad a bajo costo* (High quality services at low cost)."

Is PROSALUD's success in Santa Cruz replicable? The acid test comes as Cuellar and the USAID/Bolivia Health and Human Resources Office embark on an \$8 million parallel program in the capital of La Paz and in the sprawling settlement of urban poor outside it, El Alto. USAID/Bolivia is providing \$6.5 million of the financing, and the clinic infrastructure will be donated by the public health system.

It's hoped the PROSALUD pilot clinic in El Alto will achieve enough revenues to cover between 60 percent and 80 percent of its costs. Expenses can be cross-subsidized with clinics in La Paz, where the people are better off.

"Originally we chose El Alto because of its great need for health services and because the area has a large enough demand for our services," Cuellar says. "Later on, feasibility studies showed us that our activities had to be extended to La Paz with the purpose of reaching enough numbers of people that the system needs for its optimum performance. And by including both areas in its activities, PROSALUD can institute cross-subsidies between the less poor and the poorer areas of La Paz and El Alto.

"We also wanted to test the real reach of the model. If we are successful in El Alto and La Paz, we will know for sure that the model has a high degree of replicability," he adds.

Seven health centers will soon open in El Alto and 12 in La Paz to serve 160,000 people. For the poor in a country in which

access to health care is limited, the availability of the sound, affordable health care provided by PROSALUD is a godsend.

Straughan is a television and radio journalist living in La Paz. This article was revised for publication in Front Lines.

Awards

(from page 5)

puts it. "The best way to fill stomachs is to feed minds."

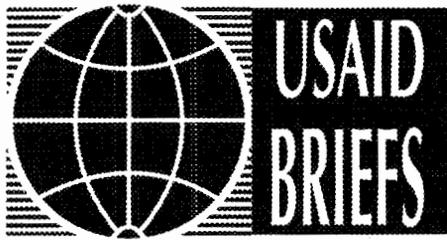
The organization works with communities in Africa, Latin America and now Eastern Europe to develop community enterprises like a tomato paste factory in El Salvador, a palm oil processing plant in Ghana and a cattle ranch in Kenya. The benefits to these communities go beyond employment. The profitable enterprises build schools, hire doctors and create a demand for many locally produced products.

Charles Sykes, who has spent the last 30 years helping people all over the world in his career with CARE, was honored with an award in the lifetime achievement category. Sykes' work for the international relief organization began in Greece in 1961 and led him through many countries and programs to his current position as CARE vice president and Washington, D.C., liaison.

Following floods in Pakistan in 1968, Sykes supervised the reconstruction of homes for more than 3,000 families. As country director for Egypt in the mid-70s, Sykes helped poor fishermen in the Aswan High Dam Region reforest their land and obtained medical care for many who were sick and malnourished.

In 1990, Sykes lobbied for the renewal of Public Law 480 (Food for Peace) that, for the first time, made \$50 million available to non-governmental relief organizations.

Former "Saturday Night Live" star Jane Curtin, National Ambassador of the U.S. Committee on UNICEF, presented the awards at the ceremony.



Flores Named Mission Director For Yemen

George Flores, an experienced USAID Foreign Service officer, was appointed mission director to Yemen in September 1991.

The mission's program was substantially cut last year as a result of Yemen's political stance during the Gulf crisis. Before that time, the Yemen program was the largest development assistance program in the Middle East-North Africa region with annual levels of about \$22 million.

Flores directs a \$3 million program, which is currently restricted to humanitarian and human resource development assistance.

The continuation of the program reflects USAID's concern for the welfare of the Yemeni people and the economic situation that has deteriorated seriously in that country.

Flores was deputy director of the Office of Middle East Affairs in Washington before assuming his new position. Since joining USAID in 1970 as a loan officer, he has served in Egypt, the Philippines, Ghana and Afghanistan.

Flores has a bachelor's degree in Latin American studies from the University of New Mexico, a master's degree in business administration from the University of San Francisco and a master's in management from the Asian Institute of Management (a Harvard University affiliate in Manila).

Flores, who is from Taos, N.M., is married and has two grown children.

Housing Office Seeks Expertise In Real Estate

In recent months, many evacuees from posts overseas have requested help in finding homes in the area. To better assist them, the Housing Office, managed by the Association of American Foreign Service Women, invites employees or retirees of the Department of State, USAID and the U.S. Information Agency who are real estate agents to provide the office with a business card.

The cards will be used at the Housing Office to provide information to those who are looking for someone to represent them in their search for properties to rent or buy.

The cards may be delivered to the Housing Office, which is located in Room 1254 of the State Department. The cards also may be mailed to the Housing Office, AAFSW Desk, A/OPR/FMSS/ESC, Room 1254, Department of State, Washington, D.C. 20520.

Study to Focus On FS Families

The State Department's Office of Medical Services, in conjunction with the Ackerman Family Institute of New York, is conducting a study of Foreign Service families. The study focuses on the growth and development of families, with special emphasis on how children, when faced with numerous moves, adapt to foreign cultures and unanticipated evacuations.

USAID is seeking families to participate in a one-time, three-hour interview for the study. The information will be confidential and held by the institute. None of the information received during the interview will be a part of the employee's medical or personnel files.

For additional information or to sign up for the study, contact the Employee Consultation Service at (202)647-4929.



Eckman Recognized for IG Efforts

In Vienna, Austria, U.S. Ambassador to Austria Roy Huffington (center) and Inspector General Herbert Beckington (left) recognize Regional Inspector General for Audit of Eastern European Programs E. John Eckman with the 1991 USAID Inspector General Award for Excellence. The award is granted annually to a member of the Office of the Inspector General whose achievements have generated greater awareness for the work of the office.

IN MEMORIAM

Frank Dees Abercrombie, a retired Foreign Service officer, died of acute congestive heart failure Dec. 12 in Roswell, N.M. He was 67. Abercrombie joined USAID in 1959 as a range management adviser, serving in Somalia, Nigeria, Ethiopia and Kenya. He retired in 1978.

James D. Singletary, a retired Foreign Service human resources development officer, died of cancer Dec. 13 at his home in Silver Spring, Md. He was 70. Singletary joined USAID in 1961 and served as a teacher education adviser in Afghanistan and South Vietnam as well as in Washington, D.C. He retired in 1985.

Media Workshop Explores Agency Communications Strategy

BY JOHN RIDDLE

For seven days in November, External Affairs' Division of International Development Communications (XA/IDC) conducted a hands-on workshop to explore new and expanded communications technologies and strategies for the Agency.

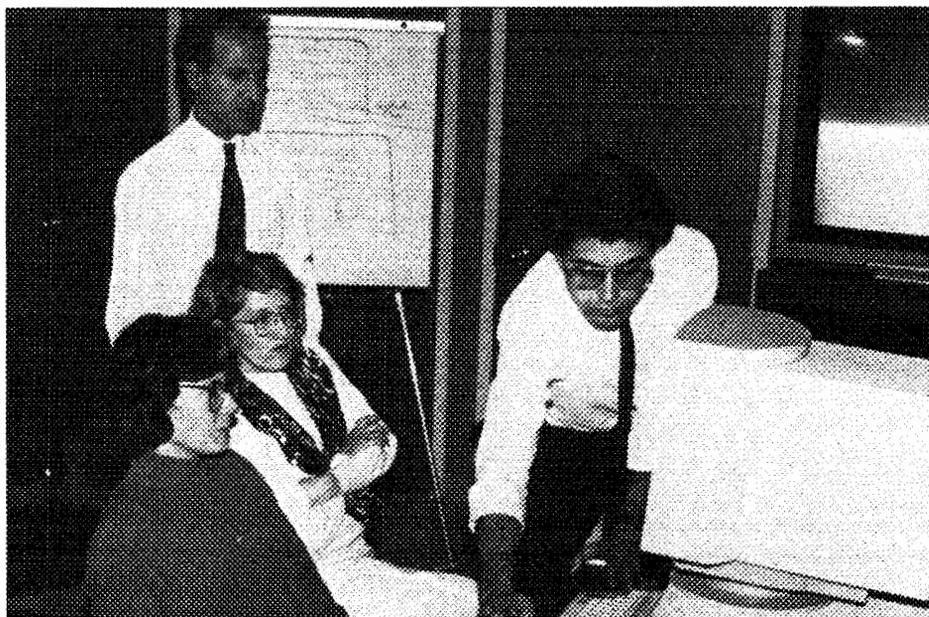
The workshop, held in the wake of dramatic worldwide political and economic changes, sought to improve coordination of public information efforts among Washington headquarters, USAID missions abroad and the U.S. Information Agency (USIA) in Washington and its U.S. Information Service (USIS) posts in the field.

Attending the conference from overseas were Development Communications Specialists Harry Iglesias (Panama), Christine Mullen-Kreamer (Indonesia), Fernando Rollano (Bolivia), Reynalita Santana (Philippines) and Debbie Stephenson (El Salvador).

The workshop examined USAID's reorganization, its initiatives on democracy, business and development, the environment and the family. It also introduced communications specialists to USIA's worldwide operations and to the latest in photographic, print and electronic communications technology.

Ambassador William Rugh, USIA's area director for Near East and South Asia, and Stephen Hayes, director of USAID's Office of External Affairs, addressed the increased need for more effective communications programs to explain the goals of the two agencies.

Media experts explained how to reach print and electronic media and how to use photography, radio and television as part of a communications strategy. USIA-TV's worldwide satellite network, Worldnet, and its news



Chris Mullen-Kreamer (seated, left) of USAID/Indonesia and Ranta Russell of the Africa Bureau's Office of Development Planning receive instruction in computer graphics presentations from Edress Saljuki of Pragma Corporation during a recent Media Relations Workshop organized by the Office of External Affairs. Standing is Pragma's Mohammad Fatoorechie.

service, Newsfile, also were explained.

The workshop showcased XA's new multimedia technology, which combines computer graphics, video, audio and text to make more effective presentations.

Some important points emerged from the workshop:

When an Agency staff member is interviewed, for example, a public information specialist should attend and set the ground rules before the session and provide additional information to clarify important points.

Keep news releases clear, crisp and direct. Begin with the news and stay away from bureaucratic jargon. Supplement these with detailed fact sheets about Agency programs.

For the maximum effect of live television overseas, USIA-TV's Worldnet Dia-

logue is the medium to choose. In consultation with the local USIS office, select a topic, prepare a detailed proposal with possible guests, and decide on the message to be communicated.

USAID's role in the world is expanding at a critical moment in history, and the Agency can more effectively explain its development efforts at home and abroad using many of the techniques demonstrated during XA's media relations workshop.

For a complete report and evaluation of the media relations workshop, call Gordon Murchie, XA/IDC, Room 4889 NS, telephone (202)647-3723 or fax (202) 647-3945.

Riddle is a writer in XA/IDC.

WHERE



MOVED ON

Caprice, Michele. COMP/YOC/COOP
Collier, Lara. FA/FM/P/PPB
Davidson, Tawanna. AFR/CCWA/MS
Hamilton, Angela. COMP/LWOP
Hermann, Christopher. ASIA/FPM
Kemp, Todd Ellis. COMP/DETAIL/SUP
Mack, Gwendolyn. PGL/CDIE/DI
Mankin, Margaret. COMP/DETAIL/SUP
Mara, Ruth. POL/CDIE/DI
Massingill, Tuyet. LAC/SAM
Miller, Alfreda. ASIA/EA
Moser, Gary. Kenya
O'Gara, Chloe. R&D/WID
Phillips, Eric. A/AID
Rabb-Ayers, Priscilla. TDP/OD
Simpson, Katherine. COMP/DETAIL/SUP
Wincek, Cynthia. AFR/DP/PSE
Wooten, Anita. RDO/Caribbean

REASSIGNED

Arbuckle, R. Douglass. Zambia, IDI administration, to supervisory executive officer, Tanzania
Huffman, Michael. ASIA/SA/NS, project development officer, to ASIA/DR/PD/EA
Vandepol, Hendrik. Chad, engineering officer, to FA/COMP/FS/RS

PROMOTED

Alverson, David. Ecuador, supervisory agricultural development officer
Amin, Rashmikant. Malawi, controller
Arelland, Hilda. Guatemala, supervisory general development officer
Arnold, Marilyn. LAC/DR/EHR, human resources development officer
Atwood, David. Mali, agricultural economics officer
Atwood, Grover. Mali, supervisory agricultural development officer
Ayalde, Lilianna. Nicaragua, supervisory general development officer
Baker, Stafford. Kenya, supervisory project development officer
Barbiero, Victor. REDSO/ESA, health population development officer
Beamon, Joanne. SDB/OD, general business spe-

cialist
Bellack, Lorraine. Sri Lanka, secretary
Brewer, Audrey. R&D/OIT/PP, program operations assistant
Brooks, Tonya. EUR/RME/PD, clerk typist
Brown, Keith. AFR/SA, supervisory regional development officer
Brown, Nicola. AFR/MRP/OS, clerk typist
Brown, Richard. Sri Lanka, mission director
Brown, Terrence. Guatemala, mission director
Buckles, Patricia. Zimbabwe, project development officer
Byess, Richard. Mali, program officer
Cantell, Claudia. Rwanda, project development officer
Carlisle, Lisa. FA/HRDM/TSD, administrative operations specialist
Caropreso, Frank. Honduras, supervisory financial management officer
Castillo, Mendez Ramon. Honduras, financial management officer budget analyst
Cheeves, Lolita. XA/IDC, audio visual production specialist
Clark, Lawrence. Costa Rica, data management officer
Cleveland, Patricia. PRE/SMIE, secretary typist
Cohen, Neal. Nepal, program economics officer
Coles, Walter Jr., Jamaica, supervisory private enterprise officer
Competello, John. IG/A, assistant inspector general for audit
Davis, Paul. Honduras, program economics officer
Dei, Carleene. Cote d'Ivoire, housing urban development officer
Dijkerman, Dirk. Rwanda, program officer
Doo-Soghoian, Dana. FA/OP/W/MS, contract specialist
Doores, Elizabeth. FA/FM/P/SM, financial clerk office automation
Dorsey, Joseph. Czechoslovakia, executive officer
Dosh, Steven. Guatemala, supervisory officer
Dubois, W. James. FA/FM/CMP/LC, accountant
Dudley, Theresa. FA/B/PB/C, clerk typist
Duvall, Jimmy. Burundi, controller
Eaton, George. Niger, mission director
Fanale, Rosalie. Haiti, supervisory project development officer
Farmer, Angelea. FA/OMS, clerk typist
Fletcher, Patricia. Peru, secretary
Flynn, John. COMP/FS/REASSGN, supervisory agricultural development officer
Gary, Vivian Pettersson. Yemen, supervisory general development officer
Garzon, Jose. Bangladesh, program officer
Gast, Earl. Philippines, project development officer
Gingerich, Molly. Kenya, population development officer
Grizzard, Willard. Ghana, controller
Hammam, Sonia. PRE/H, housing urban development officer
Harbert, Karen. AA/LAC, special assistant
Harvey, Ronald. Zaire, supervisory agricultural development officer

Helman, Howard. FHA/ASHA, supervisory program officer
Hepp, John. Indonesia, supervisory financial management officer
Hoffman, Nancy. Mali, supervisory executive officer
Holl, Fay. Guinea, secretary
Hong, Howard. RIG/A/I/Nairobi
Hooff, Nancy. ROCAP/Guatemala, program officer
Jakubik, Vivian. Jordan, secretary
Jeckell, James. FA/OP/O/ANE, supervisory contract specialist
Johnson, Mark. Namibia, project development officer
Jones, Velma Lee. AA/OPS, secretary stenographer
Jones-Taylor, Sharon. SDB/OD, general business specialist
Jordan, Patricia. Philippines, project development officer
Kainth, Yashwant. Rwanda, executive officer
Kennedy, Barbara. Peru, deputy mission director
Kirk, Robert. Egypt, project development officer
Kirkland, James. India, health development officer
Lansell, Scott. EUR/RME/ECA/BAL, program analyst
Leblanc, Kathleen. Dominican Republic, controller
Lee, Suk Han. COMP/YOC/COOP, student training computer
Lewis, Marjorie. Jamaica, controller
Like, George. Belize, supervisory agricultural development officer
Lofgren, Marcie. Malawi, secretary
Lucke, Lewis. LAC/DR/SA, project development officer
Maestri, Rebecca. PRE/EM, general business specialist
Markel, Amy Joy. IG/RM/PFM, accountant
Martin, Linda. Pakistan, controller
McDonald, Kathleen. EUR/DR/HR, health population development officer
McCoy, Melissa. FA/HRDM/PMES/PM, personnel clerk typist
McGhee, Laura. El Salvador, supervisory contract officer
McIntyre, Mary Lee. FHA/PVC/APS, registration analyst
McPhie, Winston. RDO/Caribbean, project development officer
Mehu, Ellen. Nepal, secretary
Merkel, Albert. RDO/Caribbean, agricultural development officer
Milbourne, Bonita. EUR/RME/ECA/ST, clerk typist
Miller, Diane. FA/OP/O/EE, supervisory contract specialist
Miller, Frank. COMP/FS/REASSGN, supervisory program officer
Miller, Warren. A/AID, special assistant
Molldrem, Vivikka. NE/ME, supervisory regional development officer
Morris, Betty. Chad, personnel officer
Nakatsuma, Alfred. Guatemala, natural resources officer

Neuse, Margaret. REDSO/ESA, population development officer
North, Walter. ASIA/EA, regional development officer
O'Leary, Robert Leonard. EUR/RME/FMS, financial management officer financial analyst
Osinski, David. REDSO/ESA, contract officer
Pascual, Carlos. AFR/DP/PSE, supervisory program officer
Patrick, Henderson. NE/DR/MENA, project development officer
Phillely, Michael. R&D/ENR, science technology officer
Presta, Kelly. XA/PL, public affairs specialist
Riley, William. NE/ENA, program officer
Ringuede, Annie. Morocco, special projects officer
Rocha, Mario. Guinea, controller
Rogosch, John. Indonesia, supervisory health population development officer
Ross, Lee Ann. Indonesia, supervisory program economics officer
Roussel, Lee. Czechoslovakia, AID representative
Rudert, Brian. Nicaragua, supervisory agricultural development officer
Russell, Carla Rochara. FA/HRDM/TSD, clerk typist
Salvo, Joseph. LAC/DR/RD, agricultural development officer
Schaeffer, William. Thailand, supervisory executive officer
Sewell, Virginia. ASIA/DR/TR, health population development officer
Shelton, Douglas. R&D/PO, supervisory program officer
Sherper, Keith. Uganda, mission director
Sledd, Shari Morgan. XA/PI, administrative operations assistant typist
Smith, Patricia. FA/HRDM/FS/COMP, personnel officer
Smith, Scott. FA/FM/A/PP, accountant
Smither, Barbara. Nicaragua, secretary
Spence, Gail Monique. Haiti, project development officer
Stauffer, Donna. ASIA/SA/I, program officer
Steelman, Richard. Pakistan, supervisory project development officer
Stickel, Wendy. PGL/CDIE, program officer
Stover, Carina. Madagascar, health population development officer
Stryker, Ronald. RDO/C, supervisory agricultural development officer
Sugrue, William. ROCAP/Guatemala, natural resources officer
Swain, Diana. Afghanistan, project development officer
Thomas, Dawn. REDSO/WCA, project development officer
Thomas, John. Madagascar, agricultural development officer
Trott, Michael Crooks. FA/HRDM/PPM/PP, supervisory executive officer
Turner, Karen. India, legal officer
Tyson, Carole. LAC/CAR, supervisory regional

development officer
Van Meter, Joseph Jr. Egypt, commodity management officer
Varley, Joseph. Peru, supervisory executive officer
Vodraska, Anthony. Niger, supervisory executive officer
Vollbrecht, Anthony. LAC/DR/EHR, human resources development officer
Ware, Theresa Anne. LAC/DPP/SDPP, program officer
Warner, Jack. FA/OP/COMS/O, supervisory commodity management officer
Washington, Elzadia. Cameroon, agricultural development officer
Washington, James. Cameroon, general development officer
Waskin, Leon. Nicaragua, project development officer
Watlington, Lenora. FHA/PVC/IPS, supervisory program analyst
Weller, Dennis. Pakistan, supervisory agricultural development officer
Wendel, Dennis. Egypt, supervisory rural development officer
White, Pamela. Egypt, supervisory executive officer
Whitlock, Linda. Guatemala, supervisory executive officer

Wijtala, Gregg. REDSO/ESA, project development officer
Williams, Aaron. AA/LAC, foreign affairs officer
Williams, Dorothy. Ethiopia, executive assistant
Wines, Sarah. COMP/FS/REASSGN, housing urban development officer
Zak, Marilyn. Jamaica, deputy mission director

RETIRED

Bernius, Lyle. COMP/FS/REASSGN, private enterprise officer, 25 years
Billig, Richard. IG/A/FA, supervisory auditor, 25 years
Burke, James. OFC/Guinea-Bissau, executive officer, 24 years
Caplan, Edward. R&D/PO, technical information specialist, 14 years
Ferri, Joseph. IG/A/PSA, supervisory auditor, 8 years
Hoover, Larry. IG/A/PPO, auditor, 7 years
Kapar, Charles. IG/A/FA, auditor, 26 years
MacArthur, Archibald. COMP/FS/REASSGN, development coordination officer, 29 years
Smoke, Nina. LAC/DR, secretary typist, 7 years

Years of service are USAID only.



Hattie Jarmon Receives Outstanding Career Award on Retirement

After 31 years of service to the Agency, Hattie Jarmon, an academic adviser in the Office of International Training, Bureau for Research and Development, was presented the Agency's Outstanding Career Achievement Award by Administrator Roskens in a private ceremony just before her retirement Jan. 10. Roskens commended Jarmon, who is shown with OIT Director Jim Anderson, on her remarkable career history. Before joining USAID, Jarmon worked for 28 years at Columbia University and Westmoreland College.

WHO'S WHO In the Field



AFRICA

Botswana *Gaborone*

Director Howard Handler
Assistant Director David H. Mandel

Cameroon *Yaounde*

Director Jay P. Johnson
Deputy Director Ellsworth M. Amundson

Guinea *Conakry*

Director William J. Kaschak
Assistant Director Allen E. Reed

Kenya *Nairobi*

Director John R. Westley
Deputy Director Roger Simmons

Lesotho *Maseru*

Director F. Gary Towery
Assistant Director (Vacant)

Liberia *Monrovia*

Director Myron Golden (acting)
(Located in USAID/W)

Madagascar *Antananarivo*

Director George Carner
Deputy Director Donald R. Mackenzie

Malawi *Lilongwe*

Director Carol A. Peasley
Assistant Director Kenneth R. Rikard

Mali *Bamako*

Director Dennis J. Brennan
Deputy Director Alan Getson

Mozambique *Maputo*

Director Julius P. Schlotthauer
Deputy Director John M. Miller

Niger *Niamey*

Director George T. Eaton
Deputy Director Valerie Dickson-Horton

Rwanda *Kigali*

Director Gary L. Nelson

Senegal *Dakar*

Director Julius E. Coles
Deputy Director (Vacant)

Somalia *Mogadishu*

Director Michael A. Rugh (acting)
(Located in USAID/W)

South Africa *Pretoria*

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Assistant Director Janice M. Weber

The Sudan *Khartoum*

Director Frederick E. Machmer Jr.

Swaziland *Mbabane*

Director Roger D. Carlson
Deputy Director Mary K. Huntington

Tanzania *Dar es Salaam*

Director Dale B. Pfeiffer
Deputy Director Joel E. Schlesinger

Uganda *Kampala*

Director Keith W. Sherper
Assistant Director Stephen Ryner

Zaire *Kinshasa*

Director Charles W. Johnson
Deputy Director Baudouin F. de Marcken
(Located in USAID/W)

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Assistant Director Bruno A. Kosheleff

Zimbabwe *Harare*

Director Ted D. Morse
Deputy Director Stephen J. Spielman

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USAID Representative Wilbur G. Thomas

Burundi *Bujumbura*

USAID Representative Glenn G. Slocum

Cape Verde *Praia*

USAID Representative Thomas C. Luche

Chad *N'Djamena*

USAID Representative Bernard D. Wilder

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USAID Representative Bonnie A. Pounds

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USAID Representative Joseph B. Goodwin

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USAID Representative Michael F. Lukomski

Mauritania *Nouakchott*

USAID Representative Frederick E. Gilbert
(acting)

(Located in REDSO/WCA)

Namibia *Windhoek*

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Shortlidge Jr.

Togo *Lome*

USAID Representative Sarah Clark

Sections of Embassy

Nigeria *Lagos*

USAID Affairs Officer Eugene R. Chiavaroli

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Deputy Director Bruce Odell

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Cote d'Ivoire *Abidjan*

Director Frederick E. Gilbert
Deputy Director David E. Mutchler



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Deputy Director Theodora Wood-Stervinou

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Deputy Director Nancy Tumavick

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Papua New Guinea, Port Moresby

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Deputy Director George Jones

Thailand *Bangkok*

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Deputy Director (Vacant)
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Lawrence J. Ervin
USAID Representative/Khmer Affairs
William Erdahl

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USAID Representative Robert Bakley

Mongolia *Ulaanbaatar*

USAID Representative Robert Friedline



EUROPE

Regional Mission for Europe

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Deputy Director Robert Nachtrieb
(Located in USAID/W)

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Bulgaria *Sofia*

USAID Representative Gerald Zarr

Czechoslovakia *Prague*

USAID Representative Lee D. Roussel

Hungary *Budapest*

USAID Representative David L. Cowles

Poland *Warsaw*

USAID Representative William R. Joslin

Romania *Bucharest*

USAID Representative Richard J. Hough

Yugoslavia *Belgrade*

USAID Representative Michael S. Zak



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Director William T. Oliver Jr.

Deputy Director Bastiaan Schouten

Morocco *Rabat*

Director Dennis M. Chandler

Deputy Director James B. Lowenthal

Tunisia *Tunis*

Director James A. Graham

Yemen *Sanaa* Director George Flores

Deputy Director (Vacant)

USAID Offices

Oman *Muscat*

USAID Representative Mark S. Matthews

West Bank/Gaza

USAID Representative Sarah Suzanne Olds



LATIN AMERICA AND THE CARIBBEAN

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Director Carl Leonard

Deputy Director Garber Davidson

Costa Rica *San Jose*

Director Ronald F. Venezia

Deputy Director Douglas L. Tinsler

Dominican Republic *Santo Domingo*

Director Raymond F. Rifenburg

Deputy Director Francis Conway

Ecuador *Quito*

Director Charles E. Costello

Deputy Director H. Robert Kramer

El Salvador *San Salvador*

Director John Sanbraito

Deputy Director John Lovaas

Guatemala *Guatemala City*

Director Terrence J. Brown

Deputy Director Steve Wingert

Haiti *Port-au-Prince*

Director David A. Cohen

Deputy Director Francis R. Herder

Honduras *Tegucigalpa*

Director Marshall Brown

Deputy Director Bruce Eckersley

Jamaica *Kingston*

Director Robert S. Queener

Deputy Director Marilyn Zak

Nicaragua *Managua*

Director Janet Ballantyne

Deputy Director Kenneth Schofield

Panama *Panama City*

Director Thomas Stukel

Deputy Director Kevin Kelly

Peru *Lima*

Director Craig Buck

Deputy Director Barbara Kennedy

Regional Office for Central American Programs (ROCAP)

Guatemala, *Guatemala City*

Director Irenemaree Castillo

Deputy Director Lawrence Klassen

Regional Development Office/Caribbean (RDO/C)

Barbados, *Bridgetown*

Director Mosina H. Jordan

Deputy Director Larry T. Armstrong

USAID Offices

Argentina/Uruguay *Montevideo*

USAID Representative Robert Asselin

Belize *Belize City*

USAID Representative Barbara Sandoval

Brazil *Brasilia*

USAID Representative John Pielemeier

Chile *Santiago*

USAID Representative Paul W. Fritz

Colombia *Bogota*

USAID Representative James F. Smith

Mexico *Mexico City*

USAID Representative Gerard Bowers

Paraguay *Asuncion*

USAID Representative Richard Nelson

INTERNATIONAL ORGANIZATIONS

U.S. Mission to the United Nations

(including U.S. Secretariat, UNDP, UNICEF, UNCDF)

New York, New York

Development Coordination Officer—A. Gordon MacArthur

U.S. Mission to the U.N. Food and Agriculture Organizations

(including FAO, WFP, WFC, IFAD)

Rome, Italy

U.S. Executive Director to the International Fund for

Agricultural Development (IFAD)—Hugh Smith

Attache for Development Affairs—David W. Joslyn

U.S. Mission to the Organization for Economic Cooperation and Development

Paris, France

U.S. Representative to the Development Assistance Committee—Martin V. Dagata

Office of the U.S. Executive Director to the Asian Development Bank

Manila, The Philippines

USAID Development Adviser to the U.S. Executive Director—Leitia K. Butler

U.S. Embassy Tokyo, Japan

Counselor for Development Cooperation—Paul White

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Office of External Affairs
Washington, DC 20523-0056**

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