

Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

JULY 1993

PN-ACZ-605

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JULY 1993

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

VOLUME 33, NO. 6

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Front Lines, a publication for USAID employees and other development professionals, is published monthly except January by the Office of External Affairs. It has been approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Fax (202) 647-3945. Next issue: Aug. 7, 1993.

QUOTABLES

"What ultimately motivates us to be in this work? We may not always be able to save nations, but we can save individuals, and villages and sometimes societies. Some people would write off the nations we seek to help, write off whole classes within those societies. Yet the poor of those countries—the very people who would be written off—reject that hopelessness. . . We will fight the notion that most people will participate in the 20th century only as statistics. That I promise you. We will not stand idly by. We will not be uninvolved. We will not be tourists at the disaster, but builders of humanity and architects of hope."

Administrator J. Brian Atwood, speaking to the Society for International Development in Washington, D.C., June 9

"For those who believe that an AIDS vaccine is the ultimate solution and that current methods of prevention are a waste of time, here is a sobering thought. The ideal HIV vaccine has to be safe, orally administered, single dose, stable, inexpensive, confer permanent lifetime immunity, and be effective against all HIV "strains." This is obviously an unrealistic expectation, at least in the next 10 to 20 years. Even if there were a major technological breakthrough and a cure or a vaccine tomorrow, the current behavioral and biomedical interventions would still be needed. For now and the foreseeable future, the only way we can slow the AIDS epidemic is through the prevention of sexual transmission of HIV. We must accept that reality."

Dr. Peter Lamptey, director of the Agency's AIDSCAP Project, in a plenary speech before the IXth International Conference on AIDS, in Berlin, June 9



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Cover Photo: Ecuador recently celebrated the 50th anniversary of bilateral economic cooperation between the United States and Ecuador. Building on past development successes, USAID/Ecuador embarked on the "Ecuador Experiment," a strategic planning process that has changed the way the mission does business.



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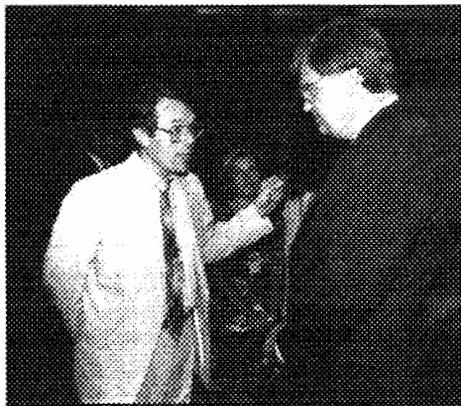
Front Lines

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Administrator Addresses Secretary's Open Forum

Atwood Outlines Agenda for Change

BY BETTY SNEAD

The Secretary's Open Forum, which includes all members of the Department of State, the U.S. Information Agency, the Arms Control and Disarmament Agency and USAID, is making an effort to address issues of interest to USAID personnel.

As a first step, the forum invited Administrator J. Brian Atwood to speak at an on-the-record session of the Open Forum. During that session, a member of the audience asked what steps could be taken to air various views about development assistance policy.

The Open Forum is organizing a small task force of interested persons to consider key development assistance issues that it might examine. The task force will be chaired by a Washington-based USAID employee. Those interested in participating in the task force should contact Rosemary O'Neill, chair of the Secretary's Open Forum. She can be reached at (202)647-1403 or by fax at (202)647-9519.

In his June 8 address before the Secretary's Open Forum at the State Department, Administrator J. Brian Atwood advocated narrowing the Agency's focus and changing the structures of government to meet the development challenges of the day.

Rosemary O'Neill, chair of the Open Forum, introduced Atwood, saying, "Brian Atwood is not only open to differing views, he positively encourages bold ideas for action. I have every confidence that Brian Atwood will take the idealism on which the Agency for International Development is based and turn that institution once again into a finely tuned instrument of American foreign policy."

In his talk, "Restoring American Leadership in International Development," Atwood told the Open Forum members that in this post-Cold War period, the United States is at a turning point in how it conducts its foreign policy. "We need to assess our interests in such a world," he said. "We also need to change the structures of government to deal with the new challenges we face."

At USAID, one change would include curtailing the number of programs and countries in which the Agency is involved. "It's clear from all of the studies that we need to narrow our focus. USAID has programs in 108 countries," he said. "We have an operations budget and a program budget that would probably be more comfortable with about 50 countries. We're spread much too thin."

The administrator also said he would like the Agency to develop a rapid response capability to deal with crises around the world. "People who work in providing urgent food assistance and disaster relief are really superb, and they have, interestingly, the authority from Congress to be flexible in delivering that assistance. What we need to do is to expand upon that very solid base and make sure that USAID can also move into either a crisis situation or a new opening to democracy and provide nation-building assistance as well."

Some of that rapid assistance might involve helping countries write constitutions, prepare for elections or create a police force.

Turning to the "primary function of USAID"—sustainable development, Atwood said that the Agency is working to achieve development that is sustained over generations. "We need to do that by focusing our mission," he said.

Atwood has asked Agency staff to provide global strategy papers on four main areas of sustainable development work—population and health, environment, economic growth and democracy. He

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After his address to the Secretary's Open Forum June 8, USAID Administrator J. Brian Atwood (right) talks with Barry Heyman of the Office of U.S. Foreign Disaster Assistance.

Experts Discuss Disaster Coordination

By **RENEE BAFALIS**

The number of man-made disasters has increased over the years, and the international humanitarian relief operations mounted to respond to these crises are complex. These operations raise concerns about access to beneficiaries and security for relief workers, monitors, food stocks and convoys. In addition, relief operations require logistical coordination that must be understood and communicated by all parties before an emergency response.

Grappling with these complicated issues, representatives of the humanitarian relief community and the Department of Defense met to discuss how better to coordinate future international disaster responses at a groundbreaking symposium in Arlington, Va., May 26-27.

The Office of U.S. Foreign Disaster Assistance (OFDA) organized and sponsored the event, bringing together for the first time representatives from the U.S. government, private voluntary organizations, the United Nations, the International Committee of the Red Cross and the U.S. military.

"Priority must be given to the development of mutual understanding between military and humanitarian partners," said Administrator J. Brian Atwood, who addressed the 150 conference participants. "This can be achieved through constant dialogue and an understanding of respective roles and mandates."

At the meeting, participants were provided a forum to discuss differing views on military involvement in humanitarian response, conflicting mandates and constraints of relief organizations, and ways to coordinate response operations.

Since 1991 there has been unprecedented military involvement in disasters that have called for more than providing massive quantities of relief supplies. For example, in northern Iraq and in Somalia, the military intervened by securing areas so that those displaced by

the fighting could safely return to their homes and by facilitating the delivery of relief supplies. However, there are divergent views regarding the military's changing role in relief operations. One school of thought says that the military has an unparalleled capacity to do relief work, while another believes that working side-by-side with the military can be a hindrance.

For example, the military is often associated with a political agenda. According to Roy Williams of the International Rescue Committee, when non-governmental organizations work closely with the military, they run the risk that their efforts will be perceived as supporting the military intervention. He went on to say that NGOs are willing to collaborate with the military as long as their underlying principles are not compromised.

"Divergent views can be good," said Lois Richards, acting assistant administrator for USAID's Food and Humanitarian Assistance Bureau. "This symposium has brought us all together to share our experiences and differing views of working with the military so as to achieve better collaboration in future emergency responses."

The role the United Nations should play in humanitarian relief operations also was addressed. Many felt that the United Nations should take on a larger and more active role in determining and implementing lasting solutions to these crises. "The United States is becoming the world's police," said Lori Murray, special assistant to Sen. Nancy Kassebaum (R-Kan.). "We need to be considering other options such



At a recent symposium, representatives of USAID, other civilian government agencies, the U.S. military and private voluntary organizations discuss ways to better coordinate disaster assistance.

as establishing a U.N. multilateral force with 'rapid response' capabilities, but it should only be used as a last resort. The establishment of a policy of preventive diplomacy is of the utmost importance."

Former U.S. Special Envoy to Somalia Robert Oakley spoke about "Operation Restore Hope" and how it had changed the United Nation's thinking about the use of force in achieving relief assistance goals.

"Force is now part of the U.N. doctrine and may be used operationally in response to other complex disasters," said Oakley. "This change in thinking also means that the role of humanitarian operations has moved beyond relief and rehabilitation."

Each organization represented at the symposium had varying definitions of success concerning its involvement in relief operations. However, success is more difficult to define for the private voluntary community, which is usually involved for

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Open Forum

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emphasized that the United States has an interest and a commitment to try to stabilize the world's population growth by the year 2025, to curb the spread of deadly disease and to fulfill commitments to Agenda 21 on the environment that was reached at the Earth Summit in Rio de Janeiro last year.

He also said that democracy is crucial to development. "We cannot work with governments that are not, number one, committed to development, and, number two, committed to involving their people in development programs. We can work very effectively with government ministries, but we can work much more effectively in sustaining development if we can somehow involve the people and give them a stake in their own future."

Atwood said that USAID would be emphasizing people first. "Participatory programs are going to be a major part of what we do," he said. In a play on former Speaker of the House Tip O'Neill's saying, "All politics is local," Atwood said that the Agency's watchword is going to be that all development is local.

After reaffirming the importance of State-USAID collaboration, Atwood concluded by saying that at USAID, "We want to become a results-oriented agency."

"We're going through a rough time in the Congress right now, and I think members of Congress, just as the new members of this administration, are recognizing that the . . . foreign affairs budget is more important to our national interests than any other in the national security field at this juncture in our history."

The forum ended with a question-and-answer session during which the administrator fielded questions ranging from how to simplify USAID's congressional reporting requirements to which programs and countries will be affected by budget cuts.

For a transcript of the Open Forum proceedings, call Rolanda Savoy in the Office of External Affairs, room 4889, at (202)647-3910.



(From left to right) Interns Valerie Rae Brown, Kevin Deloatch, Jeannetta Alexander and Tonia Wellons meet with (second from left) Sheila Blackman, program analyst for the Asia Bureau, and (second from right) Terrilyene Watson, program officer.

Students Apply Skills Abroad

BY JAYCEE PRIBULSKY

Four summer interns from Historically Black Colleges and Universities are getting a direct look at development at USAID missions through the Bureau for Asia's Student Intern Program.

Since 1991, the Asia Bureau has facilitated the increased participation of HBCUs in its development work by offering internship opportunities that provide experience to college and graduate students interested in learning more about the Agency's overseas programs and development strategies. Both the USAID/Sri Lanka and USAID/Nepal missions are taking part this summer in the program which began on June 4.

Three of the interns, Tonia Wellons, Kevin Deloatch and Valerie Rae Brown, are spending the summer in Sri Lanka; Jeannetta Alexander is interning in Nepal. Wellons, Alexander and Deloatch are working on democracy initiatives. Brown, who graduated from North Carolina Agriculture and Technical State University with a degree in agricultural economics, is assigned to an agriculture project.

The interns were selected on the basis of their academic records and achievements. The internship program with the HBCUs has been coordinated and adminis-

tered by the National Association for Equal Opportunity in Higher Education.

Wellons, a student at North Carolina Agriculture and Technical State University, explains, "I want to take my classroom knowledge and put it to practical use in a learning environment that I may never have the opportunity to experience again."

The interns spend 60 days at their assigned missions and then return to Washington for a debriefing. Each said they anticipate returning to their institutions with a new appreciation for another culture.

"This is hands-on experience in a new, exciting environment, plus it's the first time I've ever been abroad," says Deloatch, a student at North Carolina's Shaw University.

The interns and the missions that previously participated recalled successful programs. For example, USAID/Sri Lanka reported that the mission received valuable technical experience and that the interns had a unique, first-hand experience in bilateral development assistance.

Before departing for her Nepal destination, Alexander, a student at North Carolina Central University, expressed a sentiment common among the students. "This is the chance of a lifetime, and I am just so thankful that I have the opportunity to be a part of it," she said.

Benefits of Vitamin A Confirmed

BY ELLEN C. IRVING

Two recent USAID-sponsored studies in Nepal have confirmed the lifesaving impact of vitamin A supplements on preschool children.

The studies were undertaken as part of the Agency's effort to determine if the 1987 results from vitamin A field trials conducted in Indonesia by Johns Hopkins University International Center for Epidemiologic and Preventive Ophthalmology could be achieved elsewhere.

Vitamin A was labeled the "anti-infection" vitamin when it was discovered. Since 1915 vitamin A deficient diets have been linked to xerophthalmia (Greek for dry eye), which blinds more than 250,000 children annually. Researchers now know that deficient levels of this "micronutrient," so called because of the minute amounts needed to ensure good health, also affect the immune system in several ways. Vitamin A deficiency alters the mucous membranes that line the respiratory, urinary and gastro-intestinal tracts where harmful bacteria often enter the body. Vitamin A is also important for the maturation of white blood

cells, which help the body fight disease.

In the 1987 Indonesian trials, 30,000 young children received a 200,000 international units (i.u.) dose of vitamin A at six-month intervals. Because vitamin A can be stored in the liver, this dose provides adequate levels for small children for about 4 to 6 months. After 18 months, the children who received vitamin A showed a mortality rate of about 35 percent less than the untreated group.

Subsequent community-based supplementation trials conducted in India produced conflicting results, raising concern about the potential impact of improved vitamin A nutrition on child survival across different cultures.

In September 1989, a two-year community-based trial in rural Nepal was begun by the Nepalese National Society for the Prevention of Blindness and Johns Hopkins University to reassess the effect of vitamin A supplementation in reducing preschool child mortality.

The trial was carried out in the rural plains district of Sarlahi, where 28,630 children ranging in age from six months to six years participated in the study. One

group of children received a dose of 200,000 i.u. vitamin A every four months as recommended by the World Health Organization for the prevention of xerophthalmia. The other participants received a placebo.

As reported in the July 1991 issue of *The*

***The Agency's own
vitamin A nutrition
strategy reflects its effort
to bring the latest
scientific findings and
program methods to bear
directly on developing
country problems.***

Lancet medical journal, results after 12 months revealed a relative risk of death in the vitamin A supplemented group—compared to the placebo-treated group—equal to a 30 percent reduction in mortality.

A second vitamin A supplementation study in Nepal conducted over a three-year period by the non-governmental organization John Snow Inc. further substantiated the results. This study was carried out in the mountainous area of Jumla, one of the most isolated, coldest and poorest regions in the world. The results of this field trial, published in the January 1992 issue of *The British Medical Journal*, demonstrated a 28 percent drop in child mortality.

Reports on the two USAID-sponsored studies also were presented at the March 1993 meeting of the International Vitamin A Consultative Group in Tanzania and at the December 1992 International Conference on Nutrition in Rome, where the Agency announced a \$50 million project to battle the "hidden hunger" caused by a lack of the three primary "micronutrients"—vitamin A, iron and iodine.



Studies in Nepal confirmed an earlier conclusion on the efficacy of giving preschool children vitamin A, the "anti-infection" vitamin, to reduce child mortality.

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Kenya Looks to Cost Sharing to Help Remedy Ailing Health Care System

BY CONNIE JOHNSON

As issues of health care occupy the thoughts of many Americans, Kenya, too, is concerned with providing increased financial resources for higher quality, more efficient health care. Patients in government hospitals in Kenya benefit from improved services because of the USAID-funded Kenya Health Care Financing Program.

This policy reform program generates significant revenue that cash-strapped hospitals use to purchase essential supplies and to repair and maintain equipment and buildings. The revenue is a result of two key policy reforms introduced under the program—patient user fees introduced in December 1989 and increased levels of insurance reimbursements to recipients of health care services.

USAID funds a strong technical assistance component to help carry out the reforms. A cost-sharing approach benefits both the users and providers of health care.

An important aspect of the project has been to introduce a private sector strategy into the Ministry of Health, which is responsible for managing most of the government hospitals. "To be successful, cost sharing has to be managed like a business," says David Collins of Management Sciences for Health, the organization in charge of providing technical assistance. "For example, ministry staff are learning marketing skills such as designing and testing fee structures that are acceptable to patients and providers and financial management techniques such as using accounting systems for assessing and improving collection performance," he says.

Initial problems of public and political resistance to user fees have been overcome by introducing a fairer fee system. The

unpopular outpatient consultation fee, suspended in September 1990, has been replaced by a treatment fee that is only levied if treatment (e.g., drugs) is available. To encourage increased use of facilities such as dispensaries and health clinics over hospitals, the treatment fee is graduated. Health care is free at community dispensaries, while costs are about 15 cents per item at the health centers and 30 cents per item at hospitals. Selected primary and preventive health services, such as maternal and child health, family planning and AIDS prevention, are free regardless of where they are provided. Access by the poor is guaranteed through a waiver system and free care at the dispensary level.

Health insurance through the National Hospital Insurance Fund (NHIF) plays an important role in financing private and public sector hospital inpatient services. The fund, which covers up to a quarter of all Kenyans, has recently introduced a graduated contribution scale and has substantially increased benefit reimbursements for inpatient care.

Daniel Mbiti, permanent secretary of the Ministry of Health, reports that increased NHIF rates, fee changes and improved collection procedures at the provincial hospitals have resulted in dramatically higher revenues for both curative and preven-

tive services. Total revenues for the eight provincial hospitals increased from 700,000 Kenya shillings per month in the second half of 1991 to 3 million shillings in September 1992. Dr. Gesami, manager of one of the largest provincial hospitals, attributes the success in his hospital to a new spirit of teamwork as well as an active and effective NHIF claiming unit. The involvement of the medical staff is especially important; nurses explain directly to patients the importance of collecting fees and reimbursing insurance costs.

Collins points out that one of the most important challenges is to convince the medical staff to assume responsibility for cost sharing. "They acknowledge that their departments are critically short of vital supplies and that cost sharing is the only



Daniel Mbiti (standing), permanent secretary of the Ministry of Health, commends provincial and district hospitals for outstanding performances in collecting, recording and using cost-sharing revenue.

solution, but they believe that their involvement in collecting fees may affect their relationship with the patient," Collins says. "However, the reality is that cost sharing cannot work unless the department providing services takes some responsibility for ensuring that fees are collected. For example, the nurse in charge of a ward is the best person to judge if a patient is really too poor to pay or to make sure that patients do not leave without paying their bill."

Ibrahim Hussein, head of the Ministry's Health Care Financing Secretariat, says that successful implementation reflects the painstaking effort in designing and testing fees and systems.

"Since our unit is small and managerial skills in the hospitals are limited, we felt that it would take some time to properly design, test and implement the new fees and systems. We decided to work in phases starting with the national hospital and the eight provincial hospitals. This took about one year, providing us with time to evaluate fees and test and modify systems. Now

we are sure that the systems work, and the second phase is under way with the 72 district hospitals. The final phase will be carried out with the 320 health centers."

A vital design element of the program has been to ensure that revenues generated from cost sharing are retained in the districts, and that the community is involved through district health management boards. About 75 percent of the revenue is retained at the institution in which the fees are generated and is used for facility and equipment maintenance and supplies.

The remaining 25 percent is retained at the district level for maintenance of dispensaries and for priority preventive activities such as family planning, AIDS, immunizations, and water and sanitation.

This feature has added a greater sense of ownership and has been an important incentive to increase collection and improve service quality.

According to the ministry's Hussein, the additional revenue generated from cost sharing has already significantly increased

government funding. Without this extra boost, many hospitals would be unable to function.

"When we achieve full potential, the additional revenue will be equivalent to 39 percent of the government budget for supplies and maintenance for hospitals and health centers and 32 percent for preventive health care and dispensaries. Given the shortfall in government funding, these additional revenues are very significant," says Hussein.

Although the Kenyan government is allocating a larger portion of its budget to health, the funding remains insufficient to maintain current services, let alone to meet additional demands due to increasing population and the growing problem of AIDS. Cost sharing is likely to be the only significant source of revenue in the near future to help Kenya expand and improve curative and preventive services.

Johnson is a population and health development officer at USAID/Kenya.

Committee on Voluntary Aid Issues Report

The Advisory Committee on Voluntary Foreign Aid presented its most recent report and recommendations to the USAID administrator in a meeting held May 26 at the State Department.

The report, "Private Voluntarism and Development Cooperation: A Maturing Partnership," examines the activities of U.S. private voluntary organizations in the context of America's international development assistance program.

The report is the culmination of discussion at five meetings of the advisory committee over an 18-month period.

John Costello, chairman of the advisory committee, said, "This report was prepared because we believe that America's

foreign assistance program should be recast to meet the challenges of our time and that the program will be greatly enhanced by harnessing the energy of this country's private voluntary sector."

In 1991, the U.S. independent private voluntary sector financed an estimated \$2.5 billion in international relief and development projects compared to \$1.2 billion provided by the U.S. government.

The committee notes that USAID has helped PVOs by "encouraging them to engage in long-term development work, helping them strengthen their institutional capacity and supporting specific initiatives such as child survival, small-scale enterprise and development education."

Within the report, the committee makes a number of recommendations to ensure a continuing effective partnership between PVOs and USAID.

For a copy of the report, write to the Advisory Committee on Voluntary Foreign Aid, Agency for International Development, Room 709, SA-8, Washington, D.C. 20523-0804.

Relief Operations

(from page 3)

the long term and must deal with issues of moving from the emergency phase of operations to rehabilitation and development. Nevertheless, it was decided that all players must define parameters of success concerning their involvement in relief operations.

"This is a confusing time in history," asserted Dennis Gallagher of the Refugee Policy Group. "We are dealing with immediate crises but still must analyze the implications our efforts will have for the long term."

"We consider just having this group together in one forum an overwhelming success," said James Kunder, then director of OFDA. "Because these complex, conflict-oriented disasters won't cease to exist in today's world, the lessons we learn from this symposium can be built upon and worked into upcoming disaster responses."

Bafalis is a press officer in the Office of External Affairs.

USAID in Ecuador

Celebrating 50 Years Of Cooperation in Development

BY JANE SÁNCHEZ

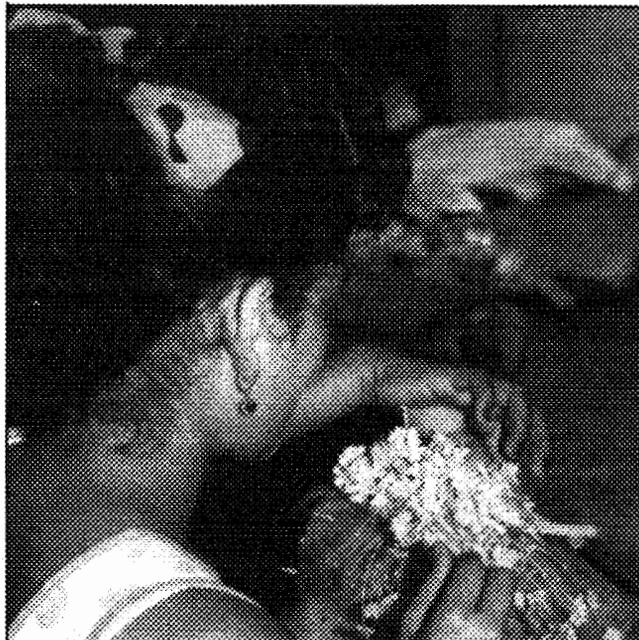
When Dr. Paolo Marangoni decided to start a family planning clinic in Guayaquil 25 years ago, family planning wasn't just unknown in Ecuador, it was unheard of.

"There was almost universal resistance to the idea of family planning," says Dr. Marangoni, executive director of APROFE (Ecuadorian Family Well-Being Association). "The Ministry of Health didn't want to be involved, but they let us operate. The communist left violently opposed us because they felt family planning was a vehicle of U.S. imperialism. We wouldn't have been able to do anything without the help and support of USAID from the beginning."

There was no contraceptive prevalence in Ecuador at the time. Among the educated classes, it was less than 5 percent; among the poor, it was zero. But the Ecuadorian people rapidly accepted the idea of family planning because it was necessary, says Marangoni. A study in Guayaquil and Quito revealed an unmet need for family planning information and services. The average number of children per family at the time was 7.5.

"Now the average number of children per family is 3.5," says Dr. Mario Vergara, project officer in the mission's health office. "In 1987, the government set its first population policy. That's one of our greatest successes."

Contraceptive prevalence among Ecuadorian women now is more than 50 percent, an achievement to which USAID/Ecuador mission staff can point with pride. It is but one of the many successes mission staff celebrated recently in commemorating



A USAID-supported community center in a poor suburb of Quito provides classes for women and men in subjects such as handicrafts, electronics and beauty care. Parents have the opportunity to study while their children participate in music, sports and theater activities and attend classes in health. The center promotes communication within families and a sense of community responsibility.

the 50th anniversary of bilateral economic and technical cooperation between the United States and Ecuador.

APROFE now has clinics in 20 cities and provides family planning information and contraceptives to 250 doctors throughout Ecuador. In remote areas, 600 APROFE community volunteers furnish information and training. The organization operates development programs for women and youth. In Guayaquil, APROFE's oldest and largest clinic serves 200-300 people each day. The organization is branching out into AIDS prevention education.

"We believe we've had a real impact in health and population," says Ken Yamashita, chief of the mission's Health and Family Planning Division. "At the beginning of this century, for example, the United States helped Ecuador eradicate yellow fever. U.S. assistance played an essential role in establishing the Ministry of Health, the malaria control program and the water and sanitation department."

Highlighting the festivities surrounding USAID/Ecuador's 50th anniversary was a ceremony sponsored by the Ecuadorian government and counterpart organizations. Guest of honor Ecuadorian President Sixto Durán spoke about the tradition of cooperation and friendship between the United States and Ecuador. He thanked

USAID and the U.S. people for their contributions to development in his country and expressed confidence that continued collaboration between the two nations would enhance Ecuador's future even further.

As the decade of the 1990s brings new challenges and opportunities to Ecuador, USAID is focusing its programs to assist the Ecuadorian people in attaining sustainable, broadly based economic growth and a stable, participatory democratic society.

"In addition to family planning and basic health services, we're concentrating on promoting trade and investment in non-traditional exports; increasing income for small and medium-size farms; improving administration of justice; and managing natural resources and biological diversity soundly," says USAID/Ecuador acting Mission Director Bob Kramer. "While this may sound like a tall order for a fairly small USAID mission, I believe we have demonstrated that a mission's impact does not depend on large infusions of funds. Our influence is a function of an innovative and consistent policy-oriented program, a well-focused policy dialogue agenda, meticulous consensus-building, access to timely technical assistance, an extremely talented staff and simple, honest brokering.

"Two-and-a-half years ago, we began a strategic planning process we call the

'Ecuador Experiment' that literally changed the way we do business in the field. The mission took to heart the mandate to manage for results. We did not consider it a slogan, but a challenge and commitment," says Kramer. "We realized that, as competition for resources became increasingly fierce, we had to be innovative and build a constituency for our program by presenting and documenting a story of success. The process and management structure we created permits us to far better identify and quantify the results of our development efforts than in the past. We have consolidated dramatically our portfolio and, in the process, we have created a unique 'esprit de corps' and enthusiasm in this mission that we all—direct hire staff, Foreign Service Nationals and personal service contractors—have a stake in the program's success."

"One of our major goals is to improve the policy environment in Ecuador," he continues. "Ecuador has been receptive to policy reform. This is a most exciting time for us as development professionals to be working here."

This receptiveness to structural adjustment is reflected in policy reforms affecting trade and investment. Ecuador is working to diversify its export base and generate new sources of employment. In 1992, USAID helped establish a private sector foundation, *Fundación Ecuador*, to promote non-traditional exports and investments in Ecuador.

Developing non-traditional exports is the major thrust of the mission's trade and investment program. Through the organization PROEXANT, the mission is assisting farmers and producers in cultivating non-traditional crops for export.

Jorge Mendoza, an

agricultural technician for PROEXANT, helps growers in Los Rios and Guayas provinces identify potential crops and markets. The project encourages small producers to form growers associations that give them more flexibility and clout than they might have individually. In these provinces, non-traditional crops such as pineapple,

"The mission took to heart the mandate to manage for results. We did not consider it a slogan, but a challenge and commitment."

okra, tropical plants, limes and mangoes are promoted.

"We want to awaken producers to the possibilities of non-traditional crops," Mendoza says. "We have to produce top-quality products to capture a share of the international market. The growers get help with quality control, and the standards are

very strict."

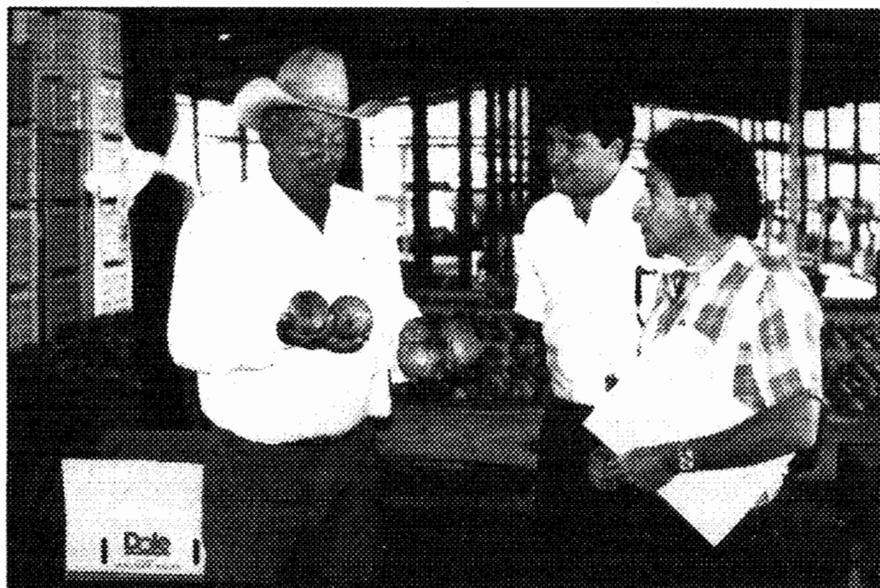
Hacienda Enriqueta, growers of mangoes and melons for export, produced 13,000 crates of mangoes and 90,000 boxes of melons last season. The farm outside Guayaquil began producing melons 10 years ago and diversified into mangoes two years later.

Non-traditional exports have increased employment for women in packing and in planting. This means more income for families. In Lomas de Sargentillo, a dry, traditionally cotton-producing area, PROEXANT helped introduce cultivation of pigeon peas during the dry season when cotton is not grown. Because the peas are planted and harvested by hand, the whole community is employed. "Before, the small producers of the area grew only cotton," Mendoza says. "In summer, the people stood around with their arms crossed. Now they have work."

A new mission project, SUBIR—Sustainable Uses of Biological Resources—is designed to help preserve Ecuador's unique environmental biodiversity. The high concentration of biological species and Ecuador's rich resource base are vital

to the country's future and must be protected and managed effectively. The mission supports programs to create alternatives to unsustainable harvesting of forests, to provide environmental education and to develop a policy framework that provides incentives for natural resource conservation. Emphasis is on alternatives to resource exploitation such as ecotourism and harvesting of natural forest products.

"Nature tourism has existed in Ecuador for 50 years, but



At Hacienda Enriqueta outside Guayaquil, foreman Don William (left) shows USAID/Ecuador Foreign Service National Guido Paez (center) and PROEXANT agricultural technician Jorge Mendoza part of the farm's crop of mangoes for export. Developing non-traditional exports is a focus of the mission's trade and investment program.



Cristobal Ruiz Proano (right) and Acting Mission Director Bob Kramer join in a 50th anniversary celebration ceremony at the U.S. Embassy in Quito honoring former USAID participant trainees. Ruiz was the first Ecuadorian trainee, receiving funding in 1942 for his master's degree in agriculture at Cornell University.

ecotourism is something new," Juan Black, project director for SUBIR, says. "Ecotourism is educational. It supports conservation. It involves the local community directly and brings money directly into the community."

"We're working in 15 areas, and the local people in each area are involved from the very beginning in every step of the planning and execution," says mission natural resources officer Ron Ruybal. "This is indispensable to the success of the project."

The polylepis tree, the highest-growing species in Latin America, is also the habitat for endemic species of birds. There once were vast forests of these trees in the highlands of Ecuador, but now only small groves remain. The local people burn the hillsides to bring new grass for livestock, and they believe that burning brings rain. They also cut these forests for fuel and charcoal.

"In one community, an old man came to me and asked if there were a way to earn money from the trees without cutting them for charcoal," Black says. "We're teaching them to raise llamas. Llama meat is a delicacy, the people can use the wool, and

llamas don't damage the topsoil because they have broad, soft feet that don't compact the soil and choke off the tree roots the way cattle's hooves do."

The cattle ranchers of the Quijos Valley have begun to look for new ways of managing their lands. SUBIR is working with them in exploring ecotourism and alternative crops.

"We must have a system of rational management for our forests," says Jaime Rodriguez, president of the valley's cattle

ranchers association. "We are open to change. Some 50 hectares of our land have exhausted their productivity because of overuse. We realize that we have to change our cultural practices so we can use our resources in a sustainable manner."

In addition to helping preserve Ecuador's natural resource base, USAID/Ecuador is dedicated to strengthening democratic values to ensure equal participation for all the country's citizens. The judiciary system that upholds democracy through protecting citizens' rights is still weak. The mission is working with the government of Ecuador and private groups to strengthen the administration of justice and make the judicial system more responsive to the needs of the country's population.

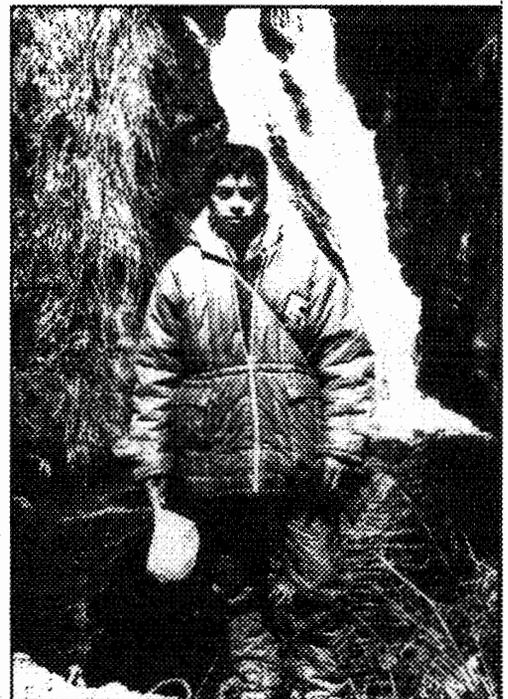
Toward this end, USAID cooperates with the Ecuadorian Supreme Court and non-governmental organizations to reform the judicial system, improving its efficiency and accountability, ensuring more effective criminal and investigative capacities, and enhancing the role of public defenders.

The accomplishments of the '90s will be firmly rooted in a tradition of cooperation and achievement for Ecuador and the

USAID mission. "Training is one of the most important legacies the Agency leaves behind in a country," says Kramer. "During the past 50 years, USAID has trained thousands of Ecuadorians in the United States and other countries. Trainees have studied such diverse areas as health, education, agriculture and economics. They have had an enormous impact on the progress of their country."

A ceremony held at the U.S. Embassy honoring former USAID participant trainees capped off the mission's 50th anniversary celebration. The first trainee, Cristobal Ruiz Proano, who received funding in 1942 for his master's degree in agriculture at Cornell University, attended the celebration. Representing his fellow trainees past and present, he thanked the mission and the United States for their contributions to Ecuador's well-being.

Former Front Lines senior writer-editor Sánchez works for the Inter-American Development Bank in Washington, D.C.



A park ranger patrols the Cayambe-Coca Ecological Reserve in Ecuador's Oriente. A country rich in natural resources and biological diversity, Ecuador is home to 25,000 to 30,000 different plant species.

Communities Improve Sanitation

By KATHLEEN HENRY AND MELISSA CABLE-SLEEPER

A man and his neighbor stand on a plank balanced on two piles of adobe blocks. With careful strokes they apply plaster made of mud and cactus juice to the walls of a small house. Handmade clay tiles that will replace the house's thatched roof dry in neat rows in the sun.

These community-based house improvements are part of a pilot project sponsored by USAID/Bolivia and the government of Bolivia. The pilot was established under the Community and Child Health Project through an agreement signed by then Assistant Administrator for Latin America James Michel and Bolivia's foreign minister May 9, 1990, during the Bolivian president's state visit to the United States.

Since the housing improvements began in 1991, more than 1,500 houses have been refurbished. These efforts will improve living conditions and sanitation, but their main target is Chagas, a deadly parasitic disease. The most common cause of congestive heart failure in South America, Chagas disease is transmitted by *vinchucas*, or "kissing bugs." *Vinchucas* thrive in the cracked adobe walls and thatched roofs of houses in poor Bolivian villages.

Chagas is found from Argentina to Texas. After a latent period of 10 to 15 years, the parasite can result in heart disease, severe gastrointestinal problems and sudden death from cardiac arrest. It also can cause acute, sometimes fatal attacks in infants.

About half of Bolivia's 7 million people live in Chagas-endemic areas. Even more are at risk of infection through blood transfusions. Roughly one out of every two Bolivians given a transfusion receives blood from a person infected with Chagas.

Forty percent of Bolivians tested positive for antibodies to Chagas parasites in a 1981-82 national serological survey. In Brazil, where seroprevalence is only four percent, absenteeism caused by Chagas disease is estimated to cost \$5 billion a year.

"Chagas affects millions of people," said Robert Gelbard,

former U.S. ambassador to Bolivia, who was a Peace Corps volunteer in Bolivia during the 1960s and helped put the Chagas project on the presidential agenda in 1990. "At least half of the people in the village where I lived as a Peace Corps volunteer were infected."

Bolivian President Jaime Paz Zamora's personal interest in the pilot project also stems from firsthand observation of the effects of Chagas disease. In his speech at the project's inauguration, the president noted the high prevalence of Chagas in his own home town.

There is no adequate treatment for Chagas, so the Bolivian pilot project will test a combination of house improvements, health education and limited insecticide spraying to control transmission. The results of this pilot effort in three endemic areas—Tarija, Chuquisaca and Cochabamba—will be used to design a national Chagas control plan.

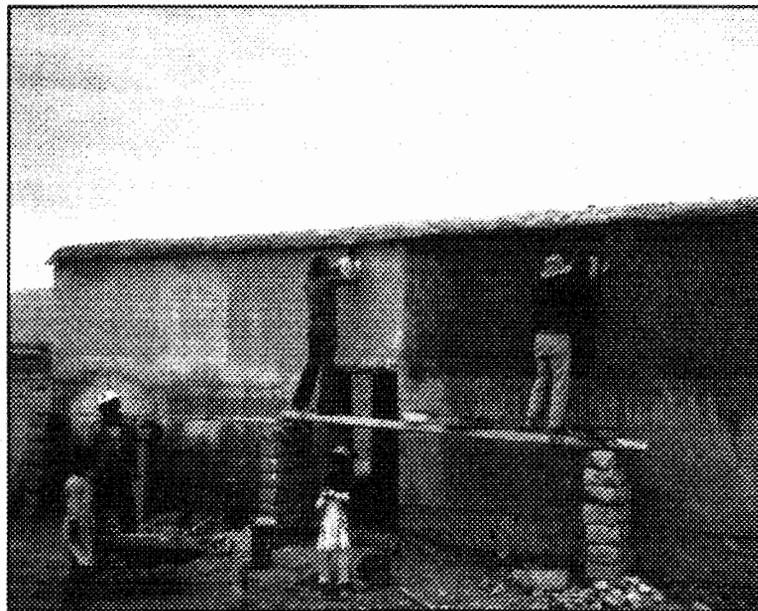
Dr. Joel Kuritsky is an epidemiologist from the U.S. Centers

for Disease Control and Prevention, which provides technical support to the project together with the Office of Health's Vector Biology and Control Project. "What we hope to show," he said, "is that the intervention methods used in the pilot program will significantly contribute to community well-being far beyond the control of Chagas disease alone by promoting improved sanitation practices."

Once everyone in a community has agreed to participate, housing improvement begins. Using local materials provided by the project, community members fill cracks in walls, add windows, false

ceilings and cement floors, and replace thatched roofs with handmade tiles.

"Communities are extremely receptive," said Dr. Fanor Balderrama, coordinator of the national Chagas control team in



Community-based housing improvements are part of a USAID/Bolivia project to halt the spread of Chagas, a deadly parasitic disease.

(continued on page 13)

Project Lights Up Philippine Countryside

BY REYNALITA MANUEL-SANTANA

Twenty-five years ago, USAID/Philippines provided assistance to the Philippine government to establish two pilot rural electric cooperatives modeled after the U.S. rural electric cooperative system. At that time electricity in rural areas was virtually non-existent.

Since that modest start, rural electrification has expanded rapidly; there are now more than 118 rural electric cooperatives in the Philippines. Rural electric connections have reached almost 3.5 million people, serving more than 49 percent of the population. Now electrification reaches 93 percent of the country's 1,417 towns and cities.

Unfortunately, the tremendous growth over the years, particularly from the mid-1970s through the early 1980s, brought on by the Philippine government's desire to provide electricity to all Filipinos, resulted in an over-extension of the system and questionable investments and management decisions.

As a consequence, donor support virtually stopped and the system deteriorated.

In 1986, after agreeing to institute managerial reforms, the Philippine government requested USAID's support to revitalize the rural electric cooperative system. In 1988, USAID signed a \$40 million Rural Electrification Project with the Philippine National Electrification Administration (NEA).

The project provided institutional and physical infrastructure of NEA and selected rural electric cooperatives so that they

would become commercially viable.

The Rural Electrification Project consists of two phases. Under phase one, USAID has provided long-term technical support and training for institutional improvements, which include a new NEA operating policy and rural electric cooperatives loan electric tariff, accounting and other operational reforms. In addition, 35 cooperatives received engineering planning support and equipment and materials (commodity packages) through NEA loans to rehabilitate the distribution systems and reduce system losses. The loans to the cooperatives were conditioned on specific management and operational changes. Funding also was provided for one maintenance vehicle for each participating rural electric cooperatives.

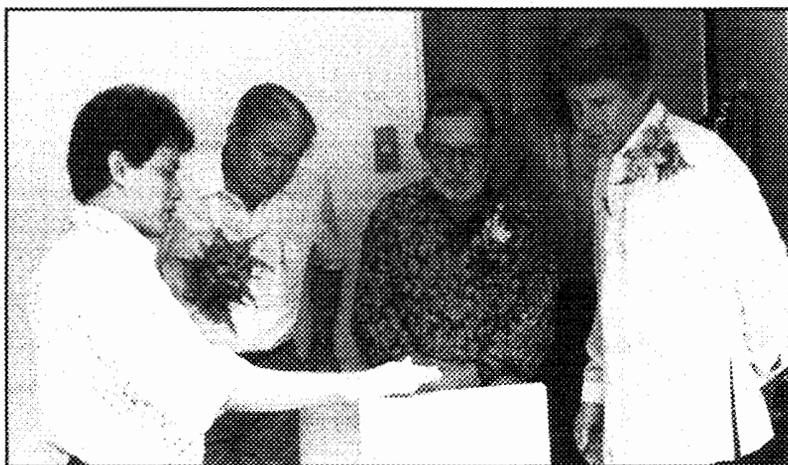
With the completion of phase one in 1991, an evaluation of the project concluded that substantial progress had been achieved. Participating rural electric cooperatives had improved collections, reduced

system losses and enhanced financial status.

This sparked the interest of other donors. The World Bank and the Overseas Economic Cooperation Fund (OECF) of Japan entered into agreements with NEA and the Philippine government to support broader coverage of the program started by USAID.

In phase two of the project, USAID contributed to a parallel financing arrangement with the World Bank and OECF. USAID concentrates on institutional and policy support to NEA and the cooperatives, whereas the World Bank and OECF focus on capital improvements and general upgrading of facilities. The USAID assistance package includes the development of a self-sustaining training program, engineering services and institutional master planning in support of the World Bank and OECF projects. In February 1992, the World Bank signed a \$91.3 million Rural Electrification Revitalization loan project with NEA for upgrading and rehabilitating 54 cooperatives. A similar parallel financing arrangement and memorandum of understanding are being finalized by USAID with a proposed \$81 million OECF loan project for rehabilitation and upgrading of 45 additional rural electric cooperatives.

USAID also will complete engineering planning studies for the 99 cooperatives to receive World Bank and OECF support for rehabilitation. USAID continues to provide technical assistance and training for operational improvements for NEA and the rural electric cooperatives. The World Bank and OECF accepted USAID's recommendation regarding the terms and conditions for NEA loans to rural electric cooperatives, including incremental interest increases (toward market rates) and international procurement of equipment and materials. USAID's support for development of standard



(From left) Oliver Nunez of Cebu III Electric Cooperative explains how the automation system for rural electric cooperatives works to Ambassador Emmanuel Pelaez, NEA chairman; George Laudato, USAID acting assistant administrator for Asia; and USAID/Philippines Mission Director Tom Stukel.

specifications will ensure that U.S. suppliers have an equal standing with other foreign contractors.

A major USAID activity under the parallel financing arrangements is computerization to improve NEA and rural electric cooperative management efficiency and effectiveness. USAID provides financial assistance implementing rural electric cooperative automation—a pilot project was established at the Cebu III Electric

The USAID/Philippines rural electrification program is an example of the leading role USAID can play in providing technical and financial support to leverage major donor capital support.

Cooperative at Toledo City, Cebu Province, in the Central Philippines. Automating cooperatives will modernize day-to-day operations and improve the overall management productivity of cooperatives. Cebu Province is the first major sector in the Philippines to have a full computer standardization and integration system.

USAID, the World Bank and OECF support for rural Philippine electrification, totaling \$212.3 million, is the first fully coordinated donor assistance to a particular sector in the Philippines. This coordination has evolved into a real opportunity achieving commercial viability for the entire Philippine rural cooperative system. The program is unique and offers an innovative approach in its implementation.

The USAID/Philippines rural electrification program is an example of the leading role USAID can play in providing technical and financial support to leverage major donor capital support.

Manuel-Santana is development communications specialist for USAID/Philippines.

Chagas

(from page 11)

Cochabamba. "Wherever we go, we are overwhelmed by the number of people who want to participate."

A midterm evaluation team commended the project for the remarkable level of community participation it had achieved. But Chagas control cannot be sustained without continued vigilance. If people consider *vinchucas* just another nuisance insect, they will allow the bugs to return. The project trains health educators and village promoters to motivate people to maintain house improvements and prevent reinfestation.

Project staff are collecting and analyzing financial data to determine the most cost-effective control methods and estimate the cost of expanding the pilot to a national

program. The project also is exploring the potential for creating a community loan program to finance house improvements.

Although most project efforts are directed at controlling *vinchucas*, other modes of Chagas transmission also are addressed. More than 1,000 women receiving prenatal care at hospitals in Cochabamba, where about 40 percent of expectant mothers test positive for Chagas, will be screened and enrolled in a study on congenital transmission. The health of their children will be followed through early childhood to provide information for the national program about the risk of congenital transmission, its effects on children's health and the benefits of early identification and treatment.

Henry was the writer/editor for the Office of Health's VBC Project. Cable-Sleeper is an agricultural economist and elementary schoolteacher living in La Paz.

Vitamin A

(from page 5)

The Opportunities for Micronutrient Interventions (OMNI) Project contributes to the global effort launched at the U.N. Summit for Children in 1990 and is yet another element in USAID's comprehensive program to address nutritional deficiencies that impede children's physical and mental development, lower productivity and thus threaten a country's development potential. Project Manager Frances Davidson explains, "OMNI is a versatile tool that missions can draw upon to address sustainable nutrition well-being."

The Agency has played a pioneering role in vitamin A programming since the 1960s in funding research to develop a sound scientific foundation for action and supporting mechanisms for international coordination, consensus-building and information sharing. The Agency's own vitamin A nutrition strategy reflects its effort to bring the latest scientific findings and program methods to bear directly on developing country problems.

USAID is working with governments, research institutions and private voluntary organizations in 37 countries to address dietary deficiencies in vitamin A.

Research studies now are focusing on operational issues related to intervention design to strengthen the foundation for country activities.

Consensus-building is undertaken through information collection and exchange and coordination through a worldwide network of nutrition organizations, clearinghouses and conferences.

Field operations include both global projects and national vitamin A strategies promoting the four most effective interventions: dietary diversification and education, food production and preservation, food fortification and vitamin A supplementation programs. These approaches save the sight and lives of countless children today and, together with other components of USAID's nutrition strategy, form the basis for sustainable nutrition and improved health tomorrow.

Irving is a free-lance writer based in Bethesda, Md.

Nepal Food Exports Tied to Quality

BY CAROL JAMES AND
BILL BLACK

Improving food quality and safety is essential in promoting agricultural enterprises in developing countries.

In Nepal, a USAID-sponsored project, the Agroenterprise Center, identifies potential markets for non-traditional agricultural Nepalese products. However, these products, destined for regional export, must measure up against products from India, Thailand, Indonesia and Singapore. Nepal's agroenterprises must improve their ability to deliver quality foods that also meet safety standards—the key requirements for Nepalese goods to penetrate new markets.

The chief executive officer of a chain of North American food testing laboratories recently visited the country to assist Nepalese food processors and scientists evaluate the need for and feasibility of a private food testing laboratory.

Damien Gabis, of Silliker Laboratories Group, Chicago Heights, Ill., undertook a 10-day assessment mission under the auspices of SUSTAIN, a program funded by USAID's Office of Nutrition, to determine whether existing food testing laboratories in Nepal are adequate. Gabis helped start the Silliker company 25 years ago to aid U.S. food processors faced with a major salmonella outbreak. The company began with a one-person lab with four part-time assistants and now operates 13 labs employing 350 people throughout the United States and Canada.

"A combination of technical knowledge and shirtsleeves business sense is one of the strongest assets of the SUSTAIN programs," says USAID/Nepal Mission Director Kelly Kammerer.

SUSTAIN arranged Gabis' assignment at the invitation of the mission, in cooperation with Chemonics, a USAID-funded contractor working with the Nepal Agroenterprise Center.

SUSTAIN provides senior-level ex-

perts from a broad range of technical disciplines within the U.S. food processing sector who volunteer their time and expertise. SUSTAIN covers the cost of their international travel; industries assisted by the volunteers or local host organizations contribute toward in-country expenses.

Gabis found that Nepalese food processors face a host of challenges:

- Although some private firms have their own lab and the government does some testing, private-sector and government food testing labs are often out of service due to spare parts shortages and inadequate training in maintenance and repair.

- No reliable, full-service, independent private-sector food testing labs now exist to serve food processors. Processors who cannot afford to establish and manage their own lab either do not test at all or must turn to government labs. Government labs are neither established nor equipped as service bureaus to respond to rapid turnaround and other requirements of commercial users.

- Without access to reliable testing facilities, many Nepalese firms are unable to check the quality of water used in food processing or to verify the quality of raw ingredients.
- When they need sophisticated tests, firms must send samples abroad—a prohibitively lengthy and expensive undertaking.
- Improvements are needed in environmentally sound waste treatment and disposal systems.

During his visit, Gabis identified and investigated opportunities for Nepalese scientists and businesses to establish the

country's first independent, private-sector food testing laboratory.

He determined that setting up a single testing lab is a more cost-efficient approach than having each food processing company establish its own facilities. Gabis examined the feasibility of expanding the capabilities of an existing biotechnology facility, which currently does not test food, into a food testing lab.

Gabis concluded that training and motivating food processing company employees in the use of good manufacturing practices and hygiene are the most funda-



At a pharmaceutical lab in Kathmandu, Damien Gabis (right), CEO of a chain of North American-based food testing laboratories, confers with the owner of a Nepalese lab on capabilities and procedures.

mental needs of the country's emerging food processing industry. As awareness grows of the requirements for safety, food processors will turn increasingly to the use of laboratory testing as a tool to measure progress and compliance.

Gabis pointed out that while demand for lab testing services is low, it will grow as manufacturers realize that product testing is required to verify that quality and safety standards are being met to suit international market demands.

In addition, an emerging grassroots

consumer movement—the Consumer Forum of Nepal—is becoming increasingly concerned about the quality and safety of the Nepal food supply. Gabis thinks that consumer pressure on regulatory agencies and the food industry could lead to increased enforcement of Nepal's food and drug laws. Tougher enforcement, he says, would be a powerful incentive for getting food processors to comply with good manufacturing practices.

"Strengthening food quality and safety can be an important step toward addressing many nutrition-related issues," says Dr. John Bowman, senior technical adviser in the Office of Nutrition. Bowman, who accompanied Gabis, pointed out that Nepal, like many countries, faces the need for vitamin and mineral fortification of foods to reduce health problems and improve diet quality. Communicable and other food-borne diseases also can be prevented and controlled by improving food quality, safety and testing systems.

Nepal's population is among Asia's most impoverished and has one of the highest levels of infectious diseases.

"Worldwide, consumers are gaining more information and knowledge about the important links between food, nutrition and health," says Richard Seifman, director of the Office of Nutrition.

Seifman participated in the International Conference on Nutrition held last December in Rome at which the United States announced a new program to tackle micronutrient deficiencies. The conference focused worldwide attention on nutritional status as central to sustainable development. Among many recommendations, the conference urged countries to prepare national nutritional plans of action and policies by the end of 1994.

For information about SUSTAIN or to receive the organization's publication, contact Dr. John Bowman, USAID, R&D/N, SA-18, Room 411, Washington, D.C. 20523-1808 or fax (703) 875-7483.

James is a consultant to Project SUSTAIN, and Black is a Washington, D.C. based writer.

Agency 'Kicks the Habit'

New No Smoking Policy Begins Aug. 1

BY JAYCEE PRIBULSKY



On Aug. 1, USAID employees who smoke will be asked to put out their cigarettes, cigars and pipes as part of a new, no smoking policy that has been approved for the Agency. The Department of State also is instituting a no smoking policy that will go into effect on Aug. 1.

The policy will impose greater restrictions on an existing 1986 General Services Administration regulation that prohibits smoking in common work areas and mandates separate smoking and non-smoking areas in cafeterias but allows for smoking in single-occupied work areas.

The new policy will prohibit smoking in all Agency-occupied and -controlled space in U.S. buildings including multi-tenant buildings and official vehicles. Everyone who enters Agency-occupied and -controlled areas in domestic facilities or vehicles, including visitors, will be covered by the ban.

As part of the cooperation between State and USAID, State's Medical Services will be offering free, six-week smoking cessation classes for Agency staff, which will be held in the Main State Building during lunch hour.

According to the official notice, overseas employees also are entitled to protection from smoke. Chiefs of missions are urged to conform to Department of State domestic policy, and, Agency missions and offices should adopt policies consistent with those of their chief of mission.

The one exception to the no smoking policy involves international meetings and conferences attended predominantly by non-U.S. citizens. This exemption is "confined to a specific designated area at the conference site and only for the duration of the conference."

USAID representatives assisted State Department and union officials in drafting State's no smoking policy.

The new USAID policy is essentially identical to State's. The policy follows a January 1993 Environmental Protection Agency report on the effects of secondhand smoke as well as the results of efforts by the Agency's Occupational Health and Safety Advisory Committee and a 1992 Smoking Policy Task Force.

According to William Alli, representative on USAID's Occupational Health and Safety Advisory Committee and the State Task Force, the policy will "allow for the protection of people throughout the Agency from the unhealthy environmental tobacco smoke that cigarettes produce."

Tom Huggard is the director of the Office of Administrative Services and the Agency's designated safety and health official.

In welcoming this action, he urges that "all USAID employees, smokers and non-smokers alike, should be considerate of each others' situation, recognizing that, in the first few months of this policy, tensions in the workplace could worsen unless there is a willingness to work together through the change to a smokefree working environment."

The no smoking policy is similar to programs already established at other government agencies such as the Department of Health and Human Services and the Nuclear Regulatory Commission.

According to data collected by Smokefree Educational Services, each year smoking kills more Americans than alcohol, cocaine, crack, heroin, homicide, suicide, car accidents, fires and AIDS combined.

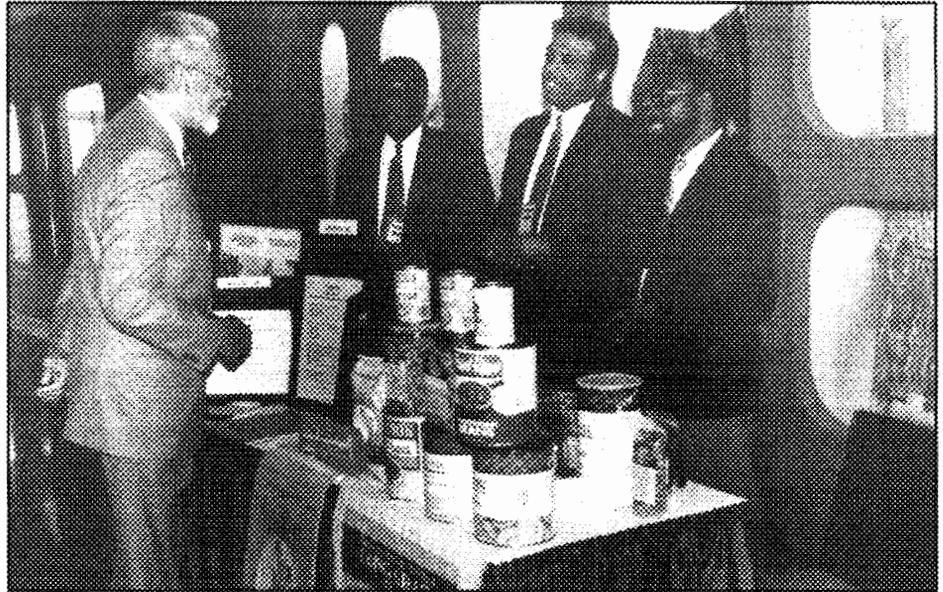
For more information on the smoking cessation classes, contact State's health unit at (202) 647-2546.

USAID



Attention Readers!

Front Lines is *your* newsletter and we want to know what you'd like changed or added or kept just as it is. Please E-mail or send comments and suggestions to Victoria Jaffe, *Front Lines*, XA/P, USAID, room 4889, Washington, D.C. 20523-0056 or fax (202) 647-3945. Do you want more information about fellow USAID employees? Interested in more about environmental or population programs, etc.? Let us know today!



Agency Hosts Small Business Procurement Fair

Ivan Ashley, director of the Office of Small and Disadvantaged Business Utilization/Minority Resource Center, talks to representatives of firms exhibiting at the Small Business Procurement Fair on May 26 at the State Department. The fair provided an opportunity for 20 qualified small, minority and women-owned business firms to present their products directly to the officers of the Agency.

Asian Pacific American Month Focuses on Diversity

Observance in May of National Asian Pacific American Heritage Month concluded for the foreign affairs community with a briefing on foreign policy matters. The three-hour session, held on May 21 at the State Department, was sponsored by USAID, the Peace Corps, the State Department and the Federal Asian Pacific American Council.

Principal speakers included Administrator J. Brian Atwood, Rep. Patsy Mink (D-Hawaii) and William Itoh, executive secretary of the National Security Council. They shared their foreign policy expertise while addressing the observance theme, "Harmony in Diversity." Other participants in the pro-



Guest Speaker Rep. Patsy Mink

gram, drawn from the sponsoring organizations and agencies, talked of the contribution made by Asian Pacific American employees to their respective missions.

Atwood restated his commitment to diversity in employment and his expectation that both the Civil Service and Foreign Service should be reflective of America. He encouraged the high school and college stu-

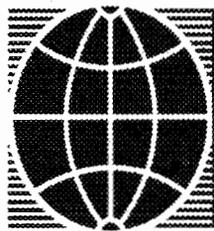
dents in attendance, as well as employees, to prepare well for future work in foreign affairs where they may "save a life, a village or an entire nation."

Similarly, Mink urged young people to think of opportunities in the executive branch where they increasingly may have a "chance to participate, to be part of the policy-making process." In noting both the substance of the briefing and the varying ages of participants, the congresswoman stated that such "observances come to nothing if we do not seize the opportunity to make diversity happen."

Describing his career in foreign affairs and now in the National Security Council, Itoh told of an introduction he once received as the "counsel general to Japan." Although acknowledging the humor in the error, he pointed out that diversity is a result of the American experience, from which all can contribute to the foreign policy process.

—David Grim

WHERE



In the World
Are USAID
Employees?

Moved On

Competello, Gerda, FA/HRDM/EM
Hardy, Tawanda, IG/RM/GS
Krull, Michael Allen, FHA/PVC
Perlman, Zandra, FA/HRDM/TSD/PST
Sohmer, Seymour, R&D/ENR
Vincent, Elizabeth, COMP/DETAIL SUP

Retired

Bebout, Tom, OPS/PRC, controller, 14 years
Bennett, Linda Dianne, COMP/LWOP, secretary typist, 10 years
Cummiskey, James, COMP/LT TRNG, supervisory financial management officer, 26 years
Fields, Charles Jr., COMP/FS/REASSGN, program officer, 27 years
Morrison, Alice, IG, secretary typist, 10 years
Williams, Dorothy, Ethiopia, executive assistant, 26 years

Years of service are USAID only.

Promoted

Archie, Tonya, LAC/SAM, secretary
Baldwin, Rhonda, PRE/A, secretary
Ball, Mary Ann, FA/AS/ISS/RM, management analyst
Brinkley, Robin, LAC/TL, international trade specialist
Dewitt, Ruby, EUR/EMS, administrative operations assistant
Dockter, Joanne, FA/FM/A, supervisory accountant
Doig, Norma, FA/OP/OD, secretary stenography
Dunn, Alisa, FA/OP/B, secretary
Gardner, Barbara, FA/IRM/TCO, telecommunications specialist
Horneman, Stephen, FA/B/PB/RPA, budget analyst
Jeyakaran, Rachel, FA/HRDM/LER, labor and employee relations assistant
Jones, Gregory, FA/FM/LM, credit program assistant
Joyner, Sylvia, FA/AS/ISS/PG, administrative operations assistant typist
Kiser, Carolyn Ann, R&D/E&I, program analyst
Kosinski, Susan, EUR/DR/DPI, program analyst
Mallay, Catherine, FA/OP/CC/NIS, contract specialist

Mathis, Michelle, FA/AS/ISS, program operations assistant
Penoyar, William, EUR/RME/ER/TL, general business specialist
Pilot, Barbara, FA/OP/A/HRN, contract specialist
Pumfrey, William, R&D/E&I, energy systems analyst
Rosenberg, Natasha, LAC/DPP, program analyst
Solem, Sanna Lee, FA/HRDM/SCD/SB, personnel staffing specialist
Sposato, Stephen, EUR/DR/FS, agricultural economist
Stanley, Ronald, FA/OP/B/LA, contract specialist
Starbird, Ellen, R&D/POP/PE, economist
Tate, Amber, FHA/MGT, office automation assistant
Walther, Mark, FA/OP/A/EE, contract specialist
White, Linda, R&D/ED, program analyst
Williams, Aldrena, AFR/ARTS/HHR, office automation assistant

Reassigned

Adamczyk, Christine, COMP/FS/REASSGN, health development officer, to COMP/FSLT
Anderson, Annesigrid, Bolivia, health population development officer, to supervisory general development officer
Birnholz, Harry, RHUDD/NE, housing urban development officer, to USAID affairs officer, Tel Aviv
Braden, Robert, COMP/FS/REASSGN, engineering officer, to supervisory engineering officer, COMP/AID/W
Bratrud, Theodor, COMP/DETAIL SUP, program officer, to COMP/FSLT
Byrne, Christine Marie, RIG/A/EUR/W, auditor, to RIG/A/BONN
Davis, Odolphis, EUR/RME/PD, program analyst, to EUR/RME/PD/PDB
Davison, John, COMP/FS/OS/DS, controller, to LAC/DPP
Eckman, E. John, RIG/A/Vienna, supervisory auditor, to foreign affairs officer, IG
Emmert, Jan, Pakistan, supervisory agricultural development officer, to COMP/FSLT
Farinella, Joseph, RIG/A/Nairobi, supervisory auditor, to auditor, IG/A/PPD
Flores, George, Yemen, mission director, to foreign affairs officer, COMP/FS/REASSGN
Frierson, Shirley, FA/FM/LM/GP, operating accountant, to budget analyst, EUR/RME/FMS
Gisiger, John, COMP/FS/REASSGN, housing urban development officer, to PRE/H
Greene, Michael, COMP/NE/OIT, IDI (administration), to Bolivia
Greene, Richard, POL/PAR, supervisory health/population development officer, to Cameroon
Gruhs, Roy, NE/DP, program economics officer, to EUR/PDP/EA
Guedet, J. Paul, AFR/ONI, supervisory project development officer, to supervisory regional development officer, AFR/EA

Hairston, Cynthia, FA/AS/PP/RP, secretary (office automation), to general services specialist
Hartenberger, Paul, Bolivia, supervisory general development officer, to supervisory health development officer, El Salvador
Herder, Francis, Ethiopia, general development officer, to foreign affairs officer, COMP/FS
Hevesy, Jeanne, FA/FM/FC, supervisory budget/accounting analyst, to supervisory accountant, FA/FM/LM
Horween, Matthew, COMP/FS/REASSGN, controller, to RDO/C/CONT
Houston, Edith, Peru, IDI (project development), to supervisory special projects officer
Jackson, James, Indonesia, Food for Peace officer, to supervisory Food for Peace officer, Mozambique
Jordan, Robert, Egypt, supervisory project development officer, to associate mission director
Kahn, Robert, LAC/SAM, program officer, to COMP/FSLT
Kromhout, Margaret, Honduras, project development officer, to Guatemala
Lecce, Gail, POL/IDP, program economics officer, to legal officer, GC/LP
Manarolla, Jerre, FHA/PPE, program economics officer, to supervisory program economics officer, Peru
Maxey, Andrew, COMP/FS/REASSGN, supervisory agricultural development officer, to supervisory program officer, Costa Rica
Merino, Felipe, RIG/A/EUR/W, auditor, to RIG/A/BONN
Merrill, Henry, FA/HRDM/WPRS, supervisory program officer, to PRE/DP
Morrill, C. Grant, COMP/FS, project development officer, to private enterprise officer, PRE/EM
Ortunio, Abel Jr., RAO/Manila, auditor, to RIG/A/Singapore
Prevot, M. Babette, LAC/DPP/PCO, program analyst, to international cooperation specialist, LAC/SAM
Rader, Patricia, AFR/DP/PSE, program analyst, to program analysis officer
Schneider, John, Colombia, supervisory program officer, to program officer, LAC/SAM
Scott, Paul, Indonesia, legal officer, to COMP/FSLT
Spangenberg, Barbara, FA/FM/LM/DR, accountant, to FA/FM/LM/L.S
Studzinski, Nicholas, LAC/DR/HPN, health population development officer, to program officer, EUR/RME/ECA/NT
Thompson, Leola, R&D/PO/AE, program analyst, to R&D/POP/OPS
Truong, Thum, COMP/FSLT, supervisory program economics officer, to Guatemala
Tu, Tung Thanh, RAO/Manila, auditor, to RIG/A/Singapore
Unger, Michael, PRE/DP, financial economist, to supervisory financial analyst, AFR/ONI/TBCV
Vo, Nhung Thi, FA/FM/LM/L.S, accountant, to FA/FM/LM/DR
Walker, James, POL/CDIE/E/PO, program economics officer, to NE/DP

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