

## Chairman's Report

2007 marks the USTTI's 25th year of empowering women and men with our diverse, tuition-free communications training. Since its launching in 1982 at the Nairobi ITU Plenipotentiary Conference, the USTTI has flourished thanks to the dedicated support of hundreds and hundreds of expert "volunteer professors" from industry and government who enthusiastically share their knowledge with their colleagues from the developing world. Based on that aggressive sharing over the past 24 years, the USTTI has graduated 7,284 officials and entrepreneurs who are now back home working to make modern communications a reality in 165 developing countries.

Through 1,459 USTTI courses offered since 1982, USTTI alumni have been exposed to every element of deploying, managing and regulating modern, affordable communications systems for their countrymen. Each year, the USTTI curriculum has rigorously addressed bedrock subjects such as spectrum management, competition policy, regulatory reforms while also focusing on emerging technologies constantly being developed in broadcasting, satellite, wireless, wireline, and the Internet. Whatever the subject, the USTTI's volunteer trainers have been there providing relevant training on evolving technological, managerial and regulatory options.

Happily, the only quid pro quo that we have asked of our 7,284 graduates is that they become "USTTI professors" themselves when they return home. No trade shows, no propaganda – just aggressive sharing on two levels: the USTTI "volunteer professors" share their expert knowledge with USTTI scholars; and those USTTI scholars return home to their jobs where they, in turn, empower their colleagues with knowledge gained through their USTTI training experiences.

Based on the 10,556 applications received by the USTTI in 2006, the need for the USTTI's sharing has become even more compelling. As the USTTI celebrates 25 years, the USTTI Board of Directors affirms our collective commitment to continue to tenaciously address the training needs of communications officials and ICT entrepreneurs throughout the developing world.



Michael R. Gardner  
Chairman, USTTI



*"Women Power" has been a top priority of the USTTI for the past 24 years. Fortunately, women are now making major inroads into what was an "all male telecom club" in 1982. Today, thousands of female USTTI graduates are providing enlightened leadership as regulators, ICT experts and broadcasters in 165 developing countries.*

*One country that has aggressively pursued a policy of gender neutrality for its leaders is South Africa. South Africa has been a special friend of the USTTI since the late 1980's when High Commissioner Lindiwe Mabuza arranged for the USTTI to train young ANC nominees even before Nelson Mandela's release from Robben Island.*

*Two renown South African leaders, Dr Nkosazana Dlamini Zuma, South Africa's Minister of Foreign Affairs (left), and Her Excellency Barbara Joyce Masekela, South Africa's Ambassador to the United States (right), are shown with Ambassador Gardner during a recent visit to the USTTI's office.*

# USTTI 2007 Board of Directors



**Michael R. Gardner**  
Chairman  
USTTI  
The Law Offices of  
Michael R. Gardner, P.C.



**Juan A. B. Belt**  
Director, Office of  
Infrastructure and Engineering,  
Bureau for Economic Growth,  
Agriculture & Trade (IGAT)  
U.S. Agency for International  
Development



**Kathryn C. Brown**  
Senior Vice President  
Public Policy  
Development and  
Corporate Responsibility  
Verizon Communications



**Brian Cufe**  
Vice President  
Government Relations  
VerSign, Inc.



**Ambassador David A. Gross**  
U.S. Coordinator for  
International Communications  
and Information Policy  
U.S. Department of State



**Kalpak S. Gude**  
Vice President and Deputy  
General Counsel  
Intel Global Service  
Corporation



**John Kneuer**  
Assistant Secretary for  
Communications and Information  
National Telecommunications  
and Information  
Administration (NTIA)  
U.S. Department of Commerce



**Honorable Kevin J. Martin**  
Chairman  
Federal Communications  
Commission (FCC)



**Charles B. Mathias**  
Senior Executive  
Government Programs and  
Affairs  
Bechtel Federal  
Telecommunications



**Sean Murphy**  
Vice President & Counsel  
International Government  
Affairs  
QUALCOMM Incorporated



**Dr. Robert Pepper**  
Senior Managing Director  
Global Advanced Technology  
Policy  
Cisco Systems, Inc.



**Peter Pitsch**  
Communications Director  
Intel Corporation



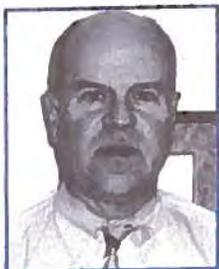
**Honorable Harrison H.  
Schmitt, PhD**  
Aerospace Consultant  
Former United States Senator &  
Astronaut  
Chair, NASA Advisory Council &  
Author, "Return to the Moon"



**Douglas W. Schoenberger**  
Executive Director  
International External and  
Regulatory Affairs  
at&t



**Sebastiano Tevartolo**  
Vice President and General  
Manager  
Communications Media &  
Entertainment Business Unit  
Hewlett-Packard Company



**Michael Regan**  
Executive Vice President  
Government Affairs  
News Corporation



**Michael McMenamin**  
Senior Manager  
Global Government Affairs  
Alcatel Lucent



**Tim Cowen**  
General Counsel and  
Commercial Director  
BT Global Services



**Frank C. Weaver**  
Director  
Telecommunications Policy  
The Boeing Company



**Bernard J. Wunder, Jr., Esq.**  
Partner  
Wunder & Lilley

# United States Telecommunications Training Institute

## BACKGROUND

The United States Telecommunications Training Institute (USTTI) is a non-profit public-private partnership between senior federal officials and leaders of the U.S. information and communication technology (ICT) and broadcast industries. The goal of this collaborative effort is to share the United States' technological and managerial advances with qualified women and men who regulate and maintain the IT and communications infrastructures throughout the developing world. The USTTI's comprehensive array of intensive tuition-free training courses are made possible by the support of federal and private board members, as well as hundreds of volunteer trainers across the country.

Michael R. Gardner, United States Ambassador to the International Telecommunication Union (ITU) Plenipotentiary Conference in Nairobi, Kenya, established the USTTI in 1982 to address the compelling need in developing countries for senior-level technical and managerial training in all areas of communication. In preparation for the Nairobi ITU Conference, Ambassador Gardner asked leaders of major, and often competing, U.S. communications corporations to join together with senior U.S. Government officials to provide tuition-free training for qualified communications professionals, regulators, and entrepreneurs from the developing world. Government officials and U.S. industry leaders enthusiastically responded with the USTTI's first curriculum offering in 1983, which featured 13 courses.

Joining Ambassador Gardner as founding members of the USTTI were: William McGowan, founder of MCI Communications; Dr. Joseph Charyk, Chairman of the Board and first President of the Communications Satellite Corporation (COMSAT); Charles Wick, the Director of the United States Information Agency (USIA) during the 1980s; Dick Nichols, Vice-President of AT&T International; and Harrison "Jack" Schmitt, former United States Senator from New Mexico and the twelfth man to walk on the moon.

## USTTI TODAY

Since first offering 13 tuition-free courses in 1983, the USTTI has expanded its curriculum to provide 88 diverse courses in 2007. Thanks to the steadfast support of USTTI corporate and government Board members, as well as vital contributions from universities, medical institutions, and others in the U.S. IT-communications arena, the USTTI has incorporated the latest technological developments in its 2007 curriculum to ensure its relevance for the developing world.

Corporate Board members of the USTTI are: Kathryn C. Brown, Verizon Communications; Tim Cowen, BT Global Services; Brian Cute, VeriSign, Inc.; Kalpak Gude, Intelsat Global Service Corporation; Charles B. Mathias, Bechtel Federal Telecommunications; Michael McMenamin, Alcatel-Lucent; Sean Murphy, QUALCOMM Incorporated; Dr. Robert Pepper, Cisco Systems, Inc.; Peter Pitsch, Intel Corporation; Michael Regan, News Corporation; Doug Schoenberger, at&t; Sebastiano Tevarotto, Hewlett-Packard Company; and Frank C. Weaver, The Boeing Company. USTTI Board



FCC Commissioner Deborah Tate (seated far left) briefed a group of senior regulatory officials from 18 developing nations, attending one of six courses offered by ICC experts in 2006. Joining Commissioner Tate and the USTTI scholars for a picture during a break from their rigorous training are USTTI Chairman Michael Gardner (seated, right); Barbara Cutts, FCC Technical Assistance Liaison Officer (standing, second from right); and Ian Dillner, Legal Advisor to Commissioner Tate, FCC (standing, far right). The FCC is represented on the USTTI Board of Directors by Chairman Kevin Martin.

companies provide tuition-free training at their corporate facilities, finance the general overhead costs of the USTTI, and designate a senior executive to serve on USTTI's Board of Directors.

Senior communications officials from the Federal Government also play a critical role in the success of the USTTI, and are represented on the USTTI Board of Directors by: Juan A. B. Belt, Director of the Office of Infrastructure and Engineering in the Bureau for Economic Growth, Agriculture, & Trade, U.S. Agency for International Development (USAID); Ambassador David A. Gross, United States Coordinator for International Communications and Information Policy, U.S. Department of State; John Kneuer, Assistant Secretary of Commerce for Communications and Information and Administrator of the National Telecommunications & Information Administration (NTIA), and Chairman Kevin J. Martin of the Federal Communications Commission (FCC). These federal leaders actively involve their agencies in important training outreach for the USTTI. Through their participation, and that of other officials in the Executive Branch and Congress, the U.S. Government has been a full partner with private industry to accomplish USTTI training goals.

In addition to their leadership on the USTTI Board of Directors, U.S. Government officials and their departments and agencies provide significant training as well as other in-kind and scholarship support for USTTI participants. USAID is a vital source of travel and subsistence funding for highly qualified USTTI scholars from less-developed countries. These scholarships are awarded each year through the invaluable assistance of the women and men working in USAID Missions overseas. The FCC provides vital training through its six courses each year, and plays an important leadership role in special USTTI seminars. The FCC also prints the biennial Participant Handbook, an orientation guide for USTTI trainees. The NTIA offers senior-level spectrum management and IT policy training, and provides an annual grant to help publish the USTTI's Course Catalog and Annual Report. The State Department awards training grants to the USTTI and provides valuable contacts with foreign governments that nominate candidates for USTTI training.

The United States Congress has recognized the significance of the USTTI's global training outreach through special amendments to two legislative acts: the Omnibus Diplomatic Security and Antiterrorism Act of 1986 and the Cable Communications Policy Act of 1984. These amendments explicitly authorize support (including use of staff, other appropriate resources, and service on the Board of Directors) of USTTI's activities by the State Department, USAID, FCC, and NTIA. In the past and again in 2006, Senator Daniel K. Inouye (D-HI) led a bipartisan Congressional effort to secure travel and subsistence support for USTTI scholars

## USTTI TRAINING

To ensure a dynamic learning experience for USTTI scholars, the Board of Directors is committed to maintaining diversity of the USTTI's cutting-edge curriculum. Instead of operating a costly training center, USTTI offers the vast majority of its tuition-free training in corporate and federal training facilities, laboratories, and television stations that are volunteered

*"The Instructors clearly loved what they did and took time and care ensuring learning. This also fostered great camaraderie."*

- Dianna De Sousa,  
Trinidad and Tobago,  
M6-203

by our sponsors across the U.S. As a result, the same facilities used for corporate and government in-house training also effectively serve as classrooms for USTTI scholars.

Throughout the past twenty-four years, the USTTI has offered a total of 1,459 diverse training courses and graduated 7,284 women and men who are the key IT-communications regulators, managers, and service providers in 165

developing countries. As the USTTI enters its 25th year of training, the increased popularity and need for the USTTI's tuition-free training is reinforced by the fact that in 2006, the USTTI's 78-course curriculum attracted 10,556 applications for the 1,102 available training slots, a 10-1 ratio of qualified applicants for each USTTI training slot.

## USTTI ORIENTATION

For USTTI scholars, the free exchange of ideas and experiences with professionals from the United States and around the world is critical to maximizing the benefits of USTTI training. This exchange of information begins prior to each training course, with an important orientation session hosted by the USTTI staff in Washington, DC.

USTTI orientations are mandatory and typically held on the last business day prior to the first day of training. During these one-day sessions, USTTI scholars familiarize themselves with topics that may be addressed in training, receive introductory materials, and acquaint themselves with fellow participants. In addition, USTTI orientation sessions often include discussions about communications policy in the U.S. led by government officials, academics, and policy experts from the business or legal community. Importantly, these meetings provide an excellent forum for the exchange of



Brian Cote, VeriSign Inc.'s Vice President of Government Relations, briefs 16 Internet engineers and regulators from 15 developing countries during VeriSign's course, "Domain Name Systems Overview." VeriSign's important policy training on Internet governance has become an integral part of the USTTI's expanded Internet Technology Sequences in 2007. Mr. Cote represents VeriSign, Inc. on the USTTI Board of Directors.

technical, professional and cultural information that is critical for the fulfillment of training objectives.

Orientations also provide the USTTI staff an opportunity to brief scholars on a variety of subjects, including the history and layout of the nation's capital, Washington, DC. To ensure that all USTTI guests are able to fully appreciate the city, the USTTI facilitates a weekend tour of Washington's cultural and historical landmarks. Weekends are flexible to allow trainees to explore Washington or use the day to travel to alternate training cities when necessary.

## GRADUATION AND DEPARTURE

Most USTTI training sponsors conduct a graduation ceremony at the conclusion of training, where certificates are awarded to USTTI scholars in recognition of their successful completion of the course. At the conclusion of most courses, an oral and written evaluation of the course is also administered. These evaluations are a reliable means for USTTI graduates to identify additional training needs and ensure that the USTTI curriculum continues to be fully responsive to the emerging technology and policy priorities of officials and entrepreneurs throughout the developing world. In accordance with the Conditions of Participation form signed at orientation, all USTTI graduates whose travel is subsidized by USTTI grants must return to their home countries in the days immediately following graduation.

In commemoration of the USTTI's 25th year, David Mellor, Chairman of the United Kingdom Telecommunications Academy (UKTA), has graciously allocated one full scholarship so that a USTTI scholar can attend the online Master of Laws in Information Technology and Telecommunications Law program of the Glasgow Graduate School of Law. This generous gift is available to a USTTI scholar who has a Bachelor's Degree in Law, currently works in the telecom sector in a developing country, meets the admissions standards for The Glasgow Graduate School of Law, and is eligible for USTTI training. If you, or a member of your staff, are qualified and interested in this significant opportunity, please fax an introductory letter and complete CV to the USTTI, attention of UKTA Scholarship at +1 202 785 1930.

The USTTI Board of Directors thanks Professor Mellor and the members of the UKTA Board for their continued important support of the USTTI.

# Applicant Information

## WHO SHOULD APPLY

Information technology, telecommunications, broadcast, satellite, wireless, telehealth, and emergency communications professionals who are proficient in English and employed in the public or private sector of a developing country are encouraged to apply for USTTI training. A post-secondary education is often required, and a university degree in telecommunications, broadcasting, management, engineering, or electronics is preferable. Substantial practical experience in a country's communications infrastructure may be substituted for formal academic credentials. Educational background, professional experience, achievements, and current job responsibilities must be clearly described in the USTTI Application for Training. Additionally, candidates should focus on the experience and goals section of the application, as these sections are critically reviewed by our course sponsors.



Ten USTTI scholars from Antigua and Barbuda, Ecuador, Malawi, Peru, Philippines, Rwanda, Senegal and Uganda participated in Intel Corporation's popular 2006 course offering, "The Wireless Broadband Revolution: Wi-Fi, WiMAX, and UWB - the Technical Business, and Spectrum Policy Ramifications in the Global Marketplace." After a rigorous round of training, Intel's graduates joined trainers Jayne Stancavage (standing, center) and John Roman (third from right) in front of the Intel headquarters in Santa Clara, CA. Intel is represented on the Board of Directors by Peter Pitsch, Intel's Communications Director.

## HOW TO APPLY

Those interested in applying for training should do so via the USTTI web site, [www.ustti.org](http://www.ustti.org). Applying online guarantees the quickest processing time. Another option is to fax or mail the application form found at the rear of the USTTI catalog. PLEASE NOTE: Due to lengthy visa requirements, USTTI urges applicants to submit applications at least sixteen weeks before the beginning of their first desired course. Applications received after the sixteen week deadline will still be considered, but are less likely to result in acceptance. Applicants are reminded that their USTTI application must be fully completed and include current office, fax, and mobile phone numbers, at least one valid e-mail address, and contact information for two relatives living in their home country as well as any in the United States, if applicable. Incomplete applications may not be considered. For those applying via fax or mail, applications should be typed.

Applicants should carefully review the course descriptions provided in the catalog and apply selectively for only those courses that are most appropriate to their experience, responsibilities and goals. Applicants should take special notice of the available course sequences, which provide an opportunity to maximize the training experience by attending several consecutive courses.

## SELECTION PROCESS

The acceptance procedure is a collaborative effort between the USTTI and its training partners, with the final acceptance decisions made by course sponsors. Sponsors review each application and select only the most qualified candidates. Selection criteria include: professional qualifications, suitability for the course, thoroughness in completing the application, and most importantly, goals for participating in USTTI training. Applicants must clearly demonstrate in their "Applicant Training Goals" essay how their participation would benefit their company or organization, what leadership role they might assume upon completion of training, and how they envision implementing the training upon returning home.

If accepted, applicants will be notified by the USTTI via an official e-mail and/or fax at least 12 weeks prior to the start of training. Applicants may be accepted to one or all of the courses to which they apply, depending upon the number of training slots available, applicant qualifications, and course focus. Participation in USTTI training is not guaranteed until accepted applicants confirm attendance and funding source via e-mail or fax, secure a U.S. entry visa (if necessary), and provide their purchased travel itinerary to the appropriate Curriculum Coordinator.

## FUNDING PROCESS

Applicants should seek funding from their employers for their international and domestic U.S. travel and for their living expenses during USTTI training. If employer funding is unavailable, applicants are encouraged to secure sponsorship from international organizations that recognize the importance of USTTI training, such as the International Telecommunication Union (ITU), The World Bank, the United Nations Development Program (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the Organization of American States (OAS-CITEL). The USTTI will attempt to help qualified applicants for whom no other funding sources for travel and subsistence are available. However, USTTI funding is limited, and applicants are much more likely to attend training if they secure all or part of their travel and living expenses.

*"It was a wonderful course and I got a lot of information. When I go back to my country I will share it with my colleagues in Iraq."*

- Wesall A. Ali, Iraq,  
M6-218

## PARTICIPANT EXPENSES

The recommended subsistence rate for participants attending USTTI training is approximately US\$125.00 per day, although this amount may be greater or smaller at certain training locations due to varying hotel costs. This rate covers only the cost of meals and a shared hotel room in USTTI-designated hotels. This figure does not cover single occupancy rooms or personal expenses such as hotel services and souvenirs.

## VISA INFORMATION

Due to significant changes in U.S. visa regulations, USTTI urges all applicants to contact the U.S. Consulate in their country to determine specific application requirements, fees, interview procedures, and deadlines before applying. It can take up to 4 months in some countries to secure a visa appointment. Therefore, we recommend applicants contact the consulate immediately after submitting course applications to USTTI to ensure sufficient time for filing necessary documents. It is essential that all USTTI applicants possess passports that will be valid for at least 6 months after the conclusion of training.

## TRAVEL ARRANGEMENTS

In order to avoid confusion and disruption during USTTI orientation and training, trainees must send a copy of their air travel itinerary for ALL required travel to a Curriculum Coordinator before arriving in the U.S. It is also necessary that all international and U.S. domestic airline reservations be made in accordance with the dates provided in USTTI acceptance information. Last-minute ticket purchases and itinerary changes are expensive and may not be possible.

Important Considerations before Submitting your Application:

- Have you reviewed the course sequencing information?
- Is your passport valid for at least 6 months after the conclusion of the last training course to which you applied?
- Have you consulted the web site of the U.S. Consulate in your country to determine U.S. entry visa requirements and procedures?

*"Let me express my deepest gratitude once again to you all for your incredible mission."*

- Rufat Tagizadeh, Azerbaijan, M6-208



*Ambassador David Gross, U.S. Coordinator for International Communications and Information Policy at the U.S. State Department, frequently greets USTTI scholars during their visits to the United States. Ambassador Gross is shown here briefing a group of USTTI scholars from 23 developing countries on critical issues ranging from internet governance to e-Government development. Ambassador Gross is actively involved, with his staff, in advancing the USTTI's outreach to every country in the developing world. He represents the U.S. State Department on the USTTI's Board of Directors.*

- Have you visited the USTTI web site ([www.ustti.org](http://www.ustti.org)) to review the online application procedures?
- Is your application complete, including valid e-mail addresses, office and mobile phone numbers, passport details, supervisor contact information, and contact information for relatives in your country as well as the U.S.?

## USTTI POLICIES FOR PARTICIPANTS

Participants in USTTI training must adhere to the USTTI's policies, which cannot be waived without written authorization from a professional member of the USTTI staff. The most important requirements are:

- Trainees must attend orientation in Washington, DC, even if the participant is a former USTTI graduate.
- Trainees must stay in the hotels designated by the USTTI. There are no exceptions.
- Spouses and/or family members may not accompany participants during training.
- Trainees must be prepared to pay their hotel room charge in full at time of check-in. All incidental expenses, such as telephone calls, movies, or room service, are the responsibility of the participant.

- Since USTTI training is offered only in English, participants must have a functional proficiency in English.
- Participants must attend all classes unless excused by the training staff for health or emergency reasons.
- During orientation, each trainee must pay an insurance and administrative fee of US\$150 for the first course and US\$75 for each additional course. This fee is mandatory since the USTTI is required to insure all participants regardless of the participant's own coverage under a personal or company insurance policy. This insurance does not cover dental care, eye care, prescriptions, or pre-existing conditions.
- To avoid any disruption to the USTTI admission process, applicants may not contact course sponsors regarding acceptance or funding decisions.

Failure to adhere to any of these requirements will result in a participant's immediate dismissal from training.

## USTTI Funding

In 2006, the USTTI corporate and government Board members, along with training sponsors from both academia and the IT, telecom and broadcast industries, provided \$4.2 million in cash and in-kind contributions to support the USTTI, a 501(c)(3) non-profit corporation. These contributions reflect the costs of offering 79 tuition-free training courses in 2006, as well as travel and subsistence funding, educational materials, and a host of other services provided to the USTTI.

The USTTI's overhead costs - program development expenses, salaries for our small staff, and institutional costs such as rent, utilities, and postage - are paid for by private sector contributions. The USTTI's 2006 operating budget of \$762,332 was tightly controlled so that all revenues raised by the USTTI in excess of overhead costs were used to provide additional travel and subsistence support to qualified USTTI scholars from developing countries.

In addition to funding from the private sector, the USTTI received essential support from the Federal Government. The United States Agency for International Development (USAID) provided significant funding to the USTTI in 2006 for the travel and subsistence needs of USTTI scholars from the developing world. In addition, twenty-two participants from South Asia received travel and subsistence through a grant from the U.S. Trade and Development Agency (TDA). Travel and subsistence funding also was provided by the Department of State to qualified telecommunications officials from Solomon Islands, Costa Rica and Oman. The National Telecommunications and Information Administration (NTIA) of the U.S. Department of Commerce and the Federal Com-

munications Commission (FCC), provided in-kind support for the USTTI. Voice of America underwrote a grant that provided funding for five developing country broadcasters to attend training. International organizations such as the International Telecommunication Union (ITU) and the Organization of American States (OAS)/Inter American Telecommunication Commission (CITEL) contributed additional in-kind support and funding to the USTTI in 2006.

The USTTI is a 501(c)(3) non-profit corporation, meeting all requirements for charitable contributions. In 2007, the USTTI will need approximately \$1,850,000 in order to provide travel and subsistence of qualified applicants who are unable to support their own participation in USTTI training. Corporations and organizations wishing to support the USTTI should contact Curriculum Director Brian McCloskey and Curriculum Coordinator Will Linnoila at 1150 Connecticut Avenue, NW, Suite 702, Washington, DC 20036-4131, USA. Telephone: +1-202-785-7373, Fax: +1-202-785-1930, E-mail: [bmccloskey@ustti.org](mailto:bmccloskey@ustti.org) or [wlinnoila@ustti.org](mailto:wlinnoila@ustti.org).



USTTI scholars pose for a photo during a break from training at Cisco Systems' high tech training facilities in San Jose, California. Cisco provides USTTI scholars with an intensive training opportunity that includes lectures from top IT specialists in the field as well as hands-on lab work using state of the art equipment. Since joining the Board in 1999, Cisco has offered 39 training courses, graduating 584 women and men from 66 countries. Dr. Robert Pepper, Cisco's Senior Managing Director of Global Advanced Technology Policy, represents Cisco on the USTTI Board. A former senior FCC official, Dr. Pepper has served as a volunteer "USTTI professor" for the past 18 years.



**USAID**  
FROM THE AMERICAN PEOPLE

*"I keep very fond memories of my training with the USTTI which opened my eyes towards Telemedicine. I have created the Ecuadorian Foundation for Telemedicine and Ehealth and its purpose is to promote the use and benefits of Telemedicine for the communities in Ecuador."*

- Maite Mijares, Ecuador, M6-322