



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

R
file
USAID

March 1, 1996

The Deputy
Administrator

Ms. Melanne Verveer
Deputy Chief of Staff to the First Lady
Office of the First Lady
Old Executive Office Building
Washington, D.C. 20501

Dear Melanne,

I wanted to drop you just one more note before I resign as Deputy Administrator today. I am sending Mrs. Clinton a package from Malawi of materials involving a girls' education project. I observed one of those activities in a Malawian village in December. It was an event I shall never forget.

The village like most in Africa was small and poor. The houses were mud and thatch. The adults wore their best used clothes (a major U.S. export to the poorer countries of Africa) and the children had dusty and often torn shirts and shorts. It was a hot, bright afternoon with lots of insects buzzing.

The whole village had gathered under several trees -- the children in one group; the women in another group; the young men off to the side and the elders under the big tree.

There was a theater group made up of a dozen students of Chancellor's College who greeted us with music and dancing as our vans finally stopped on the rutted dirt road. We sat in chairs under a tree and watched the theater group put on a play (in Chichewa, the local language) about girls' education. The story was about two school girls, one who wanted an education (but whose mother did not think it important) and another who did not want to go to school. The play included arguments between the girls and their mothers, their fathers, their boy friends and the teachers about the value of education, about chasing boys (sound familiar?), about the role of men and women, even about sexual harassment (the play had a scene in it where a male teacher harassed a girl student).



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Bureau for Legislative
and Public Affairs

file us in

To: Melanne Vermeer
From: Jill Buckley, Assistant Administrator
Karen Anderson, Director of Public Liaison
RE: Meeting on *Lessons Without Borders*

To facilitate our discussion on Lessons Without Borders and the possible role the Mrs. Clinton might play in helping to advance this initiative, you will find the following:

- * Topics for discussion;
- * a one-page summary of the rationale behind creation of a foundation;
- * the DRAFT foundation proposal;
- * a list of potential candidates for the board of directors; and
- * a draft timeline.

Our objective for this meeting is to identify ways in which Mrs. Clinton can assist USAID in establishing a quasi-independent entity to carry out the highly successful initiative launched by USAID several years ago. Our plan is to get your input to incorporate into a more detailed strategy that could be presented to Mrs. Clinton in the near future.

**Meeting
Monday June 30, 1997
Discussion Topics**

I. Lessons Without Borders

Where it has been
Baltimore, Boston, Seattle, etc.

Achievements
Baltimore, Boston, Alaska

Future Plans
Conferences
Rural program in Appalachia
Youth
Women in Development
Sustainable communities
Housing
Overseas trips
Bangladesh in September
South Africa in December

Options for Mrs. Clinton's participation
Keynote at upcoming events
Lead delegation of US Mayors/Governors, business
leaders and/or development workers to USAID
missions

II. Discussion of Foundation Proposal

Rationale
Goals and Objectives
Structure
Board of Directors

Mrs. Clinton's possible role
Chair fundraising effort
Letter to potential donors
Assist in board selection
Convene meeting of potential donors at WH
National, regional, corporate
foundation heads

or

Help identify/secure corporate or foundation
sponsor to assume program into its
organization

Why a Foundation?

Lessons Without Borders, launched in June 1994, has become a highly successful vehicle for domestic development professionals to learn new, innovative and low-cost ways of improving services here in the U.S. from their international colleagues. Programs in Baltimore, Boston, Seattle, Washington, D.C. and the State of Alaska have directly impacted the way in which health, economic development, environmental and social service programs are being delivered.

The program has enormous potential to help thousands of people across the country and there is a tremendous demand to expand into other cities and rural areas. However, under its current structure and funding level, the program's potential is severely limited and its future is tenuous, at best.

The purpose behind creation of a *Lessons Without Borders Foundation* is three fold:

1. to remove the program from the fiscal constraints of USAID at a time when all foreign aid programs are suffering budget cutbacks;
2. to create an entity that, unlike USAID, will be able to fund the local community initiatives that link international and domestic best practices; and
3. to create a structure that will have the independent resources to continue and expand upon the great potential this program has already demonstrated.

Similarly, the *Foundation* would have three primary goals:

1. to hold conferences to bring together international and domestic development professionals to share best practices;
2. to enable domestic practitioners to visit international programs and see first hand the effective work of the foreign assistance community; and,
3. to fund local initiatives to implement best practices at the community level here in the U.S.

D R A F T

The Lessons Without Borders Foundation

A Concept Paper for Funding

by

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EXECUTIVE SUMMARY

For over 30 years, the United States has effectively solved difficult social and economic problems in the developing world. Through the work of the U.S. Agency for International Development (USAID), America has helped nations like India and Egypt achieve childhood immunization rates over 80 percent. Meanwhile, immunization rates in some parts of the United States are as low as 39 percent. Similarly, infant mortality rates in some of America's major cities resemble those of nations far poorer than our own. These are just a few of the facts that prompted USAID to launch *Lessons Without Borders*.

Lessons Without Borders is a national initiative of USAID that enables U.S. communities to benefit from the lessons learned in community health and development projects in other countries. The notion behind *Lessons Without Borders* is simple: For decades, USAID and other international development organizations have had many successes in solving social, economic, and health problems in nations where resources are scarce. Now is the time to bring these lessons home so they can be shared with U.S. development workers trying to solve similar problems here in America.

Through *Lessons Without Borders*, USAID has held a series of conferences in U.S. cities to open up these lines of communication. Since June 1994 when Vice President Gore helped launch the inaugural conference in Baltimore, more than 1,200 people have gathered in Boston, Seattle, San Diego and Washington, D.C. to look at ways to improve health, the environment, housing, education and small business development in both rural and urban communities.

The response has been overwhelmingly positive. The initiative has received favorable coverage in major media outlets such as *The New York Times* and *The Washington Post* and requests to host future conferences continue to come from mayors, members of Congress and grassroots organizations around the country. In participating cities, private funds have been raised to pursue a number of initiatives ranging from overseas fact-finding trips to implementation of international models in immunization and microenterprise development.

To date the *Lessons Without Borders* program has been implemented out of USAID's Bureau for Legislative and Public Affairs with the ad hoc assistance of private-voluntary organizations, non-governmental organizations and other federal agencies. While USAID is fully committed to this program, its ability to continue operating it out of an office mandated to perform other functions--coupled with the constraints of the Agency's international mandate--requires that an alternative structure be created to both meet the demand and ensure the integrity of the program.

This proposal details a plan to create the **Lessons Without Border Foundation**, an independent unit capable of implementing and expanding the program so that other communities across the country can benefit from best practices in development.

The *Lessons Without Borders* program has 3 distinct objectives:

- to create opportunities for domestic and international development practitioners to learn about the success and/or failures of various programs;
- to provide chances for professionals to observe first-hand successful international programs; and,
- to offer local U.S. communities the resources they need to implement new, innovative techniques based on international models.

The new Lessons Without Borders Foundation, governed by a Board of Directors and an Advisory Council, will achieve these goals through the following:

- organization of conferences in U.S. cities and towns;
- coordination of technical exchanges through workshops;
- arranging site visits to observe firsthand other successful international programs;
- dissemination of grants to local organizations to assist them in implementation of "best practices" from the international experience;
- marketing this national initiative to already-established national networks, i.e. the American Public Health Association, the International City/County Managers Association and the U.S. Conference of Mayors

INTRODUCTION

In some instances, USAID has done a better job combatting social problems abroad than domestic agencies have done here in the United States. For example, USAID helped nations like India and Egypt achieve childhood immunization rates over 80 percent, yet immunization rates in some parts of the United States remain as low as 39 percent.

Foreign assistance programs have achieved impressive results: 3 million lives are saved every year through USAID immunization programs; more than 50 million couples worldwide use family planning as a direct result of USAID programs; life expectancy in the developing world has increased by about 33 percent; and, in the past 20 years, the number of the world's chronically undernourished has been reduced by 50 percent.

Many of these aid programs are carried out where language, literacy, religion and poverty present formidable barriers. As a result, USAID has developed some creative, low-cost, low-tech, yet widely effective approaches to addressing problems and having the greatest impact on the greatest number of people.

In 1993, USAID Administrator J. Brian Atwood created the *Lessons Without Borders* program, a national initiative where the expertise developed overseas through USAID programs could be brought home and shared with domestic professionals working to solve similar problems. Through *Lessons Without Borders*, American development experts are seeing firsthand how the methods and insights--from projects in countries far poorer than we are--can help them address problems in their own communities. Whether those problems exist in Calcutta, Cleveland, Nairobi or New Orleans, the solutions are universal and equally effective. By creating a venue where experts can share their expertise, *Lessons Without Borders* is truly bringing out the best of both worlds.

LESSONS WITHOUT BORDERS

Since the inaugural *Lessons Without Borders* conference in June 1994, USAID, along with other international development partners, has been creating venues to share its knowledge with domestic development professionals in cities and rural areas around the country. As a result of these exchanges some important policy and programmatic changes have occurred in Baltimore and Boston that have profoundly changed the way in which their domestic programs operate. Development workers in cities like Baltimore, Boston, Washington D.C. and Seattle have acknowledged that they need help in reaching out to residents from increasingly diverse backgrounds and in solving problems that are increasingly complex. In the *Lessons Without Borders* program, conferences are used to catalyze the networking and sharing of ideas that have led to follow-up activities, such as technical workshops, fact-finding trips, and implementation of best practices by local community organizations. In both Baltimore and Boston, grassroots organizations have sought private funding to implement projects at the local level.

Baltimore

In Baltimore, Mayor Kurt Schmoke personally sought USAID's advice on how to address his city's growing urban problems. The mayor acknowledged that many sectors of his city resembled Third World countries and that an international agency which specializes in development issues could contribute to improving his communities. At the inaugural *Lessons Without Borders* conference in Baltimore in June 1994, Vice President Gore encouraged the audience, composed of health care practitioners and economic developers, to be open to receiving technical advice from their international colleagues. Conference participants heard from USAID officials on issues like microenterprise, immunization, education and housing.

Results: Following the *Lessons Without Borders* conference in Baltimore, a local private foundation, the Chesapeake Health Plan Foundation (CHPF) funded a series of activities to continue the information exchange which began at the conference. Through a \$55,000 grant, Baltimore officials, USAID, and other private organizations participated in technical workshops--cosponsored by Catholic Relief Services (CRS) and Johns Hopkins University--to discuss immunization, health care, and microenterprise issues. The foundation also funded two fact-finding trips to Nairobi, Kenya (November 1994) and Kingston, Jamaica (March 1995) for a dozen health and economic growth professionals from Baltimore to observe USAID programs in family planning, immunization, microenterprise and violence prevention.

From these trips, the City of Baltimore has made sweeping policy and programmatic changes in a number of health and economic development programs. In fact, these efforts have been so successful that CHPF recently refunded the program, and trips are being planned to send more Baltimore development officials to Bangladesh and South Africa later this year.

Other specific results from the June 1994 program include:

- The director of men's services for Baltimore's Healthy Start program has instituted a peer review process based on his observations of USAID's conflict resolution programs in Jamaica. He is also adapting techniques used in a violence prevention program in Jamaica to help address gang problems in his community;
- Based on a program in Kenya, Women Entrepreneurs of Baltimore (WEB) joined with FINCA USA to implement a peer-lending program to help low-income women in Baltimore finance their own businesses.
- Using some of the social marketing techniques observed in Kenya, the City of Baltimore launched a massive immunization campaign, boosting the immunization rate of school-aged children from 62 percent to 96 percent.

Boston

In October 1994, the *Lessons Without Borders* program was launched in Boston. Following this conference, Management Sciences for Health, (MSH), a Boston-based international health agency that works with public and private health care organizations around the world, emerged as the lead catalyst for implementing the *Lessons Without Borders* program in Boston. The March 1995 fact-finding tour to Jamaica enabled two representatives from Boston's health and teen violence prevention communities to observe USAID programs in microenterprise, community development, child immunization, teen pregnancy prevention, and violence prevention. Participants of the trip are now in the process of implementing changes in their institutions based on what they saw overseas.

Results: While Massachusetts operates programs which utilize community outreach workers, these programs are often seen as limited in their opportunities to exchange ideas about training, supervising and evaluating community outreach workers. After reviewing USAID's Local Initiatives Program (LIP) operated in Bangladesh, Management Science for Health established the Community Health Exchange Program in Boston. MSH has received private funding to train AFDC recipients as volunteer community outreach workers. These volunteers are working in their own communities providing education and health services to minority and immigrant families. At the same time, this volunteer work satisfies mandatory community work under the Massachusetts welfare reform effort and, as a result of the training, several of the volunteers have subsequently entered the work force full-time, thus removing them from the welfare rolls.

Seattle, Washington, D.C., New York City and Beyond

Lessons Without Borders programs have been held in several other cities, including Seattle, Washington and Washington, DC. In addition, a number of other initiatives have emerged largely through the networking done at the Baltimore and Boston conferences. In every case, there is significant potential that is yet to be realized, largely due to funding and staffing constraints.

Seattle Mayor Norman Rice welcomed 26 international development professionals from 16 countries to participate in the April 1995 conference on "Community Development and the Environment." A Seattle host committee composed of business leaders, community activists, academics and grassroots leaders assisted in shaping a four-day program which focused on issues like pollution prevention, natural resource management and indigenous involvement. Seattle community groups are interested in pursuing a number of initiatives generated by that exchange, one in particular is an organic recycling program at Pike Place Market based on a model successful in Egypt.

In Winter 1996, USAID began a *Lessons Without Borders* program in Washington, D.C., working in collaboration with the D.C. Housing Authority and the U.S. Department of Housing and Urban Development. The objective was to assist a public housing community in its effort to restore health services in their community. Through *Lessons Without Borders*, the Arthur Capper public housing community leveraged private funding and pro-bono support from a number of non-profit organizations who are now helping in this effort, however, there continues to exist a need to educate and empower Capper residents to sustain the progress it has made to date.

In New York City, Columbia University Hospital and a number of community organizations working with immigrants from the Dominican Republic are seeking ways in which USAID's experience in the D. R. can help them address the family planning and health needs of this growing population. They are particularly interested in reproduction and distribution of culturally sensitive educational material on family planning developed by the USAID mission in the Dominican Republic.

The Lessons Without Borders Foundation

The following outlines a proposed framework to continue, to improve and to expand *Lessons Without Borders* so more communities and residents across America can benefit from this initiative.

This proposal seeks to create the Lessons Without Borders Foundation, a nonpartisan, nonprofit organization that will act as the primary administrator of the *Lessons Without Borders* program. Working closely with other federal agencies, non-governmental organizations, local municipal officials and the private sector, the Lessons Without Borders Foundation will catalyze exchanges of best practices between domestic and international development professionals. The foundation will also facilitate the implementation of those best practices in local domestic settings. These linkages will be made initially through conferences in rural and urban areas across the country to bring development experts together. Once the link has been established between international experts and domestic professionals, partnerships will spawn a variety of follow-up activities that the Lessons Without Borders Foundation will help manage and facilitate.

In collaboration with community-based groups, as well as representatives from the local governments and the private sector, the Lessons Without Borders Foundation will develop action plans for introducing international methodologies into the domestic market. Over the next five years, the foundation will coordinate and conduct three major conferences each year in urban and rural areas across the country and will foster and facilitate follow-up activities and pilot projects community leaders wish to implement as a result of studying international projects. Follow-up activities include, but are not limited to, travel by municipal participants to USAID missions, technical workshops to afford a more focused and detailed discussion of a global issue, and implementation of pilot projects by local organizations in their communities.

The basis of many of USAID's successes in developing countries has been in the commitment to build local capacity, and to provide the tools to enable communities to solve their own problems. This too is the foundation of Lessons Without Borders. The fundamental thrust of USAID's programs, whether in health, the environment or economic growth aims to build local capacity. This is in stark contrast to some U.S. programs which tend to foster dependence on a labyrinth of social programs and outside funding. In the U.S., communities perceive a need for outside funding and other resources in order to solve problems. In developing countries, USAID has helped many communities solve problems by using existing resources more creatively.

Goals and Objectives

As the federal government continues to streamline its programs and reduce financial assistance, community-based efforts to improve the social well-being of America's neighborhoods become more critical. Only with the commitment and perseverance of local residents can solutions be found and implemented. Stimulating community activism is one of the primary outcomes of the *Lessons Without Borders* program. Sharing best practices and lessons learned often stimulates community efforts to achieve the following:

- o redefine public policy to seek and facilitate more community input into planning and decision-making;
- o promote partnerships among private and public sectors, grassroots and entrepreneurial agents;
- o construct strong, innovative solutions for their community's problems. Communication provides the key to successful intervention and change. By building strong networks among development practitioners who are committed to finding solutions to social and economic problems, we will eventually have a healthier, safer global community.

The primary goal of the *Lessons Without Borders* program is to enable U.S. communities to benefit from the lessons learned and best practices in community health and development projects sponsored in developing countries by USAID and its partners. The program has three distinct objectives:

- to share lessons from international programs among domestic and international development practitioners of the success and/or failures of international programs, through a series of three conferences per year over a five-year period;
- to provide an exchange fund for professionals to observe first-hand, successful international programs; and,
- to leverage public and private capital and resources for local U.S. communities to implement new, innovative techniques based on international models.

OBJECTIVE #1: Build Awareness Through a Series of Conferences

Initial conferences will serve as a catalyst to networking and exchanging of ideas. The Lessons Without Borders Foundation will then work to foster and facilitate local grassroots efforts to implement programs that utilize the best practices from both domestic and international models. Conferences will be held in both urban and rural areas, and connections will be made between international and domestic communities, between urban and rural areas, as well as city-to-city linkages.

In partnership with U.S. community-based programs and local governments, the Lessons Without Borders Foundation will introduce international experts from USAID-funded projects to their domestic peers for the exchange of techniques and advice. The success of each *Lessons Without Borders* conference will rely on the establishment of a full partnership between the local government, USAID, and the Lessons Without Borders Foundation to ensure that all of the pertinent participants are included in the exchange.

Representatives from both the public and private sector in the host city play an integral role in the program's development as well. In direct consultation with representatives of the host cities on their areas' needs, the Lessons Without Borders Foundation will identify the appropriate international components to complement the domestic site and structure the conference accordingly.

Each conference will be designed with the local host organization(s) and will seek to reflect the following:

- The diversity of the community--economically, culturally, and professionally--must be reflected in the planning and composition of the event. Representatives from city government, the private sector, and grassroots organizations must participate;
- Multi-sectoral discussions (issues) must be examined in a broad context reflecting the relationship between health, economic empowerment and levels of education, and;
- The private sector (banking, medical and academic communities) must be financially and substantively committed to the conference goals.

OBJECTIVE #2: Provide An Exchange Fund for Professionals

Providing opportunities for development practitioners to see first-hand some of the successful programs being implemented by their international colleagues has been an important learning tool of Lessons Without Borders. Fact-finding tours will be an integral part of the overall Lessons Without Borders strategy and both intercity and international travel will be part of the follow-up activities to the initial conference. Travel considerations may involve: a) domestic to international travel for host-city participants to visit and tour USAID mission projects; b) bringing international development experts to both the domestic conference as well as to any follow-up activities, including technical workshops in the domestic market; and c) inter-city travel to foster exchanges between domestic programs.

The creation of an exchange fund will enable professionals to participate in field visits to observe effective international programs. These visits will allow professionals to test and share information learned during the initial conferences. They will learn how the programs operate, and they will be exposed to innovative ideas.

As in the case of the Seattle *Lessons Without Borders* program, domestic partners may express a desire to include international practitioners in either the initial conference or the more technical, hands-on workshops which follow. Whether such travel takes place during the initial conference or during follow-up workshops will depend on the relevancy of the subject matter.

OBJECTIVE #3: Mobilize Capital and Resources for Local U.S. Communities

The Lessons Without Borders Foundation will offer grants to community organizations that can: 1) identify specific economic and social needs in their cities; 2) indicate which international programs they think complement and potentially address their needs; 3) leverage local partners and private resources which can help in this project implementation; and 4) demonstrate sustainability of the local initiative. This will require the integrated action from a variety of sectors including economic development, housing, health, education and the environment.

Benchmarks will be established to measure the success of the newly integrated program. Applicants will need to demonstrate how communities will be effected by this program, not solely based on financial giving but human capacity building.

Administration

As previously stated, the coordination and management of the *Lessons Without Borders* program will formally be handled by the Lessons Without Borders Foundation. The foundation will be housed at USAID which will assume most overhead costs associated with the foundation activities.

Staff

Staffing will include an executive director, two program officers, a computer technician, one administrative support person and several unpaid interns. Retired USAID employees will be solicited to volunteer on all aspects of the program. This independent organization--the Lessons Without Borders Foundation--will act as the administrative coordinator for the *Lessons Without Borders* program, including management of all information flow, coordinating all interrelated efforts among host cities, and overseeing the operating expenditures. In addition, the organization will solicit and review incoming proposals from local organizations seeking start-up grants.

The staff will be responsible for coordinating and implementing all initial conference events in host cities, maintain correspondence and manage logistical details with host-city participants. In addition, the staff will arrange all travel among *Lessons* participants in order to create a national network of *Lessons*-host cities. This network will allow participants to share solutions they have learned with their domestic counterparts, as well as discuss the success and failure of the implemented programs. All follow-up activities to the initial conference will be coordinated by the administrative staff.

Governance

A 10 to 15-person Board of Directors and a 20-person Advisory Council will also be created, each unit having a different scope of responsibility and relationship with the Lessons Without Borders Foundation.

The Board of Directors: The Board of Directors will guide and oversee the overall policy direction of the *Lessons* initiative as well as assist in fundraising. The Board will consist of high-profile, senior-level representatives of the business, government and grassroots community. The Board of Directors will meet annually.

The Advisory Council: The Advisory Council will determine conference locations, review and make final recommendations on all grant proposals, and monitor and evaluate all existing projects. The Council will also assist in the fundraising and marketing of the *Lessons Without Borders* program. The Advisory Council will meet quarterly.

Information Dissemination

An information center, managed by Lessons Without Borders Foundation staff, will include on-line access to all development information available in the agency. The center will serve as the global network for anyone interested in accessing information about best practices in development. This service will enable domestic practitioners to access all USAID reports, evaluations, country profiles and strategies and other publications on our development programs. A goal is to develop a chat room to facilitate dialogue between international and domestic development experts.

Partnerships

Lessons Without Borders has and will continue to work closely with established national member organizations associated with community development (i.e. the American Public Health Association, National Association of Social Workers, etc.) to maximize the sharing of best practices. Coupled with the work of the information center, "best practices" reports will offer substantive research and information to be used by state and city government, private sector and community-based organizations.

Location

The Lessons Without Borders Foundation will be housed in a new building that USAID will occupy in 1997. The building is located on Pennsylvania Avenue in Washington, D.C. USAID will assume responsibility for one staff person and most overhead costs including office space, heat and air conditioning, electricity and sanitation. In addition, the information center) will be housed in USAID's soon-to-be-created Public Information Center.

FOR DISCUSSION PURPOSES ONLY

LIST OF POTENTIAL BOARD OF DIRECTORS

Honorary Chair--Mrs. Clinton
Chair--Administrator, USAID

● CORPORATE

Percy Wilson, chair, Corporate Council on Africa, a membership organization of corporations and individuals dedicated to strengthening and facilitating business relationships between African and American individuals and organizations. Wilson is also a vice president at the **Coca-Cola Company**.

President, Land O'Lakes--The company has a strong presence internationally, particularly in the region of the New Independent States.

President, Merck--

George Ferris, chairman, Ferris, Baker Watts--Under the direction of President Bush, Mr. Ferris led a commission to examine the effectiveness of U.S. foreign aid. The review was not favorable; however, two years later Mr. Ferris re-assessed the foreign aid apparatus, and issued a positive report.

Alex Croll, Chair Emeritus, Young & Rubicam--This well-known agency recently launched a campaign to promote domestic programs that improve the social well-being of America.

Bill Gates, chief executive officer, Microsoft--A resident of Washington state, Mr. Gates is a strong supporter of environmental programs, and is very vocal on the international environmental movement.

President, Becton-Dickinson is currently working with USAID to manufacture and producing the syringes that will be used to eradicate Polio.

Richard Haas, chairman and CEO, Levi Strauss & Co.--Currently on the Board of Trustees for the Ford Foundation

Lawrence Fish, CEO, Citizens Bank, New England - Larry Fish is a former peace corps volunteer and as CEO of Citizens Bank, cosponsored the second Lessons Without Borders Conference in Boston.

● NON-PROFIT

Marian Wright Edelman, president, Children's Defense Fund--During an interview with USAID Administrator Atwood on "Good Morning America" in 1993, Mrs. Edelman helped to spawn the idea for the creation of the *Lessons Without Borders* program by discussing America's low immunization rates, compared with the success rates found in the developing world.

Mark Gearan, executive director, Peace Corps--For over 35 years, the Peace Corps has encouraged Americans to work overseas in developing countries.

Walter Pigman, President, Rotary International--Rotary supplies humanitarian services and sponsors international, educational and cultural exchange programs. They work in such issues as primary health care, maternal and child health and literacy.

Peter Bell, president, CARE--For over 51 years, CARE has been an implementer of humanitarian assistance.

● **MEDIA**

John Hendricks, chairman and CEO, Discovery Communications--CEO of a network devoted to programs on global issues pertaining to the preservation and sustainability of the Planet Earth.

Charlyane Hunter-Gault, "Jim Lehrer NewsHour"--Throughout her distinguished career in journalism, Ms. Hunter-Gault has exhibited a commitment to addressing global issues, particularly identifying the United States' leadership role to Africa and Latin America and the Caribbean.

Bryant Gumbel, CBS--During his tenure as the host of NBC's "Today" show, Mr. Gumbel was instrumental in convincing producers to broadcast the show from Africa for an entire week.

Michael Bloomberg, Bloomberg Financial Services-- Michael Bloomberg is committed to improving global health.

Delano Lewis, president, National Public Radio--Mr. Lewis has shown a dedication in international affairs throughout his career.

Ted Turner, president, Turner Broadcasting--Through the Cable News Network, Mr. Turner has been instrumental in creating a mechanism through which information can be shared around the world.

● **GOVERNMENT/COMMUNITY LEADERS**

Andrew Young--The former U.S. Ambassador has been a leader in representing the United States abroad and is still very active in international affairs.

The Hon. Kurt Schmoke, mayor of the City of Baltimore--Mayor Schmoke is one of the pioneers of the *Lessons Without Borders* program, having agreed to host the initiative in 1994.

The Hon. Norman Rice, mayor of the City of Seattle--Mayor Rice played host to the third *Lessons Without Borders* conference in April 1995, which focused on sustainable environment issues.

Sen. Richard Lugar--As a senior member of the Senate Foreign Relations Committee, Sen. Lugar is very supportive of America assuming a leadership role in foreign policy as well as making international issues relevant to the American people.

Elliot Richardson--Mr. Richardson served as Special Representative of the President for the Multilateral Assistance Initiative for the Philippines, 1989-1995.

William Gray, executive director, United Negro College Fund--Dr. Gray has been instrumental in forging a relationship between historically black colleges and universities (HBCUs) and the international community, leading to a USAID grant being awarded to UNCF.

The Hon. Tom Foley--Former Rep. Foley

The Hon. Jimmy Carter--Pres. Carter has earned an invaluable image as a senior statesman responsible for supporting America's humanitarian efforts (both domestic and international) and working on U.S. relations with critical countries such as Haiti.

The Hon. Walter Mondale--Vice President Mondale, most recently U.S. Ambassador to Japan, has always been interested in ensuring America's leadership in the global community.

Nancy Kassenbaum--The former senator from Kansas is a strong supporter of the U.S. foreign aid program, particularly keen on aid to Africa and international family planning programs.

• **HOUSING/COMMUNITY DEVELOPMENT/FINANCE**

Andrew Cuomo, Secretary, HUD

Jim Johnson, Fannie Mae Corporation has been an integral partner to USAID in helping to shape the Agency's Urban Development program, part of USAID's Center on Environment.

Mohammed Unus, Grameen Bank is viewed as the preeminent leader in the microenterprise movement, having started the Grameen Bank in Bangladesh to help low-income women.

• **HEALTH**

Donna Shalala, Secretary, HHS

Al Somer, dean of the School of Public Health, Johns Hopkins University--USAID and the School of Public Health enjoy a close working relationship around such issues as Oral Rehydration Therapy and other vaccine-related items.

Carol Bellamy, president, UNICEF--The well-known quasi-government agency has been committed to protecting children's rights for decades.

Executive Director, National Association of Social Workers-- In 1995, with funding from USAID, NASW implemented a new project--the Violence and Development Project--which educates social workers about the relationships between violence and development in economically developing countries and in the United States.

Dr. Bob Arnot, CBS--As the network's chief health reporter, Dr. Arnot examines the global impact that discoveries in medicine or new emerging diseases--including HIV/AIDs and malaria--have on the global community.

President, American Public Health Association--APHA, a membership organization of over 50,000 public health workers, influences policies and sets priorities in public health.

Director-General, World Health Organization--For over 50 years, WHO has been committed to directing international work in health and coordinating technical expertise among government agencies.

● **ACADEMIA**

Peter McPherson, President, Michigan State University was the administrator of USAID under the Reagan Administration.

David Bell, Harvard University was the second USAID administrator.

Rita Colwell, President, University of Maryland Biotechnology Institute

● **CELEBRITY**

Glenn Close--This Academy-Award nominee has starred in several films and television programs that have dealt with such global issues as HIV/AIDS, family planning and the environment. However, many may not know that she has another, more personal tie to the international community--her father was a Peace Corps director.

Danny Glover--Mr. Glover has been involved in several grassroots activities that have focused on issues relevant to the continent of Africa. He has also starred in several films which have chronicled important moments in the history of Africa, including HBO's "Mandela."

Elizabeth Hubbard--This Daytime Emmy-winning actress has travelled to Bosnia over the years to work with the displaced orphans.

Richard Preston, Author, *The Hot Zone*

Denzel Washington--The Academy Award-winning actor has starred in several films that have focused on such international figures as South Africa's Stephen Botha.

Alfre Woodard--Ms. Woodard has shown a great appreciation and commitment to supporting the continent of Africa. Besides her public speaking on Africa, she has also starred as Winnie Mandela in HBO's critically acclaimed film, "Mandela."

Foundations

Rick Little, President, International Youth Foundation
Ford
Rockefeller
MacArthur

TIMELINE FOR LESSONS WITHOUT BORDERS FOUNDATION

June	Joint letters from Mrs. Clinton and J. Brian Atwood extended to prospective board of directors. USAID conducts follow-up meetings/conversations with prospective board of directors to confirm their participation and brief them on the <i>Lessons Without Borders</i> program.
August/September	Meeting convened at the White House for Board of Directors. Review of responsibilities. Three-month fundraising campaign begins. Names for advisory committee discussed and approved. President of foundation appointed.
September	First meeting for advisory committee held at USAID. Fundraising activities continue. Hiring of professional foundation proposal writer to write guidelines and ensure legal considerations addressed.
November	Board of Directors meets again at the White House. Full foundation proposal unveiled and discussed at board meeting. Office space leased. Interview prospective applicants for foundation staff.
November-December	Staff hired.
January 1998	Foundation offices open.

file USAID

Event: Signing Ceremony for Save The Children Grant with President Chamorro

Location: Presidential Palace

Time: Friday, October 18 at 2:00 - 3:00 p.m.

U.S. Participants: JBA, M. Schneider, J. Hamilton, M. Feierstein, A. Kittlaus, L. Ayalde, Amb. Maisto, G. Carner

Participants: President Chamorro, Minister of Presidency Julio Cardenas, Minister of Finance Emilio Pereira, Minister of Social Action Bill Baes

Purpose: Sign a \$500,000 grant with Save The Children, fulfilling a pledge made by Mrs. Hillary Rodham Clinton to assist Nicaragua with its early childhood development program. Immediately after the signing ceremony you will meet with Mrs. Chamorro to deliver a letter of appreciation from President Clinton and discuss a wide range of topics regarding the elections.

Background:

During her October 1995 visit to Nicaragua, First Lady Hillary Rodham Clinton promised President Chamorro the support of the U.S. to complement Interamerican Development Bank (IDB) funding for Dona Violeta's initiative to assist early childhood development by upgrading the day care services provided by the Nicaraguan Family and Children's Fund (FONIF). Save the Children (SC), in coordination with FONIF and the National Commission for the Promotion and Protection of Children's Rights, developed a proposal focusing on the delivery of quality day care services which could later be replicated by the IDB's project.

The program will serve approximately 3500 children and their families through a network of 50 family day care centers and 50 children's feeding centers. These centers will be equipped to offer not only nutritious meals but also basic child survival interventions, health education for parents, early childhood stimulation, developmental screening for disabilities and water and sanitation services at the day care sites. The program will utilize two approaches: Family day care for children from infancy to age 3, and; community day care for preschool children ages 3 to 6. The program will draw on "best practices" from Nicaragua public and private sector programs combining them into two models. The program will undertake

studies on Nicaraguan child rearing practices, the impact of child care services on women's roles and employment opportunities, and alternative sources of financing for day care services. Once the models are approved, SC will prepare manuals on operating procedures and train staff and volunteers. These models will be replicated by the IDB-financed project, eventually providing high quality services to more than 100,000 children enrolled in day care programs.

Family Day Care: Working through local pvos, the program will strengthen the family day care centers. These centers are operated by two or three women volunteers who will receive training in how to provide a broad range of services in coordination with local Ministry of Health facilities.

Community Day Care: The program will also strengthen community child feeding centers which now operate under the auspices of FONIF to convert them from feeding centers to community day care centers offering a full range of day care services including learning activities, preventive health care, assessments of growth and development and supplemental feeding. The focus will be on preparing these children for entrance into the formal school system. Volunteer staff as well as parents, will receive the training they need to address children's developmental needs.

**SPEECH BY J. BRIAN ATWOOD, USAID
ADMINISTRATOR
SIGNING CEREMONY, USAID - SAVE THE CHILDREN/
NICARAGUA
FRIDAY, OCTOBER 18, 1996**

President Chamorro, Ambassador Maisto, Nicaraguan Cabinet members, Deputy Assistant Secretary of State for Inter-American Affairs John Hamilton, USAID Nicaragua Mission Director George Carner, representatives of Save the Children/Nicaragua and the Nicaraguan Family and Children's Fund, it is a true pleasure for me to be with you all at this very significant signing ceremony, just two days before national elections -- elections that represent the culmination of the democratic process which President Chamorro has nurtured during her administration.

President Chamorro, the United States strongly supports this Nicaraguan election. We particularly welcome your government's all-out efforts to provide the human, budgetary, and infrastructural resources to strengthen the work of the Supreme Electoral Council nationwide. We join you and the Nicaraguan people, and identify with you and the Nicaraguan people, in the expectation that two days from now, Nicaraguans will have the opportunity to select their new government in free, fair, transparent, and inclusive elections, and will move ahead with the democratic transition that you have led so unselfishly since 1990.

During her visit to Nicaragua last October, our First Lady, Mrs. Hillary Rodham Clinton, promised you the support of the United States for her initiative to assure adequate care and development for Nicaraguan children. It is a pleasure for me to announce that the government of the United States, through its Agency for International Development, has granted the sum of \$500,000 to finance a project with Save the Children here in Nicaragua. The project has been developed in close consultation with the Nicaraguan Family and Children's Fund and the National

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Commission for the Promotion and Protection of Children's Rights. It complements Nicaragua's national program for children, supported by the Interamerican Development Bank and other donors, and establishes a public-private partnership at the community level.

Specifically, the project will provide, through low-cost community-based methodologies, technical assistance and training to a pilot network of 50 community children's centers and 50 children's feeding centers which will serve approximately 3,500 children and their families. These centers will be equipped to offer not just nutritional meals, but also training in strategies to enhance infant survival, health education for parents, stimulating early education programs, the ability to detect early development problems in children. The centers will also provide potable water and basic sanitary facilities.

These centers will be a temporary "home away from home" for children while their parents are working. They will serve as models throughout the country, where community volunteers, along with the parents of the children participating, will offer activities directed at stimulating children's learning and preparing them for school, and where they will feed them properly, care for their health, and monitor their growth and nutrition. This is a model worth recognizing and replicating: the community resolving its own problems.

Through this project directed by Save the Children, and others like it, the Government of the United States, through its Agency for International Development, has demonstrated, and will continue to demonstrate as resources allow, that attention to the real needs of children is one of its greatest priorities -- and one which we share with the Nicaraguan government. We are also contributing *nuestro grano de arena* to make possible one of the dreams dearest to the President of Nicaragua: to guarantee to Nicaraguan citizens a healthy and happy childhood, so that these children grow up to be good men and women, educated and productive.

If you will allow me, I would like to say a few words about your President. There is an old saying that prophets are seldom honored in their own time, and I think that President Chamorro is no exception to the rule. Nonetheless, I believe strongly that Doña Violeta will go down in history as an exceptional president who presided over one of the most difficult and fragile periods in Nicaraguan history, and who did so with wisdom, grace, an unshakable love for her country, and firm faith in its people.

She has also been a valued partner for the United States. She has displayed extraordinary leadership, for example, in consolidating the growth of democratic institutions, and in helping the country move toward a free market economy. Above all, every day, she has worked to achieve a true reconciliation of the Nicaraguan family, and to assure a better future for all of its citizens.

We hope that all of Nicaraguan's future leaders share her love of country and faith in its people.

On behalf of the Government of the United States, allow me to salute this marvelous initiative of Doña Violeta's, congratulate Save the Children, the Nicaraguan Family and Children's Fund and Nicaragua's National Commission for the Promotion and Protection of Children's Rights for their efforts to make this program a reality, and urge them to keep moving forward with this type of program which will bring so much benefit to the people of Nicaragua.

Thank you.

file

THE WHITE HOUSE

WASHINGTON

January 23, 1996

The Hon. Brian Atwood
Administrator
United States Agency
for International Development
Washington, D.C.

Dear Brian,

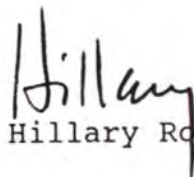
By all accounts, the USAID-supported hospital partnerships between medical institutions in the Newly Independent States and hospitals in the United States have proven to be highly effective. I was impressed by my visits to projects in Ukraine, Russia and Belarus, and I am grateful to USAID for the initiation of a recent project in Latvia. These partnerships are making critical and invaluable contributions to improving the delivery of health care by leveraging relatively small public contributions from USAID with significant voluntary support from American medical institutions.

I am interested in the potential of similar partnerships to help meet the critical health needs of the war-torn Bosnian people. Establishing hospital partnerships during this period of hoped for reconciliation, especially while our soldiers are deployed on the peacekeeping mission, could be an important way to provide critical humanitarian assistance and to safeguard the peace. I understand that one such collaboration is already underway, as New York's Buffalo General Hospital and SUNY have an existing relationship with medical institutions in Tuzla that they have maintained during the war. It might prove both invaluable and cost-effective to build on this relationship and explore other possible partnerships.

Thank you also for your leadership of the United States delegation to the Madrid Humanitarian Summit. I look forward to hearing your report on the meeting. Best wishes for a happy and healthy New Year.

With warm regards, I am

Sincerely yours,



Hillary Rodham Clinton

PHOTOCOPY
HRC HANDWRITING



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

April 7, 1995

The Deputy
Administrator

Tb → MEMORANDUM FOR MS. MELANNE VERVEER
Deputy Assistant to the President
Deputy Chief of Staff to the First Lady
The White House

SUBJECT: Support for Dr. Noel Vietmeyer

Thank you for informing us of Dr. Koop's interest in the status of Dr. Noel Vietmeyer and the studies' program which he has managed for the National Academy of Sciences (NAS). USAID has supported the Board on Science and Technology for International Development (BOSTID) of the NRC for nearly 25 years. During that period, BOSTID has published more than 60 monographs in its series on science and technology policy for developing countries, including 40 studies in Dr. Vietmeyer's series on under-utilized technologies. More than 650,000 copies of these monographs have been distributed. This is a program of which the Agency is very proud.

We have reviewed the situation very carefully, but given the current tight budget situation, we can no longer continue funding for the series. The office which managed the program in USAID has been eliminated, and USAID is no longer able to fund investigator-initiated research as it has in the past. As for Flour Power, last April the NAS determined that there was not enough new information to warrant holding a meeting on the subject. We will, of course, continue to look at this potential new technology, although two recent studies were disappointing in that the Flour Power did not raise children's caloric intake.

Finally, BOSTID has assured us that they have maintained the source materials for the series, and if in the future more funds become available, USAID will reexamine the possibility of re-initiating the series.


Carol Lancaster

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Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



DECEMBER 1994



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help USAID employees

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Letter from Goma

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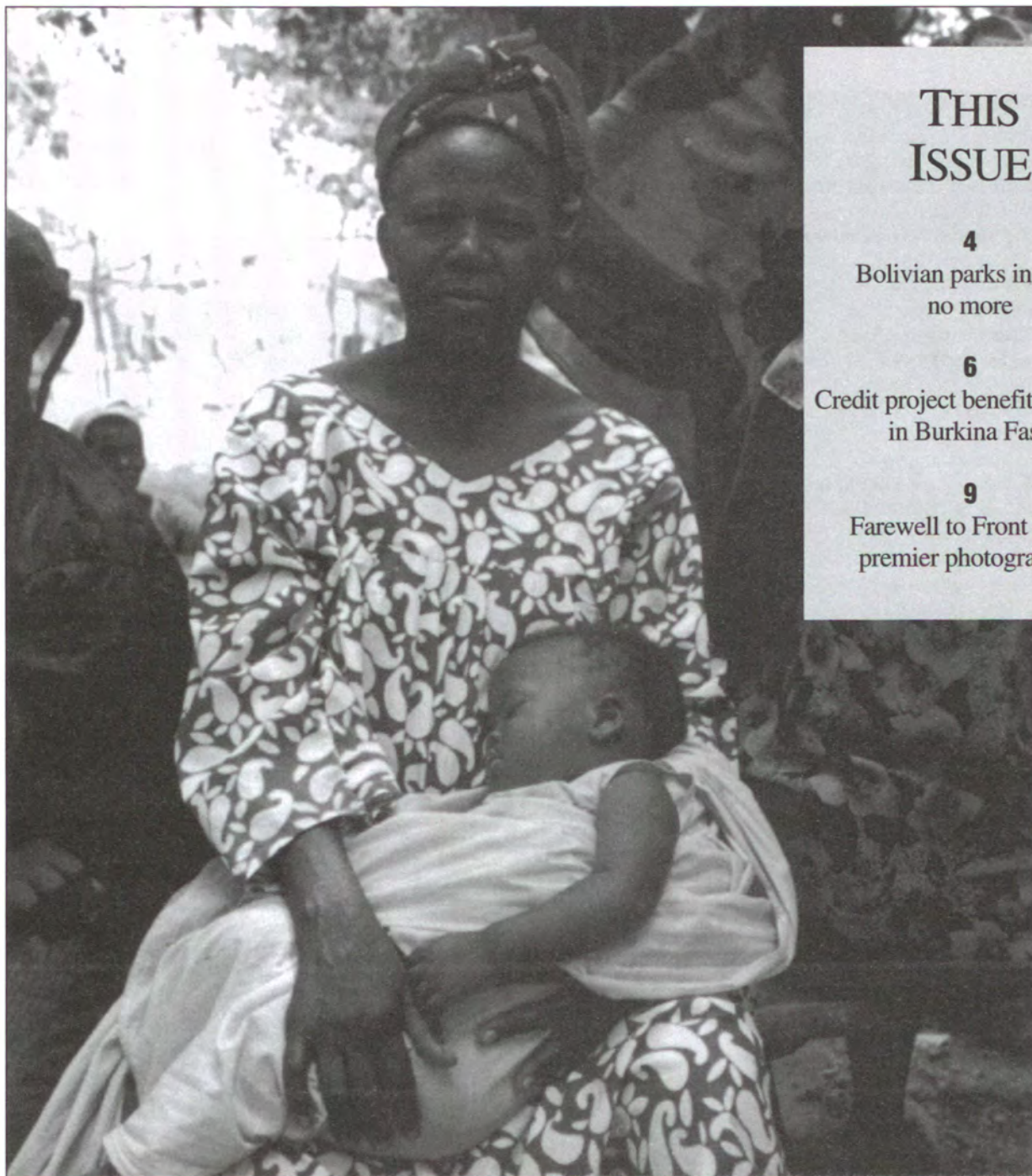
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Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

MAY-JUNE 1995



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Bolivian parks in peril
no more

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Credit project benefits women
in Burkina Faso

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Farewell to Front Lines
premier photographer

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First Lady Hails Indonesia's Progress

Clinton praised the [USAID-supported neighborhood] program for both its impact on urban residents and its use of U.S. private sector resources.

"This is something the world should see," Hillary Rodham Clinton said as she held an impromptu press conference in the middle of a Jakarta slum. She was referring to Indonesia's Kampung Improvement Program, one of the country's most successful efforts to alleviate poverty and one supported by USAID since 1988.

As President Clinton and other world leaders convened for the Asia Pacific Economic Cooperation conference in Bogor, Indonesia, in November, Hillary Clinton traveled to local neighborhoods and rural villages to observe firsthand Indonesia's successful development efforts.

The first lady ventured into Jakarta's low-income neighborhoods, known as kampungs. Kampungs are home to more than half of Indonesia's urban dwellers, roughly 24 million people. These unplanned, informal neighborhoods often lack such essential services as clean water, public sanitation facilities and solid waste collection. To help meet these basic needs, the Indonesian government launched the Kampung Improvement Program (KIP) in 1969.

KIP uses an integrated approach to develop basic infrastructure in the kampung with maximum community involvement. The program has been operating in more than 300 cities, directly benefiting about 6 million people. KIP recently was recognized by urban development experts as one of the most successful

neighborhood revitalization programs in the world.

By establishing the kampung as a formal, permanent neighborhood, KIP encourages residents to invest their own resources to improve the area. It is estimated that every dollar provided through KIP generates about \$2 in private improvements.

Clinton praised the program for both its impact on urban residents and its use of U.S. private sector resources through USAID's Housing Guaranty Program.

From Jakarta, Clinton's concern for the health and well-being of children led her to Yogyakarta, Central Java. Her first stop was Babarsari Public Elementary School, one of the thousands of schools across the archipelago that reflects Indonesia's commitment to public education.

When Indonesia gained independence in 1945, only 10 percent of its population could read and write. Since then the government has worked hard to expand educational opportunities. Under the leadership of President Soeharto, and with planning and policy guidance from USAID, the government has succeeded in increasing literacy rates to 85 percent for men and 75 percent for women. Near-universal enrollment in primary school has been achieved, and enrollment at secondary and

post-secondary institutions continues to rise.

Almost half of primary school students are girls, and more than half of all teachers at the primary level are women.

This equity in education has shown benefits that go far beyond the classroom. Educated women in Indonesia have proven to be more productive contributors to social and economic development, as well as more effective users of family planning and health services. And children, especially girls, are significantly more likely to attend and stay in school if their mothers attended.

Hillary Clinton visits a USAID-supported health clinic in Taman Agung where children receive vitamin A and oral rehydration therapies.



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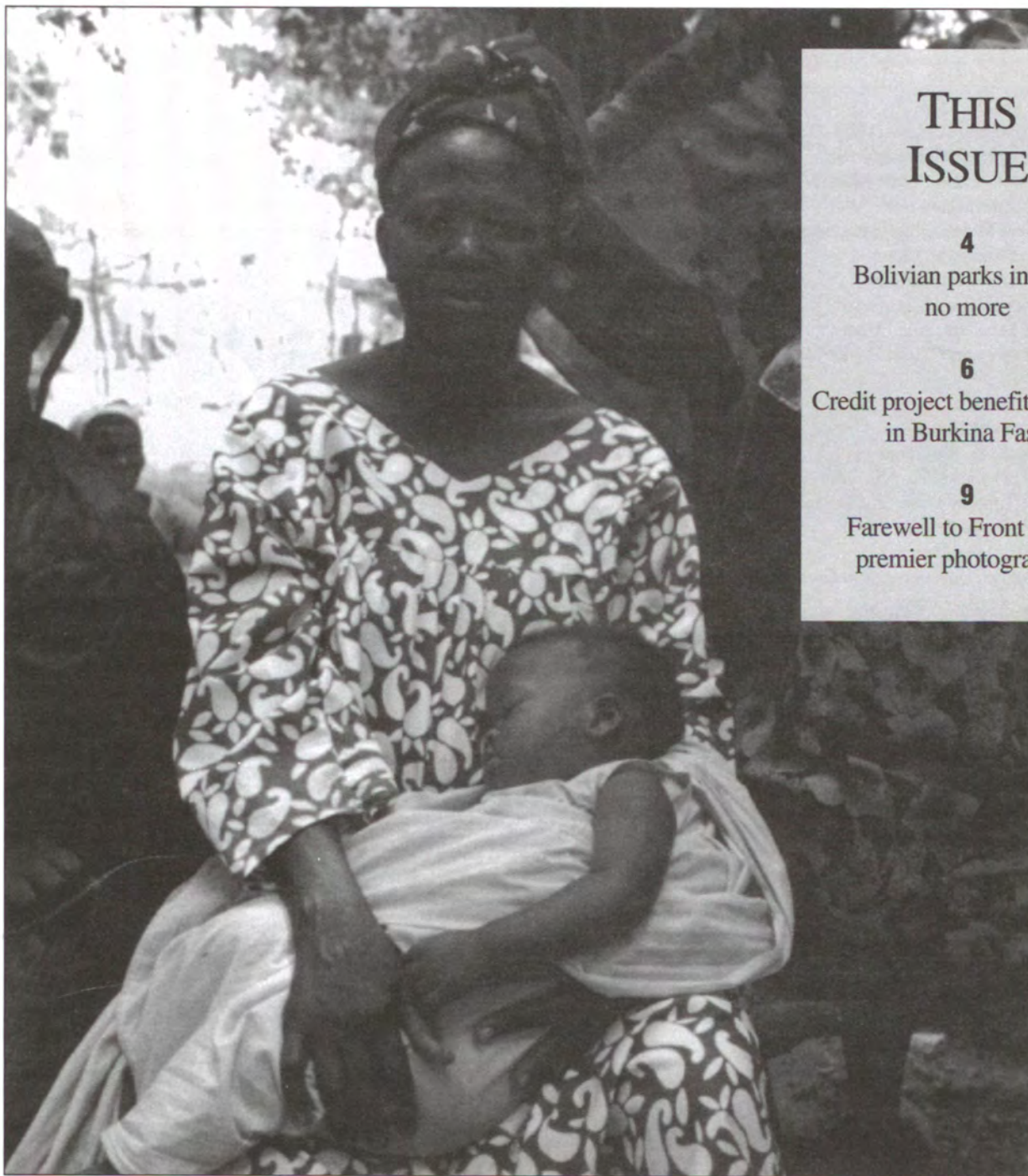
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U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

MAY-JUNE 1995



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The time is now



Today's post-Cold War world offers the United States an historic opportunity to help people around the world improve their lives, while securing American leadership in a prosperous and peaceful world. The time is now . . .

- To bolster democracy in the former communist bloc.
- To help the poorest of the poor empower themselves in Africa, Latin America and Asia.
- To heal the starving child and educate the village woman.

With the collapse of the USSR and the end of superpower competition, problems of development have emerged as the dominant force in global politics. Poverty, hunger, disease, oppression and environmental damage increasingly affect the affairs of nations across the globe.

These problems have replaced the specter of nuclear war as the new strategic threats to the United States. Failing economies and authoritarian regimes adversely affect world trade and global political stability. Disease and polluted air are not contained by national borders. Spiraling population growth leads to environmental degradation, increased migration, unemployment and poverty.

Foreign assistance has an important role to play in U.S. foreign policy at this critical juncture of history.

A people-to-people approach



Since 1961, the U.S. Agency for International Development (USAID) has been helping people help themselves. In addition to humanitarian assistance, USAID's work concentrates on four areas—all interrelated—and all crucial to achieving U.S. foreign policy objectives: improving health and population conditions; protecting the environment; promoting economic growth; and supporting democracy.

A federal agency, USAID is based in Washington, D.C., but derives its strength from its field missions abroad. USAID staff work with teachers, farmers, microentrepreneurs, nurses and other members of the local community in four regions of the world: (1) Africa, (2) Asia and the Near East, (3) Latin America and the Caribbean, and (4) Central and Eastern Europe and the New Independent States of the former Soviet Union.

To promote development, USAID works in close partnership with other U.S. government agencies, U.S. business, other developed nations, private voluntary organizations, indigenous non-governmental organizations, international agencies and universities.

A small price to pay for progress

FY 1994 Federal Budget

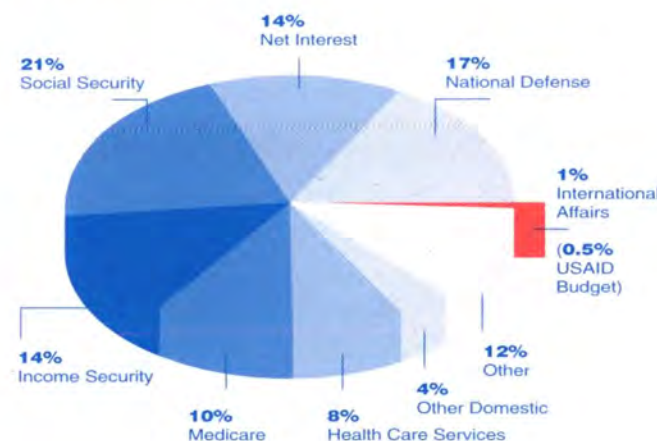


Chart does not total 100 percent because of rounding.
Source: *Budget of the U.S. Government*

The United States allocates less than 0.5 percent of its federal budget to USAID programs abroad, compared to 17 percent for defense and 21 percent for social security. This translates to approximately \$30 per year for the average American taxpayer, or about 60 cents per week. Compared to other developed countries, the United States budgets the smallest percentage of its gross national product to overseas development assistance.

Perception vs. reality

Perception: According to a November 1993 Harris Poll, a majority of Americans surveyed believe that 20 percent of federal government spending goes to foreign aid.

Reality: Less than one-half of 1 percent of the federal budget is allocated for humanitarian and economic foreign assistance programs.

Help when it's needed most



USAID assistance to victims of famine and other natural and manmade disasters saves thousands of lives every year. And by providing immediate support to people at the initial stages of emergency, USAID's rapid-response capability aims to prevent crises in the future.

The markets of the future



America's economic future depends on markets in the regions of the world where USAID involvement is greatest. Four out of five consumers will live in the developing world by the year 2000. Developing countries are the fastest growing markets for U.S. exports. Over the last five years, U.S. exports to the developing world have grown at the phenomenal rate of \$20 billion a year. That translates to more than 3 million new U.S. jobs. But further opportunities to expand into new markets cannot materialize if people are too poor to afford American goods and services.

USAID programs that spur broad-based economic growth include working with local business leaders, entrepreneurs and policy-makers abroad to promote free markets and increased investment. USAID staff help convert inefficient state-owned companies to private firms and support small business development and microenterprise.

Democracy for the 21st century



USAID helps people make the transition from authoritarian regimes to democratic systems by teaching the fundamentals of free and fair elections and the basics of

local government structures. USAID also helps newly formed civic organizations, such as parent-teacher associations and labor unions, represent member interests and influence policy at the local level. Democracy, as well as every aspect of international development, begins at the local level and depends on the participation of individuals.

Too many people, too few resources



Governments are often unable to meet even the most basic needs of their people when population growth outpaces the availability of social services. The world's population will grow by almost 1 billion people over the next 10 years, the equivalent population increase of a new New York City every month.

USAID's voluntary family planning programs provide information about family planning methods and health care, including prevention and control of sexually transmitted diseases, especially AIDS. USAID infant and maternal health programs improve the lives of thousands of women and their children. And, USAID is a leader in support for expanding girls' education because as education levels increase, child survival increases and birth rates decrease.

Our children's future



USAID programs aim to save lives and preserve resources for future generations by preventing further environmental degradation. USAID works with people to produce clean and efficient energy, improve farming techniques worldwide and prevent deforestation.

A matter of life and death

AIDS Prevention

With 15 million people worldwide infected with the HIV virus, AIDS is not only a disease that affects individuals and their families. AIDS is a major threat to economic, political and social development because it strikes people in their most productive years. USAID supports AIDS prevention programs, including those that are combined with other health programs, public awareness campaigns and condom distribution networks.

Immunization

More than 3 million children are saved every year as a result of USAID-supported immunization programs. And, each year 1 million children, who would have died a decade ago of dehydration from diarrheal disease, survive today because of USAID's promotion of oral rehydration therapy, in which an inexpensive package of salts is added to liquids that mothers give to their children.

Want to know more about USAID?

Contact:

USAID Bureau for Legislative and Public Affairs
Office of Public Affairs
Washington, D.C.
20523-0056
Telephone: (202) 647-1850
(Internet) gopher.info.usaid.gov



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*Send to Lissa + ask her to share w/ Rich Newcombe
To Melanne - Can you do AID follow up.*

[Signature]

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Telephone: (202) 965-8947 Fax: (202) 337-9199

August 8, 1995

Melanne Verveer
Deputy Assistant to the President,
and Deputy Chief of Staff to the First Lady
The White House
Washington, D.C.

Dear Melanne:

I assume you receive most clippings but am enclosing one in case you haven't seen it. I called Ela immediately after I returned from hearing Mrs. Clinton speak at Gandhiji's 125th birthday celebration. I thought her speech was exceptionally good and was heartsick it wasn't reported here. The Indian press covered it well and, of course, Ela was delighted. She asked me to thank Mrs. Clinton and find out if you could possibly send her a copy of the speech.

Ela also reported that she enjoys Mrs. Clinton's columns in the Indian newspapers and she will send me copies of them! She was also very happy to see the photos and to hear about the White House display of the South Asia trip, photos and artifacts, including the SEWA Bank passbook. You may want to know Ela has not received one word from the USAID mission in India since you left. I have been meeting regularly with Linda Morse, the new USAID Mission Director designate. She's smart, knowledgeable and committed and will try to make changes. I hope so. More important, I wish you continued courage and some good fortune.

You need not take time to answer; Ela will tell me when she receives the speech. Thanks so much.

Sincerely,

[Signature]

Kathy Sreedhar
Director

To, Kathy Shreedhar UVAHI, U.S.A.
 From:- Ela R. Bhutt: SEWA, Ahmedabad

TOI 16.7.95

An edition

Shared values bind US, India: Hillary

WASHINGTON, July 15: America's First Lady Hillary Rodham Clinton last night spoke feelingly about the universality of the message of Mahatma Gandhi, its relevance to the modern world and the shared values that bind India and the United States.

Mrs Clinton said the friendship between India and the US "go far deeper than trade, economics and geopolitics. It is rooted in a common humanity, a common vision of the kind of world we want ours to be."

The occasion was the celebration of the 125th birth anniversary of Mahatma Gandhi at the Kennedy Centre for the Performing Arts during which key officials, ambassadors from many countries and community leaders were present. Mrs Clinton stressed the role Gandhi's message played in the United States through Martin Luther King.

"The President and his administration and all Americans are very proud of the close ties our nations enjoy. The strength and endurance of that relationship is founded on the shared ideals and aspirations of our pluralistic societies."

"It also has roots in Gandhi, who captured American hearts through his dedication to non-violence and democracy. In turn, the American press and political leaders were very supportive of Gandhi's leadership of the independence movement in India," she said.

Recalling her visit to the Sabarmati Ashram in March this year, she said what struck her was the simplicity of the lives Mahatma Gandhi and Kasturba. But next to the room displaying his simple possessions were

thousands of books by him and about him, films on Gandhi and his voluminous correspondence, showing how he combined a simple life with a rich intellectual and spiritual life.

SEWA'S WORK: She also recalled her meetings with the women who got small loans through SEWA, run by a disciple of Gandhi and which reflected the Gandhian legacy. The women helped by SEWA told her how the organisation gave them self-respect and dignity through solidarity with others.

Gandhi's message, she said, is timeless and permanent. It stresses the oneness of man. It is a message. "we need desperately to bridge historical, religious, cultural, ethnic and racial divides." It is a message which has enabled India to become a pluralistic democracy.

— PTI



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Assistant
Administrator
for Latin America
and the Caribbean

JUN - 4 1996

To: Melanne Verveer, Chief of Staff for the First Lady

From: Mark L. Schneider, Assistant Administrator
Latin America and the Caribbean
U.S. Agency for International Development

Subject: Background and Discussion Points for First Lady Rodham-Clinton's meeting
with Bolivia's First Lady Mrs. Ximena Sanchez de Lozada

Date: Wednesday, June 5
Time: 4:20 p.m.
Place: The White House

Melanne, attached is a quick briefer for tomorrow's meeting which hope will be helpful.

Overview:

- Last October, you attended the Hemisphere First Ladies' meeting that was held in Asuncion, Paraguay.
- At that meeting three major hemisphere-wide issues were discussed;
 - 1) Measles
 - 2) Maternal Mortality
 - 3) Basic Education
- The next First Ladies' Conference will be held in Bolivia in late 1996.
- This briefing memorandum includes background and discussion points on the above topics and a summary of USAID/Bolivia's events in these areas.
- Also included is a report from a recent conference held in Washington, DC on education reform (in Spanish) that you may want offer to Mrs. Sanchez de Lozada. (See PERA section below for further details.)

General Talking Points:

- The meeting with Mrs. Sanchez de Lozada will be an opportunity to discuss the agenda for the next First Ladies' Conference. You could suggest that part of the conference be devoted to reporting on what has been done since the last conference in the three areas of concern, which stem from the Summit; measles, maternal mortality and basic education.
- In conjunction with this agenda item and in preparation for the next conference, you could suggest to Mrs. Sanchez de Lozada that PAHO, the IDB and key country experts work together to provide papers on topics of key concern for the conference.
- One possibility might be preparation of a short questionnaire focusing on progress in the hemisphere in the areas of measles, maternal mortality and basic education.

Vaccinations

Trends in the Region:

- As part of ongoing vaccination programs almost every country in LAC has conducted an initial campaign to vaccinate all children aged 1-14 against measles, regardless of prior vaccination status, thus reducing susceptibles to unprecedentedly low levels—and cases of measles in the hemisphere have, as a consequence, already dropped by 99%.
- Some countries are conducting the first follow-up campaign, vaccinating all children 1-4 years old against measles, regardless of prior vaccination status. This is in countries where a pool of susceptibles approximately the size of one annual birth cohort has built up, due to annual coverage levels less than the 95% target necessary to eliminate the disease and the fact that some vaccinations are ineffective (in laymen's terms, they don't "take").

USAID Regional Programs in Latin America and the Caribbean (LAC): Measles Elimination and Maternal Mortality

- USAID will provide regional support for country programs to strengthen priority health interventions. Modeling the successful approaches of USAID's two five-year Accelerated Immunization Projects (AIP and AIP II), both implemented by PAHO, regional activities will provide resources to improve the effective delivery of selected health services.

Vaccination Component (Including Measles Elimination) of USAID's Regional Program

Background:

- A regional initiative to eliminate measles from the Hemisphere was approved at the Pan American Sanitary Conference in September 1994.
- PAHO has estimated that \$53 million in donor funds are needed for a 5 year regional effort, in addition to the funds countries will need to expend on their own programs.
- USAID will contribute up to \$8 million to PAHO; PAHO budget will provide \$9.8 million; and PAHO has pledges of \$1 million from Spain and \$2.2 million from the IDB.
- The agreement between USAID and PAHO which you announced in Paraguay will be signed during the week of June 25.
- Components of the grant to PAHO include maternal mortality, vaccinations (including measles elimination), and management of childhood illness (diarrhea and acute respiratory infections).

Talking points:

- o USAID's intended follow-on grant to PAHO to implement the regional activities in support of vaccination programs continues our assistance for a third 5 year period.
- o The proportion of donor assistance from USAID is gradually decreasing; during the first 10 years, we contributed just over 1/2 of donor funds.
- o Prior grants focused on polio eradication in the context of overall vaccination coverage improvements; this grant will focus on measles elimination in the context of sustaining vaccination coverage and programs.
- o Measles elimination requires new strategies, including limited campaigns and increased surveillance. Sustaining coverage and programs require continuing improvements in services and policies. Both are integral parts of the proposed new activity with PAHO.

Maternal Mortality

Trends in the Region:

- Data from 24 countries in a 1995 survey conducted by PAHO, indicates that five countries in the Americas (Bolivia, Guatemala, Haiti, Honduras and Peru) have very high maternal mortality rates (above 150 maternal deaths per 100,000 live births).

- In addition, the majority of the countries in the region (Brazil, Colombia, Ecuador, El Salvador, Jamaica, Nicaragua, Panama, Paraguay Dominican Republic, Trinidad and Tobago and Venezuela) reported high maternal mortality rates (between 50 and 149 maternal deaths per 100,000 live births). Argentina, Costa Rica, Cuba, Chile, Mexico and Uruguay have medium level mortality rates (between 20 and 49 maternal deaths per 100,000 live births).
- Only two countries (Canada and the United States) reported levels qualified as low (below 20 maternal deaths per 100,000 live births).

Maternal Mortality Component of USAID's Regional Program

Background:

- Maternal mortality continues to be a critical problem in the Americas. Indigenous women, women in rural areas, and young women and adolescents are particularly at risk.
- There are three basic strategies to reduce maternal mortality:
 - 1) increasing use of family planning services;
 - 2) basic essential obstetric care; and
 - 3) comprehensive obstetric care.
- Although routine surveillance of maternal mortality and its causes are poor throughout Latin America and the Caribbean, analysis of survey data shows that abortion, hemorrhage and hypertension continue to be the principal causes of maternal deaths. The real number of abortions is unknown because of its illegal character and accompanying penalties.
- The Ministers of Health of the Americas approved a Regional Plan for Maternal Mortality Reduction in the Americas in 1990. There has been some progress, but no significant improvement.
- At the Miami Symposium, there was an agreement to draw attention to the problems of maternal mortality because of its strong linkage to the well being of women and children.

USAID and Partner Activities:

- USAID has an outstanding family planning program active in 14 of the 16 countries where we work in LAC (only Guyana and Panama do NOT have USAID family planning programs among our presence countries).
- Several missions are already working on strategies in addition to family planning to reduce maternal mortality.

-- USAID will provide approximately \$2.5 million over the next five years to work with PAHO and other USAID development partners to reduce maternal mortality in the LAC region by focusing on regional actions to support basic essential obstetric care in selected countries.

-- These activities are currently being designed in consultation with our development partners: PAHO, UNICEF, the MotherCare project, the Quality Assurance project, and the Health Financing and Sustainability project.

-- USAID and its partners have met several times over the last year, and in addition, USAID/Washington staff visited several LAC countries in the summer of 1995 to interview stakeholders to solicit their ideas concerning the most useful technical and programmatic approaches to take in this area.

-- The activities under consideration will support:

- improving community response to obstetrical emergencies;
- improving basic essential obstetric care at the first level of referral (not including transfusions and cesarian sections) and;
- improving the policy environment (ie. permitting nurse- midwives to administer essential medicines).

-- USAID anticipates completing the design and making resources available for implementation towards the end of FY 96.

Talking Points:

- o USAID's strong family planning programs are a major contributor to reducing maternal mortality in the hemisphere.
- o Regional maternal mortality prevention activities will be implemented by an alliance of USAID and implementing agencies, including PAHO.
- o These activities will maximize impact of our resources by using relatively simple technologies that can be administered at the lowest level of referral in the health systems in the LAC region.
- o In the last few years, USAID programs have begun to include more direct maternal mortality intervention activities such as the Inquisivi project in Bolivia implemented by Mothercare. (Attachment A)

Partnerships for Education Revitalization in the Americas (PERA)

- A regional conference on building Partnerships for Education Revitalization in the Americas was held December 4-6, 1995.

The purposes of the conference were to:

- Carry forward the education initiative adopted by all countries of the hemisphere at the Summit of the Americas in December of 1994;
- Inform the audience of the PERA project;
- Identify emerging policy issues and how these issues may be addressed.

Preliminary Activities:

- Policy analysis and dialogue is a substantial component of the PERA initiative. In order to follow up the conclusions of the December conference and initiate a policy analysis on the process of educational reform, a policy paper is being developed.

- In April, USAID/Washington sent a policy advisor to five countries (Guatemala, El Salvador, Nicaragua, Jamaica and the Dominican Republic) to share with the Ministers of Education, the academic community, and the USAID Missions, information on research and workshops to be implemented under the PERA initiative.

- USAID attended the Seventh Conference of Ministers of Education of Latin America and the Caribbean (MINEDLAC) meetings in Kingston, Jamaica May 13-17, 1996 and met with, among others, a variety of Ministers of Education from the region and the Summit of the Americas overall coordinator of the education initiative to discuss the PERA project and the Girls' and Women's initiative.

- USAID's policy advisor will begin case studies on the process of education reform in the five countries. This activity is designed to identify the potential applicability of lessons learned by countries of the region that have initiated a strategic transformation of their basic education system. It will analyze different types of reforms proposed and the conditions for successful implementation of such reforms.

- In May, USAID LAC Bureau staff met with the Summit Education Coordinators from Mexico and the U.S. Department of Education to coordinate and discuss the next steps for PERA.

- In July 1996, USAID expects to sign a cooperative agreement with a non-governmental organization to implement PERA through an extensive series of workshops and policy research activities.

Girls' Education

— September 16-20, 1996, USAID is planning a four to five-day workshop on girls' education . The workshop will provide education/technical officers with an opportunity to develop common strategies for creating sustainable girls' education programs and policies.

USAID in Bolivia

Maternal Mortality:

– In Bolivia maternal mortality dropped from 416/100,000 live births in the 1984-1989 period to 390/100,000 in the 1989-1994 DHS (Demographic and Health Surveys) survey.

– This shows progress, but we are still at unacceptable levels.

What are we doing to help?

– The entire USAID health portfolio in Bolivia is contributing to reducing this ratio.

– The \$40 million Reproductive Health Services project which, along with UNFPA, PAHO, and the GOB, has increased modern contraceptive use from 12% in 1989 to 18% in 1994, is very instrumental in lowering maternal mortality since pregnancy and pregnancy related causes (abortion hemorrhages) are major causes of maternal death.

– The project supports improvements in pre-natal, post natal and birthing care at the Secretariat of Health, the Social Security Hospitals, and two other health delivery institutions; Fundacion San Gabriel and PROSALUD.

– The MotherCare project is conducting research and developing norms for obstetrical care that have been adopted by the Secretariat of Health. They are training for public sector health workers and working with medical and nursing schools to improve maternal care.

– The 24 PVO members of the PROCOSI network are working on reproductive health projects throughout rural Bolivia.

– CARE has a separate \$5 million grant for reproductive health in rural areas in Southern Bolivia.

– The Community and Child Health project is working in 11 districts to support the Secretariat of Health's Plan VIDA, specifically aimed at reducing maternal mortality.

Progress on Measles vaccination:

– The 1994 DHS (Demographic and Health Surveys) for Bolivia reported 71.5% coverage for measles.

file USAID

Nicole R. Rabner

03/12/98 10:17:48 AM

Record Type: Record

To: Katharine Button/WHO/EOP

cc:

Subject: Aid for Women Who Mean Business

I'm sure you and Melanie saw this article ...

Aid for Women Who Mean Business

By Judy Mann

Friday, March 6, 1998; Page E04

Sunday is International Women's Day, which makes this a good time to take a look at some of the U.S. foreign aid initiatives that have helped improve the lives of women in developing countries.

This is no idle exercise: Three years ago, the Republican Congress was hellbent on getting rid of the U.S. Agency for International Development by abolishing it or folding it into the Department of State. The Clinton administration successfully fought to preserve the agency, which has become a leading international force in improving the lives of women and girls. The argument, from President Clinton on down, has been clear: Development programs that lift the status of women, girls and their families help everyone in the long run.

Unlike in previous administrations, which paid scant attention to women's political or human rights, USAID has been helping indigenous organizations eradicate female genital mutilation, and it has developed programs to improve women's political and legal rights. USAID's Women's Political Participation and Legal Rights Initiative helped a coalition of women's organizations in Nepal successfully challenge laws preventing women from inheriting property, a major cause of female poverty. A USAID-sponsored voter education project in Bangladesh reached more than 3 million eligible female voters (at a cost of less than a penny per voter) and resulted in a 77 percent turnout of women in the subsequent elections, a higher turnout than among men.

USAID has targeted the education of girls as one of the most effective ways of improving a family's standard of living. Worldwide, seven of 10 illiterate people are women, often as a result of cultural practices and beliefs that discourage women from remaining in school.

In 1995, Hillary Rodham Clinton announced a 10-year effort by USAID, the Girls' and Women's Education Initiative. More than \$100 million will go to improving girls' schooling by providing scholarships, recruiting female

teachers, training teachers, helping communities develop schools and helping overcome fears about girls' safety in school.

Some measures of success: In Malawi, a 1993 campaign to keep girls in school and to eliminate school fees boosted enrollment rates for girls from 55 percent to 95 percent in 1995. In Bangladesh, foreign aid money provided 6,000 scholarships for girls in secondary school, and girls' enrollment increased almost 60 percent within three years. The dropout rate fell from 15 percent to 3.5 percent.

USAID's microenterprise programs have put special emphasis on helping women earn money, because they often pay for the health and education of their children.

One person who understands and appreciates the help USAID has been giving female entrepreneurs is Lucia Quachey, a consultant on microenterprise who owns a clothing factory in Ghana. USAID brought her to the United States in 1990 to learn about American practices. With a small group of Ghanaian female business owners who recognized the need to expand into international markets, she formed the Ghana Association of Women Entrepreneurs in 1993. "We sought a greater platform for women to discuss economic issues, locally, nationally and internationally," Quachey said. "Before the association came into being, we had no platform." It now has 150 member companies in 28 sectors of the economy, including pharmaceuticals, timber, deep sea fishing, accounting, food processing, publishing and banking.

With \$100,000 from USAID, the association put together the first Global Women's Trade Fair and Investment Forum in Africa, held in Accra in June 1996. More than 1,500 female entrepreneurs participated. A second forum is planned for Addis Ababa in October and a third in the United States in 2000.

"The forum brought about women from all over the world to exhibit products made by women and see how we can economically network, share marketing information and technology," Quachey said. "This would not have seen the light of day without USAID. Everyone else was saying it's impossible. The whole program came out so successfully, and it is helping intra-African trade at the moment." The women called on African governments to drop trade barriers. "It has become an institutionalized program where women don't sit by and let men talk about the global economy. Women are involved," Quachey said.

This year, USAID is supporting the Ghana association's programs with \$1.6 million that is providing members with business development training and helping set up a central processing unit that will help women standardize their product, increase production and develop quality controls that meet international requirements.

Quachey had three children before she was 21, took off eight years to go to school and had three more children. In business for herself since 1969, she has combined marriage, motherhood, business and activism.

"There is nobody who can stop you as a woman to be what you want to be," she says, "unless your mental thinking stops you from being what you want to be."

I tell rural women, 'Look, if I can make it, you can make it.' "

Thanks to the U.S. foreign aid program, Lucia Quachey is taking that message to women from around the world and, in the process, helping female entrepreneurs become players on the world's stage.

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U.S. AGENCY FOR
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file USAID

April 27, 1995

*The Deputy
Administrator*

MEMORANDUM FOR MS. MELANNE VERVEER
Deputy Assistant to the President
Deputy Chief of Staff to the First Lady
The White House

FROM: Carol Lancaster

SUBJECT: Congressional Threats to Merge USAID into State
and Reorganize Foreign Affairs Agencies

I thought you would find the attached an interesting result of the problems within the Executive Branch in managing this critical issue on the Hill. The "indications" on page 3 that a merger of USAID with State and other dramatic organizational changes would not be vetoed (when the Vice President has already decided such a merger makes no sense) only serve to fuel support for that reorganization. Why can't we act in a more disciplined manner? Sadly, we appear to be undercutting ourselves.

Attachment: a/s



American Council for Voluntary International Action

To: Michael Feldstein

MEMORANDUM

National Council

Margaret Casey Bonstein
Rosen Oshio

Deborah L. Houghton
Rae Thompson Ad Houghton
Marianne Fiedler Levy
Charles H. Parry
Jill Rosenfeld

President &
Chief Executive Officer
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Betsy Montgomery
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Viggo O'Halloran
Linda Schaeffer
Victoria M. Shattuck
Greg Smith
Ruthann Sorenson
Ruthann Weston
Susan Weber
Marilyn Wernick
Kathryn Winters
Teresa Yonkman

To: AID Reorganization Working Group

Bill Novelli/Marianne Leach, CARE

Lou Mitchell/Traer Sunley, PACT

Bob Chase, World Learning

John Sewell/Chris Contee, ODC

Tom Fox, WRI

Lawrence Yanovitch, FINCA

John Donnelly/Margy Horan, CRS

Dick Cobb, Winrock

Rob Buchanan, Oxfam America

Carol Capps, CWS/LWR

David Beckmann/Kathy Seivaggio, Bread for the World

Bill Reese/Polly Donaldson, Partners

Vivian Lowery Derryck, AAI

John Costello/Bret Gaiway, Citizens Network

Andrew Natsios/Tom Getman, World Vision

Joe Kennedy, Africare

Steve Moseley, AED

Vicky Markell, PAI

Will Singleton, WWF

From: Peter Shiras/Carolyn Reynolds

Re: Meeting with Chris Walker of Senator Helms' staff on AID Reorganization

Date: April 25, 1995

On Thursday, April 27, 1995 from 1-2 p.m. in Room 445 of the Dirksen Senate Office Building we will meet with Chris Walker, who is the Senate Foreign Relations Staff member responsible for foreign aid. Chris has agreed to update us on the aspects of the Helms reorganization proposal as they relate to AID and PVO programs, and to answer our questions regarding details of the proposal and the authorization process. This will complement the discussion we had last week from Mark Kirk of the House International Relations Committee, and will help us as we prepare a position from the InterAction community. Attached is a summary of that meeting for your review.

Chris has indicated that Chairman Helms intends to mark up the legislation during the second week of May, so this is a timely opportunity for us. Please RSVP to Adrienne Crane at InterAction at 202/667-8227 by Thursday at 10 a.m.

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MEMORANDUM**To: Distribution List****From: Peter Shiras and Carolyn Reynolds, InterAction****Re: Summary of April 19, 1995 Meeting on AID Reorganization**

On Wednesday, April 19, PVO representatives met at InterAction to discuss recent developments regarding the proposed merger of foreign affairs institutions as they affect foreign assistance programs, and the possibility of developing a common policy position.

Gilman Proposal: Mark Kirk of the House International Relations Committee staff discussed Chairman Ben Gilman's current reorganization proposal, which constitutes a wholesale merger of AID into the State Department. Gilman supports the "general direction" of the Helms plan in terms of reorganization and downsizing, but he breaks with Helms in particular over the concept of a separate international development foundation. While the Helms plan as we understand it breaks AID into various parts -- the ESF and other government-to-government programs into the political bureau, humanitarian response into the international security bureau, and the PVO sustainable development programs into the foundation -- the Gilman plan would move the entire AID bureaucracy intact and give it statutory existence within the State Department, to be overseen by an UnderSecretary of State for Development (a demotion from the AID Administrator's current rank as a deputy secretary). Over time, overlap functions such as legislative and public affairs would be eliminated, and most overseas AID missions would be folded into the embassy country teams. Gilman also does not support Helms' proposal to merge the existing trade and export promotion agencies.

Gilman does not plan to rewrite the Foreign Assistance Act, but rather plans to build the consolidation proposal into a two-year combined State Department and foreign aid reauthorization bill. Responding to concerns that housing development assistance programs directly inside the State Department would make them prone to short-term political pressures, Kirk pointed out that, as is the case currently, money for the Development Assistance Fund and Development Fund for Africa would be authorized and appropriated to those accounts, protected by a firewall to prevent such short-sighted transfers. However, he said the bill will cut funding levels for these programs by approximately one-third this year; other significant cuts will fall on IDA, East/Central Europe and the NIS. Gilman has proposed a maximum \$1.5 billion cut from the overall 150 account in FY1996, and is appealing along with the appropriators to Gingrich for a much more modest cut than the \$4-5 billion proposed by Kasich. Kirk felt that the arguments that seem to be working best with the House Republicans in support of the 150 account are that this is a responsibility of the federal government, and cannot be shared with the states; and that the next President will want to ensure that the resources to conduct foreign policy are at his disposal.

Kirk put the merger proposal into the broader budget-cutting context, noting that Gilman is responding to a dual Republican mandate to 1) cut the budget and 2) eliminate agencies.

However, he stressed Gilman's commitment to development assistance, particularly PVO-led programs, and his belief that in such a climate for reform this proposal is the best hope for retaining a strong development assistance component in U.S. foreign policy. Therefore, Kirk noted that while the overall thrust of the plan is "non-negotiable" he welcomed input from the PVOs and stated his willingness to accept language formulated by InterAction.

Of note is Kirk's comment that the lack of InterAction support for the foundation idea was the major reason why Gilman withdrew from that aspect of the proposal. He also said that he had received indications from the White House and the State Department that the Administration would not veto the Gilman plan, despite the official Administration position against consolidation.

Hellinger/Development GAP Proposal: Doug Hellinger then presented the DGAP proposal to reform U.S. development assistance. The proposal would rename AID as the Agency for International Cooperation and would create a Development Assistance Administration within the AIC with a 9-member board of governors. The mandate of the DAA would be to support long-term development assistance with a focus on decentralization away from the capital city to the local and provincial levels. In addition to the DAA, the AIC would also have a Bureau of Disaster Relief and one for Democratic Reforms.

Discussion: In the limited time available for discussion, there were a number of opinions expressed. There was concern that Gilman, although a traditional PVO supporter, is bending to forces "hostile" to development and should receive our support. Others said that Gilman's plan was the "best option" on the table, and that the PVOs were being given an important opportunity to shape the outcome and ensure that development is defined by our terms. Various questions were raised: To what extent is the Administration dealing with Gilman, despite the official position against the merger? Will the Administration produce an alternative legislative initiative, as they have indicated? To what degree is the Republican leadership committed to getting reorganization through this year (as Kirk has indicated)? What is the likelihood that Helms and Gilman will be able to iron out their differences in a House-Senate conference?

Action Items:

1. InterAction staff will consult with Gilman and others on the Hill to better determine status of discussions, answer above questions, and review draft bill language focusing on the areas of greatest concern to the PVOs.
2. InterAction staff will consult with various actors in the Administration to better determine their legislative strategy and the extent of their commitment to block any reorganization attempt.
3. InterAction staff will prepare a draft position paper/statement on reorganization for circulation and comment, in an effort to arrive at a position that incorporates the range of views within the community.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

The Administrator

March 19, 1998

file
USAID

MEMORANDUM TO: The First Lady, Hillary Rodham Clinton
FROM: J. Brian Atwood *BA*
SUBJECT: White House Involvement in USAID's Enhanced Vitamin A Effort to Build a Domestic Alliance

Issue: The U.S. Agency for International Development (USAID) has launched an Enhanced Vitamin A Effort (VITA) to increase child survival in developing countries by reducing vitamin A deficiencies. We are advancing this global effort in concert with our established partners, such as UNICEF, the World Health Organization and other bilateral donors, including the Canadians and the Japanese. To bolster our partnerships, we are formally and strategically engaging the private sector. This endeavor has evolved to a level where your participation would not only reinforce the vitamin A message, but also assert the U.S. leadership role and help shape the global agenda.

Background: USAID has been the acknowledged global leader in support of research, programs and policies to prevent and control vitamin A deficiencies in developing countries.

USAID-funded research has demonstrated that vitamin A is an important child survival tool, reducing child mortality by up to **one-third**. Ensuring vitamin A consumption is one of the most cost-effective ways to save the lives of children in developing countries at a cost of just 50 cents per child per year.

If other partners join this effort, we can save the lives of 1 million children annually and prevent 500,000 cases of blindness by coordinating efforts to enhance supplementation and food-based approaches, including fortification and nutrition education.

Understanding that we cannot accomplish this single-handedly, we are building a Domestic Alliance which will, in turn, lead to a greater international effort.

The Domestic Alliance

The multi-sectoral Domestic Alliance is comprised of corporations, private voluntary organizations, non-governmental organizations, civic organizations, and universities that will work closely with bilateral donors and multinational companies, such as those producing vitamin A.

Interest in the Domestic Alliance has been exceptional. We have met with and received commitments to explore opportunities from companies like Proctor & Gamble, Mars, and Kellogg, as well as civic organizations including Kiwanis International, Rotary International, and Sister Cities International.

We are also exploring specific areas of collaboration such as replicating our work with Procter & Gamble in the Philippines to produce a vitamin A-fortified margarine, "Star Margarine." We hope to draw on the technical and marketing expertise of U.S. companies with experience in food fortification and the marketing of fortified foods, including utilizing advertising with nutrition education messages.

Donor Coordination for the VITA Effort

We are utilizing every opportunity to increase awareness of this vitamin A effort. We have raised the issue at the G-8 Denver Summit and we hope it will be on the agenda at the upcoming Summit in Birmingham. I have already held meetings with bilateral donors and will be attending a number of events where vitamin A will be highlighted.

Building on the momentum of the event outlined below, we will sponsor an international donors meeting in June 1998, focusing on this global vitamin A effort.

Recommendation: We would like you to consider hosting a White House meeting in June of this year with our Domestic Alliance partners to further assert U.S. leadership at the forefront of this effort, and reinforce vitamin A as a critical child survival intervention. In addition, I have attached a few points on vitamin A which you and your staff may wish to incorporate into your remarks on health, women and children, in both domestic and overseas speeches with women and community leaders in developing countries you visit.

I would greatly appreciate the opportunity to further brief you on this, and discuss ways in which you could help this effort.

Attachments:

1. Proposed Talking Points on USAID's Enhanced Vitamin A Effort
2. USAID's Enhanced Vitamin A Effort: Saving Lives Around the World

cc: Melanne Verveer, Chief of
Staff to The First Lady

Proposed Talking Points for The First Lady on USAID's Enhanced Vitamin A Effort

- Worldwide, more than 250 million young children and mothers are vitamin A deficient, increasing illness and the risk of death. The Africa region has among the most severe levels of vitamin A deficiency.
- At a cost of just 50 cents per child per year, children can receive adequate levels of vitamin A, making it one of the most cost-effective ways to save the lives of millions of children.
- Based on recent research, vitamin A has been proven to reduce child mortality by up to one third.
- We hope host country governments will take the lead in addressing this important issue and explore ways to include vitamin A interventions in their child health agendas.
- The United States, through the U.S. Agency for International Development, has made vitamin A a child survival priority. Last year USAID embarked upon a major new effort to increase the availability of vitamin A in developing countries.
- The United States will seek to engage both U.S. and international partners in this effort. At the U.S. level, we are developing a unique public/private partnership, mobilizing food and pharmaceutical companies, civic and trade organizations to support this important effort.
- I look forward to sharing ideas with you on how we can collaborate to save the lives of millions of children.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

file USAID's

341

The Administrator

MEMORANDUM FOR: THE FIRST LADY
FROM: J. Brian Atwood
SUBJECT: Latin America Trip report

I have just finished reading your superb report on your trip to Latin America. You have once again captured the contribution foreign aid makes to our larger foreign policy goals. Your public recognition of our programs and your support are absolutely invaluable.

We continue to struggle to save the agency and its budget and have been somewhat more successful in the past week (at least within the Administration). I attribute this to the fact that the President has made it clear that he wants AID preserved. He cannot repeat that message often enough.

The television coverage of your trip to Europe is transforming attitudes in this country. All of sudden, Bill Clinton is the "foreign policy President." Of course, some of us have known that all along.

I will report when I return from the humanitarian summit in Madrid. I am sure your video message will be well received.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

file USAID

May 10, 1995

The Administrator

Mrs. Hillary Rodham Clinton
Office of the First Lady
Old Executive Office Building
Room 100
Washington, D.C. 20500

Dear Mrs. Clinton:

I just read your superb South Asia trip report. You should feel deeply satisfied with your efforts. The press coverage enabled you to focus public attention on vital development issues and, in particular, the impact of these programs on women and children.

Your timing could not be better as we face attacks from forces on the Hill who want to abolish AID and cut the development assistance budget by over 30%. Your trip to South Asia, your Social Summit speech and your Interaction appearance underscore both the Administration's commitment and our message: real people and real interests will be harmed if these irresponsible cuts are made.

Best personal regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Brian Atwood", is written over a light-colored background.

J. Brian Atwood

file USAID

F



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

October 24, 1995

Assistant
Administrator
for Latin America
and the Caribbean

MEMORANDUM

TO: WH - Melanne Verveer

FROM: AA/LAC - Mark L. Schneider *72*

SUBJECT: Follow-Up on Managua Visit

The First Lady might be interested in the follow-up to the visit with respect to President Chamorro's pre-school initiative. Ambassador Maisto sent a letter on October 18 to President Chamorro pledging \$500,000 from USAID to help initiate the Early Childhood Development and Day Care Services Program, which Dona Violeta discussed with the First Lady discussed with her during lunch.

USAID/Nicaragua Director George Carner has already met with Minister of Social Action William Baez to begin defining the details of how to jump start this initiative. The Vice Minister of Education is eager to lend her Ministry's support to pre-school programs. Further meetings are planned in the coming weeks with other members of the Social Cabinet and the Inter-American Development Bank Country Director.

In this way, USAID/Nicaragua will be able to provide the bridge funding while the IDB mobilizes other donor funding and gets final Board approval, which may take a few months. USAID funds will be used for initial policy formulation and preparation of public education messages to underscore the importance of early childhood development programs. Also, USAID/Nicaragua is in a unique position to bring into the program such PVOs as Save the Children and Project Concern which have ongoing community projects in early childhood development.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

file
USAID

✓ cc: Melanne

February 23, 1996

The Administrator

Mrs. Hillary Rodham Clinton
The White House
Washington, D.C. 20500

Dear Mrs. Clinton:

Thank you for writing to me about your interest in helping to meet the critical health needs of war-torn Bosnia. I appreciate your vote of confidence for the USAID-supported Hospital Partnership Program, and for bringing to my attention the opportunity to employ this program in Bosnia. You will be pleased to know that we have already been exploring a hospital partnership for Bosnia and have been contacted by several U.S. groups with proposals for the partnership. We will keep you apprised of our progress.

I noted your kind words about the recent Madrid Humanitarian Summit. The Summit, hosted by the European Commissioner Emma Bonino and Queen Sophia of Spain, was a valuable meeting. The Summit produced the so-called Madrid Declaration which I have enclosed. It calls for decisive international action to resolve and prevent crises, and highlights the need for increased attention to the special needs of women and children. The humanitarian leaders were passionate in their expression of frustration with the lack of political will to address the causes of humanitarian crisis and provide adequate resources to mitigate their effects.

Your video taped message was very well received and set a superb tone for the U.S. participation at the conference. The points in your address which dealt with the unique needs of women and your call for equal access to resources within refugee camps met with wide approval. In addition Carol Bellamy and others commended your emphasis on the need to treat the root causes of crisis by diminishing the severe hunger, poverty and disease

which affect 800 million people. While the media coverage in the U.S. for the Summit was minimal, I am told the coverage it received in Europe was extensive.

Lastly, there was lengthy discussion behind closed doors about the need for a ban on the use of anti-personnel land mines, though both the EU and the U.S. were in the uncomfortable position of resisting inclusion of a call for a mine ban in the Declaration, due to pressure from our respective defense departments. In this regard the President should be applauded for recently signing legislation sponsored by Patrick Leahy which will in three years impose a one year moratorium on their use by the U.S. I was proud to be able to announce this breakthrough on my recent trip to Angola where land mines have done so much damage to innocent people.

Our work with Emma Bonino on the Summit is part of the Transatlantic Initiative launched during your visit to Madrid in December. We are identifying other opportunities for closer collaboration within our foreign assistance and humanitarian aid programs. To this end, Commissioner Bonino and I are in the process of planning a joint assessment mission to Burundi to take place sometime in the next month to six weeks.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Brian', with a stylized flourish at the end.

J. Brian Atwood

Enclosure: A/S

MADRID DECLARATION

We, leaders and representatives of prominent humanitarian agencies and donors, met this day, the 14th of December 1995, for a Humanitarian Summit.

RECALLING:

- 1.1 That in response to ever-growing needs, global humanitarian assistance has increased many-fold in the past five years to exceed today 4 billion dollars. In 1994 an estimated 45 million people depended on humanitarian assistance. However, it is clear that humanitarian assistance is neither a solution, nor a panacea for crises which are essentially man-made. This is true in Rwanda and Bosnia, but also in many other parts of the world, such as Afghanistan, Northern Irak, Liberia and Sierra Leone, Tajikistan, and the Sudan;
- 1.2 That in line with our respective mandates and responsibilities, we remain committed to relieve the plight of victims of man-made and natural disasters when and where we can, and to support and encourage local and regional initiatives to address crises. We will provide assistance, in particular, to protect and feed the victims, to organise shelter, to provide medical care and counselling and to reunite children with their families. We will ensure we coordinate closely amongst ourselves and with our partners to achieve maximum impact to reduce suffering;
- 1.3 That since the end of the Cold War, the world is torn by some 50 armed conflicts. A large number of civilians have been and are being brutally murdered, wounded or forced to flee their homes on a scale unseen since the UN Charter was drawn up. Those who cannot flee, or have nowhere to go, have suffered untold misery and seen their lives traumatized and, in many cases, their existence rendered more fragile than ever. Basic principles of international humanitarian law are often disregarded; human rights continue to be trampled underfoot in many areas of the world;
- 1.4 That too often the causes of humanitarian disasters still lie deep in the social and economic injustice existing within and between nations. Power struggles, poor governance and competition over scarce resources are also related to widespread abject poverty, overpopulation, and social inequality;
- 1.5 That the work of humanitarian organisations is guided by the principles of humanity, impartiality, neutrality and independence;

Madrid Declaration

WE APPEAL TO THE INTERNATIONAL COMMUNITY AT LARGE FOR:

- 2.1 Determination to take whatever resolute decisive action may be necessary to resolve crisis situations and not to use humanitarian activities as a substitute for political action. The independence and impartiality of humanitarian assistance must be fully recognized and respected. This is indispensable for saving lives in crisis situations.
- 2.2 The development of a global system of **proactive crisis prevention**. Determination and political will are needed to address both the direct and indirect causes of conflict and other humanitarian emergencies. Early warning should lead to early action.
- 2.3 A new and imaginative commitment to **development assistance**. Crises are greatly exacerbated by the current decrease in development assistance, just at a time when it needs to be increased to reduce the severity of humanitarian crises. Poverty leads to vulnerability and forces people into survival strategies that can further hasten the onslaught of crises. As a result, crises become more likely and more deadly when they strike.
- 2.4 A global campaign against hunger which afflicts one out of every seven people on earth. **Food security** is one of the issues which must be singled out in view of the particular importance that food has in poor rural households in the developing world. Not only must food production and supplies be assured but also access at affordable prices for the poorest segments of society. Similar attention must be given to the supply of clean drinking water.
- 2.5 Greater stress on and support for **preparedness** measures, especially for natural disasters. Reluctance to fund local initiatives, carry out preparedness programmes and support self-reliance may not only cause human suffering when the crisis strikes but it will also lead to much larger costs for victims and donors alike.
- 2.6 Resources to bring relief and political solutions also to the many "**forgotten**" crises which do not hit, or quickly slip from, the international headlines. These crises, just like any others, threaten the survival of millions of people and can destabilise whole regions.
- 2.7 Urgent steps to address the deliberate **targeting of civilians** in today's conflicts. Atrocities such as ethnic cleansing, torture and rape have become in many cases tools and objectives of warfare, in flagrant disregard for international humanitarian law. All parties to conflict should be held accountable. Impunity for human rights abuses must end. The International Criminal Tribunals for Former Yugoslavia and

Madrid Declaration

Rwanda must be enabled fully to carry out their mandates, with a view to the establishment of a permanent International Criminal Tribunal for the punishment of genocide, war crimes and crimes against humanity.

- 2.8 Measures to address the specific protection and assistance needs of the millions of people who have fled within their own countries as a result of conflict. Guiding principles must be formulated to improve their plight, and to safeguard their right to physical and material security. We also support the development by the UN of improved facilities to prevent human rights abuses in cases of internal conflict. Moreover, the right of refugees to seek and enjoy in other countries asylum from persecution must be upheld.
- 2.9 Urgent attention to be given to the needs and protection of all victims, with priority to women, children and the elderly, who are invariably the vast majority of all victims of armed conflict. The **central role of women** must be recognised and women must be reasserted in the planning, management and distribution of relief assistance, as the best way of ensuring that relief reaches the most vulnerable. Their reproductive health must be systematically taken into consideration.

Children, in particular, should not be deprived of their home and family, of their right to life, physical and psychological health and education, and to a peaceful existence.

- 2.10 Resources to remain available to meet the challenge of rebuilding war-shattered societies and thus consolidate a peace settlement and prevent the seeds of future disaster from being sown. The links between **relief and development** must be strengthened and local capacity to cope must be reinforced. Reconstruction involves not only water systems, bridges and roads but also civil society: the demobilisation of soldiers and the rebuilding of the judiciary and administration and of education and social services. Flexible mechanisms to provide more funding for emergency rehabilitation must be found. At the same time, relief must be managed efficiently in order to phase out humanitarian aid as soon as the emergency period is over, switching over rapidly to other forms of assistance.
- 2.11 All concerned to respect the humanitarian and non-political nature of our work, as well as our respective mandates, to give us full access to all persons in need, to ensure the safety of humanitarian personnel, and to provide us with a more secure basis for funding. In this connection we reaffirm **international concern and commitment**. The resourcefulness of human solidarity is enormous. Yet fatalism and compassion fatigue are real threats. Governments and leaders need to recognise that, in an ever more interdependent world, the vital interests of every nation in global peace and security can only be achieved through concerted international action.

Madrid Declaration

Mr Brian Atwood
USAID Administrator



Ms Carol Bellamy
Executive Director of UNICEF



Ms Catherine Bertini
Executive Director of the World Food Programme (WFP)

Mrs Emma Bonino
European Commissioner for Humanitarian Aid



Mr Agostinho Jardim Gonçalves
President of the Liaison Committee of Development NGOs to the European Union



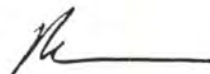
Mr Peter Hansen
United Nations Under-Secretary General responsible for Humanitarian Affairs



Mrs Sadako Ogata
United Nations High Commissioner for Refugees



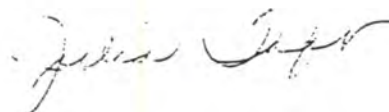
Mrs Doris Schopper
President of Médecins Sans Frontières



Mr Cornelio Sommaruga
President of the International Committee of the Red Cross



Mrs Julia Taft
President of InterAction (the American Council for Voluntary International Action)



Madrid Declaration



U.S. AGENCY FOR
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*file
USAID*

April 10, 1995

*The Deputy
Administrator*

MEMORANDUM FOR MS. MELANNE VERVEER
Deputy Assistant to the President
Deputy Chief of Staff to the First Lady
The White House

From: Carol Lancaster

Subject: Critical Issues Associated with Foreign Aid Today

Thank you for giving me an opportunity to review several critical issues involving foreign aid that confront the administration today. The way these issues are resolved will profoundly affect our ability to continue aid programs in South Asia and elsewhere in the world and ultimately affect our standing as a world leader.

It was evident from many of the programs we visited in South Asia that our aid has been effective in helping the Asians address the great challenges of economic and social development they face. Our aid levels are modest relative to the past, relative to what other governments and international institutions are providing, and relative to the enormity of the problems of the region. Yet, our ideas and our leadership remain essential, particularly in promoting social development and women's empowerment. And our engagement with governments and private voluntary organizations in promoting development in South Asia has bolstered our diplomatic standing and access by demonstrating that we are willing to help Asians on issues of primary concern to them.

Current Threats

Two challenges from Congress put our aid programs at a greater risk than they have experienced at anytime since they were created at the beginning of the 1960s: (1) an effort on the part of Congress to reorganize fundamentally the foreign affairs agencies of the U.S. government and (2) the intent on the part of

the Budget Committees and others to cut dramatically resources available for development and other purposes abroad.

The first threat, led by Senator Helms, aims at reorganizing foreign affairs agencies based on the claim that existing organizational structures are obsolete now that the Cold War is over and that a number of agencies should be merged into the State Department to make foreign policy more "coherent" and save money. But he has not demonstrated that there is a problem of coherence, that savings is possible (without destroying existing missions, that is) or provided details on how his proposals would operate. Helms' real aim is to entice the administration into negotiating with him on his ideas, thus giving him a basis for claiming a legislative victory. He may also be trying to complicate the President's ability to manage foreign affairs by tying State, USAID and other agencies up in a complex reorganization and undercut the President publicly by forcing a reorganization of executive branch agencies -- a Presidential, not a Congressional prerogative. Behind all these efforts is surely the intention to create issues for the Republicans to use against the President in the 1996 election.

The second threat comes from the House and Senate Budget Committees. It appears from staff there that there will be an effort to cut bilateral aid programs by as much as one third and eliminate all U.S. funding of the International Development Association, the concessional lending program of the World Bank. Cuts this deep will force USAID to terminate programs in a number of countries and reduce significantly funding for others. No region will be untouched (and South Asia could be in for even deeper cuts in light of needs in Africa and the more proximate U.S. interests in Latin America). Substantially fewer resources for use abroad will not only limit the development impact of those resources (and our ability to leverage assistance from other sources) but reduce the President's ability to deploy resources against priority foreign policy goals, as in the case of Haiti.

Thus far, the administration has appeared unsure of itself in its response to these threats. There have been and continue to be important differences regarding tactics (with a certain amount of freelancing by individual administration officials in favor of different approaches) and there has been no central focus for directing the administration's response. The absence of a disciplined response and a forceful White House reaction has resulted in a buildup of momentum in Congress favoring Senator Helms' reorganization plan and deep budget cuts.

Possible Responses

What should be done about all this? With regard to a focal point for administration policy on all the issues of resources

allocated to foreign policy purposes, there should be a senior official in the NSC (or somewhere in the White House) who can assume that role and advise Tony Lake and the President on these important issues. (There is no one now in the NSC with the expertise, standing and influence to fill that role.) This official needs to ensure that all administration officials follow policy decisions -- a continuing problem at present on issues involving reorganizing foreign affairs agencies.

With regard to the tactics of responding to the Helms proposal, it would be a big mistake in my view to consider negotiating with Senator Helms on reorganizing the foreign affairs agencies at this point. The Senator is not trying to improve how government runs; he is trying to score points on the President and make as much mischief as he can before the '96 election. To negotiate or try to present our reorganization plan (even though Vice President Gore already decided there should be no such reorganization) simply plays into Helms' hand. If need be, we should agree to study the issue of how the government should be organized to conduct foreign policy in time for the FY 97 budget. This places the ball in our court, where it belongs.

On the budget issue, the administration needs to make clear that cutting foreign affairs programs by significant amounts will make a responsible foreign policy impossible. Preferably, the President should make a statement with this message both to the public (in a speech) and directly to key members of Congress in both parties. What Congress is proposing on reducing support for UN peacekeeping is already showing poorly in the polls, suggesting that the public is not comfortable with the direction of Republican policies in foreign affairs. There is an opportunity to educate the public on the value to the U.S. of foreign aid as well. Key themes would be the need for American leadership to build new markets (and create economic growth in the global economy) to support abroad progress in the social sectors (including women and children) essential for healthy and sustained development and to address the conditions that are contributing to instability and the dramatic recent increase in enduring, costly humanitarian disasters.

Behind all these initiatives by Congress is the issue of a responsible American engagement in the world versus a withdrawal into isolationism by the Republicans. This is a theme that the President could usefully push -- one that puts the Republicans on the defensive and apparently touches a responsive chord on the part of the public. It is one that only the President can credibly sound. And I believe he will sound very presidential in doing so, to his great political advantage.

Violence Against Women in Latin America

Violence VS
file Latin America
women
Central Am
file USAID

- o Violence against women was a key issue at the UN Fourth World Conference on Women in Beijing.
- o There has been considerable progress since Beijing in Latin America on this issue.
 - Bolivia passed a new law on domestic violence which classifies rape as a crime. It has also established family protection police units staffed by women and offers legal services to women victims of violence.
 - Brazil set up new police units for victims of domestic violence. The Ministry of Justice is developing a comprehensive program to prevent sexual and domestic violence against women.
 - Colombia passed a new law on domestic violence providing legal recourse and protection for victims and establishing judicial authority to remove the abuser from the household.
 - Costa Rica has passed a new law which classifies certain acts of domestic violence as a crime and mandates their prosecution. It has also established a training program for police on domestic violence.
 - Ecuador has passed a new law criminalizing spousal abuse and creating family courts.
 - Panama passed a new law criminalizing certain kinds of domestic violence.
- o The IADB has a new, extensive program on prevention of violence against women. Enrique Iglesias has consulted with Bonnie Campbell, head of the Violence against Women Office at Justice, because he sees violence against women as an obstacle to development in Latin America

- o US support for efforts to prevent violence against women in Latin America is part of the promotion of democracy policy objective. Democracy requires the full participation of all citizens. Women cannot participate in the political lives of their countries if they are victimized by violence.
- o The tone of the president's comments could be to applaud the vigorous efforts made by Latin American countries post-Beijing to address violence. He could also emphasize that this is a problem in the US as well and that his administration is working on it.
- o The president talked about violence against women at the White House event on Human Rights Day December 10, "We must recognize that it is a violation of human rights when ... women around the world are unsafe even in their own homes." The president also said, "We are putting our efforts to protect and advance women's rights where they belong -- in the mainstream of American foreign policy."

USAID

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6/17/97

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USAID

Helms shepherds to Senate floor bill to overhaul U.N., State Dept.

By Tom Carter
THE WASHINGTON TIMES

Sen. Jesse Helms brought his Foreign Affairs Reform and Restructuring Act to the Senate floor yesterday for consideration, with a vote likely today.

Mr. Helms, North Carolina Republican and chairman of the Foreign Relations Committee, told the Senate his legislation to reform the State Department and the United Nations is "the most comprehensive and far-reaching U.N. reform package ever considered by Congress."

"Mr. President, the day and time have arrived," he said.

Under the bill, the State Department would absorb the Arms Control and Disarmament Agency and the U.S. Information Agency, as well as many of the functions of the

Agency for International Development.

"If I had my way — and many other senators see precisely the same way — the so-called Agency for International Development would be abolished entirely," Mr. Helms said.

"But for now, the pending legislation wipes away AID's often arrogant independence from the Department of State," he said, "at long last" putting AID policy under the secretary of state.

Mr. Helms praised Sen. Joseph R. Biden Jr., Delaware Democrat, and Secretary of State Madeleine K. Albright for their cooperation on the bill.

"There has been a remarkable degree of working together... and a determination by almost everyone involved that a piece of legislation will be enacted by the Con-

gress and signed into law by the president," Mr. Helms said.

The bill requires that the United States contribute no more than 20 percent of U.N. budget revenue, down from 25 percent, by 2000. It also requires the United Nations to adopt a negative-growth budget and eliminate 1,000 jobs.

In exchange for those and other reforms, the bill provides for the United States to pay \$819 million in delinquent dues over three years.

The bill was passed by the Senate Foreign Relations Committee on Thursday with bipartisan support, 14-4. The full Senate is expected to vote on the bill today.

The House passed its version of State Department reform on Thursday but without the U.N. component.

file us via foreign aid

The Des Moines Register

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THE REGISTER'S EDITORIALS

Reinventing foreign aid

Streamlined and refocused, AID
has an important mission.

Even supporters called AID — the United States Agency for International Development — bloated, overloaded and mission-blind.

Its enemies wanted to eliminate the agency and stop giving money to foreigners.

Enter Bill Clinton and Al Gore, a president and vice president who said they would reinvent government. In March 1993, Gore kicked off a six-month National Performance Review of government that included AID.

Two months later, Brian Atwood took AID's helm, looked around and made it the first government agency to declare itself a "reinvention laboratory."

The result: a business-style makeover. AID cut 1,800 staff people, 90 organizational units, four bureaus and reams of red tape to get a narrower but sharper focus on "sustainable" development.

AID set up a regional strategic-planning process, slashed paperwork, pushed results-oriented projects and built stronger local partnerships to avoid duplications and maximize impact.

The change wasn't just a White House wish, it was a national necessity.

The Cold War against communism has been eclipsed by a hot struggle against

chaos — from nations pulling themselves apart to extremist Christians, Jews and Muslims condoning inter- and intra-faith murder. Underlying these: AIDS, hunger and famine — each spreading like water.

Jeered at as welfare for foreigners, AID actually invests in a global infrastructure that the United States can't do without.

The agency supports stronger legal systems in Latin America, better agribusiness in Russia and more public-health initiatives in Africa. These and thousands of other programs are part of the four areas — democracy, health and population, environment and economic growth — that AID emphasizes.

And by spending almost 80 percent of its money in all 50 states — some \$29 million in Iowa in the '94 fiscal year — the agency boosts the U.S. economy and stimulates overseas business for U.S. companies.

Busily making more out of less, AID is nonetheless hounded by financial anemia. Though the agency runs on less than 1 percent of the federal budget, Congress cut its 1996 fiscal year funding by 18 percent.

Revamping government is a start. But future prosperity may soon demand the reinvention of more generous support.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

October 20, 1995

file USAID

Dear Mrs. Clinton:

Assistant
Administrator
for Latin America
and the Caribbean

I just wanted to let you know how much I appreciated the chance to travel with you to Latin America. As you may have guessed, I had a great time. It was the most fun on a trip since I've been in the Administration. It also was much easier having you up front at each event. You are very, very good.

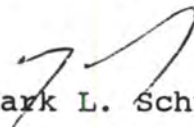
You also have an impressive staff. I already knew from our preparations and Miami that they were dedicated and intelligent pros. What I didn't appreciate was how well they work together as a team, nor how well they suffer outsiders.

Substantively, the message of the importance of social investment and the need for all three legs to the development stool got through to the Latin American public and, at least in some of the reporting, actually made it back home. We'll know next week whether the shortsighted nature of abandoning U.S. development assistance leadership in Latin America penetrated the Congress.

Anytime you need an extra outrider to Latin America or the Caribbean, or anywhere else for that matter, let me know.

With warm regards,

Sincerely,


Mark L. Schneider

P.S. My daughter, Miriam, who dances with Chelsea at the Washington School for Ballet, was slightly annoyed that I failed to mention this fact. I hereby correct that glaring omission.

The First Lady,
The White House.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

file USAID

The Administrator

March 13, 1997

MEMORANDUM

TO: Task Force on Reorganization of Foreign Affairs
Functions

FROM: J. Brian Atwood *JA*

SUBJECT: USAID Response to Reorganization Options

My comments on the various options are all premised on basic principles which I hope will guide us all as we consider what advice to give the President on how to organize to carry out the development/humanitarian mission. I will abbreviate my comments on the options, but I ask that my general position be reflected in the memo to the President.

My strong view is that the "integrative" options as applied to USAID, whether imposed immediately or phased in, will compromise our capacity to achieve strategic development goals, and violate fundamental tenets of management theory. Coordination between related functions for maximum effect in carrying out our foreign policy goals will not be achieved by blurring lines of authority, confusing systems of accountability or mixing two very different professional perspectives with the effect of suppressing one. This will not serve any Secretary of State well.

The President has recognized that as we move toward a world with 2 billion more people by the year 2020, we will need an institutional capacity to perform the development/humanitarian mission more than ever. Three principles must guide the reorganization effort: 1) do not remove the legal protections now afforded our long term strategic investments in development assistance; 2) maintain management integrity and accountability over these programs so that they can demonstrably achieve results; and 3) do not downgrade the mission at a time when our budget cuts have already diminished our ability to influence and leverage other donors.

The development/humanitarian mission¹ is discrete within the international affairs function. It supports and complements the diplomatic mission, but it is distinct. USAID's strategic framework for achieving development results requires a critical focus of effort and resources. The diplomatic mission requires agility, rapid response, quick analysis, reporting and policy formulation. The timeframe for closure in a development program is longer term. The institutional capacity needed to achieve strategic goals is more technical. The professional development perspective emphasizes program and resource management, analysis of a foreign nation's domestic condition (not its foreign policy positions), prospective sustainability for an initiative, an appreciation of how strategic goals (economic growth, population, education, environment and democracy) can be made synergistic and a keen awareness of what other donors are doing and how we can influence their investments.

For these reasons it is vital to create a clear chain of command. We place a premium on the achievement of results and therefore see management accountability as essential. If the development/humanitarian mission is integrated directly with a different mission, our development program will be subject to the natural pressures that are generated by an entirely different professional perspective. This is why we must strongly oppose all of the "integrative" options. We believe that these options would lead to the demise of our nation's institutional capacity to do this work and our international leadership role in the development/humanitarian field.

As the attached chart prepared for the Secretary of State reflects, coordination under the current arrangement is extensive, from the country team to the seventh floor. Ambassador's approve AID country strategies, State officials from regional bureaus sit in on our performance-strategy review sessions, they are invited to our budget sessions and they are now being consulted on our GPRA strategic plan. I attend the Secretary's staff meetings and we send a representative to the Deputy Secretary's daily meeting. Hundreds more ad hoc and scheduled meetings occur each week.

However, I have proposed an even more formal structure, chaired by the Secretary, to deal with any perception that might

¹Arguably, these could be defined as two separate missions, but this Administration, recognizing how important the synergies were in an increasingly crisis prone world, has sold the donor community on the concept of the relief-recovery-development continuum and we have made great strides in relating our disaster relief and food aid programs to our transition and development strategies.

exist that this is inadequate. The proposal would be to create this structure by Executive Order. It should enhance the process in that it provides a forum for discussing longer range issues and a mechanism to consult on strategic plans and budgets.

When coordination has taken the form of integrating operations it has historically failed and, in my view, the current congressionally-imposed "coordinators" for NIS and SEED are similarly flawed structures. The most often cited historic example is the effort to merge USAID-State Latin American operations during the Alliance for Progress. One USAID veteran of that experience told me the following:

"We had two chains of command so we would play one against the other depending on what we wanted to get done. Still, the pressures to work only with governments (not NGOs) and to try to influence their foreign policies were enormous. We found ourselves offering balance of payments cash, not for development purposes, but to bring influence. Finally, as the Vietnam War came along, State lost interest in the Alliance and we were left holding the bag. Several long-term projects -- investments -- had to be abandoned."

USAID's principle partner is the Department of State and our most important function is to support U.S. foreign policy as it deals with crisis mitigation, post crisis transitions and preventive diplomacy (or crisis prevention). But we also support our international economic and trade promotion strategies by working with Treasury, Agriculture and the Commerce Department-led Trade Promotion Coordinating Council. We support U.S. environmental protection objectives working with EPA; disease control objectives working with HHS and CDC; and judicial reform working with the Justice Department. We are closely aligned with the Department of Agriculture in the operation of our Food for Peace Program and our agricultural research and development programs which also benefit American farmers. Our work with the World Bank, the other MDBs, the IMF and the UN voluntary agencies is extensive as well. And, since their inception we have backstopped and supported the Vice President's Binational Commissions with Egypt, Russia, Ukraine and South Africa.

Were our budget to be prepared exclusively by the State Department, these important domestic objectives would be secondary at best. And, we as a government, would weaken our development voice in dealing with other multilateral and bilateral development organizations.

Finally, in the past four years, USAID has reinvented itself not only to perform its traditional mission more effectively, but to adjust to the need for rapid response in the post-Cold War world. We created the Office of Transition Initiatives, the state of the art in working in post-crisis environments. We have

proactively introduced new concepts of crisis prevention, including the President's Greater Horn Initiative. From Haiti, to Bosnia, to South Africa to Russia, we have served the foreign policy needs of the President and the Secretary, demonstrating clearly the quality of our coordination with the State Department. The "integrative" options will not add to our capacity to carry out these tasks, but it will seriously harm it.

I can and will accept a solid line reporting relationship to the Secretary of State, as was the case prior to 1979, that would make the USAID Administrator a part of her own senior team and would make USAID an autonomous part of the State Department. Consistent with the three principles I have noted above, this solid line relationship must allow the USAID Administrator to exercise the fundamental management tools needed to run the Agency: e.g., strategic planning, budget, personnel, financial planning and accountability. At the same time, such a system would enhance coordination, open the possibility of merging other functions (the refugee function performed by PRM should be a part of our Bureau for Humanitarian Response and could be absorbed with significant cost savings given USAID's much stronger back-up capacity), enhance not downgrade the development mission and enable the United States to retain a distinct institutional capacity it will find even more indispensable in the future.

USAID's Preferred Option

The above considerations notwithstanding, my strong preference is that the President adopt option 4C which is a "process" option that will give this exercise the sense of gravity it deserves. We will not serve the President well if we attempt to create the structural architecture for the first part of the 21st century in two weeks. Even if we happen on the right choice, we will look as though we are doing it under political pressure, it will be perceived as lacking the weight of a serious examination and it will be accepted by Congress as the opening offer of an extended negotiation with individuals who want either to reduce the President's 150 account request or to eliminate one or more entire missions. Presidential prerogative in the national security field will be compromised by such a negotiation with Congress.

If 4A is combined with a Presidential Advisory Panel of prestigious Americans from both parties, it will have added weight. If 4A is combined with a new Executive Order creating ad interim an International Affairs Policy Coordinating Council chaired by the Secretary of State (to be modified when a reorganization plan is approved by Congress), it will deny opponents the argument that we are allowing our "uncoordinated" arrangement to extend another year.

Other Options

Here are my brief comments on the other options in the "non-paper."

Option #1 (formerly 1A and 1B) -- Modernizing Without Reorganizing

GAO studies have noted the tremendous disparities in the levels of reinvention progress in the foreign policy agencies. This option avoids the need to "re-do" what has already been achieved under NPR-led efforts. The option also avoids creating a super-bureaucracy, which will have its own management problems. It has the benefit of having been the option supported by the Vice President at the conclusion of the last reorganization exercise.

While this option may fall short of today's political expectations, it is in many ways the most practical solution, particularly if it is combined with technological changes and a Coordination Council that would address the coordination-communication issues.

Option #2 (focus is on 2C related to USAID) -- Merge one or more agencies into the State Department

Agency Comment: This option is unacceptable except as I have defined it above. As written in the non-paper, it does not protect development resources. It downgrades the development mission. It potentially distributes development functions to several different bureaus of the State Department. Finally, it clearly puts the development mission at risk.

The description of this option does not explain how USAID's administrative support operations would be merged into State. Most of USAID's support operations have been developed to service a program agency (substantial financial resources are allocated to accomplish measurable results) while State is a policy/service agency. Functions like financial management and procurement could be co-located, but they are substantially different and merger would be time-consuming and costly.

The description of this option is unclear on a number of points. As stated, the Under Secretary for International Resources and Development would have responsibility for global programs, but responsibility for implementation would fall to the newly combined regional bureaus, presumably responsible to the Under Secretary for Political Affairs. This is a prescription for chaos within the State Department. Regarding options that merge USIA and ACDA into State, I have no comment.

Option #3 (combines 3A and 3B?) -- Integrate all Four Agencies

Agency Comment: The option of an International Development Foundation (IDF) should not be considered under either sub-option. First and foremost, putting long-term development outside the purview of the executive branch would damage the ability of the U.S. to conduct effective development assistance programs because there would be no effective mechanism for either setting or achieving results in support of U.S. foreign policy goals. Second, experience has demonstrated that a mix of NGO and government interventions are critical to achieving development goals, particularly in the areas of economic growth via policy reform and promoting democracy where government institutions need to change. NGOs cannot access government ministries easily. Finally, over time, the IDF budget would become an easy target thereby resulting in a diminution of resources for international affairs.

Option 3A might be workable assuming it uses the Defense Department model where different services with distinct cultures serve under common leadership. Using this model, each of the three agencies would become a separate agency within an expanded Department of State rather than being merged into State's existing structure as bureaus or under secretaries. This would have the advantage of retaining the clarity of missions and the separate cultures that support those missions. USAID, for example, could revert to pre-1979 organizational arrangements, in which the Administrator would retain his current title and level while reporting directly to the Secretary of State. The heads of ACDA and USIA could also remain as Directors within State.

Regarding 3A and 3B, see comments above. The issue for USAID is not the timing, it is the substance.

Option #4 (combines 4A, B and C and eliminates D) -- A Study by a Commission of Experts

Agency Comment: USAID favors 4C, see above discussion. Properly structured, any one of these studies can provide a serious look at our foreign affairs responsibilities in the years ahead and help define how to achieve them while bringing the best available expertise to bear. No "quick fix" reorganization option, whatever its content, can meet this test. Any study must address our problems of foreign affairs direction and management honestly and in a nonpartisan fashion, and it must seek the widest possible range of inputs.

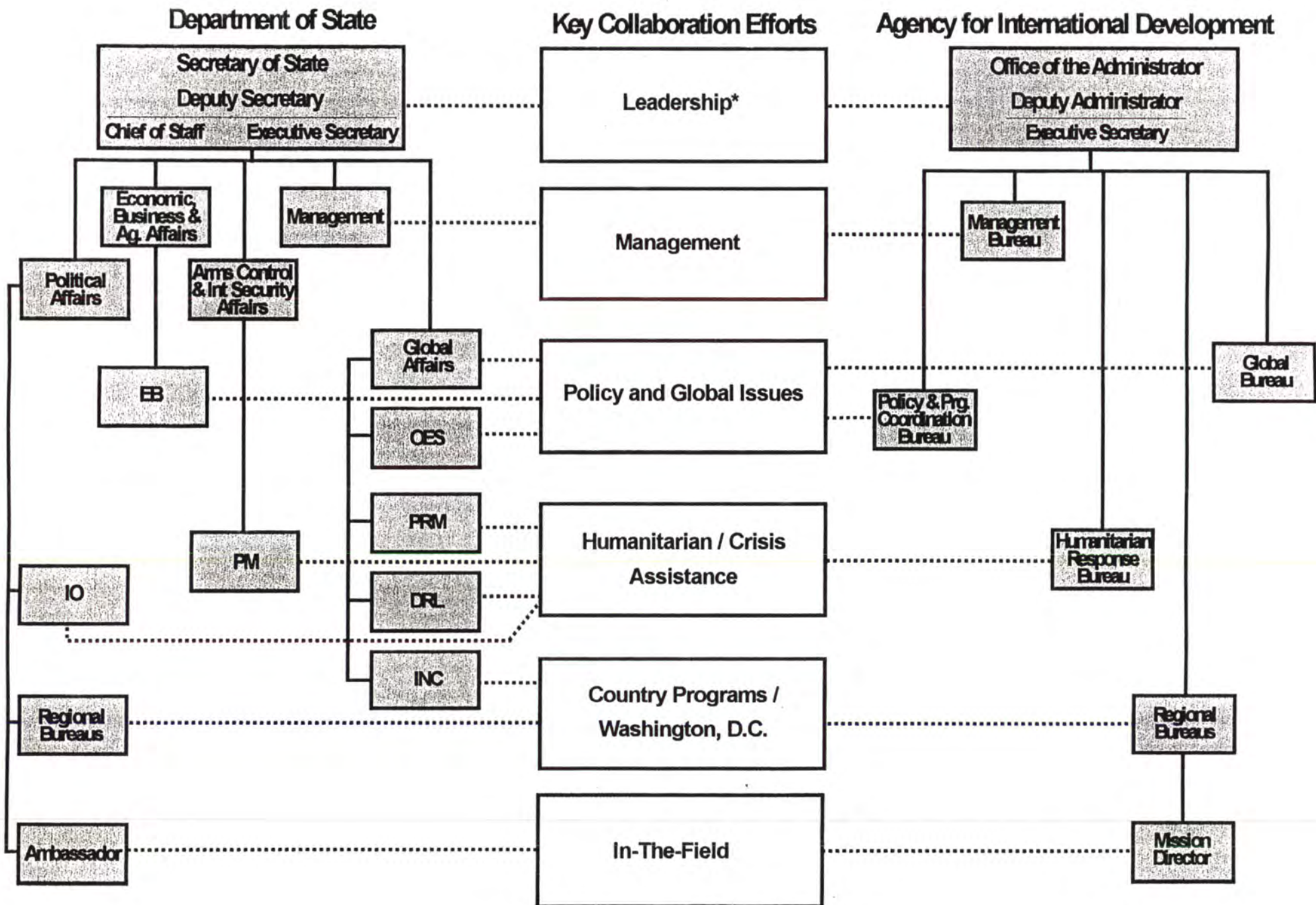
Irrespective of the particular study that might be adopted, the mandate given the Commission/Panel must be to avoid moving boxes in the absence of a rationale for moving them. The first step should be a serious assessment of the world in which we are

to operate and a revalidation or modification of the various foreign affairs missions. Only then does it make sense to move to the second step and determine what should be done with respect to management and organization issues.

Any "Commission" plan would then only work if that plan is voted up or down by Congress under a previously legislated reorganization authority (see 4C). This keeps the President in the driver's seat and protects his prerogative to organize the Executive Branch as he sees fit.

Attachment:
As stated.

cc: Vice President
Secretary of State
National Security Advisor



* Legislative and Budget Coordination Highlights

Key Collaboration Efforts: Department of State & USAID

Leadership	Secretary & Deputy Secretary - Administrator	
	Manager-to-Manager Discussions	Principals Meetings
	Programs in High Priority Countries	Administration Initiatives (e.g., GHAI)
	Summits & International Conferences	150 Strategies & Reviews
	Congressional Strategies	High Level USG Travel
	Administrative Reforms	
	Other USG: NSC	

Management	Under Secretary - Assistant Administrator	
	ICASS	Operational/Administrator Budget Formulation
	Staffing/NSDD-38	FBO Building/Space Utilization & Problems
	Security/Health and other Joint Services	Evacuations
	Technology/IRM Planning	FSN Policies
	Other USG: OMB, Treasury, OPM, DOT/Maritime, USDA/Food Logistics, CFO Council, DOD, OFPP, PCMI, GAO	

Policy and Global Issues	State/Global Affairs, OES, IO, EB & SRP DRL - USAID PPC & G	
	Country and Program Priorities	
	Policy Issues related to International Organizations	
	International Conferences	
	Donor Coordination	
	Sector Policies/Approaches and Technical Support	
	Other USG: DOE, HHS, USDA, USTR, TPCC, EPA	

Humanitarian/ Crisis Assistance	S/PRM, G, PM, IO, DRL - USAID/BHR (with relevant Regional Bureaus)	
	Food Aid/Relief Coordination/NGO Liaison	
	UN and Other Donor Burden Sharing	
	Coordinating Military Ops in Emergency & Transition Countries	
	Crises Prevention/Transition Strategy Support	
	Support for Regional Initiatives	
	Disaster Early Warning	
	Other USG: USDA, DOD	

Country Programs/ Wash., D.C.	Assistant Secretary - Assistant Administrator; AF - AFR; ARA - LAC; EAP/NEA/SA - ANE; EUR - ENI*	
	Approval of Mission Strategies & Strategic Objectives	Assessing Program & Country Performance
	Country Resource Allocation/150 Account Reviews	Identification Key Policy Issues
	Staffing Levels/NSDD-38	Hill and OMB Consultations
	High-level Working Groups	Coordinating Inter-agency activities
	Political/Social/Environmental/Economic and Debt	Liaison with MDBs and Donors
	Coordinating Disaster Response	Consultative Group/Round Table Preparation
	Implementing Regional Initiatives	Hosting/Briefing for High Level Visitors
	Preparation/Coordinating Congressional Testimony	Responding to Public Inquiries
	* Special State Coordinators for NIS, CEE, Bosnia, Ireland, Turkey, Cyprus	
	Other USG: All agencies, as needed	

In-The-Field	Ambassador - USAID Director/Representative	
	Strategic Planning/Identification of Sectors and Strategic Objectives	Analysis of Country Commitment/Quality of Partnership
	Economic, Social, D/G, Crisis Analyses	Conduct of Policy Dialogue
	Results Review and Resource Request (R-4)	Country Team Coordination
	Donor Coordination	Support for U.S. Business
	Technical Support for Embassy Projects	NGO Partners: Facilitation/Support/Coordination
	Disaster Preparedness and Response	Staffing/NSDD-38
	Graduation/Downsizing/Close-outs Strategies	Office/Residence Space Planning
	Representational/CODELS/STAFFDELS	
	Other USG: All agencies, as needed.	