
Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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ISSUE

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And baby makes 6 billion

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New entry program for
Foreign Service officers





The Front Lines of a Long Twilight Struggle for Freedom

— John F. Kennedy

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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News & Features



Cover: Better health for mothers and babies in developing countries made a 6 billion world population possible, but continued population growth threatens their health and opportunities. See page 1,3.

Photo credits: Cover, Raghu Rai (top); USAID/Pakistan, USAID/Korea (row 2); Neal Halsey, USAID/Honduras (row 3); USAID/Grenada, USAID/Morocco (row 4); USAID/ Nepal, USAID/Peru; page 1-3, Dianne Sherman; page 4, Achsah Nesmith; page 5, USAID/Dominican Republic; page 6, USAID/Nigeria; page 7, Shawn Moore/State Dept.; page 8 USAID/Angola (top); Pat Adams (bottom); page 12, Pat Adams.

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And baby makes 6 billion *A cause for celebration or concern?*

October 12, 1999, marked a milestone in human history. That was the day, according to U.N. estimates, when the birth of a baby somewhere on our planet brought the world population to 6 billion. That symbolic event attracted headlines in newspapers from Brazil to Boston to Botswana.

But was this milestone a cause for celebration or concern?

In many ways, Baby 6 Billion represented a triumph of international development assistance.

People are living longer. Many once-deadly diseases can be prevented or cured. Others have been eradicated or contained. Literacy rates have jumped. Family planning is more widely available. Infant mortality has been dramatically reduced.

But Baby 6 Billion arrived in a world laden with concerns for the future.

If it was born in an industrialized country, it was likely welcomed with a bouquet of pink or blue balloons. Its birth would almost certainly have been attended by a skilled medical professional, and its mother would have survived childbirth. The baby

that Baby 6 Billion was born in the developing world, where 95 percent of population growth is occurring. For the baby born in these countries, life prospects are vastly different. If the child was born in Nepal, for example, the mother had a one in 66 chance of dying in childbirth, and the baby has a one in 12 chance of dying before its first birthday. If Baby 6 Billion was born in Niger, chances are only one in three that it will enter primary school — less than one in four if it is a girl.

Future population projections are also sobering. The United Nations estimates that the next billion people will be added to world population in just 13 years. Depending on trends in fertility rates, the total could stabilize at less than 9 billion by the year 2050 — or it could reach 11 billion by 2050 and continue to grow.

Either way, most of the globe's next few billion people will be born in Asia, Africa and Latin America — in countries already struggling to meet even the most basic needs of their citizens. The industrialized world has, on average, stabilized its growth, with the notable exception of the United



Longer lives for the old and improved survival for the young have brought world population to 6 billion even though average family size is only half the 1960 level.

In many ways, Baby 6 Billion represented a triumph of international development assistance.

likely will survive long enough to celebrate its fifth birthday — and its 70th, as well. Chances are very good that it will have adequate food and education, and a wide range of job opportunities.

It is far more probable, however,

States (where population growth is due largely to immigration and high rates of teenage pregnancy).

But as President Clinton said on the "Day of 6 Billion:"

"...[T]he central question we face is not simply how many

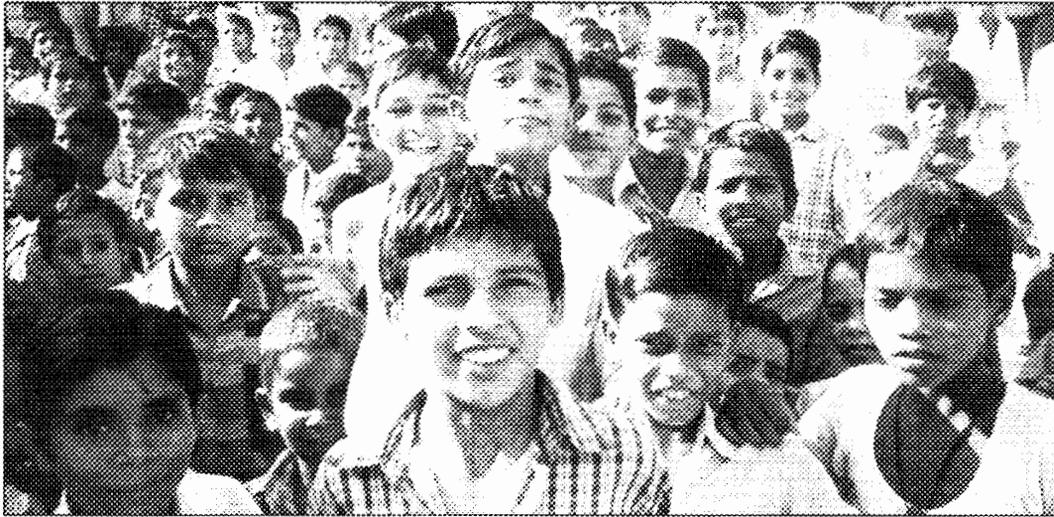
people will live on this planet, but how they will live. We must refuse to accept a future in which one part of humanity lives on the cutting edge of a new economy, while another part lives on the edge of survival. And we must work for the day when all people have the education, health, security, safe environment and freedom to lift their lives."

It's a girl!

The future of Baby 6 Billion depends not only on where it was born, but on its gender. In many

parts of the world, social conventions relegate girls to second- or third-class citizenship. Attitudes, customs and laws often limit their aspirations and opportunities. The result: a vast reserve of unrealized potential — and a violation of girls' fundamental human rights.

If Baby 6 Billion is a girl, she will be less likely than a boy to get adequate food, ever go to school, own land, get a loan, or work outside the home. If she survives early childhood, pregnancy will become her greatest peril. In the developing world, maternal



Family planning programs that target boys as well as girls are important to increasing responsible fatherhood – and opportunities for all family members.

mortality is the leading cause of death for women of reproductive age. Most of those deaths could be prevented with current medical technology, appropriate family planning services and education, adequate nutrition and prenatal care.

If Baby 6 Billion is a girl, perhaps the most disturbing threat to her advancement is domestic and sexual violence – including female infanticide, child prostitution, female genital cutting, bride burnings and rape.

Sex and the single planet

It is likely that Baby 6 Billion – and those that follow – will grow up with aspirations to live the same consumption-rich, energy-intensive lifestyle now practiced in countries like the United States and will consume much more than its parents.

The 6 billion milestone comes at a time when natural resources are already stretched. The cumulative impact of ever-more people using ever-more resources has seriously degraded the foundations of life – our air, water, croplands, forests and fisheries. Already, 80 countries – with 40 percent of the world's population – suffer from water shortages at some time

during the year. At least 300 million people live in regions with severe water shortages.

Every year, due to population growth and environmental degradation, the world's farmers must feed 78 million more people with 27 billion fewer tons of topsoil. Human activities have already destroyed 11 percent of the globe's arable land – an area the size of India and China combined.

The burning of forests, fuel wood (to heat homes and cook food in the developing world) and fossil fuels (to run cars and industries in the industrialized world) is causing the rapid buildup of atmospheric carbon dioxide, the key contributor to global warming.

The response from the world's scientific community has been blunt. In a joint statement, the U.S. National Academy of Sciences and the Royal Society of London warned: "If current predictions of population growth prove accurate and patterns of human activity on the planet remain unchanged, science and technology may not be able to prevent either irreversible degradation of the environment or continued poverty for much of the world."

A seismic youthquake

Family planning is recognized worldwide as one of the most successful components of international development assistance. Over the past 35 years, millions of couples have gained access to information and education on contraceptives and maternal and child health. As a result, average

To a large degree, the world's ability to provide reproductive health services and information to history's largest generation of young people – 1 billion between the ages of 15-24 – will determine future population size. Similarly, our ability to provide this huge generation with education, jobs and a healthy environment will determine individual and global quality of life for generations to come.

The birth of a new millennium

USAID plays an essential role in assuring that every couple who wants family planning services has access, that every pregnancy and childbirth is safe, and that children have a fighting chance to see their fifth birthdays. Our work helps guarantee that girls and boys are afforded equal opportunity during their lives and that the Earth's resources are protected.

As Administrator Brady Anderson said in a State Department speech on the Day of 6 Billion: "We can take pride in the work we have done in recent

"...in a world of 6 billion people, foreign assistance is truly one of the best investments we can make."

family size has dropped from six children in the 1960s to about three today even while infant mortality worldwide has been cut in half.

Despite this progress, more than 150 million married women want to limit the size of their families or space their children, but do not have access to modern methods of contraception. With half the world's population now under age 25, the number of reproductive-age couples is expected to increase by at least 15 million each year.

years to address the needs of the developing world...yet this Day of 6 Billion reminds us how much more remains to be done. We must raise our voices, in every way we can, to persuade the American people that, in a world of 6 billion people, foreign assistance is truly one of the best investments we can make." ❧

— Shannon is director of communications and outreach in USAID's Office of Population.

"6 billion world citizens: choosing our global future"

Excerpts from Administrator Brady Anderson's speech at the State Department forum, Oct. 12, 1999, the "Day of 6 Billion."

Some of my most vivid memories of [eight years in] Africa are of the women — what immense obstacles they faced — and the courage with which they faced them. I was proud of the USAID programs that addressed not only the challenge of economic development and HIV/AIDS, but the special needs of women and girls in health and education.

USAID is the largest bilateral donor of reproductive health assistance to the (developing) world. Since the Cairo Conference in 1994, we have invested more than \$5.5 billion in programs that advance the quality and availability of reproductive health services and that help advance girls' and women's social, legal and economic status.

Since 1986 we have spent more than a billion dollars for the prevention and mitigation of HIV/AIDS in the developing world. We have also spent \$3 billion on child survival programs since 1985. These programs save more than 3 million lives each year and have helped reduce infant mortality in the developing world to the lowest rates ever.

I would like to highlight some of the areas we will focus on in the coming months and years:

Family planning More than 150 million married women who want to limit the size of their families do not have access to contraceptives.

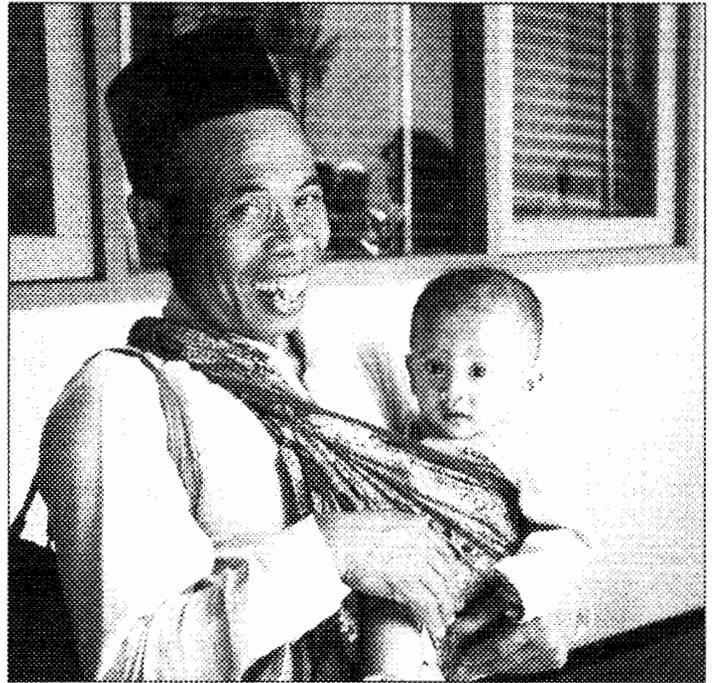
Early next year, USAID will launch a 10-year, \$500 million family planning and reproductive health service delivery program to provide state-of-the-art services and programs throughout the developing world.

Maternal health. Each year, more than 585,000 women die needlessly of causes related to pregnancy and childbirth; 99 percent of them are in the developing world. USAID is working on a variety of Safe Motherhood Initiatives, which include expanding access to emergency obstetric care and expanding new programs that improve maternal nutrition. Our agency, working with an international coalition of donor nations and international organizations, recently launched a worldwide assault on vitamin A deficiency. We estimate that by 2005 this alliance will save the lives of 650,000 mothers and children each year.

Youth. Today, more than 1 billion young men and women ages 15-24 — the largest youth generation in history — are in or near their childbearing years. More than 85 percent of them live in the developing world. Our ability to meet this generation's reproductive needs will not only determine future population levels, but also the quality of life for generations to come.

USAID is supporting a variety of initiatives to reach young people with health education, "youth-friendly" services, and programs to increase education and job opportunities for young people, especially girls.

Containing the spread of HIV/AIDS. Of the 5.8 million new HIV cases each year — 11 every minute — about half occur in persons 15 to 24 years of age. In July, Vice President Gore announced a new initiative to expand the U.S. government response to the HIV epidemic in Africa and Asia. This initiative creates a unique partnership between USAID, the Department of Health and Human Services and the Department of Defense. Its goal



This Indonesian man reflects the pride fathers around the world experience as smaller families allow them more time to enjoy their children as individuals.

is not only to increase prevention efforts, but also to provide more care and treatment for all victims of the disease, especially children.

Girls' education. Of the nearly 1 billion adults who can't read or write in the developing world, two-thirds are women. Expanded female education is absolutely essential to successful development. Increased schooling has significant impacts on the health of women and their husbands and children. Educated women are more productive and have fewer, better educated children.

The administration is expanding its support for girls' education in Africa under President Clinton's new Education for Development and Democracy Initiative. This has committed \$10 million to support girls' scholarship and mentoring programs and to make information technology available in 26 countries to permit thousands of girls to complete a

basic education and move on to university study.

Protecting the global environment. The combination of expanding population pressures, poverty and economic growth leads to serious environmental consequences. Cities in the developing world must accommodate up to 2.5 billion more people over the next 25 years.

To help meet this challenge, USAID recently unveiled a "Making Cities Work" strategy to integrate urban management approaches into the agency's development programs to better meet the enormous needs for adequate water, sanitation, housing, electricity, health care and education.

In the spirit of the 1994 Cairo Conference, let us dedicate ourselves to assuring that the 6 billionth child — and billions more children as well — can enjoy a healthy and productive life as a citizen of this world we share. ■

First class of Foreign Service officers sworn in under new program

The first USAID Foreign Service officers in the recently instituted New Entrant Professional Training Program (NEPS) were sworn in Sept. 27 in the Ronald Reagan Building. The New Entrant program replaces USAID's International Development Intern (IDI) program. IDI had been the primary vehicle for career candidates to enter the Foreign Service at the agency since 1968.

An innovative feature of the New Entrant program provides each new officer with a "coach," a retired USAID employee who has done similar work abroad and will serve as a mentor and independent adviser. Mary Kilgour, who was a deputy assistant admin-

istrator in BHR and directed the missions in Liberia and Bangladesh before retiring five years ago, worked with the human resources team to develop this aspect of the program. It is designed to help new entrants become quickly acclimated to the agency culture as they complete their formal training.

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NEPS requires the equivalent of seven years experience and higher education. New entrants' training will be tailored to their individual skills and experience, according to Betsy Brown, director of personnel

operations. She headed the team that developed the program in its initial stages and Jinny Sewell, training officer, Learning Support Division, coordinated training. Country assignments will be determined by December 1999 so that the new officers' training can also be geared to their specific assignments.

Training will last about 18 months for most, but some class members with extensive experience and language competency may go overseas after only six months. In addition to language training, if needed, new entrants will take course designed to introduce the officers to USAID programs and procedures. New entrants will have an opportunity to go on a long

TDY in the country where they will be assigned.

In today's USAID, where technical officers also need to have broad development and other cross-cutting skills, new entrants must prepare for careers in a fast-changing overseas environment, Brown said. In tailoring training to individual needs, "We're learning as we go with this first class," she stressed.

The IDI program was designed for a much larger agency, with a peak employment of 17,569 and much larger missions. IDIs served



Members of the first class of USAID Foreign Service officers sworn in Sept. 27 under the New Entrant Professional Training Program (NEPS). The NEPS program replaces the International Development Internship program.

two-year internships, including rotations in the field. At one time, USAID brought in three IDI classes of 25 or more new recruits yearly. The last class of 18 to join the agency under the IDI program in 1998 did not include a full range of backstops. Prior to that, the agency had not recruited new Foreign Service officers since 1995.

The old system for training new Foreign Service officers, under which Brown and Sewell joined the Foreign Service, "no longer made sense as we move toward smaller overseas missions where mentoring is less available," Brown said. The concept of the new system was aired broadly throughout the agency. It received a great deal of feedback from mission directors, employees and every backstop before it was put in place.

"There has been an overwhelming interest in joining USAID," she said, with more than 800 applications for the 22 new

entrant positions. The first recruitment under the new program attracted extremely high-quality applicants, including a large number from the most competitive colleges and universities in the nation, Brown noted.

The 22 new entrants have an average of eight years experience. Half of them have worked with relief or development programs. Many were familiar with USAID programs, having worked as personal services contractors or for NGOs or PVOs.

Initial training for new entrants will be Washington-based. If possible, for the first six months of their overseas assignments, new officers will overlap with officers who have been doing that job, Sewell said, but current staff shortages mean new Foreign Service officers must be prepared to step into full-fledged field positions. ■

Sammy Sosa Foundation Clinic for maternal and child health opens in the Dominican Republic

Home-run hitter Sammy Sosa's baseball success is bringing more than pride to his hometown, San Pedro de Macoris, in the Dominican Republic. Despite torrential rain not seen here since Hurricane Georges almost a year earlier, the

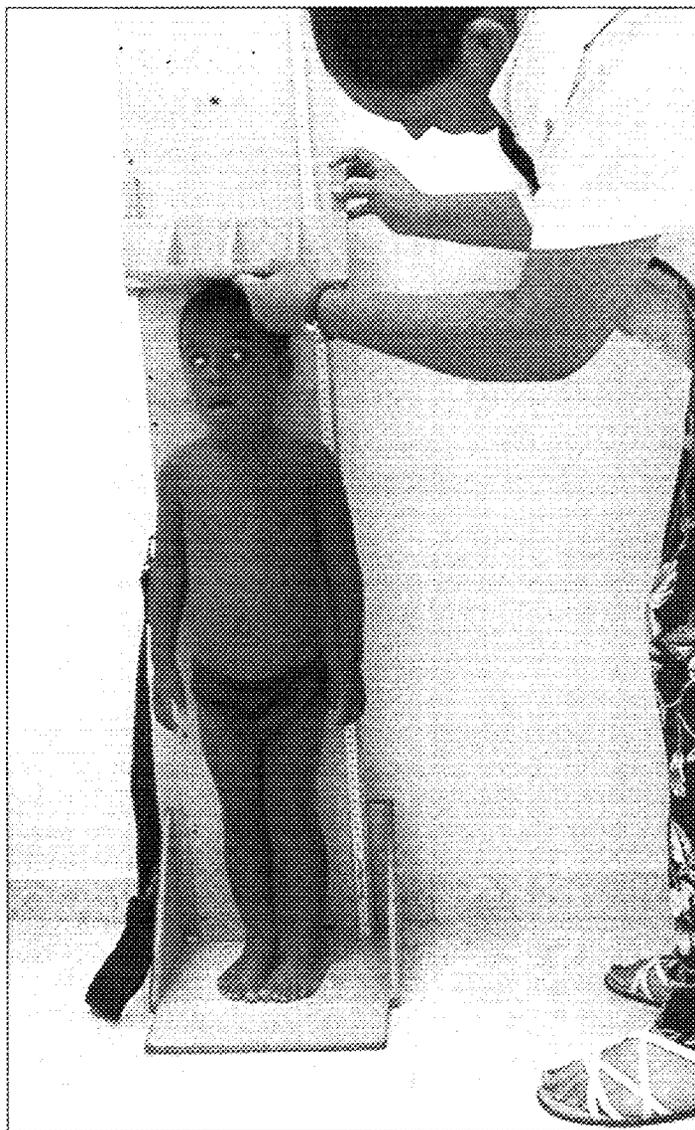
Sammy Sosa Children's Health Clinic opened Sept. 29 in Sosa's hometown and began vaccinating children and pregnant women. The clinic is housed in a facility originally constructed as a shopping plaza. USAID/Dominican Republic brought together the

public-private partnership that made conversion of the facility possible.

USAID played a key role in bringing together public health authorities, representatives from community organizations and government officials to develop a plan to provide social services to the citizens of this impoverished city of 175,000 residents. The agency worked with the Sosa Foundation to identify critical needs affecting the community and potential partners with the

that effort can be replicated in other parts of the country to extend coverage of basic health services to the poor."

In addition to support provided by USAID and the Dominican Republic's Ministry of Health, the project received donations from UNICEF, Pepsi and the local Rotary Club. Discussions are also underway for the Japanese government to provide a volunteer at the facility as part of the U.S.-Japanese Common Agenda framework.



This small boy is one of the first to receive preventive health services at the Sosa Clinic in San Pedro de Macoris, Dominican Republic.

"We hope that [partnership] effort can be replicated in other parts of the country to extend coverage of basic health services to the poor."

expertise to provide those services. In addition to free immunizations, the clinic will provide health services, such as growth monitoring and nutritional supplements, for the 25,000 children under age 5. The facility will also house a Dominican government-run program to provide essential drugs, a training center, and rent-free office space for non-governmental organizations to implement their programs throughout the province of San Pedro de Macoris.

At the ceremony marking the initiation of health services, acting Mission Director Theodore Gehr commented, "This type of partnership should be viewed as a model for collaboration. We hope

The Chicago Cubs star, who was still chasing the major league home run record when the clinic opened, has been providing support from the sidelines. Sosa's involvement is expected to increase considerably when he returns to the Dominican Republic after the end of the baseball season. ■

— Schenkel is senior technical adviser to the USAID/Dominican Republic health and population team.

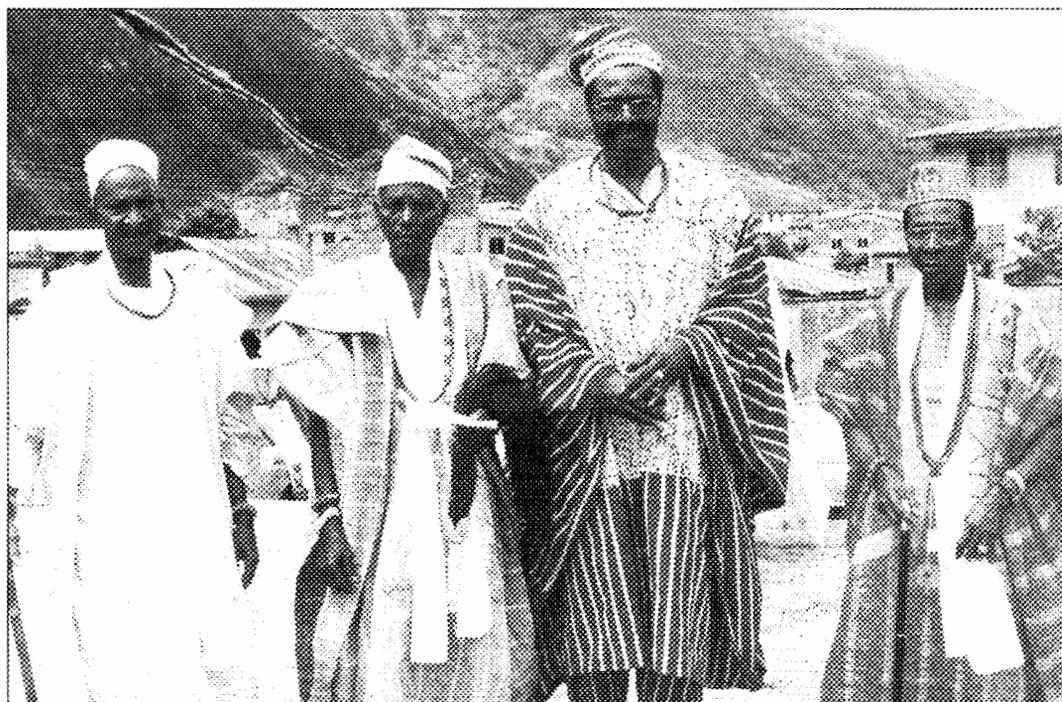
Awantang honored as chief for his service to Nigerians

Nigerian non-governmental organizations (NGOs) and traditional authorities recognized the outstanding work of USAID's then-mission director in Nigeria, Felix Awantang, by bestowing on him the prestigious title of "chief" just before he left Nigeria in July for his new assignment in Senegal.

The ceremony honoring the efforts of the USAID mission director was sponsored by the Country Women's Association of Nigeria (COWAN) and its leader, Chief Bisi Ogunleye, in collaboration with His Royal Highness Chief F. Aroloye of Adode Idanre, in Ondo State Western Nigeria. The ceremony took place on July 16 at the palace in Idanre, a community in Western Nigeria. Awantang was presented a sword with his name inscribed on it and a royal wand made from a cow's tail.

Awantang had served in Nigeria as the USAID representative and then USAID director since 1994. During his six years in Nigeria, he managed a modest but effective humanitarian assistance program in health, child survival, family planning and HIV/AIDS, and more recently, in democracy and governance.

The health, HIV/AIDS, population and child survival programs were implemented through NGOs in 16 of Nigeria's 36 states. The total population of the 16 states is approximately 50 million. The results achieved during Awantang's tenure are impressive in light of the limited budget and the politically and logistically difficult environment that Nigeria presented. With an annual budget of only \$7 million and a small staff, the mission was able to establish a meaningful humanitarian presence in Nigeria by using limited U.S. funds to leverage



Chief's councillors with Felix Awantang (second from right) at the palace of His Royal Highness Chief F. Aroloye of Adode Idanre. Shortly before he left his post as mission director to Nigeria, Awantang was made an honorary chief for his service to Nigerians.

other donor resources.

This technique made it possible to immunize 96 percent of the target population during the successful 1998 National Immunization Initiative for children under 5. With \$600,000 in polio funds from USAID/Washington, Awantang was able to mobilize resources from other donors, including the World Health Organization, to ensure Nigeria's implementation of this initiative in November and December 1998. He then negotiated an additional \$1 million for child immunizations in 1999. The majority of children in Africa's most populous country are now immunized as a result of the immunization campaigns.

Awantang worked with the United Nations Family Planning Agency (UNFPA) and the Association for Voluntary Surgical

Contraception to leverage the funds for family planning activities. Before his departure, he convinced MACRO International Corp., a private company that specializes in demographic studies in developing countries, to support an overdue Demographic and Health Survey in Nigeria in collaboration with UNFPA. This survey is particularly important for Nigeria in establishing program baselines as USAID increases its program activities in Nigeria.

He was also a strong advocate for increased interventions in the growing HIV/AIDS problem in Nigeria. USAID/Nigeria currently has the largest donor-sponsored network of people living with AIDS and has recently initiated a survey of the orphan burden of AIDS in Nigeria.

Awantang's last year in Nigeria was focused on overseeing

USAID's accelerated response to the changing political environment in Nigeria and the elections that ushered in the current Nigerian government. USAID's NGO partners and their networks provided more than 10,000 domestic monitors and poll watchers who participated in four elections held between December 1998 and February 1999.

U.S. government funds were withheld during the military regimes prior to the election of General Abubakar. Awantang's task was complicated by having to work with Nigerian government officials whose assistance had been cut off in order to ensure the survival of USAID's NGO programs. ■

—Johnson is Nigeria desk officer in the Bureau for Africa.

By Stephen Tournas

Conference on international education and cooperation

USAID's Center for Human Capacity Development in the Global Bureau joined the International Education and Training Coalition to host a conference Aug. 16-18 for 300 professionals from around the world.

The three-day conference on "Human Capacity Development for the 21st Century," held at the National Institutes of Health (NIH) Natcher Conference Center in Bethesda, encouraged innovation in education, training, and telecommunications programs and assessed needs and priorities in different regions of the world. A two-day skills-enhancement

workshop for USAID program staff followed and a "Peace Game" event Aug. 21, sponsored by UNESCO, in which participants explored looming conflict situations and devised concrete peace-building campaigns. Both were held at the Academy for Educational Development.

John Abbot, director of the British Trust Education 2000, was the first day's featured speaker. He is founding president of the 21st Century Learning Initiative, a non-profit U.S. foundation dedicated to exploring new understandings about the brain, human intelligence and human memory and how they can improve human

learning in communities worldwide.

Michael Fairbanks, leader of the "Country Competitiveness" practice at Monitor Company Inc., spoke the next day. Drawing on his book (co-authored with Stace Lindsay), "Plowing the Sea: Nurturing the Hidden Sources of Growth in the Developing World," he asserted that emerging economies must add unique value to products and appeal to sophisticated and demanding consumers in today's fiercely competitive marketplace.

Vivian Derryck, assistant administrator for the Bureau for Africa, said USAID is strengthening education

systems to support the efforts of Africans to improve opportunities for all of their young people, with initiatives in girls' education and new higher education and workforce partnerships.

Larry Seaquist, chairman and CEO of the Strategy Group, organized the Saturday sessions of the "Peace Game," an "upside-down war game" in which geographically diverse teams practiced developing strategies for dealing with events that were taking place at the time in East Timor, Colombia, and Kosovo. ■

—Tournas is a computer-assisted learning specialist in G/HCD.

By Tracy Scrivner

Foreign affairs day part of National HBCU Week

Along with other members of the International Cluster of Federal Agencies, USAID sponsored a one-day foreign affairs workshop Sept. 22 at the State Department for Historically Black Colleges and Universities (HBCUs). The foreign affairs day was part of the celebration of National HBCU Week (Sept. 19-25).

The workshop, titled "HBCUs and Africa: A Partnership for the Future," was part of several activities coordinated by the White House Initiative on HBCUs. The workshop provided a forum for sharing information on current and future activities in Africa as well as grant opportunities for work in Africa.

The International Cluster includes State, USA, USDA's Foreign Agricultural Service, the Department of Commerce's International Trade Administration, the Department of Education's Office of International

Education and the Peace Corps.

Administrator Brady Anderson was the host and keynote speaker for the foreign affairs day luncheon, which included HBCU presidents, program administrators and public and private sector higher education professionals. Anderson spoke of his own years in Africa and said, "The genius of USAID's partnership with HBCUs is that our program benefits...our own historically black institutions...and also people and institutions all around the world." He declared, "I believe in the HBCU program, and I want to assure you that they [HBCUs] will continue to have my support and personal attention as long as I'm the administrator of USAID."

USAID General Counsel Singleton McAllister, Assistant Administrator for Africa Vivian Derryck and Minority Serving Institutions Coordinator Alfred



Dr. William De Lauder, Delaware State University president; Alfred Harding, USAID minority services coordinator; Administrator Brady Anderson; and Dr. Eddie N. Moore, Virginia State University president, attend a foreign affairs luncheon during National Historically Black Colleges and Universities Week.

Harding also spoke.

HBCU participation in USAID programs and activities includes technical assistance activities, long- and short-term participant training programs, and fellowships and internships provided to HBCU graduate and undergraduate students under the

Global Bureau's Population Fellows Program's HBCU Initiative. Students from HBCUs also worked as summer interns in USAID missions in several African countries. ■

—Scrivner is an administrative specialist in the Office of the General Counsel.

USAID authors and books about development

Interview with Krishna Kumar on post-conflict assistance

Krishna Kumar is well into the fourth study in the series of evaluations of aid to post-conflict societies that he is directing for the Bureau for Policy and Program Coordination, Center for Development Information and Evaluation, Program and Operations Assessment (PPC/CDIE/POA). In a field full of uncertainty, he is sure of several things:

- Post-conflict aid must be limited, but long term, and it cannot be restricted to economic aid.
- It must be designed to help create effective government. That means not just elections but a government that can supply basic services.
- Unless it is carefully done, aid can further undermine, rather than enhance, the chances for lasting improvement in the lives and prospects of the people it is intended to help.

Kumar is himself the product of a post-conflict society. Both his father and mother were jailed for years because of their efforts in the campaign for independence for India. His uncle invited young

Martin Luther King Jr. to India, a journey that deepened King's long interest in Mohandas Gandhi's teachings and practice of non-violent action for social change.

The horrific violence that surrounded the partition of colonial India into independent Pakistan and India has been tragically repeated in dozens of countries since in the developing world and former Soviet empire. There seems no end to the leaders eager to incite and accelerate racial, ethnic, religious and tribal hatred to gain or maintain their own power. Years, even generations after the jostling for control immediately after independence, smoldering resentment and appeals to long-held prejudices turn countries like Rwanda into hate-filled powder kegs.

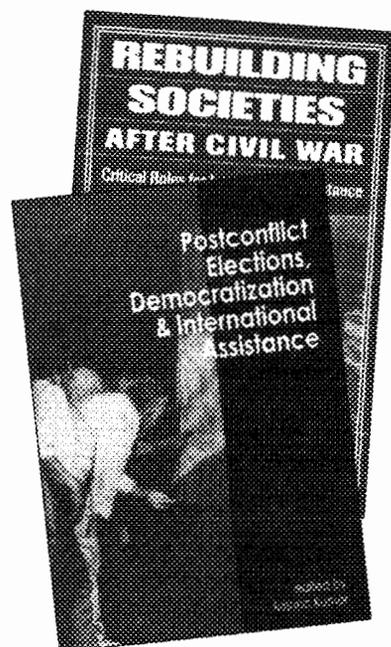
The latest book published from the evaluations Kumar is directing, "Post-conflict Elections, Democratization and International Assistance," which came out at the end of 1998, is reviewed below.

The first book in the series, "After the War Is Over, What Comes Next? Promoting Democracy,

Human Rights and Reintegration in Post-conflict Societies," was a collection of papers from a 1997 conference sponsored by USAID. The second, "Rebuilding Societies After Civil War: Critical Roles for International Assistance," has been widely used by international agencies and academic institutions.

"We did reasonably well in El Salvador and Honduras because they are relatively homogenous societies," Kumar said, and political conflicts did not turn into ethnic conflict. Political issues can be negotiated and compromise is possible. Reconciliation is far more difficult once the conflict is seen in ethnic or religious terms, as happened in the former Yugoslavia.

"In many African countries, people define their identities by ethnicity and religion. Longtime leaders lose their constituencies, except for the extremists." Population pressures and unresolved issues where past governments moved groups into areas historically claimed by others create fertile fields for leaders



willing to exploit ethnic and religious differences.

Kumar is currently directing a study on how these wars have affected women, what type of women's organizations develop out of war, and the role of international assistance in empowering women. It will be published in June 2000. ■

Postconflict Elections, Democratization, and International Assistance

Edited by Krishna Kumar
Lynne Rienner Publishers,
265 pp. \$22

Reviewed by Achsah Nesmith

This third book in USAID's ongoing evaluation series was cited as one of the most important publications of 1998 by

Humanitarian Times. It presents eight case studies (El Salvador, Nicaragua, Haiti, Cambodia, Ethiopia, Angola, Mozambique, and Liberia), looking beyond whether the elections were declared "free and fair" at the time to whether they actually furthered democratization.

Elections and a constitution

that enshrines civil and political rights are only a part of the process. A free press and electronic media, civil society organizations and an independent judiciary are vital, along with "the internalization of a spirit of political tolerance, compromise and mutual accommodations" that has been so sadly missing in the

world's trouble spots.

"Democratization is a long-term process, dependent on the nature and scope of peace accords, political leadership and social and cultural conditions, interests and involvement of outside powers, the potential of losers to resume military conflict, the desire and ability of winners

to respond to the needs of the people," Kumar writes.

The book examines the dangers of strict, short timetables for elections, which can greatly increase costs and reduce participation, particularly of refugees, and the ability of parties to campaign. It also looks at whether, once elected, a government operated in a relatively democratic manner and brought reforms and good governance, and whether losing political parties were able to remain viable.

Thomas Carothers, of the Carnegie Endowment for International Peace, wrote: "Krishna Kumar has assembled a team of distinguished specialists to produce this valuable study. The book provides answers to fundamental questions about the utility of postconflict elections, the preconditions for success, and the promise and pitfalls of international assistance."

Elections Canada's Ron Gould called the book. "An invaluable tool....Gives clear and concrete

illustrations of the factors which enhance or impede the fostering of sustainable democracies, especially in post-conflict situations."

Kumar cautions that it is too early to tell whether democratization will survive in the countries studied. He warns, "Nascent democratic institutions remain extremely weak; the commitment of the political elites to democracy at best dubious; and the ability of the new governments to meet the challenges of economic and social reconstruction is questionable."

He is cautiously optimistic. "Elections have generally made a positive, though modest, contribution toward democratization in an overwhelming number of countries." These new democracies remain fragile, but they have helped to install democratically elected governments and created space for the emergence of democratic institutions. "The political and civil rights records of these countries have been encouraging, with one or two exceptions." ❖

The Man Who Tried to Save the World

The Dangerous Life and Mysterious Disappearance of Fred Cuny

By Scott Anderson
Doubleday, 374 pp. \$24.95

Reviewed by Patrick Anderson

Fred Cuny, the legendary disaster relief expert who disappeared in Chechnya in 1995, had many friends at USAID, and they will want to read this gripping account of his improbable life and tragic end. For those who did not know Cuny, the book is a good introduction not only to his colorful life, but to the evolution of disaster relief since the mid-1970s.

Cuny was a larger-than-life Texan whose specialty was striding into scenes of disaster and bringing order out of chaos. After growing up in Dallas and attending college in Texas, he ran an anti-poverty program in a Hispanic community at age 23 and learned that he had a knack for getting things done.

Drawn to overseas adventure, he worked briefly with a relief agency when floods devastated

East Pakistan in 1970. Having decided that international relief programs were grossly mismanaged, he started a consulting firm, grandly called International Technical Consultants, and waited for the world to beat a path to his door.

Oxfam hired him to help in the aftermath of the 1972 earthquake in Nicaragua, and on the basis of that experience he wrote his Relief Operations Guidebook. In 1976 he was back in Central America after the earthquake in Guatemala.

By then his legend was growing. Despite his criticism of big international organizations, he began to win contracts from USAID and U.N. relief agencies. In 1991, working with a USAID Disaster Assistance Response Team, he was credited with helping save thousands of lives by persuading military officials to create a security zone for Kurdish refugees.

In 1993, Cuny hoped the Clinton administration would make him its disaster-relief czar.

That didn't happen, and soon he was off to Sarajevo instead, where he added to his legend by bringing a new water system to the besieged city in the face of overwhelming obstacles.

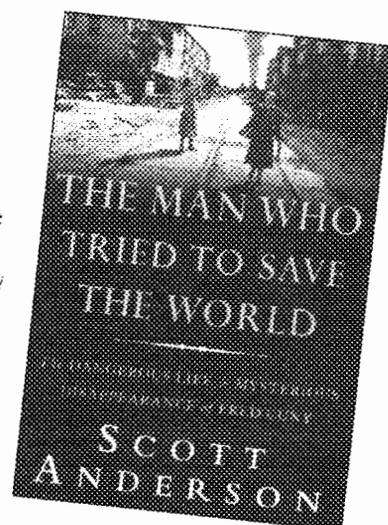
By 1995 Cuny was 50, too old to be rushing off to war zones, but some fatal attraction led him to Chechnya, where the Russian army was waging bitter war against the native population. Cuny made one visit, saw how ugly the conflict was, and then, over the protests of friends, went back. Why? No doubt because he thought he would save lives — and perhaps because he had begun to believe the myth of his own invincibility.

Reporter Scott Anderson's account of Cuny's disappearance and the multinational search for him takes up the second half of the book. The search is a real-life thriller, filled with shady characters, conspiracy theories and endless duplicity. The sad truth is that all outsiders who entered the war zone, be they relief workers or

journalists, were suspected of being spies, and both the Russians and the Chechnyans were capable of gunning them down and lying about it.

The full story of Cuny's death may never be known, but Scott Anderson makes a strong case that the Texan was a hero for our time, one who richly deserves the posthumous recognition that this fascinating biography provides. ❖

The reviewer is the senior writer in LPA.



Wringing Success from Failure in Late-Developing Countries: Lessons from the Field

By Joseph F. Stepanek
Praeger Publishers, 246 pp. \$59.95

Reviewed by Achsah Nesmith

An economist critical of other economists "who do not see a problem unless it is cast in numerical terms" and "do not wade through rice paddies, donor evaluations, or make tough decisions," Joseph Stepanek spent 25 years with USAID before his retirement in 1996. Stepanek waded through his share of rice paddies and donor evaluations. After a childhood in China, Jakarta, Rangoon and New Delhi, he worked in Indonesia and Kenya and served as mission director for Tanzania and Zambia.

His years in the field have not curbed his anger that half the world still lives in poverty, despite the great strides made in many countries since

World War II. He claims to be "deliberately optimistic" that well-designed development strategies and foreign assistance programs can create growth and reduce poverty, but he spares neither the United States nor other donors, international banks nor recipient governments in his analysis of what needs to change.

"Wringing Success from Failure in Late-Developing Countries" focuses on why international aid has produced far more results in Asian economies than in African countries.

"At first I did not appreciate the scale of the difference between Asia's commitment to development and Africa's unintended but deeply rooted dependence on Western aid. Nor did I appreciate the difference between Asia's evident capacity to help itself and Africa's self-serving elites and donors," he writes.

"It remains in the interests of

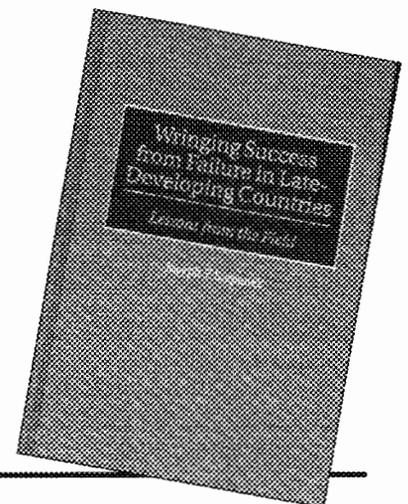
rich countries to help poor ones," he concludes, but too often. "Our foreign policy, ideology, and special interests have come first; the world's poor people have come second." He decries what he terms "overwhelming magnitudes of donor waste and self-interest, even before recipient government centralization, mismanagement, and corruption set in."

A visiting fellow at the International Food Policy Research Institute, Stepanek says, "Asia's success, and now Africa's, must be rooted first in food."

He is hopeful that "donor practices that have historically ignored the involvement of the African people are slowly being redesigned to enable their contributions and their eventual ownership."

"Africa's growth depends fundamentally on democracy," he

writes. "Donors who talk about democracy and pluralism but cynically fund central governments keep African development at bay." Stepanek urges donors to focus on helping Africans establish environments that encourage open markets, investment, trade and talent, and to systematically expand education, health and family planning. ■

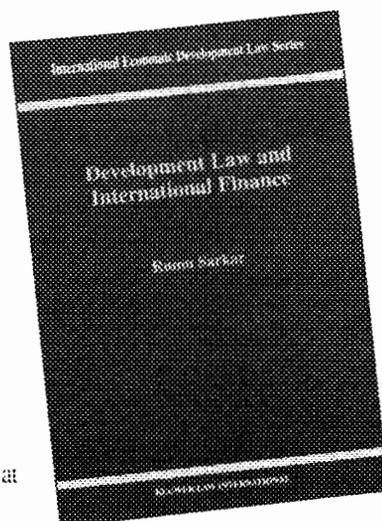


Development Law and International Finance

By Rumu Sarkar
Kluwer Law International,
the Hague, \$135 (\$30 paperback)

Reviewed by Achsah Nesmith

Rumu Sarkar, Office of the General Counsel, has written a legal textbook titled "Development Law and International Finance," which draws on her field experiences at USAID and her teaching experience as an adjunct law professor at the Georgetown University Law Center. She has taught a graduate law course on the subject of development law and finance for the past five years.



"Although there has been a proliferation of academic material on the subjects affecting rule-of-law

changes, the treatment of the subject was not very coherent or easy to follow. Even though my lectures provided a framework of discussion, after the class had ended, the ideas were also lost. I thought my students deserved more," she explained.

Sarkar hopes to establish development law as a newly emerging legal discipline. The text is meant for classroom use, but is also aimed at providing tools for policy-makers faced with conflicting agendas for rule-of-law reform.

Her book also addresses financial reform issues in developing countries, including international borrowing, privatization, and

emerging capital markets, seeks to establish substantive legal principles underlying development law and discusses whether there is a human right to development. Sarkar explores the impact of globalization on cultures, particularly legal cultures, and whether the global standardization of legal concepts and institutions means certain legal cultures will be lost.

She received her bachelor's degree from Barnard College, Columbia University, her law degree from Antioch School of Law and an LL.M. from Cambridge University, England. ■

Simmons leads Angola mission

Keith Simmons was sworn in May 24 as mission director for Angola by Ambassador Joseph Sullivan in the presence of mission staff.

His path to that post involved some unusual detours — and a rich mix of experiences, skills and perspectives that should serve him well in managing the Angola development program. Simmons was RIFed in 1996 and believes he is probably the only U.S. direct-hire to be hired by the agency three separate times. He was a personal services contractor with the Bureau for Europe and the New Independent States (1996-1998) and was rehired by the agency in August 1998 as the Angola program officer. After completing

his Portuguese language training in January, he arrived at post in February.

Simmons first came to USAID as a project manager in the Gambia (1980-1983) and served as project development officer for the regional Sahel program in Washington (1983-1985). He was executive vice president of an international development consulting firm (1985-1993), returning to USAID as a project development officer in Niger (1993-1996). Before joining USAID, he was a Peace Corps volunteer in Colombia (1965-1967) and a Peace Corps country director in Bahrain and Yemen (1976-1980). ■



Keith Simmons is sworn in as mission director to Angola by Ambassador Joseph Sullivan, assisted by Simmons' wife, Christine.

Robertson is mission director to Romania

Denny Robertson was sworn in as mission director to Romania on May 26 in Washington. Since 1996, he had

been deputy director, Office of Operations and Management, in the Bureau for Europe and the New Independent States.



Denny Robertson is sworn in as mission director to Romania by Linda Lion, director of the Office of Human Resources, as his mother, Harriet Robertson, assists.

USAID's \$35 million program focuses on assisting the Romanian government in developing and implementing economic, democratic and social reforms. Since 1990, the agency has provided more than \$250 million to aid civil society and social sector reform and support Romania's economic transition through the USAID Capital Markets program and the Romanian-American Enterprise Fund.

Robertson joined the agency 17 years ago, after serving in the Peace Corps as a fisheries extension agent in the Bureau of Fisheries and Aquatic Resources in the Philippines. He served in

Bangkok as USAID's director of the Office of Project Development and Evaluation, Regional Support Mission for East Asia (1992-1996), and was education and project development officer in USAID's mission in South Africa (1987-1990).

Robertson received his bachelor's degree in natural resources from the University of Michigan and his master's in community and regional resource development from Michigan State University. ■

Garber heads mission to West Bank and Gaza

Larry Garber was sworn in as mission director for the West Bank and Gaza on June 29 in Washington. He oversees a \$75 million program there. As a result of the unique circumstances in the

West Bank and Gaza, USAID funding has increased for improving economic opportunity and access to water, as well as enhanced democracy and governance activities. New programs

will also be added in community development, maternal and child health care and the rule of law.

Garber, who came to USAID almost six years ago, served for six months as acting assistant administrator for the Bureau for Policy and Program Coordination. He has been a consultant to the United Nations, the Organization of American States and the Organization for Security and Cooperation in Europe. Before joining USAID, Garber worked at the National Democratic Institute for International Affairs (1986-1993) and at the International Human Rights Law Group. He has been associated with the Washington law firm of Steptoe and Johnson and was a law clerk for the Ninth Circuit U.S. Court of Appeals. As an adjunct faculty member at the Washington College of Law for 12 years, he

taught a course on international human rights law.

Garber is the author of "Guidelines for International Election Observing." He co-edited "The New Democratic Frontier: A Country by Country Analysis of Elections in Eastern and Central Europe." He has published many articles relating to human rights, election monitoring and election processes, including "Palestinian Elections: Working Out the Modalities."

He received his law degree and master of international affairs from Columbia University in 1980 and his bachelor's from Queen's College in New York in 1976. He is married to Gayle Maria Schwartz, and they have one son, Alexander Jordan Garber. ❧



Larry Garber, mission director to the West Bank and Gaza, holds a copy of the Universal Declaration of Human Rights at his swearing-in ceremony as then-Administrator Brian Atwood looks on.

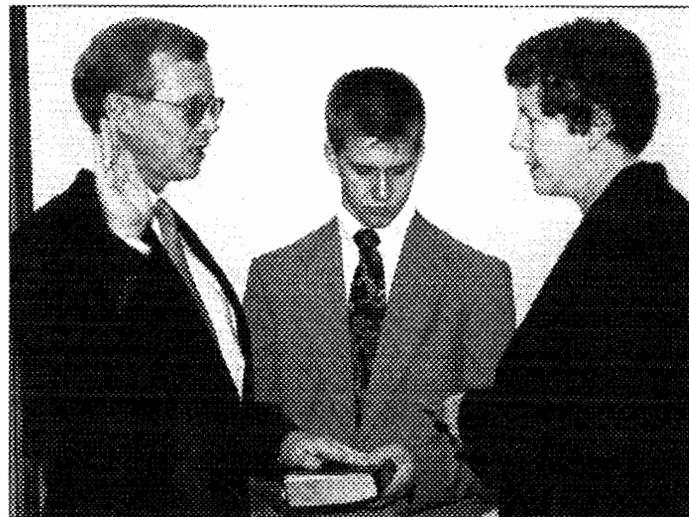
Hobgood directs Nigeria mission

Thomas Hobgood was sworn in June 17 as mission director for Nigeria in a ceremony in Washington. He will oversee USAID's \$13.2 million development assistance program, which supports health, child survival, population, HIV/AIDS, civil society, democracy and government activities in the most populous nation in sub-Saharan Africa.

A 20-year veteran at USAID, Hobgood is a career Foreign Service officer who was a Peace Corps volunteer in the Philippines before becoming an international development intern. His most

recent position was deputy director of USAID's mission to Ghana. Prior to that, he headed the agency's offices of Agriculture and Private Sector Development in Kenya. Previous posts include the Philippines, the Gambia and Washington.

Hobgood was born in Annapolis. He received a bachelor's degree in psychology and a master's in agricultural economics from the University of Maryland. He and his wife, Betty, have three children: Justin, Nathan and Jessica. ❧



Thomas Hobgood is sworn in as mission director to Nigeria by Linda Lion, director of the Office of Human Resources, as Hobgood's son, Justin, assists.

WHERE

In The
World
Are
USAID
Employees?



Correction:

Two USAID employees who should have appeared in the October "Promoted" listing were inadvertently listed in "Moved On": Sandra Amin, information specialist (M/HR/PPIM), and Ajit Joshi, disaster operations specialist (AFR/SD). We regret the error and apologize for any confusion or inconvenience it may have caused. Congratulations to Sandra and Ajit!

Pleffner, Mary

Amin, Sandra
Dean, Pamela
Howell, Renee Yvette
Joshi, Ajit
Moore, Shirley
Niss, Donald

Baucom, William,

FODAG/Rome, development coordination officer, to supervisory agricultural development officer, LAC/RSD
Carter, Sharon, COMP/FS, democracy officer, to Mozambique
Chassy, Cynthia Sue, Guinea, educational development officer,

to human resources development officer, LAC/RSD
Devitt, Mary Eileen, Egypt, financial management officer budget/analyst, to supervisory financial management officer
Flynn, John, AA/AFR, program officer, to COMP/SEPARATION
Goldman, Heather, COMP/FS, Food for Peace officer, to Rwanda
Hamilton, Aredia, G/EGAD/DAA/PS, program analyst, to budget analyst, ANE/ORA
Nguyen, Phuong-Tam, IG/A/IT&SA, auditor, to RIG/PR
Notkin, Jennifer, AFR/SA, development training officer, to health development officer, G/PHN/HN/CS

Simmons, Roger, AA/AFR, program officer, to COMP/SEPARATION
Thomas, John, Russia, agricultural development officer, to natural resources officer, Morocco
White, Mark, Zambia, health/population development officer, to health development officer, Egypt

Alexander, Judy, 27 years
Beamon, Joanne, 22 years
Block, Bernard, 16 years
Bombardier, Gary, 7 years

Bosfield, Patricia, 24 years
Cohen, David, 30 years
Cunningham, Kathryn, 22 years
Dean, Stephen, 21 years
Frame, Joyce, 20 years
Gall, Pirie, 16 years
Harley, George Edwin, 35 years
La Voy, Diane Edwards, 6 years
Lester, Mary, 28 years
Marr, Thomas, 20 years
Mundell, Thomas, 21 years
O'Sullivan, Marianne, 20 years
Poehls, Renee, 12 years
Shields, Joyce, 29 years
White, Phyllis, 25 years
Wolgin, Jerome, 20 years

Years of service are USAID only.

Barbara V. Burriss, 54, died

July 27 at Suburban Hospital in Bethesda, Md., after a brief battle with cancer. Burriss began her career with USAID in 1967 and worked in the Office of Human Resources as a management analyst at the time of her death.

Edmund F. Conville, who retired from USAID in 1989, died May 29. Conville joined USAID in 1967 and served in Bolivia, Nepal and Nigeria.

Euzlear S. Foster died on Feb. 9 following a long illness. Foster began her career with USAID in 1951. She worked in the Bureau for Management, Travel and Transportation Division, Office of Administrative Services, as deputy chief until she retired from the agency in 1988.

Jane Chick Ganeshan, 88, died of a heart attack Feb. 5 at her home in Alexandria, Va. Ganeshan joined USAID's predecessor agency in 1951 and worked in policy development, interagency participation, budget management and the administration of USAID programs. She was assistant director of the Civil Service

employment program when she retired from USAID in 1973.

Patrick Hoover Griffin, 75, died June 21 at home in Sun Lake, Ariz. A Foreign Service officer who joined USAID in 1961, Griffin served in Libya, Kenya, India, Pakistan, Turkey and the Philippines. He reviewed and appraised USAID development programs in 31 countries for the Office of Inspector General. Griffin received the agency's Outstanding Career Achievement Award in 1985. After retiring, he worked for Chandler/Gilbert Community College and Food for the Hungry International.

Priscilla Chapman Klein, wife of former USAID Foreign Service officer Robert M. Klein, died May 21 in White Plains, N.Y., after a long illness. Mrs. Klein had accompanied her husband on USAID assignments in Asia, Africa, South America, Washington and New York.

Charles Donald Parker, 80, died April 10 in West Cape May, N.J. Parker was a USAID Foreign Service Officer from 1966 to 1981, serving as chief education adviser in Vietnam and as program officer in Liberia and Nigeria. Prior to his retirement in

1981, he was assistant coordinator in the Africa Bureau's Africa Refugee and Humanitarian Affairs Office.

Pamela Cook Stanbury, 45, died Feb. 20 at her home in Silver Spring, Md., after a long battle with cancer. Stanbury was awarded a fellowship with the American Academy for the Advancement of Sciences to work with USAID in 1989. She continued her work with USAID in various capacities and was land tenure adviser with the Office of Agriculture and Food Security at the time of her death.

James F. Veal, 78, died June 29 of a heart attack at his home in Seabrook, Md. Veal joined USAID in 1984. He worked in the Bureau for Management, Printing and Graphics Branch, Consolidation Property Services Division, Office of Administrative Services, prior to his retirement in December 1988.

Viola W. Yowell, 75, died May 24 at Walter Reed Army Medical Center after a heart attack. Before her retirement in the mid-1980s, Yowell worked off and on over a 20-year period as an administrative assistant in the USAID personnel office.

By Michael Hase

It all comes back to you – 1999 CFC

Health and Human Services Secretary Donna Shalala was so impressed by the work the Combined Federal Campaign (CFC) supports — in the Washington area, around the country and around the world — that she volunteered to head the National Capital Area CFC campaign for a second time.

Shalala, who headed the drive in 1995, shared her enthusiasm with Administrator Brady Anderson, campaign workers and interested agency employees at the Oct. 13 kick-off for USAID's 1999 CFC campaign.

She said USAID had a special place in her heart because of the first vehicle she ever owned, an ancient Jeep she bought as a Peace Corps volunteer in Iran in the 1960s. Fading letters on its side still proclaimed the name "Point Four" from the Jeep's earlier work for

USAID's predecessor agency. The people of her village gratefully remembered what Point Four had done for them, she said.

Like that Jeep — and the difference the Point Four program made in those villagers, lives half a century ago — the differences made by the agencies that receive funding from the 1999 CFC campaign will far outlast our gifts.

Anderson, who chairs the USAID CFC campaign, reminded staffers that the campaign helps fund many organizations they regularly work with to provide emergency services and long-term development. CFC member organizations also provide help to communities within our own borders that have been ravaged by hurricanes, tornadoes and floods.

Many of the 2,800 organizations that receive funds from federal

workers' contributions focus on the poorest of the poor, the homeless, the ill and, of course, the children. Others serve a broad range of people, including federal employees and the military. CFC-supported organizations help to make a better world for all of us through the arts, the environment, education, medical research, youth activities and hundreds of other worthy causes. Whether they serve a single neighborhood in the Washington metropolitan area — or people in need around the world — they help us help each other.

Last year, USAID employees' \$291.78 per capita contributions earned the agency a President's Award for exceeding the goal for the highest category of per capita giving. Of the agency's 2,340 employees on June 30, 1998, 62.7% — 1,468 — gave a total of \$428,332. Most of

these contributions were from employees' direct payroll deductions. A great many USAID staffers contributed personal checks or cash.

"We thank everyone most sincerely for those contributions," said Mike Smokovich, CFC campaign vice chair. "We need to work even harder to ensure that we meet or exceed our goal for the 1999 CFC effort. Although our overall staff has been reduced to 2,235 employees, we believe that we can achieve our agency goal of \$431,500 and increase the agency's employee participation rate to 70%. So please, give generously when your office or bureau coordinator or keyworkers contact you."

Remember, "IT ALL COMES BACK TO YOU!"

—Hase is USAID's 1999 CFC Reports Chair.

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