USAID
FROM THE AMERICAN PEOPLE

FRONTLINES

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Photo by Dmitry Gudkov, Chemonics

Gulyumkan Salieva bid at a 2007 land auction in northern Kyrgyzstan and now has a field of wheat.

Krygyzstan farmers are getting access to land once available only to the well-connected. See page 3.

FRAMEWORK OBJECTIVES:

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READER ALERT
A special section on Agency diversity will be coming soon.

Convoy Delivers USAID Turbine to Kajaki Dam

KABUL —A convoy of 4,000 coalition troops spent one week fighting off Taliban attacks to clear the way for the delivery of a powerful new turbine to the Kajaki Dam in southern Afghanistan Sept. 2.

It was the latest move by USAID to rejuvenate a major U.S. aid project that was installed five decades ago and to supply electricity to millions of Afghans.

The turbine was flown into Kandahar airport aboard one of the world's largest cargo planes and then was escorted 110 miles to the dam site across territory contested by Taliban militants who have tried to derail the dam repair project.

The new turbine, plus the refurbishing of a second turbine, should

see **CONVOY** on page 11 ▶

Photo by Louis Berger

Delivery of a new turbine to the Kajaki Dam in southern Afghanistan is expected to triple electrical power to residents. The dam was constructed by USAID in the 1950s.

Photo by USAID

Administrator Henrietta Fore addressed the Millennium Development Goals Malaria Summit in New York City Sept. 25. In this photo, Fore holds the Muppet Kami, who lives with HIV, from the USAID-financed production of Sesame Street in South Africa.

At First Reunion, Alumni Plan Independent Association

By Ben Barber

The first USAID gathering of former employees—call them alumni or veterans—drew nearly 300 people to the Ronald Reagan Building in Washington Sept. 18, where senior Agency officials briefed them on the latest developments in U.S. foreign assistance around the world.

The alumni included people who had worked in dozens of countries for decades in every possible aspect of international development. Briefing topics ranged from Haiti's floods and Zimbabwe's recent election to Pakistan, the Balkans, and the new civil-military cooperation between USAID and the Department of Defense.

Agency organizers of the event hoped to rekindle friendships, draw upon a reservoir of expertise, and possibly attract a wider range of alumni in what

see **REUNION** on page 10 ▶

Photo by USAID

Former employees gather at USAID's first alumni reunion Sept. 18 at the Agency's headquarters in Washington.

USAID Develops New Emergency Food

A high-energy emergency food developed by USAID, working with the U.S. Army, will soon be mass produced and ready to be dropped from the air or shipped in after floods and disasters.

The food comes in two forms—paste and bars—that are packaged to survive a drop without a parachute from 1,000 feet in the air. Developed after a decade of research, the food can also withstand floods and resist spoiling for up to two years—even when stored in a hot climate.

Nine candy bar-sized tubes of the paste—currently named "A20"—can feed an adult for one day. The paste contains sugar, soybean oil, dried milk, minerals, and vitamins.

The bars or biscuits named "A28" contain rice while those named "A29" are based on wheat. Nine packets of paste or nine biscuits meet the daily nutritional needs of an adult.

see **NEW FOOD** on page 11 ▶

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INSIDE DEVELOPMENT

9/11—THE SEVENTH ANNIVERSARY

Photo by Danny Hart, U.S. EPA

Photo by Ashtar Analeed Marcus, USAID

A memorial ceremony on the Woodrow Wilson Plaza next to the Ronald Reagan Building commemorated the 7th anniversary of the Sept. 11 attacks. Bagpipes played as a wreath was placed between photos of New York City's Twin Towers and the Pentagon.

By Ashtar Analeed Marcus

For some, Sept. 11 memorials are very personal. Of the 184 who died when American Airlines Flight 77 flew into the Pentagon, two were USAID employee Steve Tupper's friends: Gerald Fisher and Sandra Taylor.

"They were both very outgoing people," he said. "Sandy and I met while helping host dinner parties at Rehoboth Beach, while Geep was a defense contractor who threw lovely annual Thanksgiving parties for his friends."

USAID employees reflected on memories of their loved ones on the seventh anniversary of the attacks on the World Trade Center and Pentagon at the Remembrance Ceremony, held at the Woodrow Wilson Plaza next to the Ronald Reagan Building.

About 500 people attended from USAID, the Environmental Protection Agency, U.S. Customs and Border Protection, the General Services Administration, the Ronald Reagan Building International Trade Center, and the Woodrow Wilson International Center for Scholars.

USAID Counselor Lisa Chiles presented a wreath of flowers that was displayed between photos of New York's Twin Towers and the Pentagon before they were struck by three of the four jets hijacked that morning by terrorists.

Three bagpipers played as the wreath was laid, 200 border patrol agents lined up, and the crowd of hundreds observed a moment of silence in remembrance.

The benches of the memorial are aligned by age and in the direction of the flight.

Meanwhile, at the Pentagon, a 2-acre memorial was unveiled to commemorate those killed when the plane hit the nation's largest federal office building. For each person killed that day, a bench was installed that bears their name with a pond of water beneath it.

The benches of the memorial are aligned by age and in the direction of the flight.

Keith Kaseman, one of the memorial's two designers, told the *Washington Post*, "We wanted to invite people to think but not tell them how to think or what to feel."

Tupper recalls the emotions of Fisher's and Taylor's family members as they discovered their losses.

"Both families were totally shocked," Tupper said. "It was a very tough day that was merely a prelude to some extremely emotional memorial services in the week that followed." ★

WHAT THEY ARE SAYING . . .

A column devoted to what our partners and others in the field of foreign assistance are saying about development.

Five Former Secretaries of State Debate Next President's Tasks

On Sept. 15, five former U.S. secretaries of state spoke at a forum in Washington aimed at giving advice to the incoming U.S. president—whomever that may be. They included Henry Kissinger (Nixon administration), James Baker (Bush 41), Warren Christopher (Clinton), Madeleine Albright (Clinton), and Colin Powell (Bush 43). They spoke at George Washington University in a debate sponsored by CNN. Excerpts of their comments follow:

JAMES BAKER:…[W]e need to use all of the elements of national power when we're formulating and implementing our foreign policy. Not just our military, but also our diplomacy, our political elements, the force and strength of our ideas, the promotion of free market democracy around the world. And that means strengthening the elements of America's soft power.

WARREN CHRISTOPHER: I think we have to take a much more cooperative attitude than we have been in the past, listening to other countries, recognizing our strength, but moving forward in a way that makes other countries feel like they like to be on our side, helping us.

COLIN POWELL: We have lost a lot in terms of favorable ratings over the last ten years. I think Iraq is part of it, the Middle East peace process that we haven't been able to see progress, is part of it. And there has been an impression created that America tends to act solely in a bully, unilateral way, to use your term. But we're working multilaterally to solve the Iranian problem, the North Korean problem. We have worked with the world to increase funding for HIV/AIDS, we've doubled the amount of money we're putting into development assistance around the world. So, I think the case can be made that—we can build on that strength, and the new president with a different approach to things, with a different attitude to the rest of the world, can reverse this.

I don't think it's as dire as those numbers suggest…. Because in every one of those countries that you had such a low number, if you go visit our embassy and consular office, you would find people lined up. And what do they want? A visa to go to the United States of America.

MADELINE ALBRIGHT: I think, if I might say on these polls, I've followed the Pew Polls for quite a long time, and the numbers have not been good. They've improved slightly, in the last poll, but generally, there is a sense that the United States is on the wrong side of a whole host of issues. And one of the issues is that there is a growing gap between the rich and the poor in the world. And there is the feeling that the United States is contributing to that gap.

And dealing with that division is something that I think is a major issue here, because we know that the haves and the have-nots argue with each other. I think that we have to do what Colin was saying in terms of helping on HIV/AIDS and what Jim was talking about in terms of using various elements of our power. The trick in this, and

see **SECRETARIES** on page 10 ▶

Mission of the Month

Kyrgyzstan is one of four satellite offices of USAID's Regional Mission for the Central Asian Republics located in Almaty, Kazakhstan. The other offices are in Tajikistan, Turkmenistan, and Uzbekistan.

Photo by Chinara Arapova, Chemonics

An auction for LRF land lease in Ak-Dobo Aiyl Okmotu in Jetyoguz Rayon, Ysyk-Kol Region.

Kyrgyz Villages Learn to Auction State Land to Farmers

By Virginija Morgan

Challenge

Land is a precious and scarce commodity for the mainly rural people of Kyrgyzstan, where the Tian Shan mountains stretch over 80 percent of the country's territory, and arable land occupies less than 8 percent.

Over the past 10 years, this former Soviet republic has distributed ownership of most of the agricultural land to private individual household farms. The remaining 25 percent of agricultural land was kept in the Land Redistribution Fund (LRF), owned by the state and controlled by local governments (aiyl okmotus).

While by law some of this land should have been leased to poor and disadvantaged groups, the lion's share was allocated to the privileged and well-connected. Rural governments lacked accountability mechanisms, and popular control was limited by ignorance of how the fund was to be regulated.

Initiative

To improve management of the state-owned land and stimulate the development of the land market, USAID launched a land reform project in 2005.

Focusing first on the state-owned LRF land, the project developed model regulations and worked with 10 local governments to test those mechanisms. The project helped the governments carry out the inventory of land under their administration and prepare strategic plans on how to manage it.

The USAID project then trained local officials to conduct auctions for lease of the state land. Documents were developed for pilot aiyl okmotus, including auction rules for land commissions and instructions for auctioneers. In addition to training land commission members the day before the scheduled auctions, the project also helped run the actual process.

The very first lease auction at Burgondu in Jalalabad Region, southern Kyrgyzstan, produced a dramatic increase in revenue for the local government as a result of transparent procedures and publicly available price information. The highest lease payment of 15,500 som per hectare ($433) in Burgondu exceeded the average price paid the year before by 5.5 times.

KYRGYZSTAN

"In the past, auctions were accompanied with many conflicts, when participants blamed each other for corruption and nepotism," Abdugani Haliev, head of the Burgondu local government, said after the auction. "The process I witnessed today was clear, fair, and transparent."

The first auction was also broadcast on national television to show village administrations and farmers how to effectively use land from the LRF.

Results

In June 2007, the model regulations were adopted by the government of Kyrgyzstan and approved by the country's parliament for countrywide implementation. The USAID land reform project also carried out a public information campaign on land rights through the local media to educate the public and started helping 120 local governments carry out the model regulations.

By September 2008, 30 percent of the country's rural local governments that were administering LRF land had completed their strategic plans for use of the fund and a number of them carried out land auctions, tripling their local budgets.

"Previously, I was not able to get land at all, but thanks to the auction last year, I have rented over five hectares for three years and am growing wheat on it. I am now thinking of leasing some unused land for no less than 50 years," says Salieva Gulyumkan, a former medical worker from Ak-Dobo AO in Jeti-Oguz Rayon, Ysyk-Kol Region. "Of course, for the local government officials there is no benefit as they cannot give land to their relatives anymore."

To further support the new approach, the Kyrgyz Government recently committed to fund an inventory of the remaining LRF land, a costly yet important step in ensuring transparent management and higher local tax revenues through land auctions. ★

INSIGHTS

FROM HENRIETTA H. FORE

In July, USAID adopted a new policy on civilian-military cooperation. This policy establishes the foundation for the Agency's cooperation with the U.S. Department of Defense (DoD) in the areas of joint planning, assessment and evaluation, training, implementation, and strategic communication. It is designed to facilitate a whole-of-government approach in which U.S. agencies work within their mandated areas of responsibility in a more coherent way to provide a coordinated, consistent response in pursuit of shared policy goals.

I was privileged to witness firsthand how such coordinated action in the field can save lives and alleviate human misery when I helped oversee relief efforts in Georgia along with General Bantz Craddock, NATO's supreme allied commander for Europe.

On Aug. 9, U.S. Ambassador John F. Tefft declared a disaster due to the armed conflict in Georgia. Within days, DoD was airlifting relief and medical supplies to Tbilisi. I arrived on the scene Aug. 21 to help monitor disaster assistance response team operations, assess needs on the ground, and confer with Georgian officials, including President Mikheil Saakashvili, on the country's reconstruction needs.

There have been some misconceptions about the civilian-military cooperation policy and its ramifications that need clarification. A common charge, only a short while ago, was that a move was afoot to subsume USAID into the Department of State. The more recent charge is that the Agency is being "militarized" and subsumed into the Pentagon. Neither charge has any foundation.

The realities of the 21st century have highlighted the need to adapt DoD and civilian structures such as USAID to work more effectively together, whether combating violent extremism, meeting the challenges posed by fragile and failing states, or mounting effective humanitarian relief operations—such as those following the tsunami in Southeast Asia in 2004, the earthquake in Pakistan in 2005, or the conflict in Georgia today.

In implementing the policy on civilian-military cooperation, it should be underscored that USAID remains the lead government agency for U.S. foreign assistance planning and programming.

The civilian-military cooperation policy is the product of more than three years of planning, and included input from every bureau in its development. Among the formal "guiding principles" of the new policy are:

- Cooperation with DoD will not divert USAID resources away from the Agency's development mission or the principles of effective development assistance;
- USAID will strive to ensure that solutions for short-term objectives (such as stabilization operations) are consistent with long-term development goals; and
- USAID will continue to maintain its long-standing relationships and work with a variety of partners.

I invite you to read more about the policy by going to this Web address: www.usaid.gov/our_work/global_partnerships/ma/documents/Civ-MilPolicyJuly282008.pdf. ★

THE REGIONS

MIDDLE EAST

Iraqi Government Employees Learn Modern Management Skills

BAGHDAD, Iraq—"How does change occur?" asked Nahla Al Taie, eyes fixed on her audience of colleagues from Iraq's Ministry of Agriculture, engaging first one and then another during a recent training session.

"Start making decisions, open lines of communications, and positive changes will take place," she said, answering her own question.

Taie and her colleagues, all senior managers at the Ministry of Agriculture, deliver courses for their colleagues under USAID's *Tatweer* program.

Tatweer, Arabic for development, trains managers to become more effective. It operates in 10 Iraqi ministries, the prime minister's office, and the Council of Ministries. Since it began in July 2006, the USAID program has trained 8,500 civil servants.

Working in cooperation with the Iraqi government's National Center for Consultancy and Management Development, *Tatweer* helped develop a unified national training curriculum to strengthen and expand the professional skills, qualifications, and capabilities of civil servants in public administration. The program is intended to help the ministries' weakened human resources resulting from war, talent migration, and lack of access to international best practices.

"Leadership and communications are core training areas for *Tatweer*," said Steven Hendrix, director of USAID's National Capacity Building Office in Iraq. "Those skills are indispensable for effective managers in any sector."

To date, 967 Ministry of Agriculture employees in Iraq have been trained in leadership and communications. Taie, who has Nahla Al Taie speaks to her colleagues at a trainers' meeting at the Ministry of Agriculture. trained 400 of them, said she attributes higher morale and increased productivity throughout the ministry to the techniques and approaches staff learned in her workshops.

Photo by Management Systems International

Nahla Al Taie speaks to her colleagues at a trainers' meeting at the Ministry of Agriculture.

The morning after a long journey to Baghdad from the southern city of Basra, where she had been teaching at a ministry office, Taie said she recognized the need for change in the ministry's finance and administration departments. Therefore, she began her training by asking each person in those departments to create their own job descriptions, illustrating their work and responsibilities. When her supervisor, the director general and a senior manager of a number of departments, read these descriptions, he invited Taie to recommend changes. She advised him to reorganize the departments to improve work flow and outcomes.

"I did not want to miss an opportunity to put my plans into action," Taie said. She also recommended the ministry provide leadership and communications training for its employees. Her boss accepted all of her suggestions, and they began to implement her plan.

"This process would have taken a year at least and we got it done in just two months," said Taie, still a bit surprised that all of her suggestions were put into action.

Taie was already working on her next project: training employees of the ministry's animal production projects throughout Iraq to better assess market demands. And she has a new title: head of the Ministry of Agriculture's Information and Training Department in Basra. ★

AFRICA

South Africa Takes Action Against Sexual Violence

By Jessica Wells

PRETORIA, South Africa—Sexual violence and abuse are serious problems in South Africa. Between 2005 and 2006, the South African Police Service recorded more than 54,000 rapes of mostly women and children. Many more incidents of sexual violence go unreported.

When survivors do come to the authorities about sexual assault, they are often victimized a second time by police or justice officials who are not trained to handle rape cases.

To deal with this problem, the South African government created Thuthuzela Care Centers (TCCs), which are full-service rape crises offices. Thuthuzela means "place of comfort" in the Xhosa language.

TCCs improve the quality of and access to care, treatment, and justice for survivors of sexual violence and abuse. In addition to medical care, TCCs provide survivors with community support and legal counseling.

Photo by Reverie Zurba, USAID/Southern Africa

Sister Mapooe Sekgotso, a nurse at Baragwanath Hospital, holds a forensic testing kit she uses on the job.

"[As a country] we found ourselves fighting a battle which showed no signs of abating," said advocate Thoko Majokweni, who is the head of South Africa's Sexual Offences and Community Affairs unit (SOCA) of the National Prosecuting Authority.

TCCs are located in hospitals and are staffed by a site coordinator, nurse practitioner, medical doctor, social worker, dedicated case monitor, victim assistance officer, and police officer. The staff is on call 24 hours a day to ensure that a survivor receives the care she needs and that her case progresses through the courts.

Sexual assault victims also receive immediate treatment to prevent HIV infection—an especially significant service in South Africa, which has one of the highest HIV infection rates in the world.

South African officials envision a network of 80 TCCs by 2010, and appealed to the U.S. government to help them meet the ambitious goal. USAID and the Departments of State and Justice provided $14.5 million in aid by combining funding from various programs—including the President's Emergency Plan for AIDS Relief and the Women's Justice and Empowerment Initiative (WJEI).

Katherine Liesegang, chief of USAID's Democracy and Governance Office in South Africa who manages the WJEI victims' assistance program, said that "The WJEI is pioneering new levels of cooperation between the USG, the SAG [South African Government], and civil society to address the crisis of sexual violence and give meaning to South Africa's new law on sexual offenses."

USAID has already helped upgrade four pilot TCCs in Cape Town, Soweto, Durban, and Mafikeng. Sites for seven new TCCs have also been identified in the provinces of Free State, Gauteng, Limpopo, Mpumalanga, and the Northern Cape. The areas were selected based on sexual violence statistics.

The centers are recording considerable success in both reducing the numbers of sexual offences and increasing prosecution of offenders.

Mandisa Ngonongono, the site coordinator for the Mannenberg TCC near Cape Town, believes that women are beginning to trust the system and are reporting more cases of sexual violence to the authorities. She said, "We give them options; we empower them with information." ★

Photo by PSI

Asha Ramaiah, general secretary of KNP+, attends the launch of the HIV Insurance initiative in Bangalore, India.

ASIA

Indian Company, Government Launch Health Insurance for People with HIV

By Kathryn Viguerie

BANGALORE, India—For the first time in India, people living with HIV (PLHIV) will begin to have access to a group health insurance plan. A pilot policy was launched in August for a group of 250 people in the six districts of the South Indian state of Karnataka, areas with a high prevalence of HIV.

There are approximately 2.5 million PLHIV in India. The insurance sector, as in many countries, has historically believed that it is not financially viable to insure them.

Under the Connect project, USAID formed a partnership with Star Health and Allied Insurance Company, and the Karnataka Network of Positive People (KNP+), a state-level collective of people with HIV. The result was an insurance product targeted to the specific needs of the population, particularly lower income PLHIV.

Initial enrollees pay $17 for 30,000 rupees (approximately $700) worth of coverage for hospitalization at the onset of AIDS and for treatment of other illnesses.

Previously, Star Health, a private Indian insurance company, considered offering coverage to people with HIV but found no interest because the premiums were too high, coverage was limited, and eligibility too narrowly defined.

The pilot program is still small but important, said Asha Ramaiah, the general secretary of KNP+.

"I am glad that finally an insurance company has come out with a policy for us," she added. "It's a milestone in the fight against the discrimination of people living with HIV. PLHIV and their family members will gain hope and confidence, and change the perception that we are a burden to our families."

USAID Mission Director George Deikun called the plan, "a model example of how a public private partnership can address the needs of PLHIV."

The Connect project is carried out by Population Services International, an NGO.

Sujatha Rao, director-general of the Indian government's National AIDS Control Organization, said her organization is interested in pursuing similar insurance plans and will assess the Karnataka plan for application on a national level. ★

EUROPE & EURASIA

Mock Trial Introduces Students to Jury Trials in Azerbaijan

By Aybeniz Ganjaliyeva and Joan Vermette

LENKARAN, Azerbaijan—On their last day of school in May, 55 schoolchildren gathered for a mock jury trial in this town of 40,000 in southern Azerbaijan, 30 kilometers from the Iran border.

Twenty-nine girls and 26 boys from five schools spanning two villages participated in the Lenkaran mock trial.

Everyone reviewed the "case" of Mammad, a boy who was charged with assaulting a local bully, Babek, who frequently tormented Mammad's younger brother. Students played roles as juror, witness, judge, prosecutor, defense advocate, or media member.

The mock trial began with prosecutors and defense advocates making opening statements to the jury. Witnesses were questioned and cross-examined. After deliberations, the jury filed back into the courtroom. Excited whispers rose from the audience. When the judges asked the lead juror to read the verdict, she responded: "The defendant, Mammad, is acquitted." A cheer went up in the courtroom.

Once the verdict had been read, the student media representative reported the day's events to those gathered. Attorney Gunel Jafarova and two law students from USAID's Street Law Program directed the day's activities.

Unlike the mock trial, the current Azerbaijan trial system is a legacy from the Soviet period, in which all cases are decided by a judge without a jury. By increasing public awareness of the jury trial system, the Street Law Program—implemented by the American Bar Association Central European and Eurasian Law Initiative—is beginning to help the people of Azerbaijan shape their emerging system of justice.

The mock trial was the culmination of a year-long online

Photo by ABA CEELI

Students prepare for a USAID Street Law Program mock trial in Lenkaran, Azerbaijan. The event marked the end of a year-long forum with schoolchildren and teachers throughout Azerbaijan.

see **AZERBAIJAN** on page 11 ▶

LATIN AMERICA

Bolivian Vendor Overcomes Tragedy with Microcredit

SANTA CRUZ, Bolivia—Bermudes Ramos now has two busy stalls in the open air Los Pocitos market outside of Santa Cruz, Bolivia. But he faced a crisis that could have destroyed his hopes for a better future.

"After the market burned to ashes in 2006, we didn't even have food to eat," Bermudes said.

Fortunately for Bermudes and many of his fellow market vendors, the microfinance provider FIE had been lending to them for several years and understood their situation.

Working with families on a case-by-case basis, FIE either reprogrammed or extended extra credit to help clients get back on their feet. But FIE's distance from the periurban market meant contact was limited to one staff visit there a week.

Under a USAID program, FIE received funds to help open a micro-branch next to the market. USAID's contribution lowered the risks of the investment, convincing FIE to open a branch they would not have without the Agency's help.

Now market sellers, clients, and residents have access to a wide array of financial services—credit, savings products, payment of water and telephone bills, and even remittances.

see **BOLIVIA** on page 11 ▶

Photo by WOCCU

Bermudes Ramos and his family were able to rebuild their stall after a devastating fire in Santa Cruz's Los Pocitos market through microcredit.

GLOBAL DEVELOPMENTS

Mobile ATMs, Hand-held Devices, and Islamic Loans Mark New Ways to Bank

To bring banking to people living in remote and rural regions of countries such as Malawi, USAID is helping send mobile banking units—armed vehicles with automatic teller machines—to visit communities on market days.

Bank staff help customers open accounts and use other financial services, offering lower transaction costs for deposits, withdrawals, and loans. The mobile units use both online and offline (with value loaded onto a smart card) technologies, making real-time financial transactions possible.

This and other new approaches to banking—including innovative uses of technology and Islamic-compliant loans – are helping bring financial services to more of the world's poor.

Extending small loans to low-income entrepreneurs is a key element in the Agency's efforts to reduce poverty. About 7 million borrowers have taken out such loans around the globe. But some 90 percent of people in least-developed countries still lack access to banking services.

In Malawi, for example, USAID and Opportunity International are deploying their mobile banking units. The banks on wheels are used because 85 percent of the country's population lives in remote areas and lack access to formal banking services. People must travel long distances to commercial centers, but poor health due to malnutrition, malaria, HIV/AIDS, and other diseases makes traveling difficult.

Today, four mobile banking units serve nine rural districts in Malawi, reaching a population of 230,000. They cost less to operate than bank branches, which can cost upwards of $250,000 for initial setup. They can also serve several communities and help financial institutions evaluate client demand and appropriate banking services before setting up a kiosk, a satellite or a branch. Opportunity International hopes to generate 33,000 new borrowers and 73,000 new savers using mobile units by 2010.

In Haiti, as well, long distances, poor roads, and rugged terrain make trips to banks in commercial centers costly for the country's largely rural population. There, USAID is working with one of the country's leading microfinance institutions, Fonkoze, to launch a system of point-of-sales (POS) devices to secure financial transactions. POS devices, similar to machines used all over the world to swipe debit and credit cards, can be used by customers to transfer funds and pay bills at locations closer to home. The devices will be located in rural stores, post offices, telecom outlets, and gas stations, manned by trained personnel.

Photo by Opportunity International

Mobile banking vans, like this one in a village trading center in Malawi, are bringing banking services to customers in rural areas.

For information on microenterprise development, go to www.microlinks.org.

According to Fonkoze's director, Anne Hastings, the new system "… [has] the potential to cut in half our current costs associated with moving money around the country for our clients."

Fonkoze and its partners currently serve more than 165,000 savings clients and 54,000 loan clients, with a goal of reaching 200,000 loan clients by 2012.

When USAID began its support for microenterprise activities in Afghanistan, collecting and paying interest was barred by Islamic law. So USAID helped create Islamic-compliant

see **ATM** on page 11 ▶

Your Voice

By Timothy C. Moore

***Your Voice**, a continuing* **FrontLines** *feature, offers personal observations from USAID employees. Foreign Service Officer Timothy C. Moore is a member of the Iraq ePRT in Anbar Province.*

Six Months in Anbar

As I sat recently at Baghdad International Airport waiting to fly out for a short regional rest break, I realized that just six months ago, in March of 2008, I arrived at Al Asad Air Base in Western Al Anbar. I could not believe that six months had passed so quickly.

Maybe its passing was softened by it being the most rewarding work I have done in my 27-plus years of federal service. I might point out that 26 years of that was pretty exciting, flying and testing airplanes and managing a $4 billion acquisition program.

It is not my first time in Iraq. I spent almost two years in the International Zone working for the U.S. State Department on ministerial capacity development until May 2007. Now I am a recently hired Foreign Service Officer for USAID.

I came to Al Asad to join the embedded Provincial Reconstruction Team (ePRT) as the deputy team leader and the USAID representative for Western Anbar. The ePRT has responsibility for nearly 18 percent of the land mass of Iraq and includes five of Anbar Province's seven districts, *Qadas* in Arabic.

My mission is to help bring stability and hope to the area. To do this, we need to have daily, active, and close relationships with local communities and their leaders.

Security issues make reaching all of our *Qadas* overland difficult. We ride in massive armored vehicles called MRAPs (mine resistant ambush protected). One ride in an MRAP and one quickly realizes that passenger comfort was not on the short list of desired performance requirements. The going is relatively slow even on the open road. At most there are two *Qadas* within driving distance. For everywhere else, we usually travel by air.

It became painfully obvious I could not manage USAID programs and efforts from my headquarters without an innovative approach.

The ePRT is embedded with the Regimental Combat Team (RCT-5) that is also headquartered at Al Asad. RCT-5 commands battalions with combat outposts located in each of the five *Qadas'* seats of government. Each has a military civil affairs group attached to it.

My position has allowed me to pioneer new approaches to civil-military collaboration to enhance USAID's effectiveness in the field and to educate our military colleagues on USAID's work. For example, I helped devise a scheme to assign a liaison officer to each of the battalions in the five *Qadas*. These officers are my eyes and ears on the ground, helping me perform my duties as activity manager for USAID programs spread out across the entire Euphrates River Valley.

I prepared each liaison officer with an in-depth understanding of USAID programs in our area. These include a program that brings communities together to prioritize local needs and develop joint plans, which are then funded; short-term counter-insurgency programs that provide temporary jobs and other economic incentives, especially for youth; and small business loans and training.

Timothy C. Moore is the deputy team leader and USAID representative on the embedded Provincial Reconstruction Team in western Anbar, Iraq. He is based at Al Asad, the last air base built by Saddam Hussein before his fall.

While I meet regularly with them and our partners, I rely on the relationships these officers have with the communities, leaders, and our partners to accomplish USAID's mission in each of their *Qadas*. As a result of our outreach and the success of the programs, an area considered the most violent in Iraq a year and a half ago is now one of the safest. The people of Western Anbar are enjoying stability and freedom in a way not thought possible since before Saddam Hussein.

Our liaison officers do the yeoman's work in our development activities, helping design capacity-building projects, and mentoring and negotiating with local community leaders. They work in very austere conditions: most manage in a plywood dwelling with a phone, computer, air conditioner, bed, desk, and sometimes a makeshift closet. These officers are the unsung heroes of the U.S. mission to bring stability and hope to Western Anbar, paving a path to Anbari ownership of their affairs in an insurgent-free Iraq.

Without reservation, I look forward to my next six months honing my development skills and working with my military colleagues in order to help Iraqis help themselves. ★

FORMER ACTING ADMINISTRATOR JAY F. MORRIS DIES

Jay F. Morris addresses a group of Chief Executive Officers that had been invited to meet with senior Administration officials on the Caribbean Basin Initiative at the White House in 1985.

Former USAID Acting Administrator Jay F. Morris died at age 67 on Sept. 2 in Tampa, Fla., of complications following hip replacement surgery.

Morris was born in 1941, graduated from the University of Maryland in 1963, and studied for his PhD at Johns Hopkins University.

In 1969 he began working with Donald Sundquist—who later became a U.S. Congressman and served as Tennessee's governor—on rebuilding the Young Republican National Federation into a prominent political organization.

On the day that Ronald Reagan was elected president, Morris was one of the first members of the Presidential Transition team, serving as director of administration in the office of the president-elect. Following Reagan's inauguration, he was assigned to the White House Office of Presidential Personnel.

Morris was confirmed by the U.S. Senate as USAID's assistant administrator for external relations in 1981. In 1982 he was confirmed as deputy administrator, a position he held until 1988. He became the Agency's acting administrator the last nine months of his tenure.

In an e-mail to *FrontLines*, former USAID Administrator Peter McPherson said that his former colleague's "career at USAID was marked by energy and unconventional solutions to difficult problems."

McPherson cited an instance in the 1980s, when the government of Ethiopia stalled movement of donated food through its ports. The food was critical for the starving people in the north of the country. On an inspection trip to Ethiopia, Morris photographed the spoiling food and showed the evidence to ambassadors of the countries that had donated the food. An international press conference was convened, which demanded action and forced the Ethiopian government to release the food to the people in need.

Known for his public speaking skills and sense of humor, Morris was also a keen observer of human nature and sought to challenge junior staff members by promoting them to positions of greater responsibility. Today, four of those he mentored have become presidents of companies.

He was recognized for being a supporter of equal treatment of women in the workplace by the Association of Foreign Service Women with their annual award in 1986.

Morris is survived by two sons, Jeffrey of Maryland and Luke of Florida. A memorial service was held on Sept. 13 in Severna Park, Md. The family has asked that donations be made in memory of Jay F. Morris to the Johns Hopkins University Annual Giving Fund. ★

IN MEMORIAM

Warren E. Lane, 87, died Aug. 19 in Gainesville, Fla. Lane joined USAID's predecessor agency in the mid 1950s as a Foreign Service Officer. His career as an administrative officer/executive officer included posts in Colombia, Chile, Brazil, Panama, Vietnam, and Washington. Lane retired from the Agency in 1980, and soon after began volunteering to help poor people in both U.S. and international locations, including the West Bank, South Africa, Cuba, China, and Nicaragua. Lane served as a U.S. Army combat medic in Europe during World War II. ★

AUGUST 3 – 30, 2008

PROMOTED

Gregory J. Adams
Health & Population Development Officer

Vathani Amirthanayagam
Supervisory Health & Population Development Officer

Gerald Richard Andersen
General Development Officer

Martha L. Aponte
Contracting Officer

Heather Armstrong
Supervisory Executive Officer

Randolph H. Augustin
Health Development Officer

Michelle Barrett
Program Officer

Elissa M. Beerbohm
Public Health Analyst

Kimberlee A. Bell
NEP (Program/Project Development)

James A. Berscheit
Executive Officer

Alexander V. Bond
Executive Officer

John P. Brady
General Development Officer

Morgan J. Brady
Supervisory Financial Management Officer

Caroline B. Brearley
Program Officer

Arthur W. Brown
Controller

Stephanie N. Budzina
Program Economic Officer

Matthew A. Burton
IDI (Executive Officer)

Patrick J. Butler
Lead Security Specialist

George H. Buzby
Auditor

Sean Callahan
Legislative Officer

Alisa M. Cameron
Health & Population Development Officer

James C. Carlson
Supervisory Program Officer

Mary L. Carlson
Agricultural Development Officer

Mark J. Carrato
Agricultural Development Officer

Sharon T. Carter
Supervisory Democracy Officer

Lisa M. Chandonnet Bedoya
Program Analyst

Jonathan Chappell
Contracting Officer

Cynthia Sue Chassy
Supervisory Human Resources Development Officer

Randy Chester
Private Enterprise Officer

Courtney L. Chubb
Supervisory Executive Officer

Peter B. Cloutier
Executive Officer

Kenneth J. Collins
Supervisory Financial Management Officer

Brian S. Conklin
Supervisory Financial Management Officer

David J. Consigny
Supervisory Financial Management Officer

Thomas P. Crehan
Education Development Officer

Haven Cruz Hubbard
Legislative Officer

Ronnie G. Daniel
Special Project Officer

Phyllis C. Daniels
Financial Management Specialist

Robert E. Davidson
Development & Training Officer

Laurie F. DeFreese
Supervisory Program Officer

Victor De Leon Diaz
Supervisory Executive Officer

Anne M. Dix
Program Officer

Aman S. Djahanbani
Procurement Officer

Brenda A. Doe
Supervisory Health Development Officer

Robert E. Drapcho
Food for Peace Officer

Virgulino L. Duarte
Supervisory General Development Officer

Charline A. Eastin
Financial Management Officer

Michael J. Eddy
Supervisory Democracy Officer

Mervyn A. Farroe
Program Officer

Mary Pamela Foster
Program Officer

Jason D. Fraser
Legislative Officer

Kurt A. Gainer
Program Officer

Allyson L. Gardner
Supervisory Program Officer

Stephanie J. Garvey
Democracy Officer

Lauralea Gilpin
Contracting Officer

Michael D. Glees
Contracting Officer

Ricki Ann Gold
Supervisory Democracy Specialist

Jeremy Gustafson
General Development Officer

Beverly A. Hadley
Legislative Officer

William C. Hansen
Executive Officer

Sandra R. Harrell
Contract Specialist

Croshelle D. Harris
Education Development Officer

David Hatch
General Development Officer

Wanda M. Henry
Contracting Officer

Andrew M. Herscowitz
Legislative Officer

Mary M. Hobbs
Supervisory General Development Officer

Nataliya A. Holl
Contract Specialist

James M. Hope
Program Officer

David E. Hull
General Development Officer

Mark S. Hunter
Comptroller

Sonila Hysi
Supervisory Contracting Officer

John D. Irons
Supervisory Program Economic Officer

Assia L. Ivantcheva
Supervisory Democracy Officer

Rafael J. Jabba
Private Enterprise Officer

Nikhil R. Jaisinghani
IDI (Program/Project Development Officer)

see **PROMOTED** on page 8 ▶

IN HOUSE NEWS

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Marcus A. Johnson Jr.
Supervisory Contracting Officer

F. Catherine Johnson
Deputy Director

Sean M. Jones
Supervisory Agricultural Development Officer

Taisha M. Jones
Program Officer

Jessica Jordan
Natural Resources Officer

Gregory M. Junge
Contracting Officer

Michael Joseph Kaiser
Supervisory Private Enterprise Officer

Cheryl M. Kamin
Supervisory General Development Officer

Aaron P. Karnell
Supervisory Program Officer

Nancy K. Leahy
General Business Specialist

Thomas LeBlanc
General Development Officer

Creighton W. Lee Jr.
Human Resources Specialist

Dwaine E. Lee
Supervisory General Development Officer

Jeffrey A. Lehrer
Private Enterprise Officer

Jennifer M. Link
Supervisory Democracy Officer

Catherine C. Lott
Supervisory General Development Officer

Michael J. Martin
Supervisory Private Enterprise Officer

Tess M. Mcenery
Presidential Management Fellow

Bruce F. McFarland
Contracting Officer

Erin Elizabeth McKee
Supervisory Contracting Officer

Andrew McKim
Private Enterprise Officer

Jed D. Meline
Health & Population Development Officer

Amy Meyer
General Development Officer

Aurelia J. Micko
Natural Resources Officer

Tracy J. Miller
Contracting Officer

Diane B. Moore
Executive Officer

Charles S. Morgan
Deputy Executive Officer

Monique A. Mosolf
Health & Population Development Officer

Nils Mueller
Supervisory Democracy Officer

Juniper Neill
Agricultural Development Officer

Christopher O'Donnell
Contracting Officer

Sean J. Osner
General Development Officer

Carissa L. Page
General Business Specialist

Karen K. Pak
Lead Program Analyst

Geoffrey B. Parish
General Development Officer

Nathan B. Park
Program Analyst (ICS)

Kerry A. Pelzman
Supervisory General Development Officer

Suzanne M. Poland
Supervisory Food for Peace Officer

Kurt A. Pope
Supervisory Executive Officer

Douglas R. Pulse
General Business Specialist

Alan I. Reed
Supervisory Executive Officer

Danielle M. Reiff
General Development Officer

William Reynolds
Contracting Officer

Jonathan Richter
Project Development Officer

Luis A. Rivera
Contracting Officer

Gary Robbins
Supervisory General Development Officer

Kimberly A. Rosen
Program Officer

Michael P. Rossman
Contracting Officer

Lauren K. Russell
Program Officer

Michael S. Satin
General Development Officer

Robert P. Schmidt Jr.
Contracting Officer

Ken A. Seifert
Program Analyst

Cynthia L. Shartzer
Contracting Officer

Lorraine Sherman
Executive Officer

Rhonda Shire
Deputy Controller

Meri L. Sinnitt
Supervisory Health & Population Development Officer

Mary E. Skarie
Health & Population Development Officer

David B. Smale
Supervisory Executive Officer

Monica Smith
Legislative Officer

Sreen John Smith
General Development Officer

John M. Stamm
Private Enterprise Officer

Loren O. Stoddard
Agricultural Development Officer

Siana E. Tackett
Health & Population Development Officer

Penelope A. Thomas
Executive Officer

Jennifer J. Tikka
General Development Officer

Amy Tohill Stull
Supervisory Project Development Officer

Theresa G. Tuano
Supervisory Program Officer

Caroll L. Vasquez
Health & Population Development Officer

Lynn N. Vega
Supervisory General Development Officer

Marian Odessa Venable
Secretary Stenography

Virginia Waddell
Supervisory Program Officer

Sara R. Walter
Supervisory Program Officer

Peter A. Wiebler
Supervisory Democracy Specialist

Stephanie Wilcock
Supervisory Program Officer

Alonzo A. Wind
Supervisory General Development Officer

REASSIGNED

Stephanie Acosta Mikulasek
COMP/NE/OJT to El Salvador/JOPA

Karen Lee Anderson
Bolivia/DEM SOT to LAC/SA

David C. Atteberry
East Africa/OD to Ghana/OD

David A. Atwood
E&E/DGST to Africa/SD

Chris D. Barratt
West Africa/HO to Iraq/PRT

Christopher G. Barrett
COMP/FSLT to Nicaragua/JOPA

Jacqueline Bell
OIG/A/PA to RIG/Cairo

Edward W. Birgells
Iraq/FSTB to Pakistan/OD

Jerry P. Bisson
LAC/RSD to Afghanistan/OIEE

Rebecca R. Black
India/EG to A/AID/COO/M

Alexander V. Bond
Haiti/EXO to Iraq/MGT

John P. Brady
Afghanistan/OPPD to Iraq/GPRT

William R. Brands
Dominican Republic/DIR to Honduras/D

Arthur W. Brown
DCHA/PPM to COMP/LT TRNG

Sharon T. Carter
LAC/RSD to COMP/FS

Jonathan Chappell
Ukraine/D to West Africa/RAAO

Cynthia Sue Chassy
SA/EO to Honduras/HR

Laura E. Coughlin
Guinea to Guinea/PPD

Gerard M. Custer
RIG/Frankfurt to RIG/Baghdad

Beth E. Cypser
LAC/CAR to Haiti/D

Robert E. Davidson
Egypt/HRH to Ghana/EHRD

Alan L. Davis
COMP/DETAIL/SUP to USAID REP/Cyprus

Kim J. Delaney
CA/DM to Egypt/DG

Carl Derrick
LAC/SPO to El Salvador/D

Michael J. Eddy
Macedonia to Bolivia/DEM SOT

Michelle Marie Fontaine
OIG/A/PA to RIG/San Salvador

Kay J. Freeman
COMP/FS to LAC/RSD

Latanya Mapp Frett
Nigeria to Egypt/PO

Jeannie Friedmann
GH/PRH/SDI to West Africa/HO

Theodore V. Gehr
India/PS to DCHA/OMA

Joseph E. Gibson
Bulgaria/PFNP to Pakistan/OD

Kovia Gratzon Erskine
COMP/NE/OJT to Madagascar/POP

Ronald J. Greenberg
Africa/SD/EGEA to Nigeria

David A. Hallengren
Nicaragua/EXO to Bosnia-Herzegovina

James Harmon
Jamaica-CAR/DIR to Africa/SA

Margaret Ann Haywood
PPC/RA/PBI to FA/COO/PM

Peter W. Henderson
DCHA/OFDA/OPS to COMP/LT TRNG

Wanda M. Henry
Afghanistan/OAA to El Salvador/OCG

Andrew M. Herscowitz
COMP/FS to Peru/D

Sonila Hysi
West Bank/Gaza/JOPA to Iraq/OAA

Lloyd Jackson
Haiti/PCPS to Pakistan/PDO

Sheri Nouane B. Johnson
Bangladesh/PHN to Mozambique/GD

Thomas J. Johnstone Jr.
Haiti/FM to India/RFMO

Linda L. Kelley
COMP/FS to HR/FSP/SP

Grace K. Lang
DCHA/OTI to Afghanistan/OSSD

Kathleen S. McDonald
Asia/SCAA to Pakistan/OD

Mikaela S. Meredith
USAID Rep/Yemen to Nigeria

Carl Eric Mitchell
E&E/EG/EI to EGAT/NRM/W

Kermit C. Moh
Panama/D to ODP/PSA

Charles S. Morgan
HR/FSP/SP to SA/REXO

Charles E. Mosby
Afghanistan/OAA to COMP/FS

Gary W. Newton
Namibia to COMP/FS

Laura P. Pavlovic
COMP/NE/OJT to Ukraine/JOPA

Milan Pavlovic
COMP/FSLT to Ukraine/D

Gregory E. Picur
RIG/Cairo to OIG/I/Africa-NE

Diana B. Putman
COMP/LT TRNG to COMP/FS/OS/DS

Elizabeth T. Roen
E&E/EA to A/AID/COO/PAC

Glenn R. Rogers
EGAT/EG to E&E/DGST

Michael P. Rossman
Ethiopia/D to Afghanistan/OAA

Paul Sabatine
Bangladesh/PRO to Mali/PROG

Roshanak Salimi
RIG/Pretoria to OIG/A/PA

Robert P. Schmidt, Jr.
Iraq/OAA to COMP/FS

John H. Seong
Iraq/EGA to COMP/LT TRNG

Nancy M. Shalala
West Bank/Gaza to COMP/LWOP

Lorraine Sherman
Afghanistan/JOPA to Kosovo/EXO

Mary E. Skarie
Pakistan/OD to East Africa/PH

David B. Smale
COMP/FS to COMP/FS/OS/DS

Herbert B. Smith
COMP/FS to Afghanistan/OD

Olutokunbo L. Smoak
Africa/EA to EGAT/PAICO/PI

Daniel Mark Smolka
COMP/LT TRNG to Honduras/D

Myra Emata Stokes
COMP/FS to Philippines/PRM

Littleton Tazewell
CA/DO to Panama/D

Jennifer J. Tikka
Kosovo/EGO to Iraq/PRT

Christophe A. Tocco
Rwanda to COMP/FS

Paul Christian Tuebner
Haiti/D to DCHA/OMA

Richard Whelden
RDMA/OD to GH/SPBO

Carol J. Wilson
Afghanistan/PFNP to Iraq/PRT

Lisa L. Witte
DCHA/FFP/PTD to Africa/SP

James S. Wright
Mali/PROG to Egypt/DIR

George Zarycky
Armenia/JOPA to Armenia/DGO

Ellen Marie Zehr
Bangladesh/EXO to Jordan/EXO

RETIRED

Martin Edward Hanratty

Dennis E. Panther

MOVED ON

Liliana Ayalde

Kathleen C. Bridges

Mary J. Dostert

Bruce Etling

Tomas A. Gallardo

Krista R. Hawkins

Roger G. Heller

Bryan T. Highfill

Dana C. Kenney

Jennifer A. Kole

Ann Lion Coleman

Michael A. Magan

Deborah J. Niewijk

Judith S. Schumacher

Kathyrine R. Soliven

Jody R. Stallings

Joseph J. Taggart

Dianne Tsitsos

Global Health's Greene Takes Top Federal Honor

Richard Greene, director of USAID's Office of Health, Infectious Disease and Nutrition, was named Federal Employee of the Year at the Partnership for Public Service annual gala Sept. 16. This award recognizes a federal employee whose professional contributions exemplify the highest attributes of public service.

Greene was one of 29 finalists for Service to America Medals or "Sammies." The finalists were chosen from nearly 500 nominations, representing two dozen federal agencies.

Greene was principally recognized for his work on the President's Malaria Initiative (PMI)—an interagency initiative led by USAID with the U.S. Department of Health and Human Service's Centers for Disease Control and Prevention (CDC) as the key partner. The PMI is overseen by Rear Adm. Tim Ziemer, who was appointed by the President to coordinate the effort.

Greene—who was already running USAID's Office of Health, Infectious Diseases and Nutrition, and leading efforts to combat infectious diseases abroad, including malaria and tuberculosis—was asked to develop the plan and launch the PMI.

Richard Greene

Photos by Sam Kittner

Greene led the day-to-day implementation of the plan, and he and his staff are credited with mobilizing programs and helping launch services and supporting systems in record time while tailoring different approaches to fit the needs of each individual country. He has led his own team from USAID while coordinating its efforts with staff at CDC as well as other global malaria partners.

Large-scale mosquito net campaigns were organized with private and other partners in seven countries. To ensure transparency and accountability, the team created a Web site that featured detailed country plans and budgets as well as redacted contracts, grants, and other program information.

In its first year, the initiative reached more than 6 million people with insecticide-treated mosquito nets, spraying, and therapeutic drugs. By the end of its second year, the program had reached more than 25 million people with malaria treatment or prevention measures, including more than 17 million people protected through indoor residual spraying. Early results show signs of reduced malaria transmission in four countries.

The Lancet, a respected British medical journal, has praised the initiative for its flexible, transparent, and collaborative approach.

"I am humbled and privileged," said Greene of the honor. "The award represents the work and achievements of dedicated and talented staff at USAID headquarters, in overseas missions, and in CDC Atlanta that are responsible for these accomplishments. These include senior managers, malariaologists, entomologists, monitoring and evaluation experts, communication specialists, and a host of others."

Greene began his career as a Peace Corps volunteer in the Ivory Coast in 1978. After taking a job with USAID in 1984, he spent 15 years overseas in places ranging from Sudan to Cameroon to Bangladesh. He eventually settled in as the head of USAID's Office of Health, Infectious Diseases and Nutrition in the Bureau for Global Health, and he has put the Agency on the cutting edge of addressing key global health issues.

His staff launched the Agency's avian influenza work, which has expanded to 50 countries. His team also built a program to combat neglected tropical diseases, which delivered more than 35 million treatments in its first full year. This year his office is working with USAID regional bureaus to support an expanded maternal and child health program that will help reduce under-5 and maternal mortality in more than 30 countries.

The Service to America award program pays tribute to America's federal workforce, highlighting those who have made significant contributions to the United States. Honorees are chosen based on their commitment and innovation, as well as the impact of their work on addressing the needs of the nation. Nominations are not accepted directly for the Federal Employee of the Year medal. The nominees of all other medal categories are considered eligible, and the winner is chosen by the selection committee from among the finalists announced each summer. ★

Djibouti Medal Honors USAID

USAID Representative Janet Schulman received Djibouti's highest medal at a July 10 ceremony in recognition of her contributions to the development of the country. The award, which made Schulman an "Officier de l'ordre de 27 juin," is the highest honor that can be given to a foreigner.

The award, decreed by President Ismail Omar Guelleh, was presented to Schulman by Djibouti Prime Minister Mohamed Dileita. It recognizes the partnership between Djibouti and the United States and highlights USAID's work with other U.S. agencies in that country to provide training and services for the people of Djibouti, most notably in health, education, and governance.

Schulman has been USAID Representative to Djibouti since 2004. She helped develop the U.S. 3D (diplomacy, defense, and development) approach to the conditions of Djibouti. She worked with the Djibouti government, the U.S. Embassy, and the U.S. military's Combined Joint Task Force/Horn of Africa in advancing the 3D approach. Together they have helped over 4,000 children get clean water at schools and health clinics; rehabilitated 23 rural health clinics, including construction of maternity wings; and created local health committees that advocate for the clinics, a new experience for Djibouti.

USAID developed a health training guide and trained all health service providers in the country. The Agency also helped the Ministry of Health develop a health information system, which serves as a major tool in planning and decision making.

Schulman also oversaw the rehabilitation of over 50 schools, provision of school kits for all primary school children, distribution of 96,000 text books to all primary school pupils; and construction of five teacher resource centers. The USAID program also developed 99 Parent Teacher Associations in rural areas. These efforts helped increase primary school enrollment from 39 percent to 67 percent.

USAID Representative Janet Schulman receives medal from Djibouti Prime Minister Mohamed Dileita July 10.

Schulman also worked through the Ambassador's Girls Scholarship program to help Djibouti increase enrollment of girls at all levels. Of the 1,000 scholarships awarded, 80 percent of students advanced to the next class.

In addition, USAID programs in civil society and political processes have improved the climate for democracy and governance in Djibouti, helping increase the number of women in parliament to 14 percent and encouraging women, NGOs, and marginalized groups to participate in elections. ★

CORRECTION

The September 2008 *FrontLines* contains a mistranscription in an interview with Undersecretary of State for Public Diplomacy and Public Affairs James K. Glassman. When he was in Cairo, Glassman was a member of the Djerejian Commission. ★

CONTINUED. . .

REUNION from page 1

could become an annual event.

"We have need of you," said Administrator Henrietta Fore, who conceived of the alumni event. "We will give you some homework," she joked.

"You are not just alumni—you are leading thinkers in development and important for the future of U.S. foreign assistance."

"We don't want to lose the history of USAID," she added.

Not all of the former employees have retired. Some moved on to work with USAID contractors and grantees such as Chemonics and the Academy for Educational Development as well as NGOs, academia, and other U.S. agencies. One man told *FrontLines* that he had not been back to the Agency for 25 years.

Fore asked that the alumni share their experience and help recruit and mentor new staff—especially as the Agency is preparing to double its Foreign Service staff to 2,000 within the next three years. She also said that, once the 2,000 staff level is reached, she believes the FSO staff should be redoubled again to 4,000 by the next Administration.

The returning alumni hugged long-lost friends from trying times long ago spent across the seas as well as in Washington, squealing with delight as they recognized each other—although often stouter and greyer.

A core group of about 100 met separately after lunch to discuss forming a permanent alumni association which will be both private and independent of the Agency.

Several of the people at that meeting said they expected such a group would be able to speak out to the American public and Congress on behalf of foreign assistance and USAID.

Stacey Rhodes, co-chair of the ad-hoc group that organized the alumni reunion, said, "We now see the potential value of establishing an alumni association at this juncture in USAID's history, when the Agency's role in the 21st century is being widely debated and when the alumni's voices can be a valuable asset in shaping the future."

Former employees indicated that they hoped to approach Congress and the American public with their ideas on the importance of foreign aid. "The only way to get a bigger [foreign aid] pie is if the American people are better informed," said one.

Others said the organization could become a source of valuable criticism and feedback that would strengthen USAID. Still others saw the group as a network for members to share their common past and socialize.

Aaron Williams, who left the Agency for contractor RTI, said that "seven years later I still feel part of USAID and say 'we,'" when speaking about it. "An alumni association is a vehicle to support a strong aid agency," he added.

Ross Wherry, just back from working with RTI in Baghdad, said, "This is useful. We'll get a database of resources."

At lunch, Fore said, "I hope this gathering will be the first of many" and she called on the former employees to "help us do recruiting."

The current e-mail address for the USAID Alumni Working Group forming the alumni association is: USAIDAlumniWG@gmail.com. ★

Photo by Stephanie Hilborn, USAID

FORMER USAID EMPLOYEES RECALLED THEIR TIME WITH THE AGENCY…

Peter Downs recalled his experience in Afghanistan "with a government group led by Pat Fine, who was the director at the time. It was across the board: agriculture, institution building, school building. I was in the program office so I did design work and program work."

Linda Whitlock-Brown: "One of my favorite stories is that I was the executive of a three-person program management assessment team to close out [the] Mongolia [mission]. I went down there, started firing people, selling the furniture. Then on Sept. 28 there was an emergency appropriation for $10 million to give Mongolia emergency energy funding. I went back to Washington and joined three task forces and flew back [to Mongolia] in November. I hired everybody back, saved the furniture and the mission is thriving today."

Stacy Rhodes: "The kind of work I was privileged to do, in particular as a director, I didn't just come in contact with Nobel Prize winners, but to actually work in partnership with their organizations: Oscar Arias of Costa Rica, Rigorberta Menchu of Guatemala, and South Africa's Nelson Mandela and Desmond Tutu. It was not just transcendent luck but the nature of the work, symbolic of the kind of work that USAID does: signing grants and working in partnerships with these people. That, to me, is the highlight of the career USAID offers you."

Gloria Kirk: "My assignments broadened my horizons, broadened my philosophy on life, what I can accomplish. One person can make a difference, not only in the Agency, but in the countries. I can speak truth to a person in power. I served in Colombia, Liberia, Sri Lanka, Nigeria and Zaire."

Irving Rosenthal: "When I was assigned to my first assignment in Africa, to Tunisia, to make sure my children were happy to go with me, I told them we would live in a straw hut and I would bring monkeys and other animals in the straw hut. It wasn't until 15 to 20 years later that I discovered how angry they were with me because we didn't live in a straw hut. We stayed in a fine building that USAID provided. We were on a beach and swimming in the Mediterranean."

Mary Love, when asked for her fondest memory: "Honey, you can't put in 30 years and reduce it to one story."

SECRETARIES from page 2

what's hard, is how to have confidence, and at the same time, have some humility.

And that's not easy, if you're in office.

BAKER: We need to beef up the elements of soft power for this country. We need more civilians …beyond the provision of more troops, you've got to get civil reconstruction teams in there, economic development. We need more Foreign Service personnel. You know what we have today? I think, active Foreign Service Officers, maybe 6,500. Not as many as there are on one aircraft carrier. We need more there. We need more foreign assistance. That has been diminishing every year for the past, probably 15 years. So, how can we—how can we reconstruct these countries if we don't have the—elements of soft power that we need to do it? It's not just the military.

POWELL: We often talk about hard power and soft power… But the reality is when you go into a place like Iraq or a place like Afghanistan, before your soft power becomes useful and effective, you've got to create conditions of security. That's what we did not do in Iraq in the spring and summer of 2003 and that's what General Petraeus has been trying to do over the past year. In Afghanistan, we did not create conditions of security in the early years. And so, soft power has a role to play and it's complimentary to hard power. But don't underestimate the need to do the first thing that all governments have to do, and that is to provide security for the region.

ALBRIGHT: I used to talk about the Katrina effect. Because when I went down there, people would say exactly what you're saying—"Why are you spending money on some country we don't even know where it is, when we need help ourselves." But I think that the job of the president, actually, is to explain these issues to the American people and explain how they affect us on a day to day basis. Colin talked about the drug problem in Afghanistan. Ultimately, that comes back in some way to the United States. Or people having to fight in places or die because we haven't paid enough attention. And the truth is, we are a rich country. That's how we started this discussion. And it's not a matter of cutting the pie up, it's of growing it. And I think that we should be able to do all of the above, but it does require a somewhat different tax policy.

BAKER: The president has the bully pulpit. There used to be a consensus for the idea of foreign assistance. I think that the new president can re-establish that, particularly when he's talking about Afghanistan. Where the threat is terror. Terror that came home to us on 9/11. And there's another area where the president's going have to use the bully pulpit to rally the American people, and that is the fact that we've lost the consensus for free trade. Liberalized trade and investment no longer enjoys any support on the left of the Democratic party or the right of the Republican party, where it used to be very, very strong.

POWELL: The current president, President Bush, has done a good job in Africa. We have, in fact, doubled overall foreign assistance in the last eight years and quadrupled development and other assistance to Africa. And the president's program for HIV/AIDS relief, $15 billion, most of that is heading to Africa. The Millennium Challenge Account, which invests in those countries that are moving properly and put in democratic systems, we've done a lot. And I think all that should be continued. The African Growth Opportunity Act, all that should be expanded.

We resolved conflicts in a number of places. Liberia, we got rid of a terrible dictator. America hard powered that and now soft powers are coming in behind. And we stabilized quite a few places. But the need is great, with respect to poverty reduction, HIV/AIDS, clean water, infectious diseases…for the next president. And I would submit that in Latin America we've got a pretty good record there in recent years. Yes, we have the Hugo Chavezes and the Evo Moraleses of the world. But most of the nations in Latin America…20 or 30 years ago… were being run by generals and juntas and Castros. ★

CONTINUED. . .

NEW FOOD from page 1

The bars taste a lot like Lorna Doone shortbread cookies, said *FrontLines* staff who sampled the prototypes.

Since the food does not need to be cooked, it is ideal for emergencies and unstable populations who cannot set up a kitchen and find pots, utensils, and fuel. While people still need drinking water to survive, the paste or bars can be eaten when no water is available.

"This food product will become an essential part of USAID's efforts to help hard-to-reach populations displaced by conflict or natural disaster. It provides all the nutrition an adult or child needs when they have no other access to food," said Judy Canahuati of USAID's Office of Food for Peace.

The high-energy foods are in the final stages of preparatory work before mass production. A Louisiana company turned out prototypes; USAID has requested the Department of Agriculture to develop a commodity item description required before bidding opens early next year for large-scale production.

A U.S. Army laboratory in Natick, Mass., which assisted with the research of the foods with USAID beginning in 2002, tested the packages over two years to assure quality remained high.

The foods have been packaged and tested to withstand a 1,000-foot fall from a plane, and are completely impervious to water—useful after natural disasters such as the cyclone in Myanmar, the 2004 Indian Ocean tsunami, or even after Hurricane Katrina.

The food can be stored at temperatures of 80 degrees Fahrenheit for at least two years without spoiling or losing its nutritional value.

To be sure people in Asia, Africa, and Latin America would eat the relief food, samples of both bars and paste were offered to volunteers in Bangladesh, Ethiopia, and Nicaragua. They approved, with adults slightly favoring the bars and children from 3 to 12 years old preferring the paste.

The need for a U.S. brand of such emergency food became apparent during the 1990s Yugoslavia civil wars: U.S. helicopters delivered food to those in need, but only Norway produced emergency biscuits.

"Because of legislative restrictions…only limited purchases of such products can be made by USAID from food manufacturers outside the United States," said the Institute of Medicine of the National Academy of Sciences in a book titled *High Energy Nutrient-Dense Emergency Relief Food Product.*

So research began on a U.S. version and a joint project was launched by USAID and the U.S. Army to produce A20 and the two bars, A28 and A29.

Sadly, as this article was going to press, *FrontLines* received word of the Sept. 28 death of Tom Marchione. Along with Sam Kahn, Marchione originated the idea for the A-20 food, obtained funding, worked with the Institute of Medicine to report on the food's qualities, engaged the Army's Natick Laboratories to work on the prototype, and saw the prototype through to completion, including taste tests.

"What he left us to do was get the product out, which we are working on," said Canahuati.

These foods should prevent malnutrition in children and adults. The paste and biscuits can be fed to children as young as 6 months as well as to adults and the elderly. The bars can be eaten dry directly from the package or mixed with liquid to make a porridge. The paste is eaten as is, directly from the pouch.

Each 1-pound box with nine packets of paste or nine biscuits costs about $4 to produce. About half the cost goes to the packaging that protects the food from airdrops, flooding, and heat. Canahuati expects that once mass production begins, the cost may be lower, as estimates have been based on very limited production.

Milk is the only animal product in the emergency food: there is no other animal food that might keep some populations from eating it due to religious or cultural restrictions. ★ *—B.B.*

CONVOY from page 1

triple the reliable electric power output from 16.5 megawatts to 51 megawatts to Kajaki, Lashkar Gah, and Kandahar. Other work on the dam will provide water for homes, agriculture, and industry for the 1.5 million people in the Helmand River valley.

Afghan National Security Forces and International Security Assistance Force troops, including those from the United Kingdom, United States, Canada, Denmark, and Australia, provided security to the convoy.

The troops fended off countless attacks and disabled scores of improvised explosive devices during the week-long journey, the *Associated Press* reported.

"The result of the operation will be a much needed increase in capacity to generate electrical power, which will create a better quality of life for Afghan people in southern Afghanistan," NATO's International Security Assistance Force said in a statement.

The Kajaki Dam was first constructed by USAID during the 1950s and two turbines were installed in the 1970s. The repair of those turbines plus installation of the third turbine delivered in September will cost about $50 million. Power lines to deliver the electricity generated by the turbines to cities in the south will cost an additional $77 million.

Maj. Gen. J. G. M. Lessard, the commander of NATO troops in southern Afghanistan, reportedly said: "Despite the disruptive effort from the insurgents, we achieved our goal and delivered the new turbine. The insurgents' efforts have not been successful. They will not win and are not winning in the southern region."

A convoy of 100 vehicles along with helicopters and jets protected the turbine as it journeyed along the road. Once the new turbine is installed, it will help the dam supply 6 percent of Afghanistan's electrical power. ★

AZERBAIJAN from page 5

forum led by Street Law attorneys. It was created by a team of legal experts, psychologists, and trainers. In classrooms and online, teachers and 89 schoolchildren between ages 10 and 15 discussed democracy and human rights basics such as conflict resolution, equality, children's rights to an education, and the importance of the courts.

Since 2004, the program has trained over 150 law students from eight universities to lead classes and online discussions for schoolchildren across Azerbaijan. This past June, 50 law students graduated from the program.

In the past four years, 2,400 Azerbaijan schoolchildren in six cities have participated in the program's online curriculum, classrooms, mock trials, and other educational forums. ★

ATM from page 6

loans that have reached 71,000 Afghans.

The key was to create loans that comply with Islamic or S*haria* law. Lenders sign a fee-for-service agreement with their borrowers: the lender purchases goods on behalf of the borrower. The lender then resells those goods to the borrower along with a repayment plan and markup that covers administrative costs. This structure, called *murabaha* in Arabic, allows financial institutions to comply with Islamic prohibitions on interest. ★

BOLIVIA from page 5

Clients no longer need to close down their stalls and travel to make loan payments or deposit savings, which means that more market sellers will join Bolivia's 630,000 microfinance clients who can access services to grow their businesses.

USAID has supported the growth and sustainability of microfinance in Bolivia for over 20 years through regulatory reforms and institutional support. The Agency plans to continue to expand the outreach of financial services into the new neighborhoods being formed outside of Los Pocitos. ★

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HAITI REELS FROM SUCCESSIVE STORMS AND FLOODS

U.S. Navy Photo by Chief Mass Communication Specialist James G. Pinsky

A Haitian worker moves cooking oil supplied by USAID at Port-Au-Prince international airport. U.S. relief efforts in Haiti are being coordinated by USAID's Office of U.S. Foreign Disaster Assistance.

U.S. Navy photo by Mass Communication Specialist 3rd Class William S. Parker

An aerial photograph of damage in Port-Au-Prince, Haiti, caused by Hurricane Ike.

After a series of tropical storms and hurricanes hit the island nation of Haiti some 600 miles off the coast of Florida between Aug. 15 and Sept. 7, the United States rushed in with humanitarian relief, some of it delivered by a U.S. Navy ship.

The hardest hit place was Gonaives, a city of more than 200,000 people, which was first largely flooded by rising water from heavy rains and then was inundated by mud flowing off eroded and deforested mountains behind the city.

Surging waters cut off roads linking the city with the capital Port-au-Prince, making delivery of food, shelter, medicine, and clean water nearly impossible for many days.

Over three weeks, Tropical Storms Fay, Gustav, Hanna, and Hurricane Ike killed over 400 people and left 850,000 people homeless in Haiti. More than 100,000 people were living in shelters and agriculture was destroyed over much of the country, José Cárdenas, acting assistant administrator for Latin America and the Caribbean, told the Western Hemisphere Subcommittee of the House Foreign Affairs Committee Sept. 23.

Haiti was already suffering from the global food crisis. Nearly 80 percent of the population lives on less than $2 per day. One out of every eight children dies before reaching age 5.

"This will take billions of dollars. This is not something small," Administrator Henrietta Fore said Sept. 18 after flying over affected areas in a helicopter.

The U.S. government started by sending more than $30 million in food aid and humanitarian assistance, and countries like Colombia have airlifted food and clothing.

U.N. agencies delivered food to more than 240,000 people, aided by soldiers of the U.N.'s 9,000-strong peacekeeping force and military ships like the USS Kearsarge and Canada's HMCS St. John.

USAID sent three chartered aircraft to Port-au-Prince with hygiene kits, water containers, water bladders, and rolls of plastic sheeting; and is providing $14 million in emergency food through the U.N. World Food Program, World Vision, and Catholic Relief Services. These organizations were already feeding 1.5 million people before the storms.

When emergency relief ends, reconstruction and recovery will begin, Cárdenas said. USAID plans to:

- Hire Haitians to rebuild schools, clinics, roads, bridges, and water and sanitation systems.
- Replace damaged or ruined equipment, and medical and school supplies.
- Provide micro-loans, seeds, tools, livestock, and support for families.
- Fix irrigation and flood control; stabilize weak hillsides.
- Increase preparedness for future disasters to reduce vulnerability.

U.S. Navy photo by Mass Communication Specialist 2nd Class Joshua Karsten

Military Sealift Command hospital ship USNS Comfort (T-AH 20) is anchored off the coast of Port-au-Prince as part of a four-month humanitarian deployment to Latin America and the Caribbean, providing medical treatment to patients in a dozen countries.

U.S. Navy photo by Mass Communication Specialist Seaman Apprentice Ernest Scott

A group of Haitian men salvage belongings from their flooded homes in Gonaives.

U.S. Navy photo by Mass Communication Specialist 2nd Class Erik C. Barker

Haitian villagers follow medical personnel from the amphibious assault ship USS Kearsarge (LHD 3) into their village during an assessment to determine aid requirements. Service members from the Navy, Army, Air Force, Marines, and Coast Guard, along with medical personnel from the U.S. Public Health Service, Canadian Army, Air Force and Navy, Brazil, Project HOPE, and International Aid embarked aboard Kearsarge to conduct hurricane relief operations in Haiti.