USAID
FROM THE AMERICAN PEOPLE

FRONTLINES

WWW. USAID.GOV

DECEMBER–JANUARY 2009

INSIDE THIS ISSUE

Photo by Vladimir Popovic

U.S. assistance has helped make tourism the largest source of foreign exchange for Montenegro.

Montenegro's International Summer Carnival draws tourism to the small, seaside country.

FRAMEWORK OBJECTIVES:

Peace and Security

Africom's leader Gen. Ward plans to work with USAID . . . . . SEE PAGE **1**

Governing Justly and Democratically

Ugandans returning home find government support through aid. . . . . SEE PAGE **5**

Investing in People

Inspector General trains Afghans to fight corruption . . . . . SEE PAGE **12**

Economic Growth

Montenegro tourism takes off with U.S. help . . . . . SEE PAGE **6**

Humanitarian Assistance

U.S. provides $6.2 million for Zimbabwe cholera outbreak . . . . . SEE PAGE **4**

Photo by USAID

Administrator Henrietta Fore and Acting Deputy Administrator James Kunder hosted a holiday party at the Agency's headquarters Dec. 17. See pages 8-9 for employee reflections on the past year.

U.S. Agency for International Development
Bureau for Legislative and Public Affairs
Washington, D.C. 20523-6100

Penalty for Private Use $300
Official Business

PRSRT STD
Postage and Fees
PAID USAID
Permit No. G-107

Photo by Department of Defense Commander Denise Shorey, U.S. Africa Command

TE-TUGU IDP CAMP, Uganda—Army General William Ward, commander, U.S. Africa Command, meets Malaria Consortium, on April 10, 2008, at the Te-Tugu Camp for internally displaced persons near Gulu. Malaria Consortium is an NGO working with USAID.

AFRICOM GENERAL HAILS USAID-MILITARY LINKS

The new U.S. Africa Command created Oct. 1 is working with USAID in the latest example of increasing civilian-military cooperation in foreign aid.

Gen. William E. "Kip" Ward is head of the sixth and newest U.S. military regional command—known as U.S. AFRICOM, which is based at Kelley Barracks in Stuttgart, Germany. His tasks include coordinating military policies with African countries to enhance stability and closely working with USAID to promote their development. On Oct. 23, he met in the Pentagon with *FrontLines'* Ben Barber.

Q: *What will the main tasks of AFRICOM be?*

WARD: Our main tasks are military-to-military programs with the African nations and their regional organizations. We also support the efforts of other elements of our government.

Q: *How much attention will AFRICOM devote to military efforts vis-à-vis assisting and working with USAID on*

see **AFRICOM** on page 14 ▶

Obama Transition Team Is Briefed by Agency Leaders

By Ben Barber

The Obama transition office sent a team of development professionals in mid-November to USAID where they prepared for a transfer of Agency leadership Jan. 20, 2009.

They began work at a time when thousands of USAID staff across the globe are fighting AIDS, rebuilding Iraq, and trying to create a better life for millions.

The Review Team is led by former USAID officers Gayle Smith and Aaron Williams.

Their task? Get quickly up-to-date on USAID—its problems, successes, and its potential.

"The transition affords the Agency an opportunity to communicate our strengths and our weaknesses, andallows us to offer a strategic way forward for development, as a key element of our national security," said Fulgham. "We are privileged to have such a seasoned group of professionals, including distinguished USAID alumni, overseeing the effort on behalf of the President-elect.

"Since this is a time both of wars and domestic financial crisis, there is an exceptional level of cooperation between the outgoing Administration and incoming team" said Debbie Kennedy-Iraheta, co-coordinator of the Agency transition team.

see **OBAMA** on page 15 ▶

157 HIRED: FOREIGN SERVICE TO DOUBLE BY 2012

By Ashtar Analeed Marcus

The fourth class of Foreign Service Officers (FSO) was sworn in Nov. 10, bringing the total number of new hires to 157 in 2008. This marks the first major step in a hiring strategy aimed at doubling USAID's presence overseas by 2012.

The recruiting of new hires also gives the Agency a chance to diversify its workforce in ways that better reflect the ethnic variety of Americans.

"USAID's rich diversity is important for the

see **157 HIRED** on page 13 ▶

WHAT THEY ARE SAYING . . .

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

U.S. Job in 1980s Afghanistan Was Only Half Finished

CHARLIE WILSON'S PEACE

By Charles Wilson

As tensions rise in the Caucasus and violence once again erupts in Afghanistan, we should recall the lessons we learned from our response to earlier Russian adventurism.

We must recognize now, as we learned years ago, that a strong military alone is not enough to ensure our long-term national security.

In a scene near the end of the movie *Charlie Wilson's War*, after the mujahed-din victory over the invading Soviet military, congressional appropriators turn down my request for funds to rebuild Afghanistan's schools, roads and economy. If we had done the right thing in Afghanistan then—following up our military support with the necessary investments in diplomacy and development assistance—we would have better secured our own country's future, as well as peace and stability in the region.

In reality, this decision played out over several years and involved many people, but the scene makes clear what a mistake we made.

Sure, the problems facing Afghanistan and the region were tough—feuding warlords, the opium crop, and the shift in our attention to the Persian Gulf War. But the Afghans, with our weapons, had done nothing less than help precipitate the collapse of the Soviet Union.

And instead of intensifying our diplomatic and humanitarian efforts to help the Afghans meet their postwar challenges, we simply walked away—leaving a destroyed country that lacked roads, schools, and any plan or hope for rebuilding.

We can avoid the need to spend so much on our military— and put so many of our soldiers in harm's way—simply by investing more in saving lives, creating stable societies, and building economic opportunity.

Into this void marched the Taliban and al-Qaeda, and we all know what happened after that. Today, fledgling democracies—be it Afghanistan or Georgia—face similar danger. We simply cannot make the same mistake.

The lesson here is about more than the good manners of reciprocating a favor. It takes much more to make America safe than winning on the battlefield. Had we remained engaged in Afghanistan, investing in education, health, and economic development, the world would be a very different place today.

The aftermath of a congressional committee's decision so long ago has turned out to be a warning that America is not immune to the problems of the very poorest countries. In today's world, any person's well-being—whether he or she is in Kandahar, Kigali, or Kansas—is connected to the well-being of others.

Yet, as we commit troops to the "war on terror," America's civilian institutions of diplomacy and development continue to be chronically under-manned and under-funded.

We spend 1 percent of the federal budget on these critical elements of our foreign policy, compared with 22 percent on the military and weapons.

While I have always believed in and fought for a strong defense, I know that we cannot rely on the military alone to keep us secure.

As the situations in Afghanistan and Georgia suggest, our future threats are likely to come from states that cannot meet the basic needs of their people. We can avoid the need to spend so much on our military— and put so many of our soldiers in harm's way—simply by investing more in saving lives, creating stable societies, and building economic opportunity. This strategy won't resolve the conflict in Georgia today, but it could help America prevent similar crises in the future.

This is not a partisan issue. From the Marshall Plan to the Peace Corps to the President's Emergency Plan for AIDS Relief, Americans of all political stripes have always joined together to build a better, safer world.

Defense Secretary Robert Gates was spot-on when he said [in July], "The Foreign Service is not the Foreign Legion, and the U.S. military should never be mistaken for a Peace Corps with guns." We've got to get this right.

This is not a partisan issue. From the Marshall Plan to the Peace Corps to the President's Emergency Plan for AIDS Relief, Americans of all political stripes have always joined together to build a better, safer world.

Whether the focus is on the spread of germ-borne illnesses or violent terrorist ideologies, America is made safer—and our global leadership is affirmed—when we help other countries eradicate the conditions that give rise to these scourges.

We cannot afford to aspire to anything less than defeating poverty, disease, ignorance, and despair wherever they exist.

It is a relatively small but incredibly effective investment that helps ensure our future national security and economic prosperity.

Robust investments in health, education, and economic development are critical elements of our national security. I hope the message of our experiences in Afghanistan will resonate with the next president…as he puts in place his strategic vision for America's role in the world. ★

Charles Wilson was a Democratic congressman from Texas from 1973 to 1997. The movie Charlie Wilson's War *depicts his success in winning U.S. funding and military support to Afghan groups who ousted the Soviet Army in 1989. He is an adviser to the Center for U.S. Global Engagement and can be reached at usglobalengagement.org. This article appeared in the* Washington Post *Aug. 28, 2008.*

Mission of the Month

BANGLADESH

Photo by Nahid/Shabolombi Unnoyon Shongstha

Jibon Rokkha Badh, **a new embankment constructed in Raipur, Bangladesh, is providing many benefits to approximately 60,000 people living in 71 villages.**

Embankment in Bangladesh Is Breaking Cycle of Poverty

Challenge

Bangladesh has always been prone to natural disasters. Because it is located on top of one the world's largest river deltas, hundreds die and thousands are made homeless every year there by flooding triggered by heavy tropical rains. Villagers in the Netrokona district of Raipur in northeast Bangladesh live with the threat of rising flood waters on the Kongso River every year.

The weather has for years helped perpetuate a cycle of poverty that is almost impossible to escape. Families depend on money lenders to make ends meet. Many men migrate to other districts to look for work, usually leaving their families behind. The scarcity of potable drinking water; lack of access to health services, schools, and sanitation facilities; and restrictions on mobility and communications all diminish quality of life and reduce opportunities for the people of this area.

Innovative Response

To help address this problem, USAID's Strengthening Household Abilities for Responding to Development Opportunities program brought together people living in Raipur, one of the communities most affected by the disastrous weather patterns, to brainstorm ways to protect their land and crops.

The community identified flooding as a critical problem and proposed building a crop protection embankment.

Community and religious leaders, school teachers, and local government officials worked to find the most effective way to build the embankment. A plan emerged which had 61 households voluntarily give up portions of their land for the embankment. The community also formed committees with representatives from different villages to ensure that everyone could have a voice in the process.

People from the communities helped design the 7.5 kilometer (just over 4.6 miles) embankment. Construction began March 16 and ended about a week later. More than 18,000 people from 35 villages—including high school, madrassa, and college students—volunteered to help construct the embankment, which averages 7 feet in height and 16 feet in width. *Jibon Rokkha Badh* named the embankment.

Result

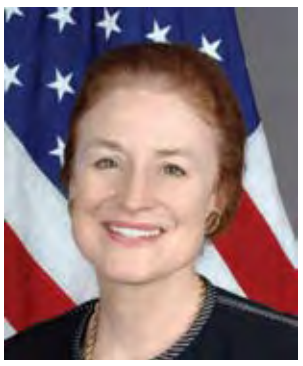
The people of Raipur say the embankment has literally changed their lives. Before the construction of the embankment, the area suffered massive damage to crops and other assets estimated at $9 million annually. Now, with the embankment in place, they can work on their land without fear of flooding, and are assured of year-round employment in agriculture. The men are no longer forced to periodically leave their families and are now confident that they can earn enough from working their own land.

Villagers are hopeful about producing seasonal vegetables that will meet household demand and nutrition needs as well as provide a source of income. With the crops protected year round, the farmers now cultivate crops in three seasons, instead of just one.

"I will now be able to harvest an additional crop season every year, and will grow more vegetables to meet my family's demands," said Jamila Akhter, who lives in the affected area. "It is nice to be able to plan ahead and not have to worry every day about finding enough money to provide for my family during the flood."

Beneficiaries like Akhter have also begun raising fish in man-made ponds adjacent to the embankment, adding a new source of food and income for the families. In addition, livestock has been introduced near the embankment—the new grass growing on the embankment not only provides food but helps stop soil erosion.

All told, more than 40,000 acres will produce three crops. During the last season—from February to April 2008—the embankment saved more than Taka 500,000,000 ($7.3 million) worth of crops from floods. And in the latest season—which began in October 2008 and ended in December—communities will harvest a second crop for the first time. It is estimated that this will bring in another Taka 500,000,000-600,000,000 ($7.3 million to $8.8 million). ★



INSIGHTS

FROM HENRIETTA H. FORE

It has been a privilege to serve as Administrator, and earlier as Acting Administrator, of the United States Agency for International Development since May 2007. I wish to thank every one of our development professionals for your energetic and devoted work. This has made my time serving with you the most rewarding experience of my life.

It was our good fortune that the past 20 months have been a time of strong bipartisan support for renewing our Agency. We have enjoyed a productive relationship with the leadership in Congress, promoting the Development Leadership Initiative to double the numbers of our Foreign Service Officers and likewise to add strength to our Civil Service workforce. Both President Bush and President-elect Obama understand and support our vital work for peace, human dignity, and the alleviation of global poverty.

The 44th President of the United States will preside over a revitalized USAID. Our Agency has made unprecedented investment in promoting diversity and understanding within our ranks. With our new web site, www.GlobalDevelopmentCommons.net, we are on the cutting edge of innovative applications of technology to development. We have renewed our historic commitment to higher education through our worldwide Higher Education Summit for Global Development and a series of regional summits.

With the visionary leadership of President Bush and Secretary of Defense Robert Gates, the Defense Department has deepened its partnership with USAID and the Department of State to put into practice a national security strategy truly founded upon the triad of "three D's"—defense, diplomacy, and development.

USAID stands at the forefront of the developed nations' response to the global food challenge, combining aid with promotion of sound policies for innovation and productivity. Our disaster relief professionals remain second to none in commitment and capabilities to meet emergencies the world over.

The Agency's management, measured by objective and uniform standards, has improved dramatically. We have attained the highest rank, "green," in four of seven "stoplight" categories, and we are recognized for "green progress" in all seven categories.

Leveraging official development assistance through public-private partnerships now is the norm instead of the exception. Since 2001, USAID has built more than 680 public-private alliances with over 1,700 partners to contribute more than $9 billion of combined public-private resources.

USAID's stature has grown as a leader in global efforts to save lives through treatment and prevention of HIV/AIDS, malaria, and tuberculosis.

One of my first official actions as Administrator was to establish a new annual award for a USAID professional who demonstrates courage in the promotion of human rights and human dignity. And one of my final official actions was to preside over the selection of the first annual winner of this John L. Withers Award.

Dr. Withers, who died in 2007, was one of the noblest and most accomplished persons ever to work for USAID. He overcame a culture of racial discrimination to become one of the first African-American officers in the Foreign Service, and eventually a mission director in three of our large and sensitive posts. He was recognized around the world for his courageous rescue of young Holocaust survivors during the hungry times just following the end of the Second World War in Europe.

The legacy of John L. Withers is an ideal of righteousness and courage that each of us should strive to emulate. And inasmuch as we do so, our Agency's greatest and noblest days will be those yet to come. ★

GLOBAL DEVELOPMENTS

BRIEFS

U.S. Provides $6.2M for Zimbabwe Cholera Outbreak

USAID announced Dec. 11 it is providing $6.2 million and has deployed a Disaster Assistance Response Team (DART) to help combat the cholera outbreak in Zimbabwe. The aid is in addition to $4.6 million for emergency water, sanitation, and hygiene programs.

The United Nations reported that cholera has caused nearly 800 deaths, with more than 16,400 cases reported.

USAID is also bringing in emergency relief supplies such as soap, water bladders, and rehydration solution to address the most pressing needs.

"Poor water and sanitation systems coupled with increasingly inaccessible health and other services have caused the cholera outbreak in Zimbabwe," said Administrator Henrietta H. Fore. "This outbreak is a breakdown of Zimbabwe's government services, plain and simple."

The United States has contributed $226 million to Zimbabwe's food and health crisis since October 2007.

South Africa Withheld Drugs, Letting Thousands Die of AIDS

JOHANNESBURG—The South African government could have prevented the premature deaths of 365,000 people earlier this decade if it had provided antiretroviral drugs to AIDS patients including pregnant women, a new study by Harvard researchers reported.

The Harvard study found that President Thabo Mbeki's denial that the HIV virus caused AIDS was the prime reason for the failure to save lives through the use of antiretroviral drugs, The New York Times reported Nov. 25.

In September, Mbeki was replaced by Kgalema Motlanthe, who removed Health Minister Manto Tshabalala-Msimang, who had proposed garlic, lemon juice, and beetroot as AIDS remedies. New Health Minister Barbara Hogan told The Times: "I feel ashamed that we have to own up to what Harvard is saying—the era of denialism is over completely in South Africa."

India Rockets to Moon but Receives $1.2 Billion in Aid

LONDON—Although India is a fast-growing economic power sending rockets to orbit the moon, it has 800 million people living in poverty and will require foreign aid, the Guardian newspaper reported Nov. 19.

Britain will spend $1.2 billion over the next three years in aid to India to lift hundreds of millions of people out of poverty, said Douglas Alexander, secretary of state for international development.

Alexander said that despite real strides in India's economic growth, there were still 828 million people living on less than $2 a day. Alexander said that China had reduced poverty by 70 percent since 1990, but India's poverty had risen by 5 percent.

Britain's Department for International Development says that if the United Nation's millennium development goals—alleviating extreme poverty, reducing child mortality rates, and fighting epidemics such as AIDS—are left unmet in India where 43 percent of children go hungry, they will not be met worldwide.

Myanmar: Long Sentences for Democracy Advocates

YANGON, Myanmar—Courts in military-ruled Myanmar, formerly known as Burma, on Nov. 12 sentenced two dozen pro-democracy activists to harsh prison terms that will keep them behind bars long past a 2010 election.

Fourteen members of the Generation 88 Students group were sentenced to prison terms of 65 years each, and a labor activist, Su Su Nway, was sentenced to 12 1/2 years. Ten people allied with Nobel Peace laureate Aung San Suu Kyi's National League for Democracy got jail terms of eight to 24 years.

Many of the activists were involved in protests last year that led to huge pro-democracy demonstrations that the army put down by force. According to UN estimates, at least 31 people were killed and thousands of demonstrators were detained. Many fled the country or went underground.

Bill Gates Calls for Doubling Foreign Aid

Microsoft founder and philanthropist Bill Gates on Dec. 3 called on the incoming Obama Administration to fulfill its campaign pledge to "double U.S. foreign assistance to 50 billion by 2012."

In a speech at George Washington University, Gates said: "Since then, of course, we've been hit by the financial crisis, which has opened up a huge budget deficit and changed some people's view of what we can afford.

"But this crisis didn't reduce people's need for assistance; it increased it."

Aid serves not only to enhance the U.S. reputation in the world, which is a by-product, but to improve lives, Gates said. Aid can do more than cut poverty and disease—it can help countries end dependence on foreign assistance, he added.

The Bill and Melinda Gates Foundation is the world's largest philanthropy with an endowment of $35 billion. In 2007, it gave $1.5 billion for global health and development projects. ★

BASEBALL STARS ON DECK TO HELP THE POOR IN THE DOMINICAN REPUBLIC

By Dora Plavetic

Photos by Rene Taveras, U.S. Embassy to the Dominican Republic

Baseball is a popular pastime for Dominican children. USAID and Major League Baseball recently created an alliance that encourages players from the Dominican Republic—and their fans—to donate money to help community development projects in the country. USAID has set aside $1 million in funding.

SANTO DOMINGO, Dominican Republic—Major league baseball stars have joined with USAID and local NGOs in an alliance in the Dominican Republic that puts baseball to work for children, community health workers, and the poor.

Pedro Martinez, the three-time Cy Young winner, and David Ortiz, a five-time All-Star now with the Boston Red Sox, were among several ball players who joined with U.S. officials when the alliance was announced Nov. 19 in Santo Domingo.

U.S. Ambassador P. Robert Fannin, a passionate baseball fan, said: "This alliance innovatively channels the baseball-mania culture of the country—fans, players, teams, and sponsors—in the alleviation of poverty through supporter contributions leveraged with USAID funds."

USAID is committing $1 million in incentive funds over three years. Major League Baseball (MLB) and the collaborating NGOs are committing office space, time, and personnel to launch and run the alliance. The U.S. Peace Corps is also providing a full-time volunteer.

The alliance hopes to provide every MLB Dominican player—over 400 are signed every year—an opportunity to help their native communities and for MLB teams to support some of the 30 communities with player development academies.

Resources from the alliance will improve the quality of life in local communities while engaging MLB stars in projects that serve long-term development goals. Projects will focus on education, health care, youth, economic development, and job creation.

Richard Goughnour, USAID Dominican Republic mission director, emphasized the role baseball can play as a catalyst for other community endeavors.

"Baseball is the singularly most popular and influential

see **BASEBALL** on page 14 ▶

After Conflict, Ugandans Return Home with U.S. Help

By Lauren Lewis

After years of conflict, 900,000 displaced Ugandans have returned to their homes in recent months. They have been helped by a U.S. program aimed at improving the functioning of local government offices, health and education.

"Life has got[ten] better—we can move freely, we can go to the fields to dig, and we don't hear gunshots at night any more," said a Ugandan man cited in a report by Oxfam.

USAID's Northern Uganda Transition Initiative (NUTI) helped people return through funding of small-scale projects such as schools, health centers, and government offices, said John Gattorn, deputy country representative for USAID's Office of Transition Initiatives (OTI).

OTI seized a "window of opportunity since political transitions are underway in Uganda," Gattorn said in an interview in Washington. NUTI showed Ugandans the "immediate results of peace by increasing the visibility and serviceability of the local government," he added.

Conflict between the Lord's Resistance Army (LRA), and the Ugandan government displaced 1.8 million people in northern Uganda. Oxfam reported that 900,000 had returned to their homes recently.

The U.S. State Department has designated the LRA as a terrorist organization that seeks to overthrow the Ugandan government and has murdered and kidnapped civilians.

The LRA has not yet signed the Juba Peace Agreement, aimed at ending the LRA-Uganda conflict. However, they have not engaged in fighting in

see **UGANDA** on page 15 ▶

Now that camps for internally displaced persons are being disbanded and local government is taking over governance, these two camp commanders receive certificates of appreciation and a goat in appreciation. The formal handover ceremony was supported by USAID's Northern Uganda Transition Initiative.

Volunteers in a USAID-supported program are demolishing huts in camps for internally displaced persons. As people return to their original homes, the IDP huts are destroyed to return the land to its original intent. It is a visible sign that peace is returning to the region.

Aid Worker and Driver Slain in Pakistan

PESHAWAR, Pakistan—Gunmen shot and killed an American aid worker and his Pakistani driver Nov. 12 as they drove to work for a USAID-funded project in Pakistan.

Stephen Vance, 52, directed a $140 million project aimed at reducing support for al-Qaeda and Taliban militants in the lawless tribal regions bordering Afghanistan.

Vance's wife Darima and their five children lived with him in Peshawar, a major Pakistani city of 2 million people that has lately seen bombings, kidnappings, and slayings linked to militant groups.

Vance and his driver—who has not been identified by name because of security concerns for his family—were shot and killed after a vehicle blocked their path in the upscale University Town area.

Vance worked for Cooperative Housing Foundation (CHF) International, based in Silver Spring, Md. CHF receives U.S. grants that are part of a five-year $750 million aid program to build wells, clinics, roads, and other projects in the Federally Administered Tribal Areas (FATA), populated by 3.5 million mainly Pashtun people.

Vance's body was to be returned to his family home in Santa Cruz, Calif., for burial, said a CHF spokesman, speaking on condition he not be identified.

Vance graduated from the University of California at Santa Cruz in 1979 and earned a degree in Slavic and Eastern European history from the University of Paris. He served with the Peace Corps and continued for two decades as an international humanitarian aid worker in Russia, Armenia, Azerbaijan, the Republic of Georgia, East Timor, Zaire, Mongolia—where he met his wife about 10 years ago—and, lastly, Pakistan.

Vance's brother Jeffrey told the *San Jose Mercury News* his brother intended the assignment he began six months ago in Peshawar to be his last: "He almost made it home."

The CHF spokesman said "we are looking after the security and safety of our staff—both expatriates and country staff" but would not go into any details for reasons of security.

He described Vance's work in Pakistan's troubled border region as "workforce development, vocational programs, and employment creation."

Vance did not physically enter the FATA area, which is only partially under Pakistani government control. Instead, some of the 70 Pakistani staff members would travel there to manage the work, the spokesman said.

A fund has been created to help the families of Vance and the Pakistani driver; contributions can be made by credit card at *www.CHFinternational.org*.

see **AID WORKER** on page 15 ▶

Higher Ed Summit Draws Leaders from 25 African Countries

By Anneliese Bruner

KIGALI, Rwanda—Seeking to improve higher education in Africa, college and university leaders from the United States and 25 African countries met Oct. 21-24 with government aid and education officials at the Africa Regional Higher Education Summit.

Franklin Moore, deputy assistant administrator in the Agency's Africa Bureau said improving higher education infrastructure is a means to social progress.

"Through the Africa Summit," he said, "USAID hopes to foster partnerships that will meet the demand for skills and training in Africa; and ensure that the growing youth population of the continent finds meaningful employment to support themselves and their families and be full and active participants in society."

Participants talked about ways to fund their plans, such as the Africa-U.S. Higher Education Initiative, which is expected to provide $50,000 grants for long-term partnerships between African and U.S. schools.

The government officials said their nations recognized that higher education is indispensable if they intend to be globally competitive.

Sponsored by USAID, the event served as a place for academics and administrators to exchange information and build relationships with the private sector, foundations, and government counterparts.

The major hurdle to Africa's development, education officials said, is a lack of properly trained educators and scarce resources to meet an increasing demand for education among Africans.

"Presidents and politicians know that faculties are weak," Daphrose Gahakwa, Rwanda's minister of education, said. "If we join our colleagues across the Atlantic, we can leapfrog [our development]."

In addition to partnerships, the summit focused on health, training, food security, economic growth and the link between basic and higher education.

Established partnerships that might serve as models were also highlighted. For example, Michigan State, Texas A&M, and the National University of Rwanda developed commodity chains in specialty coffee, helping small farms in Rwanda grow specialty coffee for Starbucks and Green Mountain.

In a video recording, Administrator Henrietta Fore called on the international community to use innovative technologies in areas such as: educational materials distribution; pre-service teacher training; distance learning; and partnering among companies, donors, governments, and NGOs.

Rwandan officials say they will rely heavily on technology to make their country middle-income by 2020. "Success is to be measured in the results that come from collaborations from networking; the litmus [test] will be economic growth," Rwanda's Gahakwa said.

More than 200 people attended the conference, including U.S. Secretary of Education Margaret Spellings.

Summit proceedings are available at www.usaid.gov/our_work/education_and_universities/afrsummit/. ★

EUROPE & EURASIA

Montenegro Tourism Takes Flight

By Vesna Brajovic and David Kahrmann

PODGORICA, Montenegro—Thanks to its spectacular coastline and rugged mountainous interior, tourism is now Montenegro's largest source of foreign exchange and a key engine of growth.

This small country of just 650,000 people welcomed 2.3 million visitors in 2007, and with extensive promotional campaigns on CNN and Euronews, more people are becoming aware of Montenegro's secret.

Because of its diverse geography, Montenegro offers a range of leisure options: sunbathing, swimming, nightlife, whitewater-rafting, skiing, hiking, and biking.

Montenegro's emergence on the international tourism and travel market comes after years of war and economic sanctions. Investment in infrastructure and facilities, improved tourism offerings, expansion of transportation, and workforce development all played their parts. USAID supported these efforts since re-establishing a presence in Montenegro in 2001.

Assistance included huge infrastructure projects for water supply and sanitary wastewater management. The Agency also worked with the Montenegrin Ministry of Tourism to improve national parks and guest accommodations in lesser known regions of the country over the past seven years.

The challenge now is to ensure that the coastal regions are not the only ones to reap the benefits of this boom.

The Northern region, for example, with 53 percent of the land mass, has mountain ranges, national parks, massive canyons, preserved traditions, historic monasteries and pristine natural surroundings. But the region attracts just 10 percent of the visitors to Montenegro and just 1 percent stay overnight in the North.

The Montenegrin government has agreed to work with donors and USAID's Global Sustainable Tourism Alliance to help Northern entrepreneurs attract new investment, encourage the use of Northern products and services in coastal tourism, and promote the area to tourists. ★

Travel & Leisure magazine recently named Montenegro a "next destination" and said that in addition to its 183 miles of Adriatic coast, the "time-capsule medieval villages" offer unique opportunities for tourists.

Photo by Vladimir Popovic

The crowning event of an unforgettable visit to Kotor: the International Summer Carnival.

Photo by National Geographic Study Tour

Hiking Durmitor National Park, in Montenegro's interior.

AFRICA

Irrigation Helps Malawi Improve Farming and Withstand Recurrent Droughts

NTECHU DISTRICT, Malawi—Until 2006, Esther Manyesa faced droughts that meant the small plot she tended could not produce enough food to feed her, her six children, and her mother.

When food ran out, Manyesa, a divorcee, would work in the fields of other farmers. In years of severe drought, the family depended on food aid.

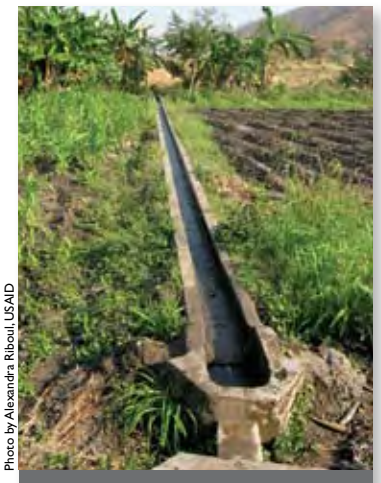


Photo by Alexandra Riboul, USAID

A feeder channel built through the RIPE program diverts water from the Mpmemba stream and irrigates farmers' fields.

An irrigation system in Manyesa's village, Zalengera 1, helped her and her neighbors turn things around.

The Rehabilitation through Irrigation and Production Extension (RIPE) program promotes small-scale irrigation in six drought-prone districts of Malawi. Funded by USAID, the program improves agricultural production and strengthens the ability to withstand drought.

RIPE complements another USAID program—Improving Livelihoods through Increased Food Security (I-LIFE)—which helps farmers move from subsistence to commercial agriculture and improve nutrition and health. Farmers receive training in crop diversification, and soil and water conservation.

Manyesa and members of eight villages along the Mpmemba stream were introduced to irrigation in 2006. Some community members were initially skeptical about using the stream to irrigate their fields; others were ready to give it a try.

With materials, training, and technical assistance from USAID, the eight villages built the Mpmemba irrigation system. The villagers provided sand and rocks, built a reservoir to store water overnight, and dug out a feeder channel with irrigation canals that diverted water to the fields. Today, 150 families benefit from the irrigation system.

Manyesa can now irrigate crops during the dry season, allowing her to harvest crops up to three times a year. In 2007 and 2008, she grew tomatoes, onions, cabbage, mustard leaves, maize, and other crops. After feeding her family, Manyesa sold the surplus crops as well as eggs and meat. She also plans to start a small business buying and selling beans.

Photo by Alexandra Riboul, USAID

Esther Manyesa and three of her children stand near her irrigated field.

In three months she made 20,000 Kwacha or $140—about $40 more than the average household income. With the extra money, Manyesa bought a bicycle, guinea fowls, goats, and chickens.

"Now, ganyu (farm labor) is history," she said. "Before, I was in dire poverty and stayed at home during the dry season. Now, we have food all-year round and do not depend on food aid. I can pay my children's school fees and will be able to send them to secondary school, and perhaps even university."

Since the program began in March 2006, RIPE has helped 3,800 small farms in central and southern Malawi. ★

ASIA

Cambodia is Reducing Human Trafficking

PHNOM PENH, Cambodia—Sok Chea* doesn't remember the first time she went to Vietnam to panhandle. What the 18-year-old does remember clearly is the poverty that compelled her to leave her home in Cambodia—a bad harvest that year in Svey Rieng Province left her family with little food—and her keen fear of sleeping on the streets of Ho Chi Minh City.

"People would shout at me and say terrible things," she said. She also suffered other abuse, which she declined to discuss.

The low point came when she was arrested and thrown into a Vietnamese prison, where she endured a month of hunger and rough treatment. Upon her release, she was repatriated to Cambodia.

Sok Chea said no one forced her to panhandle in Vietnam, but she was required to give a percentage of her earnings to an older man. Like thousands of young Cambodians, she was caught in a gray area of labor exploitation – not technically a victim of human trafficking, but dangerously at risk of becoming one.

USAID is working with the Cambodian government to address human trafficking, a serious problem in the country. Last year, the Agency helped the government set up a task force to help coordinate the many government agencies and NGOs that work on the issue. The National Task Force Against Human Trafficking is designed to reduce duplication and improve communication among agencies and groups that work to combat trafficking.

USAID works on prevention, protection, and prosecution while the U.S. Immigration and Customs Enforcement Agency works to prosecute American sex offenders who commit child sex abuse crimes overseas. Additionally, State Department officials provide the Cambodian government with recommendations for action to combat trafficking.

This June, Cambodia was moved from the State Department's Tier Two Watch List to Tier Two, in recognition of the Cambodian government's significant efforts to meet minimum standards for the elimination of trafficking. Meeting the minimum standards was a victory for the Cambodian government, but the real winners were people like Sok Chea.

When Sok Chea returned from the Vietnamese prison to her family's farm, she was distraught and disappeared into the rice field for hours at a time. Her mother took her to see a doctor, but he wasn't able to help.

Finally, a social worker intervened. The social worker referred Sok Chea to an NGO-run women's shelter, a move made possible by improved coordination between the government and civil society groups. Sok Chea spent six months at the shelter, where she learned to sew. She also attended workshops about the dangers of trafficking.

Sok Chea now lives in Phnom Penh, where she works at a garment factory earning much more than she could have in Svey Rieng. Although she lives with two roommates in spartan, one-room quarters tucked off a busy highway in Phnom Penh's suburbs, she's certain her life is on the right track.

She's even become involved in anti-trafficking activism: when she heard that a friend back home was thinking about heading to Vietnam to panhandle, Sok Chea convinced her to come to Phnom Penh to work in the garment factory instead.

"My mother is so proud of me," she says. "I'm so grateful to all of the people who helped me." ★

** Sok Chea is a nickname.*

Photo by Suzana Sorinchan, USAID/Cambodia

Sok Chea endured poverty and imprisonment when she lived on the streets of Ho Chi Minh City, Vietnam, but found a better life after returning home to Cambodia and receiving services through a women's shelter. Though she has become involved in anti-trafficking activism, she still remains apprehensive about revealing her identity publicly.

MIDDLE EAST & NORTH AFRICA

Moroccans Fight Monopoly on Capers

RABAT, Morocco—No matter how good their product, all of the caper collectors who are part of Cooperative Nour face a similar obstacle to growing their profits—a monopoly on the market.

Traditionally, most collectors sell their capers in bulk at a daily rate by weight. "Just one person dictates the price of our capers. It's a difficult selling environment for small-scale collectors," said Kaddour Nciri, vice president of the cooperative. The group has nine permanent members plus 150 seasonal members—about half of them women—during harvest time.

Capers are immature flower buds that are widely used in Mediterranean dishes. In Morocco's Saiss region, where Nciri lives and works, capers are collected from areas where they grow wild.

Caper collectors like Nciri said they hope the monopoly will end because of help by the USAID-funded Integrated Agriculture and Agribusiness (IAA) program.

The IAA program is helping the collectors to avoid the monopoly by teaching them to pick capers when they are smaller and then to sort and sell them by size instead of by bulk weight.

Demand and prices are higher for smaller capers in international markets. In a good year, collectors can sell the smallest size capers for 30 dirhams or about $3.60 per kilo, double the price of the largest size.

The IAA program helped Cooperative Nour purchase the first caper sizing machine made in Morocco to sort capers quickly. The program, which began in February 2005 and runs through September 2009, has also educated the caper collectors about the buds that they pick, but seldom eat.

Morocco is the world's largest producer and exporter of capers. In addition to their salty and spicy bite, capers are a good supply of antioxidants, even when used in small amounts as is typical in most dishes. A study published in 2008 in the Journal of Agricultural and Food Chemistry concluded that the tiny buds may help prevent cancer by stopping or slowing down the oxidation of fats in meats and other foods in the body. Practitioners of traditional medicine also claim capers are good for everything from arthritis to liver troubles.

Many Moroccans have never tasted the pickled bud, nor contemplated its purported health benefits.

"Although we are the largest exporter in the world, very few Moroccans understand what capers are, how to cook with

see **MOROCCO** on page 15 ▶

Photo by Karima Rhanem, USAID

Moroccan capers are sold around the world.

LATIN AMERICA

Honduran Garifuna Women Revive Culture Through Cassava Sales

By Héctor Medrano

Lina Martinez is a woman that has broken the mold.

She is Garifuna, from a Honduran ethnic group that descends from African slaves. She is also a single mother of three, a community leader, and a risk-taking entrepreneur with a keen sense of business. She successfully sold traditional cassava to places like the U.S. and Japan, and has helped other Garifuna women in the process.

Martinez, as part of the Garifuna community, has struggled to keep her roots amid a dwindling population. Many of the Garifuna migrated to the United States and have forgotten their traditions. Youngsters show little interest in social reunions with the rest of their community—elders and women are usually the ones who attend these reunions.

But Martinez was determined to use her roots and her tenacity as a single mother to make a very profitable living.

In 1985, she was the first Garifuna woman to receive a full-time scholarship from the USAID-funded Central American Peace Scholarship (CAPS) program. Three years later, she graduated from

see **HONDURAS** on page 15 ▶

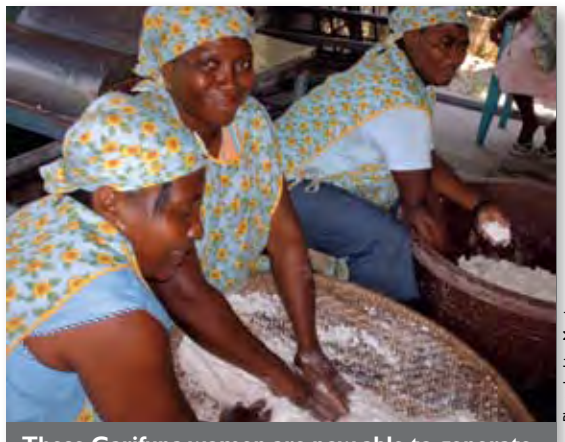


Photo by Lina Martinez

These Garifuna women are now able to generate income for their homes thanks to the guidance provided by Lina Martinez.

HOLIDAY REFLECTIONS

Words of Reflection by USAID Staffers at the End of *2008*

Jeff "Santa" Grieco poses with visitors to the Legislative and Public Affairs Bureau holiday party.

Former Administrator Andrew Natsios (right) speaks with FrontLines Editorial Director Ben Barber at LPA holiday party.

USAID employees perform Christmas carols at the Administrator's holiday party.

What *gift* would you most like to give or receive this *holiday* season?

"It's really funny, I don't think there's anything I need. But I would like a new laptop." As far as giving gifts, "I just turn over the money and my wife buys the gifts for our kids – I have twin boys who are 16, a daughter who is 10, and a son that's 7."

John Watson,
Management Bureau

"I'd rather give a check to an organization, maybe something with African-American kids."

Allison Denakpo of the Democracy, Conflict, and Humanitarian Assistance Bureau

"Peace is what I would really like to give. If I give people peace, I make them feel good. We have so much problems going on in the world. If you smile to them, you give them peace. So that's why I try to smile to everyone."

Security Officer Aldophe Gervais

"I would really like it if my student loans were paid off. If Santa wanted to repay Sallie Mae, that would be really nice. Anything short of that wouldn't count, really."

Roya Vakil of the Economic Growth, Agriculture, and Trade Bureau

"One of my favorite gifts would be to have my navigation system installed in my car."

Tamara Weathers,
Office of Human Resources

What is your best *memory* of the past year at *USAID*?

"I got a big contract signed. It was a service contract that I run that does evaluation for the Agency's education programs."

Ron Raphael of the Economic Growth, Agriculture, and Trade Bureau

"My favorite memory was the graduation of the first Development Leadership Initiative class because it marked the turnaround of the Agency, from an Agency in decline to an Agency in expansion…So many young Americans with such great talent are ready to face difficult development challenges that USAID faces."

Acting Deputy Administrator James Kunder

"The best program was the electronic personnel folder. It allowed employees to look at their own personnel file."

Michael Cyr,
Office of Human Resources

"The emphasis on food security and agriculture. Just the wake-up call from the food crisis, that USAID had to get more involved with development and agriculture."

William Hammink, Economic Growth, Agriculture, and Trade Bureau

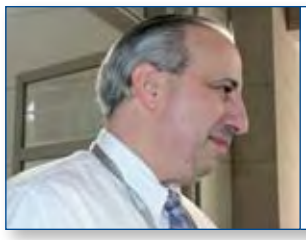
HOLIDAY REFLECTIONS

continued

What is your best *memory* of the past year at *USAID*?

"The president came and did two consecutive visits to the Agency in one year—once for a White House summit on international development and once for a summit on democratic dissidents" during Captive Nations Week.

Jeff Grieco, Legislative and Public Affairs Bureau



"The new DLI [Development Leadership Initiative] and the resurgence of AID staff."

Mark Walther, Office of Acquisition and Assistance

"Getting to go out to the field and seeing projects in Indonesia and seeing the public-private partnerships on the ground."

Lorin Kavanaugh-Ulku, Global Development Alliance Bureau

"The increased attention to maternal survival. It increased money in the child survival and maternal account. And the world is paying attention."

Mary Ellen Stanton, Global Health Bureau

"The appointment of Henrietta Fore."

Rockfeler Herisse, Global Development Alliance

"When multiple hurricanes slammed Cuba, I was impressed by the collaboration shared by all management units, ranging from the AA [assistant administrator for Latin America] through OAA [the Office of Acquisitions and Assistance] and GC [General Counsel] to the Cuba Affairs team.They prevailed, by sheer tenacity and willingness to help others, in delivering help to victims on an island run by a hostile police state. I joined the Agency in the mid-seventies, and their long hours and weekend work reasserted the best traditions enshrined by our Agency since its Alliance for Progress days."

Felipe Manteiga of the Latin America and Caribbean Bureau.

"The creation of Staff Care by the DCHA Bureau, which was later adopted agency-wide to address the needs of its employees who frequently work in harm's way and under great stress. "

Bette Cook, Democracy, Conflict, and Humanitarian Assistance Bureau

"I have developed the cash consolidation system for USAID. Only the initiative itself was very hard. I designed it, and they gave us [feedback] and then we came back to an [agency-wide] system. Now we are developing a Web-based version."

Emad Shawki, Cairo Mission

"I do disaster relief and food aid, so every year is great as far as I'm concerned. The immediacy of the response the United States government provides is something special. Every single [emergency] is important to me. I can't differentiate between them."

John Abood, Office of Acquisition and Assistance

"I was very involved with Afghanistan, with the PRT Provincial Reconstruction Team] training [see November FrontLines, pages 8-9]. "I was the lead for the training. We got a lot of good feedback. I was [in Afghanistan] in July. I was pretty much overwhelmed with the amount of work that had to be done and there were some difficult challenges. But they're getting a lot done, from what I saw."

Jim Hanley, Office of Military Affairs

"The Bright project in Burkina Faso helped to create girl-friendly schools. We saw improved test scores for both boys and girls in both math and French. It was very, very successful… AID helped the government of Burkina Faso get ready for MCC [Millennium Challenge Corporation] programs… a threshold program which is now over $300 million."

Clinton Doggett, Office of Development Partners

"I joined the Center for Faith-Based Initiatives in 2008, so joining the bureau was my best moment. And they do a lot of good work with outreach, with NGOs that are on the ground in our missions."

Hannah Marsh, Center for Faith-Based Initiatives

"From a development standpoint, the best thing this past year, I was on a project, Distribution Reform Upgrades and Management. The [goal] was the reform of the electronic distribution sector in India. And it's taken off on its own. It's a brand name in India. It's leading the charge. And it's the result of a rather modest activity, to really make something of this project, and it had budget cuts, too."

Glenn Whaley, Asia Bureau

"Being able to see public-private partnerships on the ground in Jakarta, Indonesia. I was the representative of the Administrator, promoting and fostering public-private partnerships within the business community. It was a life-changing experience for me. I come from the private sector. I didn't have much exposure to the programs on the ground. And after two weeks, I found myself in Cambodia, Bangkok, and Sri Lanka."

K. David Boyer, Office of Development Partners

"I've only been working here six weeks. I just happened to be in Peru and submit the one defining moment was the recognition, appreciating how USAID works and collaborates with the government of Peru to promote and foster economic development in public-private partnerships. That is a cornerstone of what we do. In this age, there's been diminution and reduction in government programs and it's essential that the government leverage funds from private programs. And USAID is in the forefront, I think, in an active role."

Jimmy Small, Office of Development Partners

WHERE IN THE WORLD. . .

SEPTEMBER 28, 2008 – NOVEMBER 22, 2008

PROMOTED

Carrie Ann Abendroth
General Business Specialist

Tiffany D. Adams
IT Specialist (INFOSEC)

Jeannine H. Beavers
Contract Specialist

Debra M. Blakeney
Administrative Officer

Amber B. Brooks
Management & Program Analyst

Dean M. Cabrera
Supervisory Contract Specialist

Michael Carney
Education Specialist

Delisia A. Carpenter
Human Resources Specialist

Clara A. Davis
Administrative Officer

Jessica L. Devreeze
Program Analyst (ICS)

Barbara A. Feinstein
Program Analyst

Chitahka Floore
Contract Specialist

Dennis E. Foster
Contract Specialist

Carrie A. Gruenloh
Democracy Specialist

Connie V. Hall
Security Specialist

Lydia S. Hall
Congressional Affairs Coordinator

Harriet P. Harley
Information Analyst

Tonya L. Jordan
Supervisory Human Resources Specialist

Carol J. Lewis
Freedom of Information Act Specialist

Jeanne L. Mills
Correspondence Analyst

Maxine W. Pierce
Administrative Officer

Jennifer A. Ragland
Democracy Specialist

Tawanna Ruth
Supervisory Program Analyst

Robert M. H. Schneider
Program Specialist

Pamela A. Smith
Correspondence Analyst

Shelia Jones Tolliver
Supervisory Human Resources Specialist

REASSIGNED

Jeffery D. Bell
O/S LANG TRNG to Brazil

John P. Brady
Iraq/DG to COMP/FS

Ruth Buckley
Africa/PFNP to Sudan/PFNP

Sarah A. Calvert
COMP/NE/OJT to Nicaragua/SMA

Mary Rita Cobb
Senegal/HPN to Pakistan/OD

Beatrice Marie Conde
M/OAA/GRO to M/OAA/EVAL

Brian S. Conklin
SA/RFMO to Uganda/GD

Robert F. Cunnane
Indonesia/OD to Tanzania/D

Michelle S. Dworkin
COMP/NE/OJT to Egypt/PO

Claire E. Ehmann
E&E/DGST to ME/TS

Barbara A. Feinstein
E&E/EA to A/AID/COO/PAC

Gerald T. Folsom
M/OAA/T to M/OAA/EVAL

Megan Fotheringham
GH/HIDN/MCH to GH/HIDN

Monika A. Gorzelanska
COMP/NE/OJT to Ghana/JOPA

Lawrence Hardy II
Peru/D to Colombia

Croshelle D. Harris
Nigeria to Pakistan/PDO

Denise Adele Herbol
Iraq/OMD to Lebanon

James M. Hope
Afghanistan/OPPD to East Africa/PDPS

Jessica Jordan
COMP/LWOP to COMP/FS

Adam Jung
COMP/NE/OJT to Zambia/D

Gregory M. Junge
COMP/NE/OJT to Afghanistan/OAA

Sepideh Keyvanshad
Afghanistan/OPPD to COMP/FS

Edward T. Landau
Albania to LAC/SA

Joseph P. Lessard
CA/EF to Afghanistan/OA

Neil Adlai Levine
COMP/LT TRNG to DCHA/CMM

Katherine L. Liesegang
SA/DGO to Haiti/HRD

Peter A. Malnak
Jordan/SSO to Sudan/OMD

Sandra K. Minkel
Caucasus to Nepal/FM

Aleathea P. Musah
DROC to Uganda/GD

Mark Steven Norman
OIG/A/IT&SA to RIG/Baghdad

Alexandre B. Ostroff
M/OAA/DCHA to ODP/OD

Lyne Paquette
RIG/Dakar to CA/FM

Joakim E. Parker
Peru/D to Caucasus

Lawrence E. Paulson
India/EG to EGAT/AG/AM

Naadia L. Porter
OIG/A/PA to RIG/Baghdad

Ann B. Posner
Bosnia-Herzegovina to West Bank/Gaza

Deborah A. Price
M/MPBP to M/MPBP/AMD

Steven K. Ramonas
RIG/Manila to Ghana

Michele Russell
COMP/FSLT to DROC

Laszlo F. Sagi
OIG/I/Africa-NE to OIG/I/LAC-E&E-A

Michael G. Sampson
COMP/FS to Sri Lanka/D

Ragip Saritabak
RIG/Dakar to West Bank/Gaza

Christopher Schaffer
COMP/NE/OJT to Egypt/DG

Robert P.Schmidt, Jr.
COMP/FS to Ethiopia/D

Janet A. Schulman
East Africa/OD to COMP/FS

Rhonda Shire
West Bank/Gaza to Iraq/OFM

William K. Slater
USAID REP/Vietnam to COMP/FS

Jeannette E.Vail
COMP/NE/OJT to Bangladesh/JOPA

Lee V. Walter
AA/LPA to LPA/CL

Stephanie Wilcock
East Africa/JOPA to East Africa/OD

Joseph C. Williams
Indonesia/EDU to Pakistan/OD

John M. Winfield
Afghanistan/OM to M/OMS

Robert E. Wuertz
Philippines/OED to Egypt/PPS

Ann Marie Yastishock
COMP/LWOP to Afghanistan/OD

Peter E. Young
GC/LE to Afghanistan/OD

RETIRED

Joseph L. Anderson III

Ronald Carlson

Peter G. Downs

Corwin V. Edwards, Jr.

Dana D. Fischer

Cynthia J. Gleich

Thomas M. Kerst

David J. Losk

Jiryis S. Oweis

Kenneth D. Reager

Allan E. Reed

Jeffrey Spieler

Cheryl D. Stradford

Andrea Jane Yates

MOVED ON

Bruce Brown

Meghann A. Curtis

Patricia R. Giera

Parrie L. Henderson

Patricia A. Lamond

Lewis W. Lucke

Sloan C. Mann

Robert J. Maushammer

Arlene McDonald

O.V. Morgan

Julia Ann Roberts

Keith Ernest Simmons

James Francis Thompson

Campbell B. Vogel

Raouf N. Youssef

USAID Historian Samuel Butterfield Dies

Samuel Hale Butterfield, 83, former USAID mission director and author of a comprehensive history of the Agency, died Oct. 31 in Bellevue, Wash.

In 2004, Butterfield published the first definitive history of U.S. development aid programs, the culmination of nearly 10 years of research and writing: "U.S. Development Aid—An Historic First: Achievements and Failures in the Twentieth Century" (Praeger, Westport, Conn., 2004). The book was used as a text for his classes on international development.

He visited USAID headquarters in recent years and presented copies of his book to the Agency and to then–Administrator Andrew Natsios.

He attended the University of Idaho (UI) and transferred to Georgetown University, where he earned a Bachelor of Arts in Foreign Service in 1949 and a Masters in Economics and American History in 1953.

After joining USAID in the 1960s, Butterfield served as a Senior Foreign Service Officer in Sudan, and Tanzania. From 1975-1980, he was the Mission Director in Nepal.

Following his retirement in 1981, Butterfield was awarded USAID's "Outstanding Career Achievement Award." He and his wife of 60 years, Lois, settled in his hometown of Moscow, Idaho, where he taught upper-level courses at UI. He continued his international development service in Botswana and Nepal in the late 1980s and early 1990s.

In 1999, Butterfield was inducted into the UI Alumni Hall of Fame. He served with the Army Air Force during World War II in Italy, Germany, and North Africa.

Butterfield's wife Lois recently passed away. He is survived by two sons, Charles and Stephen, both of Maryland, daughter Susan Butterfield Waite of Washington State, and eight grandchildren. ★

Faith-Based Office Produces Guidebook, Interactive Web Site

USAID's Center for Faith-Based and Community Initiatives (CFBCI) recently launched an intranet site and released a guidebook to help embassies and missions improve their partnerships with faith-based groups.

A recent survey conducted by the World Health Organization shows that between 30 percent and 70 percent of all health care in sub-Saharan Africa is provided by faith-based organizations. Although USAID has partnered with faith-based organizations since its inception, CFBCI is aggressively expanding links with community-based organizations.

"The CFBCI is working to provide useful tools and resources to missions to assist them in building fruitful partnerships with grassroots organizations," CFBCI Director Terri Hasdorff said. "With the new guidebook and intranet Web site, we hope to provide a place where missions can learn about valuable best practice examples and replicable models for partnership."

The CFBCI often serves as a link for NGOs seeking USAID funding and connections to Agency staff.

In 2007, 54 percent of USAID Food for Peace program funding went to faith-based organizations, and more than 80 percent of partners with the President's Emergency Plan for AIDS Relief were community-based organizations.

Organizations that approach the U.S. government for assistance can go to the CFBCI's public Web site, www.usaid.gov/our_work/global_partnerships/fbci, which identifies funding sources and links to video workshops on grant writing. The center also produces a weekly newsletter, which provides up-to-date information on open international grant opportunities, best practices, reviews, and helpful links.

CFBCI has partnered with GrantStation—www.GrantStation.com—to provide an internationally focused newsletter on grants and funding opportunities available worldwide. Anyone can sign up for either newsletter on CFBCI's Web page.

The center can also be a resource for missions and bureaus, Hasdorff said.

In December 2007, USAID launched the first in a series of international faith and community-based development conferences.

Hosted by the U.S. ambassador to Moldova, USAID's mission in Moldova, and CFBCI, the conference trained NGOs working in-country on how to obtain funding from USAID.

Baptist, Lutheran, and Catholic groups participated as well as two branches of the Orthodox Church, despite their longstanding differences.

"Faith and community-based organizations are vital partners in USAID's development efforts," Administrator Henrietta Fore said after the event. "The Moldova conference is a good example of the innovative strategies we are pursuing to strengthen these organizations' effectiveness, not only as USAID partners but, more important, as collaborative groups. Moldova's civil society will now be better equipped to address some of its most critical needs."

USAID/Moldova General Development Officer Mike Burkly said that, as a result of the workshop, the mission hopes to leverage additional resources, especially for prevention of human trafficking and HIV/AIDS.

On Nov. 7, 2008, several hundred representatives from non-profit organizations and NGOs attended CFBCI's "Call to Action" event at the Ronald Reagan Building in Washington to learn more about working with USAID. Speakers included officials from the White House, the Department of State, and Catholic Relief Services.★

For the conference agenda, presentations, and transcripts, visit the CFBCI Web site at www.usaid.gov/our_work/global_ partnerships/fbci/index.html. Further information can also be accessed on the center's intranet at http://inside.usaid.gov/FBCI/, via e-mail at FBCI@usaid.gov, or by calling (202) 712-4080.

IN MEMORIAM

Clark S. "Scotty" Gregory Jr., 77, died July 30 in St. Johns, Mich. Gregory began his career as a Foreign Service Officer with USAID's predecessor agency in 1959. During his 30-year career, he served as a personnel officer and in several senior administrative positions. While serving in Turkey, Gregory was assigned to the Central Treaty Organization, an alliance similar to NATO, adopted by Iran, Iraq, Pakistan, Turkey, and the United Kingdom in 1955 and dissolved in 1979. Gregory also served inVietnam, where he worked with Civil Operations and Revolutionary Development Support (CORDS), a civilian pacification program. For this service, he was awarded the Medal for Civilian Service. In 1984, while working in Zaire (now the Democratic Republic of the Congo), Gregory received USAID's Meritorious Honor Award for Personnel Administration. Following his retirement from USAID, he continued to work as a contractor for the Office of the UN High Commissioner for Refugees in the Baltic States, Bangladesh, Jamaica, Indonesia, Dominican Republic, and several African countries, including Chad and Benin. Earlier in his career, he served as a first lieutenant with the U.S. Army in Germany. ★

Middle East Projects Bring Hope to Troubled Region

By Ashtar Analeed Marcus

A wide array of education, health, democracy, and other USAID projects in Lebanon, West Bank, and Jordan are attempting to overcome years of deeply seated conflict—despite frequent setbacks—and having some quiet success, reports an Agency Middle East expert, Ambassador Walid Maalouf.

"Every country has unique projects we're doing, all excellent public diplomacy projects," said Maalouf, a Lebanese American, who visited the Middle East in October to review aid projects. He is director of public diplomacy for Middle Eastern affairs in the Bureau of Legislative and Public Affairs.

In the West Bank city of Bethlehem, he visited the recently constructed Holy Family Hospital, which received $3.5 million in USAID funding for its maternity ward, which can hold 20 infants. A generator assures that, during a power cut, services such as oxygen would continue to flow in all newborn incubators.

"The hospital is very professional and extremely well-run," Maalouf said. "You walk into the hospital and it is crystal clean. I was so proud to see our U.S. money go into this hospital."

The Franciscan sisters at the hospital have also opened an adjacent orphanage for 40 children through age six, where some U.S. embassy employees bring baby food and clothing.

Other USAID projects visited include:

The Good Neighbors Project, in the village of Wadi Fukin, which promotes cooperation between Palestinian and Israeli communities to protect and share water resources and the environment.

The Ramallah Court, where interns are working under USAID's Netham Rules of Law project.

The Majed Al-Assaad Youth Club in al Bireh where USAID-supported "Ruwwad" youth activists discussed U.S. policies and developments in the West Bank and Gaza.

The Jordanian village of Um Qusseir's Orphans Care Charity Association, where USAID logos marked donated materials, including children's chairs, tables, and a play room.

Sister Nazareth School, in Amman, where a discussion was held among 200 girls on U.S. support for a two-state solution—a Palestinian state living side-by-side with Israel. The girls responded with criticism of a two-state solution but listened to the perspective from a fellow Arab. "As soon as they hear me speaking in Arabic, they listen," said Maalouf.

In three mainly Arab areas of Israel—Nazareth, parts of Haifa, and the 15 small towns of the

see **MIDDLE EAST** on page 13 ▶

Walid Maalouf, center, with Jordanian youth from the USAID-funded Tatweer project at the Business Development Center.

IN-HOUSE NEWS

Your Voice

By John Groarke

Your Voice, *a continuing* **FrontLines** *feature, offers personal observations from USAID employees. John Groarke is the deputy mission director in Egypt. He previously served as USAID's deputy mission director in Iraq.*

Increasing the Foreign Service Workforce with On-the-Job Training

CAIRO—The phone rings around 7:30 a.m. on yet another sweltering day in Baghdad, where temperatures can reach 50 degrees Celsius (122 degrees Fahrenheit). As I continue eating breakfast while watching ESPN's "SportsCenter" on the Armed Forces Network on that day three years ago, I'm told that the insurgents have sabotaged one of the turbines at the Baghdad South power plant, knocking out power to parts of the city.

Shortly, the U.S. Ambassador calls, concerned about the security implications of the power outage, including the possibility of insurrection among an already restless populace.

I immediately dispatch one of our two contracted power engineers to the plant to assess the damage. The other goes to the offices of the contractor refurbishing Baghdad South under USAID's $2.5 billion infrastructure program.

In 2005, there were many employees ostensibly responsible for rehabilitating Iraq's power sector. There were only a few, however, who actually had the operational skills and experience to keep the lights on in Iraq.

It is indicative of the deficiencies of U.S. development efforts generally: a numerically diminished USAID Foreign Service workforce resulting in too few development professionals at a time when development was being touted as a pillar of U.S. national security.

John Groarke

Our military colleagues were amazed, for example, that the U.S. Army alone has 5,000 musicians, while USAID, the government's featured development agency, has only about 1,000 Foreign Service Officers.

To reverse the sharp deterioration of USAID's overseas workforce, the Agency is currently implementing the Development Leadership Initiative (DLI), intended to double the size of the Agency's Foreign Service workforce within the next several years.

To those of us who have seen USAID's workforce shrink dramatically over the past decade, this is a welcome development. It is not, however, without challenges.

The DLI intends to train new officers primarily in overseas missions, rather than in Washington, and incorporate them fully into the Foreign Service workforce within three years of hiring. The DLI must therefore be a high priority for all missions. It must also be a priority for the Agency to continuously rotate new DLI officers to the field for the next several years.

USAID's mission in Egypt has placed the DLI among its highest priorities. Recognizing that on-the-job training is the soul of the DLI, the mission has established processes to ensure that new officers learn through work assignments with adequate supervision and mentoring.

Each supervisor will develop an office rotation schedule for their charges using that person's Individual Development Plan. Offices will establish calendars of key activities occurring throughout the year to enable supervisors to plan rotations accordingly and ensure that DLI officers gain experience relevant to their backstop in other offices. Rotations will be practical and provide experience in key office functions, allowing DLI officers to obtain the full set of skills necessary to be a successful Foreign Service Officer. DLI officers will also receive required formal classroom training and informal briefings on topics ranging from interagency processes to AEFs [annual evaluation forms]. After a year of training in the mission, they will spend a year in Arabic language training at the American University in Cairo.

Creating this new generation of development professionals benefits not only USAID, but the whole of U.S. government. Because what really matters is getting—and keeping—the lights on. ★

OIG Trains Afghan Officials to Fight Corruption

KABUL, Afghanistan—Auditors in USAID's Office of the Inspector General (OIG) held classes for 35 high-level Afghan government officials in October, the first such Agency training in Kabul aimed at beefing up the country's ability to fight government corruption.

Afghanistan's auditor general attended the training along with officials from the Control and Audit Office and the Ministries of Finance, Public Health, Rural Rehabilitation and Development, Education, and Communication and Information Technology.

All the officials had at least a working knowledge of audit principles. The goal of the training sessions was to explain why audits must be performed in countries that receive USAID funding and to clarify audit requirements.

Tamping down widespread corruption in the country is considered one of the keys to Afghan progress. Transparency International ranked the country among the worst in its 2008 Corruption Perceptions Index. Political leaders, military commanders, and others say corruption in Afghanistan is a serious problem.

Afghan President Hamid Karzai has pledged that his government will fight corruption and, in cooperation with the international community, called for professional, joint audits of programs funded for development purposes.

Audits are vital to establish and maintain accountability in development assistance programs, said USAID Inspector General Donald A. Gambatesa. "This training furthered OIG's capacity-building efforts to strengthen Afghanistan's fight against corruption. It also advanced OIG's mission to safeguard U.S. taxpayer dollars," he added.

Perhaps the most urgent task for Afghan officials will be to oversee the Afghanistan National Development Strategy unveiled June 12 in Paris at the International Conference in Support of Afghanistan. Representatives from more than 80 countries promised $20 billion in new aid.

The U.S. contribution of $218 million over five years will support health and hospital services throughout the country. The Ministry of Public Health will manage the contract for the Partnership Contracts for Health Service program. USAID will not be involved in the procurement actions required to implement the program, but it will retain certain rights of approval and oversight.

Additional training for smaller groups of ministry officials in Afghanistan is being planned, said Catherine M. Trujillo, OIG's regional inspector general for Asia.

Trujillo and her staff, who are based in Manila, provided similar training to government officials in the Pakistan Auditor General's Office. In April 2007, OIG and the Pakistan Auditor General entered into an agreement to have financial audits performed on a $200 million cash-transfer program funded by USAID. The program enables Pakistan to invest in economic growth, health, and earthquake reconstruction activities. ★

USAID Rates High in Recruitment on Federal Report Card

By Ashtar Analeed Marcus

On Nov. 7, USAID celebrated getting a "green light" in four of seven categories of the President's Management Agenda (PMA), which aims to improve management of the Federal government.

The seven categories used each quarter to rate Federal agencies are human capital, financial performance, faith-based and community initiatives, budget and performance integration, competitive sourcing, e-government, and real property and asset management. Last quarter, USAID received a green light—or highest rating—for the first four , while the others were rated with mixed results.

In the area of human capital, the Agency's recruitment and hiring strategies have resulted in the largest number of Foreign Service Officers hired in the shortest timeframe in 15 years.

"The most important group that has benefited from this is you, this Agency," said Clay Johnson, deputy director for management at the Office of Management and Budget.

The PMA aims to improve service to the American people by using technology and expanding e-government—or making information available electronically.

USAID human resources managers made several functions available electronically, including electronic official personnel folders, which store each employee's career portfolio.

In other areas: the Agency has earned an "A+" in securing internal information for four years; faith-based and community organizations have had greater opportunities to establish partnerships with USAID; and the Agency disposed of 55 assets abroad worth $174 million since fiscal year 2006.

The Agency's next scorecard, or rating period, will be completed in January. ★

Walker Gives Excess U.S. Property to NGOs Worldwide

Trucks that roll through the mud with tents and other relief for hurricane survivors may be excess U.S. property donated to NGOs through a small office inside USAID run by Welford Walker for more than 20 years.

Walker and his associate, Charlene Donfor, carefully watch Web sites of the General Services Administration and Department of Defense and use their contacts within the agencies to identify excess computers, tents, respirators, staplers, X-ray machines, vehicles, and other items.

These can then be transferred to some of the more than 500 NGOs—USAID calls them Private Voluntary Organizations (PVOs)—registered with USAID.

Walker recently wrote an article about his life entitled "People Making a Difference" for the CarNation newsletter of the Kjaer Group, a Danish firm that supplies four-wheel drive vehicles for many NGOs carrying out emergency relief or development work in far corners of the world.

Walker wrote that his stepmother, Edwina Walker, was one of the first black women dentists, graduating from Howard University in 1922. His first government job was in the U.S. Senate under the patronage of the late Sen. Everett McKinley Dirksen and officials at the Peace Corps, where he worked many years.

Walker and Donfor, who run the Limited Excess Property Program (LEPP), "get requests, for example, from a PVO for vehicles for specific projects in a country such as Afghanistan," Walker said in an interview.

"We'll get mission approval that the PVO has a good record and is not shady. When the mission approves, we transfer [the equipment] to the PVO. It's always excess—mostly we get it from the military."

The PVO gets the vehicles "as is," said Walker, "and they have to pay to get them refurbished, painted, and shipped."

Mainly, the vehicles are in the same country as the PVO project. But PVOs working in Latin America may get vehicles from the United States—typically they are pickup trucks, panel trucks, and cars.

Photo by Ben Barber, USAID

USAID employees Charlene Donfor and Welford Walker

"The Centers for Disease Control (CDC) last year said that the Pan American Health Organization (PAHO) had a shortfall in flu vaccine in El Salvador," Walker said. "The CDC said they had excess vaccine and 'how do we make this work?'"

"I called USAID in El Salvador and put it together with PAHO and CDC—so AID agreed to support it—over $1.5 million in flu vaccines was sent."

Walker's office gives away from $22 million to $26 million a year in excess property from federal agencies—none of it is USAID property. Sometimes it is brand new, such as excess Defense Department medical equipment, computers, generators, and heavy equipment.★

MIDDLE EAST from page 11

Triangle—meetings tackled the Middle East peace prospects. "The Israeli Arabs there did not know that we have 125 Arab employees in our USAID office in Tel Aviv," Maalouf said. "It was news for them. When this was communicated to them, they were surprised. They said, 'How long has USAID had this office in Tel Aviv?'"

In his birth country, Maalouf attended a conference of the Lebanese American Renaissance Partnership (LARP)—a partnership between the people of Lebanon and the Lebanese American community. LARP supported five new NGOs and nonprofit groups with $50,000 in grants that will benefit the Lebanese people. He also hosted a dinner for nearly 30 foreign diplomats and guests at his father's mountainside house in the Shouf district.

The grants include a nursing scholarship; funds for continuing education and bachelor's degrees; financial aid for 35 school children in remote regions; and funding for 110 Christian and Muslim orphans to "help this wonderful conviviality between Christians and Muslim kids" in historic Baalbeck, he said. ★

157 HIRED from page 1

Photo by Lee Wilbur, USAID

Lee Wilbur, a USAID education officer recruited through the DLI program, visits a school in Bahabasheen, Egypt. The school is participating in the Agency's program, Technology for Improved Learning Outcomes, which trains primary and secondary school teachers to integrate computers into their lessons.

coming years and for the face of America," Administrator Henrietta Fore said at the Oct. 17 graduation ceremony for the third class of DLIs, which had greater ethnic diversity than the prior USAID FSOs.

"I grew up in a diverse multicultural background," said third DLI classmember Alexandra Riboul, who grew up in Haiti. "I am more aware of the different things you had to be aware of when working with people of diverse backgrounds. I know how it is to be poor… I want to try to make a difference in the world with people like that."

Her class includes African-Americans, Asians, Hispanics, and Indian backgrounds.

"I'm used to looking different everywhere I go," said Nora Madrigal, a health officer assigned to Kazakhstan. "I'm used to being stared at. It doesn't bother me anymore."

Officers also represented USAID's other affinity groups.

"I'm homosexual…Being part of a group that is often marginalized helped me understand what people in developing countries are going through," said Aaron Schubert, a health officer assigned to India. "Often their voices aren't heard and their concerns are not addressed."

The DLI officers were trained at USAID headquarters and some have already been assigned to overseas missions as specialists in agriculture, governance, and health issues. The new officers' skills will be honed by two years of working alongside experienced development professionals.

The Agency expects to hire an additional 370 FSOs in 2009. Plans are underway to accommodate the new hires at USAID missions and U.S. embassies. In some places, new office space will need to be constructed.

To deliver increased foreign aid funding since 2001, USAID has had to burden its currently stretched officers with excess responsibilities or else rely on contractors. The new staff would help bring Agency management into line with the foreign aid budget, which has roughly doubled to $14 billion since 2001.

The Agency will also expand the size of its Foreign Service National and Civil Service workforces. USAID officials plan to increase training in foreign languages, especially less-studied but strategic languages such as Arabic, Pashtu, and Urdu.

The 157 FSOs added in 2008 mark a 10 percent increase in the FSO workforce. The President's budget request, with bipartisan support from the current Congress, includes funds to hire approximately 370 additional officers in fiscal year 2009, which ends in October, with the goal of reaching a total of 1,200 additional FSOs by 2012.

This would increase the number of USAID direct hire postings from 87 cities in 84 countries to 113 cities in 105 countries. Congress has already funded personnel and support costs for this overseas expansion. ★

CONTINUED. . .

AFRICOM from page 1

development and humanitarian assistance?

WARD: The majority of our effort involves military-to-military activity: training missions, conducting exercises, and helping to professionalize the militaries of the continent. These activities have an impact on humanitarian efforts and we recognize the importance of "smart power," or soft power activities.

Administrator [Henrietta] Fore, who was present at our [inaugural] ceremony here in Washington, D.C. on 1 October, and [Assistant Administrator for Africa] Katherine Almquist in Stuttgart, said that U.S. Africa Command is focused on helping improve security and will be very important in helping to ensure that developmental work done by USAID can be carried on as effectively as it can be done.

Q: *Will AFRICOM be delivering some assistance on its own through CERP [Commander's Emergency Response Program] funds?*

WARD: We have no CERP funds. We provide support and humanitarian assistance through traditional military mechanisms, but also we have a humanitarian program, which is quite small compared to USAID's programs. We would in all cases coordinate that through the U.S. Embassy country team, so that those activities are complementary to what's already occurring.

We know that our piece is only a very small part of the totality of humanitarian assistance that's being performed by USAID and other agencies. We would not look to take those roles over.

Q: *Would you be in some cases providing military security for civilian humanitarian missions in the country?*

WARD: Not that we see right now, to begin with, on the continent of Africa, given the environment.

Q: *Would you be providing air or sealift for humanitarian operations?*

WARD: Absolutely. We clearly see providing assistance in disaster situations and crisis situations—airlift, sealift—would be something that we would clearly look to do.

Q: *What are the resources that you have at your disposal in terms of ships and planes and helicopters?*

WARD: The command has no assigned forces, and so we request forces as required to support missions we are given. If there was an ongoing exercise in Africa, and some humanitarian situation developed, we could then shift those forces to immediately address the problem.

Q: *Can you tell me which countries you've cooperated with, or have asked for training or ship visits?*

WARD: The U.S. military works with dozens of countries and has some kind of cooperative relationship with nearly every nation in Africa. Some of the more active include Senegal, Gabon, Liberia, Angola, Ghana, Morocco, Tunisia, Botswana, Uganda, and Rwanda, as well as the African Union and the Economic Community of West African States.

Q: *Some critics say that Africans don't want AFRICOM in the region. But you are saying that these countries have requested cooperation with AFRICOM?*

WARD: There are clearly interests, both our national interests as well as the interests of the African partner nations. Our providing a degree of support to our African partners helps them achieve a level of greater capability to provide for their own security. Where those lines of interest merge, where we can provide assistance and we are asked to do so, should our foreign policy support that, then we try to do our best to assist.

Where we can provide assistance in conjunction with the militaries of Africa, we're demonstrating that the militaries can be a part of the society to help promote the people as opposed to being an oppressor of the people.

Q: *How is it working with USAID civilians who don't necessarily have a military background?*

WARD: I think it's working out very well. I mentioned the very fine support that the senior echelon within the USAID has provided to the command. We have within the command senior personnel assigned from USAID that help us—not do AID work—but help us plan our own military tasks supportive of USAID efforts.

We are learning to understand one another better and truly, as Administrator Fore and [Defense] Secretary [Robert] Gates said, we are seeing with greater clarity the importance of all of these efforts working as cohesively together as they can. Security and development go hand-in-hand to produce stability that we all seek.

Q: *Will AFRICOM work in cases of failed states or conflict?*

WARD: That will be a function of our foreign policy objectives. We don't see the command as a command that would intervene inside of these sovereign countries. Our main purpose is to work to help the Africans increase their capacity to take care of their own security needs—the training and logistics and professionalization of their militaries—and so we don't see direct roles in those cases.

Q: *Are you working on post-conflict reconstruction?*

WARD: Post-conflict reconstruction is a major responsibility of USAID. We would clearly want to support USAID's effort where we can and would certainly look to USAID and the Department of State as the lead for how we might get involved to augment their efforts.

Q: *What are the major places where you are involved right now?*

WARD: Well, you know that as of 1 October when we became a unified command, we took command and control responsibility for our operations that are being conducted out of Djibouti—at Combined Joint Task Force Horn of Africa. And so that is the most substantial ongoing presence that we have on the continent. We also are involved in exercises and programs in North Africa with Operation Enduring Freedom-Trans Sahara. And we also have programs throughout the continent—for example, our security assistance programs that we are engaged in, training exercises with the host nations, and partner nations.

Q: *Will you be involved in development projects?*

WARD: Yes, we will be involved, Ben, but not as our primary focus and task. We would get involved where those development projects complemented the work being done by developmental agencies, USAID, in very close coordination with the country team, the ambassador, and representatives from USAID that are there on the ground. We want to ensure that we don't do things that conflict with the work being done by others. This might include a school being built so we can complement each other's efforts.

Or, at the request of a country, we might conduct an exercise and we may need to build a road to get to a training area. And if building the road in one place or another could help the population, then we would look to work with the country team and the ambassador so it provides benefits to the population.

Q: *Any final thoughts for USAID readers?*

WARD: As Secretary of Defense Gates has said, we clearly recognize that stability and security is more than just military elements at work; it's these elements of development that are the purview of USAID that we know are such an important part of long-term stability. We want to do our best to support those efforts through a good understanding and good cooperation.

So I think, I'd just end by saying that I just really appreciate how this has evolved and the level of support and understanding that we have seen from USAID. We are committed to work in support of USAID as they seek to achieve their developmental objectives, as our prime agency responsible for development in the U.S. government. ★

BASEBALL from page 4

force in the Dominican Republic. When a ball player participates in any event in the countryside, the entire community shows up; when a team sponsors a cause in the capital city, businesses line up to lend their support," Goughnour said.

"We have been working with MLB and a number of superb NGOs for several months now to develop a mechanism to turn this national passion into a dynamic force for development."

Non-profit organizations in the alliance include World Vision, Save the Children, Plan International, Esperanza International, Batey Relief Alliance, and the Dominican Institute for Integrated Development. U.S. fans can donate to these organizations which provide community services and manage USAID resources.

Joe Garagiola Jr., MLB senior vice president of baseball operations, commented that the alliance is a worthwhile way to reinforce MLB's commitment in the Dominican Republic. "This is an opportunity to make that relationship even better, and that's a wonderful thing," he said.

The network that broadcasts MLB games in the Dominican Republic has agreed to run public service announcements promoting alliance projects.

"The biggest potential is the fan base," said Jeff Cohen, a USAID program officer at the mission. "American baseball fans love their Dominican players.

"The more they know about where these players come from and the hardships their communities endure, the more they will be willing to help. Not just the boys looking to play baseball in the Major Leagues, but the communities at large.

"We're hoping to identify partnerships between communities in the U.S., baseball and those Dominicans dreaming of a better life." ★

Staff from USAID's Dominican Republic mission contributed to this story.

CORRECTIONS

In the November issue of *FrontLines*, the telephone number for the USAID mission office in Mexico City was misstated. The actual telephone number is 52-55-5080-2954. ★

CONTINUED. . .

OBAMA from page 1

In a crowded conference room, Williams, Smith, and a half dozen others lean forward in their chairs for briefings by lead ers of Agency bureaus and offices. Senior officers project PowerPoint presentations focused on the themes of: how the Agency has evolved in the past two years and where they see the Agency going in the future—specifically, what the opportunities are to rebuild USAID's strengths.

As soon as the first slide hits the wall, the Review Team begins their questions. Former leaders of missions and bureaus, they are not passive observers but ready with detailed questions on the nuts and bolts of development work.

The discussions and briefings are "realistic and candid—identifying both Agency weaknesses and how we're moving aggressively into the future," said Tish Butler, co-coordinator of Agency transition support. "The Review Team members are very engaged and have a lot of questions based on a lot of knowledge. They get right into critical issues."

In addition to Smith and Williams, the Agency Review Team includes (in alphabetical order): Semhar Araia; Rick Barton; Esther Benjamin; Natasha Bilimoria; Ambassador Wendy Chamberlin; Valerie Dickson-Horton; Kitty Mi-Dartino; Sheila Herrling; Larry Nowels; and Jeremy Weinstein.

The Review Team's purview includes the Millennium Challenge Corporation and the President's Emergency Plan for AIDS Relief. The team is coordinating closely with the Departments of State and Defense transition and will present their findings and analysis to the President-Elect's transition team.

The transition at USAID is being called "historic" because it comes at a time when interest in elevating the role of development is higher than it has been in decades. Many development community experts have called for revitalizing and rebuilding USAID, ending the splintering of foreign aid among various agencies and the Pentagon, and using foreign aid to attack global problems that could lead to conflict. ★

HONDURAS from page 7

Harding University in Searcy, Arkansas with a BA in business administration.

Martinez returned to Honduras with the vision of generating employment and income for the Garifuna women. But her dream had to be put on hold, since she had three kids to raise. Many times she had to take on several jobs just to make ends meet.

In 2004, when her kids were teenagers, she moved to the northern city of La Ceiba and started recruiting women with knowledge of Garifuna traditions. She knew that one of the Garifuna's problems was the loss of their roots. She decided that it was important to maintain and strengthen these roots. She founded the Honduran Women Association of Cassava Producers, made up of 20 families. It quickly got involved in cassava production and began working on the traditions and ways of their culture.

Martinez showed the women how non-Garifuna groups were doing big business with cassava, and encouraged them to make a profit by re-launching cassava as a Garifuna product.

By 2007, she influenced almost all the cassava producing communities in northern Honduras. She has counseled more than 300 women in the Cassava Commercialization Group. Today, she practices what she preaches through her own cassava brand, "O' Big Mama", which employs eight families. With a small operation run from home, she has been able to sell cassava in U.S. and Japanese markets.

Today, Martinez continues to promote development among Garifuna women. She encourages them to participate in projects that promote self growth as well as raising income. She has traveled all over the world telling her story and of course, selling her delicious cassava. ★

AID WORKER from page 5

Vance and his driver were the first CHF staff members killed while working overseas. CHF operates in 30 countries, including Colombia, Haiti, Rwanda, Liberia, Kenya, Iraq, India, Armenia, Azerbaijan, and Georgia. Their budget for 2008 was $380 million. ★— *B.B.*

MOROCCO from page 7

them, and what medicinal properties they have," Nciri said.

The Morocco International Agriculture Fair in April 2008 was the first opportunity for cooperative members to show others their sorted and higher quality product. The group hopes to sell its product widely and teach others about the value of sorting along the way.

The cooperative is currently selling their product in the domestic market to larger exporters and to small retail shops catering to upscale shoppers in Rabat and Casablanca. The cooperative is pursuing export certification in order to export directly to Europe and the United States. ★

Moroccan farmer collects valuable capers.

UGANDA from page 5

northern Uganda in over two years.

A sign that the rebellion is winding down has been the setting up of a government building in Odek, LRA leader Joseph Kony's hometown. It serves as a visible reminder that peace has returned to the region, Gattorn said.

During the conflict, local governments were devastated and NGOs provided the majority of goods and services to people. As a result of the war, Ugandans have lost confidence in the ability of local governments to deliver services, Gattorn said.

To enhance the government's capacity to serve citizens, NUTI gives out small short-term grants. It also funds truth and reconciliation activities such as cleansing ceremonies to address the fear and bitterness caused by alleged LRA atrocities.

Gattorn said that NUTI illustrates the importance of citizens' involvement in their governments. He stated that local governments must remain active during complex emergencies to avoid post-conflict power vacuums. ★

FrontLines

IS PUBLISHED BY THE U.S. Agency for International Development, THROUGH THE BUREAU FOR LEGISLATIVE AND PUBLIC AFFAIRS.

Jeffrey Grieco
Assistant Administrator
for Legislative and Public Affairs

Steve Tupper
Chief of Strategic Communications and Publications

FRONTLINES STAFF

Ben Barber, *Editorial Director*
Claire McIntyre, *Production Editor*
Angela Rucker, *Writer*
Analeed Marcus, *Writer*
Joe Duggan, *Writer*
Lauren Lewis, *Intern*
Mary Jane Cotter, *Human Resources Coordinator and Employee Liaison*

CORRESPONDENTS:

AFGE – Willy Hardin; **AFR** – Susan Quinn, Ranta Russell; **AFSA** – Francisco Zamora; **ASIA** – Jan Cartwright; **CFBCI** – Lauren Seely; **DCHA** – Rebecca Gustafson; **EGAT** – Jane Stanley; **E&E** – Jen Citrolo; **EOP** – Gloria Blackwell; **GC** – Suzette Smikle; **GDA** – Lorin Kavanaugh-Ulku; **GH** – Sandra Jordan, Roslyn Matthews, Chris Thomas; **IG** – Debra Scott; **LAC** – Maxine Hillary; **LPA** – Barbara Bennett, John Waggoner; **M** – Jahmal Sands; **ME** – Hope Bryer, Lori Severens; **OTI** – Rick Swanson; **SEC** – Dwayne Moore, Lorraine Meehan

Submit notices, story ideas, feedback to FrontLines articles and requests to be added to the mailing list to FrontLines@usaid.gov.

Mixed Sources
Product group from well-managed forests, controlled sources and recycled wood or fiber
www.fsc.org Cert no. SW-COC-002262
© 1996 Forest Stewardship Council
FSC
30%

PRINTED WITH SOY INK

Agriculture Assistance Helps Iraq Recreate the Fertile Crescent

By Renuka Naj

Robert Dose, a horticultural specialist with USAID's Inma Agribusiness project, left; Sheik Sabah, a local farmer and head of the Agriculture Association in Hor al Bash; and USAID's Brian Conklin look at vegetable yields from the seed program.

TAJI, Iraq—Crumbling infrastructure and poor planning left the economy of this region—once known as part of the "fertile crescent"—stagnant. The farmers were divided and isolated.

Rebuilding Iraq's agriculture was a priority for the U.S. government after U.S. troops ousted the Ba'athist regime of Saddam Hussein in 2003.

In the summer of 2007, USAID's Brian Conklin joined an embedded Provincial Reconstruction Team (PRT) in Taji, which was then in the thick of insurgency as Sunnis and Shias fought for dominance.

Conklin was one of a small number of agriculture advisors to join PRTs—civilians that work with military units on reconstruction projects. His job was to assess needs, share technical expertise, and develop sustainable projects.

"When I arrived in Taji, there was little happening in agriculture," said Conklin, a native of Tehachapi, Calif.

"The canals that ran across the country, fed by the Tigris River, had fallen into disrepair; tribal and sectarian issues had led to waterways being blocked; very little was being planted; and what was planted couldn't compete with the less expensive produce coming across from neighboring countries."

The PRT decided to upgrade the water and irrigation systems and to strengthen crop production, handling, processing, and marketing. The team tracked the product starting at the producer, looking at how farmers received seed and fertilizer and how the products reached the markets. They identified weak links in the chain and worked with the local community to upgrade agribusinesses.

Farmers received small- and medium-size grants for equipment and supplies through USAID's Community Stabilization Program (CSP), designed to restore economic and social stability in areas hit by insurgency. And the PRT mobilized farmers to form local agriculture associations.

"Initially, many of the associations were formed along tribal lines, but within months there were 12 active associations representing tens of thousands of farmers," Conklin said.

Through the farmers associations, local governments, and U.S. assistance, the water started to flow again into the region through a network of canals.

USAID's Inma Agribusiness project taught updated farming techniques and gave 900 farmers high-yield seeds and plastic for mini-green houses for demonstration plots.

"The result was amazing. Yields were more than 300 percent higher than the seeds they had been using before. One farmer said that his sale of produce increased from $4,000 per hectare to $12,000," Conklin said.

The PRT also revitalized the Taji market which was plagued by sectarian violence—previously only 10 stores were open.

Conklin worked with shopkeepers on a plan to revamp the market with a clinic, paved sidewalks, public restrooms, and solar-powered lights.

Within a year, the market grew to 400 shops. It is now dotted with vendors selling expensive, hybrid seeds and fresh vegetables.

"It was incredible to be right in the middle of historic change taking place all around me, to have the freedom, funding, and technical support to plan and implement projects and see the difference it was making in people's lives," Conklin said. "It was the best experience I've had in my career with USAID."

He completed his tour in Iraq in September 2008 and is now at USAID's mission in Uganda. (For more on Conklin's work in Iraq, see the May 2008 edition of FrontLines.) ★

Robert Dose of USAID's Inma Agribusiness project, left; Abdul Al Asoum, an advisor with the PRT; and a local farmer look at crops that survived a snow storm and freeze due to plastic protection provided by USAID.

Sheik Sabah, a local farmer and head of the Agriculture Association in Hor al Bash, showing a bell pepper grown from the seed program; the plastic used in the greenhouse was part of the program as well.

USAID
FROM THE AMERICAN PEOPLE

SPECIAL REPORT

WWW. USAID.GOV DECEMBER–JANUARY 2009

DIVERSITY IS INCREASING AT USAID

Most of USAID's 8,000 employees in Washington and in more than 80 country missions around the world belong to diverse ethnic, racial, language, and other groups. In fact 6,000 of our employees are Foreign Service Nationals—citizens of the developing countries where we work. In spite of having one of the most diverse Federal workforces, the Agency is working to improve its diversity still further among its Foreign Service and Civil Service staff.

This Special Report focuses on Blacks and Hispanics. Future Diversity Reports will focus on gays and lesbians, Asian Americans, the disabled, and others. Our Vietnam report shows how USAID programs support diversity in the field.

Making Diversity a Core USAID Value

By Administrator Henrietta H. Fore

As Administrator of USAID and Director of U.S. Foreign Assistance, I am proud to lead the Agency at a time when development is recognized, as never before, for its critical contribution to U.S. national security. It is a time of revitalization and indeed, renewal, for USAID. By the year 2012, we envision a surge of new intellectual capability and talent.

Essential to that renewal is ensuring a diverse workforce that represents the best that America has to offer. Promoting diversity at USAID is not only the right thing to do, it is the smart thing to do—and it is central to our Agency's mission.

As professionals serving the United States development agenda in countries of great social, cultural, and religious diversity, USAID should, in turn, represent America's extraordinary diversity, our rich and multiethnic history, and our storied commitment to openness.

Fostering diversity in the workplace encourages a wide range of perspectives, and greater creativity, creating an environment where new ideas and solutions can be brought to bear on all our challenges.

Moreover, experience has shown that organizations that value diversity, and enjoy a strong reputation for doing so, frequently attract the best and brightest candidates, and they grow stronger.

And on that note, I am pleased to report that we are making extraordinary progress recruiting a stronger and more diverse workforce at USAID. Under the Development Leadership Initiative (DLI), the Agency's plan to double the number of Foreign Service Officers (FSOs) and dramatically increase the number of our Civil Service staff, we are making diversity a high priority. Among FSO new hires, minority representation has increased 12.3 percent between 2007 and 2008. In 2008, minorities represented 29.3 percent of all new FSOs hires compared to only 17 percent in 2007.

Over the past 18 months, the percentage of minorities represented in our Senior Executive Service increased from 28.6 percent to 39.1 percent. USAID currently has a 23.2 percent higher representation of minorities in the SES than the government at-large. Likewise in the SES development pool—ranks of GS-14 and GS-15—USAID's representation of minorities continues to grow and is 12.1 percent higher than the government-wide representation of minorities at these ranks.

Among all of our new hires throughout the agency during the past 18 months, minorities represented 32.5 percent, which exceeds the average representation of minorities in the National Civilian Labor Force of 25.4 percent.

see **DIVERSITY** on reverse ▶

Hispanics Correcting Under-Representation in USAID Foreign Service

In a recent meeting with Lisa Chiles, the Agency's counselor and chair of the Executive Diversity Council, the Hispanic Employee Council of Foreign Affairs Agencies (HECFAA) raised the issue of "significant under representation of the Hispanics in the Agency at all levels of the foreign service and civil service."

Hispanics constitute less than 4 percent of USAID's workforce, but they form 11 percent of the National Civilian Workforce and 7 percent of the federal workforce.

Chiles was able to reassure HECFAA that progress is already being made since Administrator Fore focused on Hispanic under-representation.

For example, when she addressed the League of United Latin American Citizens' (LULAC) Diversity Luncheon on July 8, Administrator Fore explained that when she joined USAID, "I knew the Agency was facing a challenge since it is significantly under-represented in Hispanic talent. We set out to change that, based on a clear conviction that USAID will always find greater strength in broader diversity. But also because we represent America around the world."

And her efforts are beginning to have an impact upon Hispanic representation at USAID. While the number of Hispanics in the Agency's Civil Service staff remains low at 2.7 percent the representation of Hispanics among new Foreign Service Officer (FSO) hires more than doubled from only 3.8 percent in 2007 to 8.6 percent in 2008.

Hispanic male representation among new FSO hires

see **HISPANICS** on reverse ▶

Blacks in Government Chapter Attends New Orleans Forum

Blacks In Government (BIG) is a grass roots organization of 10,000 people that promotes and supports the well-being, education, and professional development of African Americans.

The USAID BIG chapter recently co-sponsored an Agency forum with the Office of Human Resources at the 30th Annual BIG National Training Conference in New Orleans. The forum entitled Seeking the Next Generation of Global Leaders included a panel discussion on the future of the Agency and as well as career opportunities in the Foreign and Civil Services.

USAID's Chief Operating Officer Alonzo Fulgham served as the keynote speaker and the panelists included Karen Turner, Office of Development Partners; Alvin Brown, Office of Inspector General; and Terry Payne, Management bureau. Management officials were able to make on- the-spot employment offers to qualified candidates to fill contracting and procurement positions.

BIG was incorporated in 1976 to promote equity in all aspects of American life, excellence in public service, and opportunity for all Americans. BIG's 10,000 plus membership includes federal, state, and local government employees, retirees, military, and corporate associates in the United States and abroad.

The USAID-BIG Chapter was chartered in October 2000. The chapter collaborates with the Agency's senior managers and the Diversity Council to promote diversity and equal employment opportunities while sponsoring professional forums, seminars, and workshops to enlighten all Agency employees on a range of work related areas.

The chapter also supports and promotes quality of life issues through outreach and community service. During the past year, some of the more noteworthy activities have included seminars on "Strategies for Civil Service Career Advancement," "The AVUE Automated Personnel System," and "The Future of USAID."

The chapter also sponsored a Juneteenth Commemoration Activity and a Book Scholarship Program for College Freshman.

USAID-BIG Chapter President Melvin Porter has said: "There is something special about having the right heart and doing something for others. If we embrace this calling, we will do well. With dignity, respect, and pride, we will speak truth to power." ★

USAID Helps Vietnam Promote People with Disabilities

HANOI—Businessman Do Thanh Dong believes some firms are hesitant to hire people with disabilities because they've never tried it, and they make snap judgments about the abilities of people with disabilities.

But as the deputy managing director of the graphic design firm, Esoftflow, Do Thanh Dong has already hired five graphic designers who have disabilities and he plans to hire five more because "they're good for business, good for our staff, and bring a good attitude and skill set to the company."

Do Thanh Dong is just one of a group of 30 employers who participate in Vietnam's Blue Ribbon Employers Council (BREC), developed by public and private partners who saw the need to link into Vietnam's vast untapped labor force—people with disabilities.

The Council was formed in September 2007 by the Vietnam Chamber of Commerce and Industry and Vietnam Assistance for the Handicapped, with USAID support. Members include international corporations such as Motorola, Nike, AIG (American International Group), Liberty Mutual, and FedEx, as well as local companies such as FPT Telecom, Vietnam's largest telecommunication firm.

The Council brings together a diverse group of employers and organizations, both national and international, to promote employment of people with disabilities in Vietnam. It reaches out to potential employees with disabilities and shares employers' experiences with other businesses to encourage them to diversify their workforce to include individuals with all types of disabilities.

"Corporate productivity depends on attracting the best, most capable employees. That means both companies and individuals should focus on a person's ability, his or her talents; disabilities are not the issue," said U.S. Ambassador Michael Michalak at BREC's May 16 awards ceremony, where the council recognized the efforts of employers and employees with disabilities.

BREC is among the USAID programs that support people with disabilities in Vietnam. To date, the U.S. government has contributed $43 million in assistance to people with disabilities, including programs that help children remain in school; provide alternative livelihoods and specialized medical care; make roads, transportation, and buildings more accessible; and ensure that the millions of Vietnamese with disabilities are given an equal opportunity to participate in Vietnam's social, cultural, and economic life. ★

DIVERSITY from front

These are accomplishments for which each one of us can take great pride. Still, there is much more than we can and must do. We have developed an outreach and recruitment plan to bring in new officers for both the Foreign Service and Civil Service. We are recruiting on college campuses, at career fairs, on Facebook, and on YouTube.

In July, I presented the Development Leadership Initiative to the League of United Latin American Citizens at their national convention. The audience was made up of LULAC members from around the country, students, federal employees, and members of Congress. It was great to see that nearly a quarter of those present were undergraduate and graduate students who were eager to learn more about the opportunities that await them and what it means for their coursework and their budding careers.

USAID is strongly committed to bring in more students through the Hispanic Association of Colleges and Schools program. The USAID story generated a terrific amount of interest that resulted in hundreds of inquiries being made that day and throughout the convention. And several students have joined us.

USAID also has among the most dynamic chapters of Blacks in Government (BIG). At BIG's national conference in August, USAID hosted a highly effective forum, "Seeking the Next Generation of Global Leaders," where USAID Chief Operating Officer Alonzo Fulgham spoke of the exciting leadership opportunities available at USAID. Here again, we are working hard to ensure that knowledge of USAID is widespread.

Yet, recruitment is only one element of promoting a diverse workforce—equally important are retention, development, and mentoring of our personnel.

We have made respect for diversity a criterion for those seeking to advance to Senior Foreign Service and Senior Executive Service positions. USAID must demonstrate a clear commitment to diversity, which includes mentoring diverse individuals and Foreign Service Nationals to enable them to succeed in the Agency, and assigning them portfolios of significant responsibility and importance.

Training has returned as a priority for USAID.

DLI recruits must go through a five-week orientation and introduction to USAID, followed by working in a bureau for two to three months, training in a language, and an assignment overseas following completion of language training. New officers' training includes programming foreign assistance, working across cultures, equal opportunity employment, security overseas, and working with the private sector.

At the first ever USAID alumni reunion in September, I encouraged former USAID colleagues to reach out to and mentor the current DLI officers with their years of expertise on the field.

In short, we must foster an environment where each individual welcome and valued and contributing to the greater organization, where diversity is encouraged, and where everyone has the opportunity to succeed, regardless of race or ethnicity, gender, religious belief, disability, or sexual orientation. I expect all of our colleagues, at every level, to be visible in their support for equal opportunity and respect for the diversity of our workforce.

It is my deep conviction that by broadening the diversity of USAID, we will be better equipped to meet the needs of our great nation and those we serve around the world. ★

HISPANICS from front

increased from only 1.9 percent to 2.6 percent.

Even more impressively, Hispanic female FSO representation tripled from 1.9 percent to 6 percent—a three-fold increase that actually exceeds the 4.5 percent presence of Hispanic females in the national civilian labor force.

This recruitment of junior officers more reflective of the general population was welcomed by HECFAA members. They also called for greater agency awareness, training and mentoring of Hispanics as well as greater equal opportunities for career development. ★