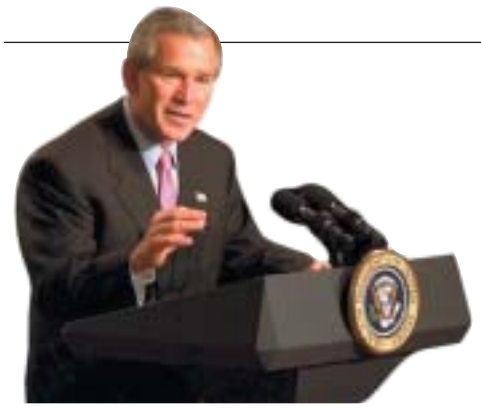
FRONTLINES

www.usaid.gov

U.S. Agency for International Development Employee News

NOV./DEC. 2002



"Spearheading our back-to-school efforts [in Afghanistan] are Lisa Hartenberger and Nitin Madhav. They work for USAID. They're a part of the new army of compassionate souls who are on the frontlines..."

PRESIDENT GEORGE W. BUSH

USAID Honored at White House

President Bush thanked two members of the USAID team working to rebuild Afghanistan: Lisa Hartenberger and Nitin Madhav. The White House ceremony on October 11 recognized the work of U.S. agencies, private organizations and individuals to rebuild Afghanistan.

Hartenberger is currently based in Kabul where she manages USAID education policy and programs in concert with the Afghan government and the international donor community.

Madhav was in Kabul this past spring, helping launch the first back-to-school campaign. He now develops assistance programs for the Afghanistan working group in the Asia and Near East Bureau. ★

Nitin Madhav and Lisa Hartenberger.

We're Back!

After an 18-month hiatus, *FrontLines* is back with a new look and a new commitment to you. Although the number of pages will vary from issue to issue, you can expect *FrontLines* delivered regularly—both electronically and in print—to every employee and retiree, as well as some friends of USAID. ★

U.S. Continues to Rush Food to Africa

Up to 28 Million Now at Risk in Southern Africa and the Horn

U.S. relief shipments continued to pour into southern Africa in November to prevent famine among 14 million people at risk, but a second drought—in Ethiopia and Eritrea—placed an additional 14 million people at risk.

"There is now evidence of a second major crisis," said Administrator Andrew S. Natsios, who announced on November 13 93,000 metric tons in new food assistance for the Horn of Africa.

The food deficit in the Horn is about equal to the need in southern Africa. Each region needs an estimated 2.5–2.7 million metric tons of food through the end of next year, said Natsios.

One million people died in a similar drought in the Horn in 1984, but improved communications, planning and transport are expected to avert famine, he said.

The United States has pledged 500,000 tons of food to 14.4 million people in six southern African countries in desperate need due to drought and mismanaged farms and markets.

In Zimbabwe, Zambia and adjacent countries, crops have withered and people have had to sell their livestock and possessions to stave off the growing hunger. Villagers are eating nuts and roots with little nutritional value in a sign of growing desperation.

Similar conditions have been seen by USAID officials in Ethiopia and Eritrea. Food shortages are also a concern in West Africa and Angola.

The U.S. Famine Early Warning System gave an alert of impending food shortages when it indicated months ago that the southern African and the Horn regions would not be able to feed themselves.

In Zimbabwe, the breadbasket of the south, food production was down 62 percent due to the drought and to the Harare government's policy of distributing white-owned farms to loyalists or to poor peasants.

Famine threatens 6.7 million in Zimbabwe, 2.9 million in Zambia, 3.3 million in Malawi and 1.5 million more in Mozambique, Lesotho and Swaziland.

USAID's Office of Food for Peace began in February to assemble a food pipeline of 500,000 metric tons, valued at $265 million. But the World Food Program says it may increase its own estimate of needed relief from one million to 1.5 million metric tons, in part due to market policies that discourage food imports.

Natsios said that Ethiopian Prime Minister Meles Zenawi has agreed on a new food-security

▼ SEE AFRICA ON PAGE 2

"The international community has given Saddam Hussein and his regime one last chance. It is now for Baghdad to seize it."

SEC. COLIN L. POWELL

Baghdad's Moment of Truth

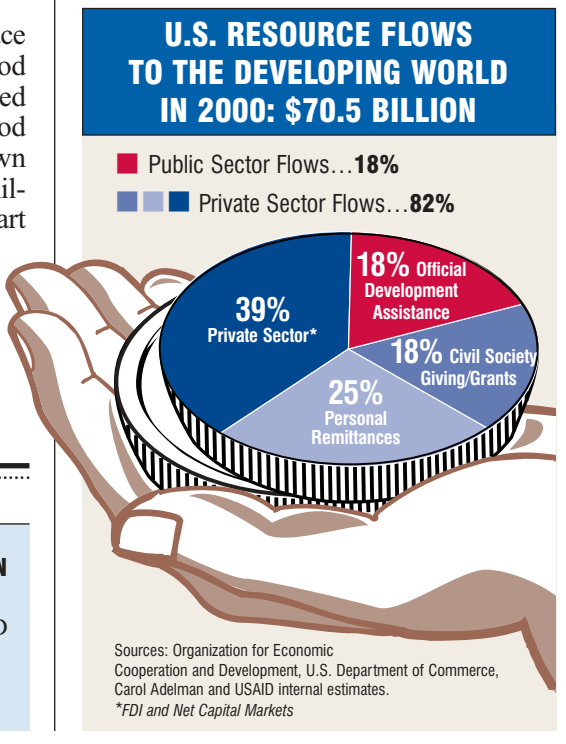
EDITORIAL | NOVEMBER 10

On September 12, President Bush went before the United Nations and challenged the Security Council to meet its responsibility to act against the threat to international peace and security posed by Iraq. The council's unanimous passage of Resolution 1441 was a historic step for the United Nations toward ridding Iraq of its weapons of mass destruction by peaceful means.

▼ SEE BAGHDAD ON PAGE 24

Larry Foley Remembered

▼ SEE FOLEY ON PAGE 24



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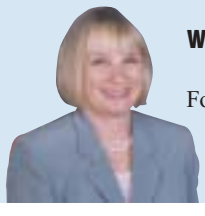

WENDY CHAMBERLIN CONFIRMED

For full list of USAID leadership, see:

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▲ FROM AFRICA ON PAGE 1

African Food Crises

strategy aimed at improving agriculture and creating a safety net for a region chronically short of food.

Food shortages in Ethiopia, a countryof 65 million, occur periodically and the new crisis arose out of back-to-back droughts over three years. U.S. aid to the Horn consists of wheat, beans and vegetable oil: some 62,300 tons for Ethiopia and 30,540 tons for Eritrea.

In southern Africa, where corn is the staple food, a dispute over donated bio-tech U.S. corn disrupted aid deliveries. African leaders worried whether the genetically modified corn was safe and feared it might germinate and mix with local varieties, potentially sparking a ban by European buyers opposed to bio-tech products.

USAID brought seven Zambian scientists to the United States and South Africa in October to meet with health and science experts and see first hand that bio-tech food is widely consumed without adverse effects. They met with: U.S. Department of Agriculture, Environmental Protection Agency, Department of Health and Human Services, National Corn Growers Association, U.S. Grains Council, Center for Science in the Public Interest, Union of Concerned Scientists, International Food Policy Research Institute, International Food Information Council, National Academy of Sciences, U.S. Trade Representative, National Family Farm Coalition, Harvard University, and Council for Responsible Genetics. However, Zambia decided to reject the U.S. corn. ★

BIO-TECH FOOD FACTS

- The United States produces approximately 68 percent of the global acreage planted with bio-tech crops.
- More than 60 percent of the soybeans and approximately 30 percent of the corn produced in the United States are from bio-tech varieties.
- Bio-tech crops first entered the U.S. food supply more than seven years ago.
- U.S. food that is exported, commercially or through food aid, is the same food eaten by Americans—there are no separate stockpiles.
- Food crops derived through bio-technology have been approved for human consumption by governments all over the world, including the European Union (EU), Argentina, Australia, Canada, Japan, South Africa, South Korea, and China.
- The EU has issued public statements confirming their reviews determined that bio-engineered maize varieties are safe, and food aid containing bio-tech varieties, provided to developing countries, will not prevent trade with the EU.
- USAID is committed to building the capacity of developing countries to evaluate the safety of bio-engineered crops through funding environmental research, training of regulatory officials, and assisting in establishment of science-based, bio-safety regulatory systems.

There is no scientific evidence that suggests food containing bio-tech varieties is unsafe.

KOSOVO MUNICIPAL ELECTION

Photo by Kirsten Michener, USAID/Pristina

A woman in Pristina casts her vote during municipal elections held in Kosovo on Saturday, October 26.

The elections were supported by a USAID initiative to train hundreds of local citizens and political party members as domestic election observers. Similar programs helped ensure the success of two previous elections in Kosovo since 1999. ★

UPDATE ON SECURITY

Security Tightened After Jordan Attack

Security measures are being tightened in the Middle East and other regions of the world following the assassination of USAID Jordan Executive Officer Laurence M. Foley, 60, by an unidentified gunman in Amman, October 28.

"The United States is at war with terrorism and there is no reason to believe USAID is exempt from that war," Security Director Mike Flannery told an "all hands" meeting in Washington two days later.

Flannery said he could not talk openly about "things we might expect in the security area," but there was no reason to believe USAID officials are specifically targeted.

Flannery said that as executive officer, Foley was assigned to the additional duty as "unit security officer" and thus was aware of the risks. "He would say you can't make everyone safe from all evil all the time." But Flannery added, you can try.

Deputy Security Office Director Harry Manchester said that "we are in a very high state of alert—anything that smacks of a threat is shared immediately by intelligence officials with USAID officers and employees and other foreign affairs agencies. They could be told to stay home or to return to the United States. In some cases they receive extra security."

Foley was the first U.S. direct hire murdered in the line of duty since 1984, when terrorists hijacked a flight from Yemen to Pakistan and killed Office of Inspector General auditors Charles Hegna and William Stanford.

"No U.S. direct hire had been murdered in the line of duty even though USAID has frequently operated in the very dangerous environments of civil and guerrilla wars, terrorism, and regional strife, such as in El Salvador, the Philippines, Rwanda, Bosnia, the Democratic Republic of the Congo, and Kosovo," said Security Specialist Randy Streufert.

"The State Department is issuing worldwide warnings telling Americans to be careful. Regional security offices are all aware what happened to Foley. They are paying close attention to residential security and the physical security of all buildings."

Since the 1998 Embassy bombings in Africa, new resources are being applied to physical security measures.

An investigation is now underway to determine whether there is a need for an accountability review board to examine the Foley assassination. ★

The President's Management Agenda

On August 25, 2001, the Office of Management and Budget (OMB) released the President's Management Agenda, an integrated plan to reform the federal government's management systems. The agenda sets out specific steps to accomplish reforms through five government-wide initiatives represented in the scorecard (at right). The scorecard is divided into two parts: located on the left side are scores for "status" (baseline scores) and on the right side are scores for "progress." ★

USAID'S SCORE AS OF SEPTEMBER 30, 2002

CURRENT STATUS					PROGRESS IN IMPLEMENTING PRESIDENT'S MANAGEMENT AGENDA				
Human Capital	Comp-Sourcing	Financial Mgmt	E-Gov	Budget/Perf	Human Capital	Comp-Sourcing	Financial Mgmt	E-Gov	Budget/Perf
●	●	●	●	●	●	●	●	●	●

A stoplight scoring system is used: ● Green for success, ● Yellow for mixed results, ● Red for unsatisfactory

www.results.gov/agenda/scorecard02.html

FIRST PERSON

"I didn't know how to manage a business—I needed to learn business management to succeed. Before, I simply dyed cloth and sold it. I used the money from the sales for my personal needs, to buy shoes or something for the kids, and then I didn't always have enough money to invest back into my business. I learned that I needed to separate the funds…I learned that you can't run a business that way. I learned these basic management skills through the training."

DJEINABOU KANTE

Djeinabou Kante was able to produce fabulously dyed cloth in the traditional methods of her family in Conakry, Guinea, on a small scale until USAID training 11 years ago helped her triple her business, hire more employees and find export markets.

We are seeking "First Person" accounts by beneficiaries of U.S. assistance for this regular feature. Go to USAID's internal Website and access **inside.usaid.gov/LPA/frontlines** *or the external Website* **www.usaid.gov/pubs/frontlines** *for the "First Person" application form.*

Mission of the Month

On a regular basis, we will salute one of our missions. Each issue of *FrontLines* will highlight one USAID post that is responding—in a creative way—to the new challenges facing our people in the field.

The only criteria for the selection of "Mission of the Month" will be that the mission utilize innovation in dealing with challenges. The challenge could be related to anything—a development program, USAID resources, even a country or interagency relationship. The solution should showcase how to do our work with greater impact, more efficiently or cost effectively. Our goal is to salute innovations that are both sustainable and replicable.

To submit an application for "Mission of the Month," go to USAID's internal Website and access **inside.usaid.gov/LPA/frontlines** or the external Website **www.usaid.gov/pubs/frontlines**. Download the "Mission of the Month" application form, fill it out, and obtain the mission director's signature. All forms must be submitted to *FrontLines* through your bureau correspondent. ★

▼ SEE LIST ON PAGE 22

For more information on the Millennium Challenge Account, see www.mca.gov. USAID also has published a brochure on the MCA. It is available on our Website, or by contacting Mary Felder at mfelder@usaid.gov.

Notes from Natsios

★★★★★★★★★★

The White House announced November 25 that the President will propose to Congress the creation of a new government corporation, chaired by Secretary of State Colin L. Powell, to manage the Millennium Challenge Account (MCA), the largest increase in U.S. foreign assistance in 40 years.

The board of directors will consist of Cabinet-level officials and the CEO will be nominated by the President and confirmed by the Senate. About 100 employees will be transferred from other federal agencies and the private and non-profit sectors, including some from USAID.

The corporation will rely on USAID in some countries as well as outside contractors and non-governmental organizations.

The President announced March 14, just before the Monterrey Conference on Financing for Development, that he would increase U.S. foreign assistance from about $10 billion per year to $15 billion by 2006.

The President said the new MCA funds would "reward nations that root out corruption, respect human rights and adhere to the rule of law…invest in better healthcare, better schools and broader immunization…and have more open markets and sustainable budget policies."

Countries will be scored in 16 areas, from civil liberties to ease of starting a business, using reports by Freedom House, the World Bank Institute, the International Monetary Fund, the World Bank and the Heritage Foundation.

Only countries with per capita income below $1,445 and eligible to borrow from the World Bank's International Development Association will be eligible for MCA funds in the first year of operations, FY 2004. The following year, all countries with income below $1,445 will be eligible. In FY 2006, all countries with income up to $2,975 will be eligible.

As the President has said, the MCA is "a new compact for development, defined by new accountability for both rich and poor nations. Greater contributions from developed nations must be linked to greater responsibility from developing nations."

As further details become available, we will keep you posted. ★

MCA PERFORMANCE INDICATORS

President Bush announced in his March 14, 2002 speech that countries eligible for MCA be identified based on "clear and concrete and objective criteria" that would be applied "rigorously and fairly." The following 16 indicators, with sources identified, will be used to assess national performance.

Governing Justly

- Civil liberties (Freedom House)
- Political rights (Freedom House)
- Voice and accountability (World Bank Institute)
- Government effectiveness (World Bank Institute)
- Rule of law (World Bank Institute)
- Control of corruption (World Bank Institute)

Investing in People

- Public primary education spending as a percent of GDP (World Bank/national sources)
- Primary education completion rate (World Bank/national sources)
- Public expenditures on health as a percent of GDP (World Bank/national sources)
- Immunization rates: diphtheria, pertussis & tetanus (DPT) and measles (World Bank/national sources)

Promoting Economic Freedom

- Country credit ranking (Institutional Investor Magazine)
- Inflation (IMF)
- Three-year budget deficit (IMF/national sources)
- Trade policy (Heritage Foundation)
- Regulatory quality (World Bank Institute)
- Days to start a business (World Bank Institute)

HIV Muppet Teaches Tolerance

CAPE TOWN—Kami, a 5-year-old HIV-positive muppet, recently joined South Africa's Takalani Sesame television cast with a bittersweet message health-care workers say is badly needed.

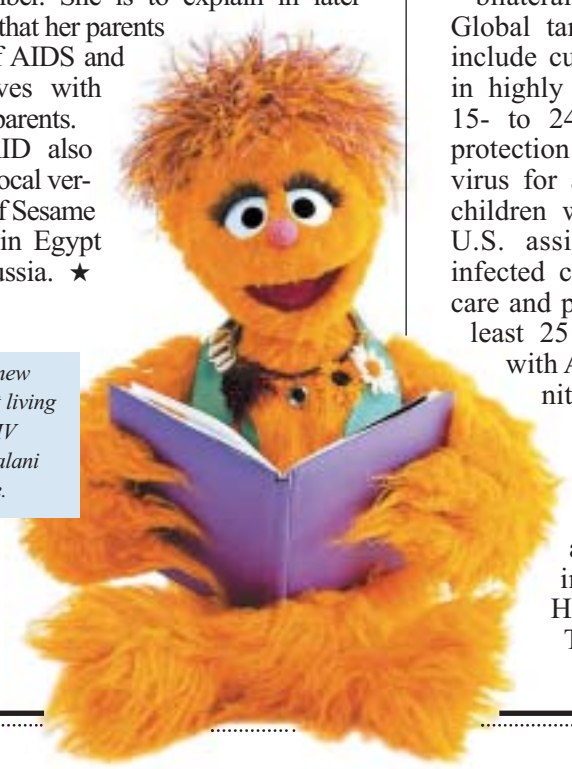
"Kami could become one of South Africa's most valuable contributions in helping children and adults deal positively with HIV/AIDS in everyday life," said Dirk Dijkerman, South Africa Mission Director. USAID is paying $500,000 to fund the character.

"Bringing a little muppet into the homes of children helps families replace their fear and shame of AIDS with acceptance and practical ways of living safely with HIV," he said.

Kami's name is derived from the word "acceptance" in Setswana, a widely-spoken language in southern Africa, and it carries a sense of belonging, hope and optimism.

Kami made her first appearance in September. She is to explain in later shows that her parents died of AIDS and she lives with foster parents.

USAID also funds local versions of Sesame Street in Egypt and Russia. ★



Kami, new muppet living with HIV on Takalani Sesame.

Strategic Shifts in War on AIDS

As the worldwide AIDS epidemic threatens to kill 100 million people by 2020, the United States is stepping up its war on the still incurable disease. USAID's budget increased to $435 million—part of the overall $1 billion in 2002 in U.S. spending on HIV/AIDS. As the Agency tackles prevention, care and treatment in more than 50 countries, the new strategy targets countries at three levels:

- **Rapid Scale-Up** countries are receiving the highest priority to produce a measurable impact. They are Cambodia, Kenya, Uganda and Zambia.
- **Intensive Focus** countries total 19. They are getting increased resources to reduce the size of the AIDS epidemic or keep levels down.
- **Basic** countries from Angola to Uzbekistan, a total of 31, maintain bilateral funding.

Global targets of the new strategy include cutting in half the HIV rate in highly infected countries among 15- to 24-year-olds and providing protection against transmission of the virus for at least 25 percent of the children whose mothers have HIV. U.S. assistance in those heavily infected countries also will support care and psycho-social services to at least 25 percent of people living with AIDS, and provide community support to 25 percent of children affected by AIDS.

Another U.S. target is to hold infection rates below one percent among 15- to 49-year-olds in countries with low HIV/AIDS rates.

The new strategy also puts more money and decision-making into the field, in part through creation of regional field offices capable of tracking the epidemic. It also provides support across borders—where we have missions and inside non-presence countries such as Cote d'Ivoire.

As part of the Agency's reorganization, the Bureau for Global Health was created, with an Office of HIV/AIDS. To support the global battle against AIDS and help block its spread, a commodity fund was established to centrally purchase condoms, medical supplies, testing kits and drugs for HIV and opportunistic infections. ★

MORE THAN $1 BILLION

U.S. leads world battle against HIV/AIDS

- **The United States government is the largest provider of international HIV/AIDS funding—in FY 2002 $1.17 billion was spent to fight the global pandemic. This is approximately half of global spending on HIV/AIDs.**
- **USAID had a budget of $435 million in FY 2002 to fight HIV/AIDS in more than 50 countries, a 24 percent increase over FY 2001.**
- **Since USAID began its HIV/AIDS program in 1986, we have spent more than $2.3 billion.**
- **The United States is the largest contributor to the Global Fund to Fight AIDS, Tuberculosis and Malaria. U.S. pledges to date total $500 million.**

Mother-to-Child Transmission Targeted

USAID Awards $100 Million Grant

Since the HIV/AIDS pandemic began in the early 1980s, mothers have unknowingly infected millions of children—either through blood-to-blood transmission at birth or by breast-feeding.

"The best way to prevent mother-to-child transmission of HIV is to prevent HIV infection among women of reproductive age."

DR. ANNE PETERSON, Assistant Administrator, Bureau for Global Health

USAID in July pledged up to $100 million over five years to the Elizabeth Glaser Pediatric AIDS Foundation.

"This award from USAID will allow us to reach millions of women and prevent thousands of new infections," said Kate Carr, President and CEO of the Glaser Foundation.

The Foundation will use the funding to train healthcare workers, provide HIV counseling and testing, offer infant feeding education, and supply antiretroviral regimens, like nevirapine, to prevent HIV transmission from a mother to her newborn. The funds also will provide voluntary counseling and testing, management of opportunistic infections, and where feasible provide antiretroviral therapies to parents.

"To have a baby die of AIDS is the most horrible thing because the child experiences a kind of pain that nobody can explain—not even a doctor."

FLORENCE NGOBENI, whose child died of AIDS. She works for a hospital supported by the Glaser Foundation.

President Bush announced a new $500 million International Mother and Child HIV Prevention Initiative that seeks to prevent the transmission of HIV to infants and to improve health-care delivery in 12 African nations and the Caribbean.

The Glaser grant "underscores President Bush's commitment to fighting HIV/AIDS," said Dr. Anne Peterson. ★

www.pedaids.org

U.S. Study Predicts Major AIDS Breakout

China, Ethiopia, India, Nigeria and Russia

The majority of the world's AIDS cases soon will no longer be found in central and southern Africa but in five of the world's most populous countries—China, Ethiopia, India, Nigeria and Russia—according to a new U.S. study.

By 2010, HIV/AIDS infections in those five countries will increase from about 15 million to 60 million, said the study released by the National Intelligence Council (NIC) in September.

Central and southern Africa, today's most heavily infected regions, will have up to 35 million cases in 2010 according to the NIC, an advisory panel to the Central Intelligence Agency.

Risky sexual behavior, intravenous drug use, unsafe blood transfusions and prostitution drive the epidemic.

Current HIV-infection rates are about one percent of the population in China, India and Russia, and about 10 percent in Nigeria and Ethiopia. That is far below the worst rates of up to 35 percent in some southern African regions. But the huge populations of India, China and Nigeria are cause for concern.

On a somewhat positive note, the NIC said that in these five countries there is less of the denial and the lack of political commitment that allowed the explosive spread of the virus in southern Africa in the 1990s. The world health community also now knows how to fight the spread of the illness and has mobilized significant funds through the Global Fund, USAID and other bilateral and private agencies.

Four of the five countries are already priority countries for USAID, and we plan to begin a new program to fight HIV/AIDS in China's border areas of Yunan and Guangxi provinces. ★

www.odci.gov/nic/pubs/

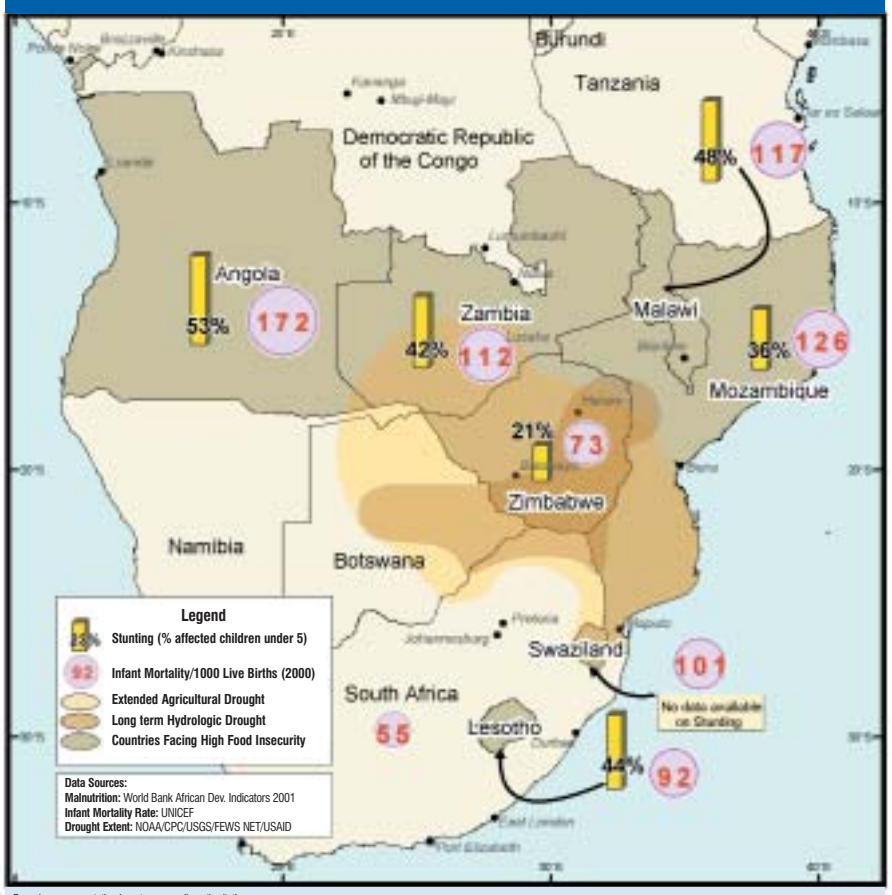
ESTIMATED HIV/AIDS CASES IN 2010

China	10–15 million
India	20–25 million
Nigeria	10–15 million
Ethiopia	7–10 million
Russia	5–8 million

National Intelligence Council projections

Humanitarian Information Unit

SOUTHERN AFRICA INFANT MORTALITY & CHILD MALNUTRITION



Boundary representation is not necessarily authoritative.

Typical map available from HIU. The interagency unit was inaugurated September 19.

An interagency team of humanitarian, political, military and technical specialists, headed by USAID's Leslie Curtin, has set up a new Humanitarian Information Unit (HIU) that will promote data sharing and streamline reporting of unclassified information on emergencies.

During fast-moving major humanitarian crises such as Kosovo or Afghanistan, where political, security, economic, cultural and environmental factors create fluid and difficult operational conditions, the last thing senior U.S. planners and decision-makers need is a truckload of reports from a half-dozen agencies.

Secretary Colin L. Powell felt there was "too much information from too many sources," according to HIU Director Curtin, who is visiting embassies and USAID missions to consult on shared reporting standards on crisis indicators such as food prices, vulnerable populations, mortality, malnutrition and security issues.

Powell approved the new U.S. government interagency unit in November 2001 "to serve as a nucleus to identify, collect, analyze and disseminate unclassified information critical to U.S. government preparedness and response to humanitarian emergencies worldwide."

"Administrator Natsios has often said that the lack of data or news is less of a problem than the difficulty of giving policymakers well-focused information based on an understanding of what is happening on the ground," Curtin said. "The most accurate accounts of conditions may not come from traditional intelligence reporting, but rather from unclassified and non-governmental organizations."

By the end of September, the HIU was producing useful documents on war in Sudan, Afghan relief and the HIV/AIDS and food crises in southern Africa. Multicolored maps spring to life on computer screens showing data on refugees, bombings, food supplies and drought, linked by new software.

"Our focus will be on complex, political-military crises that have a humanitarian component."
LESLIE CURTIN

The HIU is under the State Department Bureau of Intelligence and Research and includes staff and resources from USAID, State, the intelligence community, Defense Department's National Imagery and Mapping Agency and Stability Operations offices, and the U.S. Geological Survey. Other potential partners include the National Oceanographic and Atmospheric Agency, the National Aeronautic and Space Administration, U.N. agencies, academic groups and non-governmental organizations.

Key HIU products are analyses, briefings and visual presentations for senior officials that identify, measure, explain and forecast key aspects of complex humanitarian emergencies and natural disasters. ★

Development: Key Element of National Security Strategy

The President's National Security Strategy (NSS), released September 17, includes development as a key element.

The document states: "Including all of the world's poor in an expanding circle of development—and opportunity—is a moral imperative and one of the top priorities of U.S. international policy."

"Development has joined defense and diplomacy as a critical element of our U.S. foreign policy and national security."
ANDREW S. NATSIOS,
USAID Administrator

As the world's only remaining superpower, America can create "decades of peace, prosperity and liberty" not only through strong alliances against terrorism, but also through trade and development, according to the strategy.

"A world where some live in comfort and plenty, while half of the human race lives on less than $2 a day, is neither just nor stable," the document stated.

Noting that "decades of massive development assistance have failed to spur economic growth in the poorest countries," the new strategy calls for targeting aid to countries that promote free markets, fight corruption and invest in education and health.

"The United States and other developed countries should set an ambitious and specific target: to double the size of the world's poorest economies within a decade," the NSS said.

It also stated, "we [the U.S.] will:

- use our foreign aid to promote freedom and support those who struggle non-violently for it, ensuring that nations moving toward democracy are rewarded for the steps they take;
- make freedom and the development of democratic institutions key themes in our bilateral relations…
- take special efforts to promote freedom of religion and conscience and defend it from encroachment by repressive governments." ★

www.whitehouse.gov/nsc/nss.html

WSSD INITIATIVES

As part of its forward-looking approach to problems identified at the World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa, from August 26 through September 4, USAID announced new initiatives on water, energy, hunger and forests.

WATER—The United States proposed granting up to $450 million over the next three years for water supply, sanitation and health projects to achieve the U.N. Millennium Declaration Goal of cutting in half by 2015 the proportion of people lacking safe drinking water. In addition, the United States will engage in public-private partnerships totaling $60 million. One example is the West Africa Water Initiative where a $4.45 million USAID grant will complement more than $36 million in resources from private foundations, universities and industry groups to support water, sanitation and hygiene programs.

ENERGY—To increase access to energy, to improve energy efficiency and to change unhealthy energy use, the U.S. delegation to WSSD announced the Clean Energy Initiative: Powering Sustainable Development. This initiative will invest up to $43 million in 2003 to leverage an estimated $400 million in investments from other governments, the private sector, civil society and development organizations.

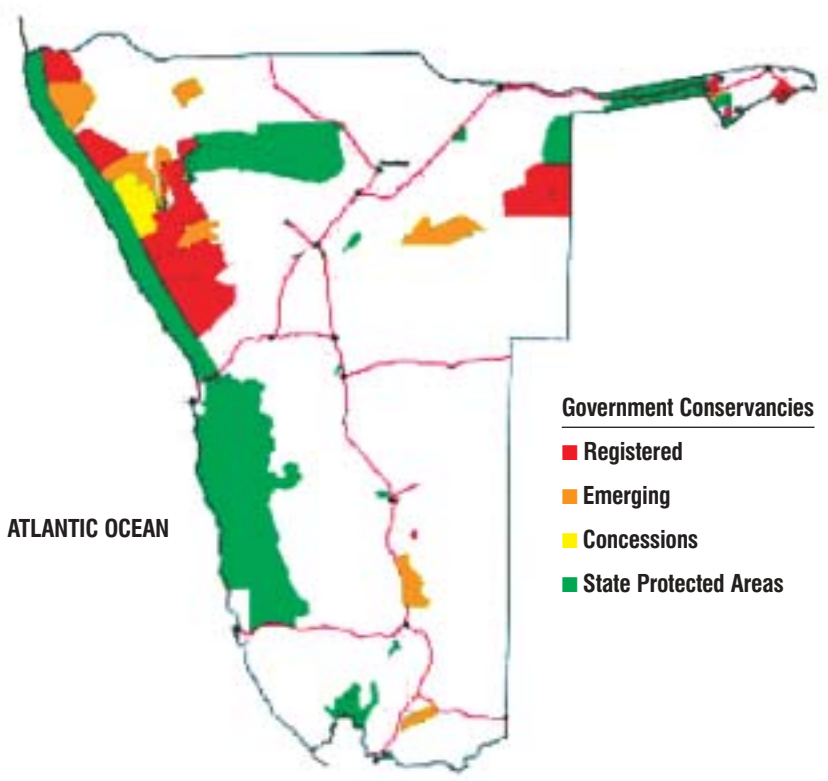
HUNGER—The Initiative to Cut Hunger in Africa will target chronic hunger with a 25 percent increase in U.S. financial commitments to boost agricultural productivity and trade in Africa. Of the $90 million proposed in 2003, $53 million is to harness science and technology for African farmers and $37 million is to unleash the power of markets for smallholder agriculture.

FORESTS—The Congo Basin Partnership aims to preserve forests in six African countries: Cameroon, Central African Republic, Democratic Republic of the Congo, Equatorial Guinea, Gabon and Republic of Congo. The United States will support a network of national parks and protected areas, well-managed forestry concessions and assistance to communities who depend upon the conservation of the outstanding forest and wildlife resources of 11 key landscapes in the Congo River basin. Ecotourism will be one of the income-generating projects. The United States will invest up to $53 million over four years (2002–2005), including a $36 million increase for the Central African Regional Program for the Environment.

ECONOMIC GROWTH, AGRICULTURE AND TRADE

GISD Maps Threats and Resources

NAMIBIA CONSERVANCIES



In Namibia, GISD is using high technology on the areas around the Kalahari Desert to monitor wildlife conservancies. After the territory is mapped and community groups are set up, the government will provide resources to process bush meat and manage tourism and hunting.

WASHINGTON, D.C.—A new partnership between USAID and the State Department is helping countries use the latest satellite and other technologies to track locusts, map landmines, monitor floods, combat drought and thereby avert the spread of famine and disease.

The Geographic Information for Sustainable Development (GISD) was formed through the combined efforts of U.S. agencies, non-governmental organizations (NGOs), universities and private-sector companies to demonstrate that high-tech satellite monitoring, Internet-mapping and other information and communications technologies have grown into a useful science. It was on display at the World Summit for Sustainable Development in Johannesburg this summer.

After the Sahel and Ethiopia were hit by drought in the mid-1970s, killing thousands of people and millions of farm animals, an early form of GISD was created—the Famine Early Warning System (FEWS). Its use of satellite imagery and other high technology prevented massive deaths in later African droughts and is today one of the most successful applications of Geographical Information Systems in Africa.

But the challenge has always been how to transfer technology and information in a usable form to decision-makers, such as the farmer who needs to know the latest market price or the government irrigation planner. GISD is providing decision-makers with high-tech information and showing them how to interpret and utilize it. ★

www.opengis.org/gisd

GISD IN ACTION

GISD bridges the gap between technical knowledge and on-the-ground application:

- **Recent use of video cameras combined with global positioning systems and lasers mounted in small planes—rather than satellites—have cut the cost of monitoring water, plant and other resources.**
- **Comparing new satellite photos with recently declassified satellite imagery going back decades is "turning out to be one of most effective tools for land management in Africa," said Robert Ford, a USAID National Resource Advisor. The photos can verify which farmers are using improved land practices and which are not—a powerful visual tool for local and national policy.**
- **In Uganda, USAID has tripled the incomes of small, specialty coffee growers by tying them into global markets via an internet auction, instead of leaving them at the mercy of local buyers offering bottom dollar.**

GLOBAL DEVELOPMENT ALLIANCE

BP-USAID Form Indonesian Partnership

Indonesian local governments are using new provincial revenues for critical transport needs of remote islands, including use of ferries such as this one berthed at Merauke harbor on West Papua.

WEST PAPUA—When giant gas tankers begin sailing out of the new British Petroleum (BP) Tangguh plant in Indonesia, the company intends to leave behind a well-planned economic boom instead of the "gold rush" chaos that has been left by other large industrial projects in poor countries around the world.

So the oil giant BP, USAID, Britain's Department for International Development (DFID) and the Indonesian government have become partners in "a new model of development" at the Tangguh project in the "Bird's Head" region of the Indonesian province of West Papua on the island of New Guinea.

The high-tech gas facility will only employ about 300 people once completed, but under Indonesian law, some 70 percent of the post-tax profit from the gas plant is expected to be returned to the province. BP saw a need to create institutions that could use the post-tax profits to develop forestry, fishing and agriculture, while protecting natural and cultural resources.

"In the uplands, the culture is very fragile and has been exposed to few outside influences," said BP Senior Advisor Peter Burbridge. "The upland people are from different ethnic and religious groups than the coastal people."

"In the past, there has been uncontrolled, spontaneous development—like a gold rush," Burbridge explained at a Global Development Alliance panel at the Advisory Committee on Voluntary Foreign Aid meeting in Washington, D.C., October 9. BP wanted to avoid that kind of chaos and instead see "secondary development spread to other parts of the province without impinging on the rights of local people."

Currently there is a shortage of skilled local personnel able to allocate effectively this sudden wealth. BP recognized that it had limited capacities to undertake all the tasks required and therefore developed a broad alliance with stakeholders, international donors and the non-governmental organization community to support development and implementation.

So BP has teamed up with USAID and DFID to help train Indonesians to be able to use the new income from the gas plant and yet prevent corruption, environmental damage and social disruption. "This alliance is a wonderful opportunity," Burbridge said to "focus on expanding the institutional capacity of the government's human resources." By working with companies such as BP and other non-traditional development players, U.S. foreign assistance dollars can often have a much larger impact than through direct, bilateral aid. By leveraging outside resources for this alliance, USAID attracts two dollars of private money for every dollar the United States brings to the table. ★

INDONESIA PARTNERSHIP

- **USAID is building the capacity of local civil society to manage environmental resources and generating employment and incomes through agriculture initiatives.**
- **BP is funding and implementing community development, developing Tangguh in an environmentally and socially responsible manner, and supporting local economic development through strengthening local businesses and human resources.**
- **DFID is promoting sustainable forestry and developing programs to address rural poverty.**

GLOBAL HEALTH

Family Planning Enlists Imams in Egypt

As a result of partnership between USAID and Egypt's family planning program, many families have been able to realize their personal reproductive preferences and choices.

MINYA—Aleya was a 22-year old Egyptian woman who had already borne three children and had two miscarriages when a voice over a loudspeaker changed her life. She had dropped out of school at 12, married at 14 and now was exhausted from caring for her family, working in the fields and recovering from her numerous pregnancies. But she was afraid of family planning. Rumors in her village, in the Minya Governorate, said it harmed women or that it was against Islam.

Then one day Aleya heard a tape-recorded message over a loud speaker while riding on a local bus. The voice asked her to think for a few seconds before having another child and invited her to attend a community meeting to listen to an imam from the local mosque and the village health clinic's female doctor tell her how family planning could help her.

Either because the meeting was at the local mosque, or because the imam was to be there along with the local female doctor, she decided to attend, going with her sister. There they found other women from the village and it gave them all some comfort in a situation that was new and uncharted for the extremely close-knit and traditional society in which they lived.

Encouraged if not emboldened by the presence of friends and relatives, the women began asking about family planning and were told it was perfectly safe and not against Islam. Aleya left the meeting with a pamphlet telling her where the nearest family planning clinic was located, and the following day she went there to ask about the best contraceptive method for her.

The pilot program helped turn the statistics around in Minya where only 23 percent of women had previously used contraceptives, one of the lowest rates in Egypt. Today it is 48 percent.

USAID has invested $180 million since 1978 to make family planning services, information and materials accessible in Egypt.

The percentage of Egyptian women using contraceptives rose from 24 percent in 1980 to 56 percent in 2000. The total fertility rate fell from 5.3 to 3.5 births per woman during those same years.

But while developed and urban areas have made good progress, the country's population continued to rise over the last 20 years—from 40 million to 67 million—in part because rural areas, especially in Upper Egypt, have not adopted family planning. That is one reason Minya was chosen for a demonstration project.

Over an 18-month period, an information, education, and communication campaign was launched and religious and community leaders were trained. Counseling was emphasized and community meetings that focused on family planning were held in towns and villages throughout Minya. The results indicate that by giving training and a role to local religious and community leaders, family planning programs—so vital for developing health and the economy—have penetrated the veil of suspicion that often blocks new ideas in less developed areas. ★

DEMOCRACY, CONFLICT AND HUMANITARIAN ASSISTANCE

A Salute to Sudan FSNs

For years a handful of Foreign Service Nationals (FSNs) and an American supervisor have lived and worked in an unmarked building on a dusty Khartoum street, awaiting the rebirth of what had been one of USAID's biggest overseas missions.

Now the team, with 108 combined years of service, have been galvanized into action as USAID has begun relief aid to the Nuba Mountains, shipped food to northern regions threatened by famine and negotiated agreements between the government and southern rebels to open food corridors and end fighting.

"FSNs carry out their responsibilities with grace and great expertise. They do USAID and the U.S. government proud."
ROGER WINTER
Assistant Administrator, DCHA

Jacque Poole-Galdas has worked for USAID in Sudan as a contractor since 1988 and, when all other American staff were evacuated, she stayed behind and went from being an administrative officer to heading the Sudan office for nearly two years.

She has endured tense periods. In August 1992, Sudan security entered the USAID compound in Juba and accused all 14 national staff of espionage for using their base radio station to communicate with the rebel Southern People's Liberation Army (SPLA) leader John Garang. During those interrogations, four of our employees were killed.

In 1998, tensions rose again after U.S. embassies in Kenya and Tanzania were bombed by al Qaeda; U.S. forces responded by bombing a Khartoum pharmaceutical plant linked to Osama bin Laden, who ran terrorist training camps and lived in Sudan until 1996, when he was expelled to Afghanistan.

As the mission was reduced from a staff of 400 serving hundreds of thousands to a skeleton staff holding the fort while relations soured, the FSNs have grown in their jobs.

Fathi Yousif Karyal was a truck driver, but now he coordinates travel on World Food Program (WFP) flights, works with the Ministry of Foreign Affairs and plans motorcades for the embassy.

Ahmed Juma was a storekeeper in the General Services Office (GSO) and now manages and oversees all GSO functions. Maintenance Supervisor Mubarak Khamis began as an electrician and now is a foreman. Finance Specialist Ahmed Adam Nourain was part of a large staff when he joined USAID in 1985, but now he has sole responsibility for finance.

Abdul Rahman, food security and agriculture specialist, said after a visit to the drought areas, "It was scary. We saw dried reservoirs, malnourished children and people eating famine foods. If not for the change [in U.S. policy to aid drought victims in the north] this would have been a real disaster." Lynn WagieAlla, the part-time mission secretary, has remained at her job over the years. Poole-Galdas said: "Yes, that is Lynn. Steady all the way."

Assistant Administrator for the Bureau of Democracy, Conflict and Humanitarian Assistance Roger Winter, who travels regularly to Sudan, concluded that a large and very critical humanitarian effort has been continued by USAID foreign service nationals (with some assistance from temporary personnel from Nairobi) in areas controlled by the Sudan government. "FSNs were instrumental in operating a wide-ranging program, from garrison towns in conflict zones to serving the urgent needs of two million civilians, primarily from the south, displaced by the war into northern cities. Their efforts undoubtedly contributed to saving many lives. Additionally, when the U.S.-led peace process began, our FSN staff were enthusiastic supporters, especially providing counsel on the very crucial USAID role in that process." ★

This story is based on an article by Ami Henson.

SUDAN UPDATE

- **President Bush named Administrator Natsios Special Humanitarian Coordinator for Sudan in May 2001.**
- **To avert a return of the famines of the mid-1980s and early-1990s, some 17,400 tons of U.S. wheat was sent to northern Sudan (North Darfur, Kordofan, and the Red Sea Hills) in summer 2001.**
- **A U.S. bilateral relief flight carrying eight tons of wheat to the Nuba Mountains August 30, 2001, led to the warring parties agreeing to a one-month military stand-down and a WFP special humanitarian operation.**
- **The Khartoum USAID Health Specialist Dr. Haidar Abu Ahmed accompanied U.N. assessment teams to the Nuba Mountains in January 2002.**
- **President Bush's Special Envoy for Sudan John C. Danforth broadened USAID's Nuba Mountains humanitarian-access negotiations into the political realm. A six-month cease fire was signed January 19, 2002.**
- **The Government of Sudan and the Sudan People's Liberation Movement signed the Machakos Protocol on July 20, 2002, opening the prospect for peace, despite subsequent setbacks.**
- **The Sudan government later agreed to allow full humanitarian access to all locations notified by Operation Lifeline Sudan, the umbrella U.N. relief mechanism, for the month of November and December.**
- **The parties agreed on November 18 to extend the cease fire to March 2003.**

SUB-SAHARAN AFRICA

Kenya Farmers Use New Seed

Increase Production Tenfold

NAIROBI—Improved, hardy seed varieties that can produce greater yields are key to successful farming, yet many Kenyan farmers live in remote areas where these seeds, along with the necessary tools and fertilizers, are difficult to obtain.

Even when these seeds and inputs are available, many farmers don't have access to the cash or credit to purchase them.

Now many of those poor farmers in Kenya's low- and medium-potential agricultural areas are growing higher-yielding crops and increasing their incomes from the sale of seeds and other farm products, assisted by USAID Kenya's Agribusiness Development Support Project. These small-scale seed growers are proving that they can produce seed varieties that meet inspection and certification standards set by the Kenya Plant Health Inspectorate Services.

Two thousand Kenyan farmers are now planting improved seed varieties and using new farm practices. Their efforts create greater awareness among other farmers and increase market demand for certified seeds. Despite their greater cost, these improved seed varieties yield 50–80 percent greater harvests compared to traditional seeds.

Local certified seed production is giving farmers access to improved varieties closer to home and reducing marketing and transportation costs, with 150 individual seed distributors currently passing on these savings to farmers through reduced prices. The project also works with private seed wholesalers, distributors and community-based organizations to improve collaboration, trade and marketing of agricultural inputs and farm products.

One such group is the Kyeko Self Help Farmers Group, a successful seed enterprise of 114 men and 77 women that has integrated seed production, processing and marketing into its operations.

In the October 2001 to March 2002 growing season, Kyeko farmers increased seed production tenfold, from 1,985 to 19,800 kg and grew new varieties of maize and beans. Overall income for the group from the sale of certified seed varieties increased from $2,000 in 2001 to $14,000 in 2002.

A Kenyan farmer joins a district agent to inspect a field planted with an improved variety of bean.

These gains show that the farmers are putting their new knowledge to work and improving their households' security in the process. Farmers report that greater incomes have enabled them to purchase additional livestock, improve their houses and pay school fees for their children. ★

This article is based on a story by Beatrice Wamalwa.

LATIN AMERICA AND THE CARIBBEAN

Easing the Path for Cash Sent Home

New Program for Remittances

Arthur Arnold, CEO of the World Council of Credit Unions with Adolfo A. Franco, Assistant Administrator for the Latin America and Caribbean Bureau.

DURHAM, N.C.—Mexican migrants and Mexican-Americans sent back home about $9 billion last year—far more than foreign aid, twice as much as Mexico's agricultural exports and about half of its oil revenue.

But it has not been easy to send money back to the cities and villages where that cash is fueling development and keeping many families alive. Steep cash transfer fees, a lack of bank accounts and identity documents or corrupt and unscrupulous intermediaries have drained much of the value of those remittances.

Recognizing that the flow of cash back to Mexico and other Latin American countries is an important source of development income, USAID is providing $500,000 to support the creation of an innovative new program to facilitate the flow of remittances to Mexico.

"USAID will work with credit unions in Mexico and the United States to offer low-cost money transfer services," said Adolfo A. Franco, Assistant Administrator for the Latin America and Caribbean Bureau (LAC), at a September announcement ceremony in the Latino Community Credit Union in Durham, North Carolina.

"The program also will promote savings and investment by offering attractive, safe and convenient places for people to save their money. In many cases, financial services—savings, credit, mortgages—will be provided to families that have never had them before," said Franco.

USAID is partnering with the World Council of Credit Unions (WOCCU) and the Caja Popular Mexicana, the largest credit union in Mexico, to develop the initiative.

WOCCU will provide critical training, technical assistance and technology to ensure the success of this effort. WOCCU has enlisted the assistance of the Texas and California credit union leagues, which will provide additional training and internship opportunities for staff from Mexico.

Remittances sent home by migrants have accelerated dramatically in recent years, growing at an average rate of 7–10 percent per year to Latin America and the Caribbean. This exceeds official development assistance by a significant amount. For the developing world as a whole, remittances now constitute 25 percent of all cash inflows including foreign aid and private investment.

Latin American remittances approached $23 billion in 2001
INTER-AMERICAN DEVELOPMENT BANK

For Nicaragua, Haiti, El Salvador, Jamaica, and Ecuador, remittances account for more than 10 percent of the gross domestic product.

Franco was joined at the announcement in Durham by Rosario Marin, U.S. Treasurer; Carolina Zaragoza, Mexican Consul for the Carolinas; Arthur Arnold, WOCCU CEO; and John Herrera, WOCCU Chairman of the Board. ★

2001 REMITTANCES

Mexico	$9.2 billion
Brazil	$2.6 billion
El Salvador	$1.9 billion
Dominican Republic	$1.8 billion
Ecuador	$1.4 billion
Jamaica	$960 million
Peru	$905 million
Colombia	$670 million
Nicaragua	$610 million
Guatemala	$584 million
Honduras	$460 million
Bolivia	$105 million
Other Latin American Countries	$800 million

Source: World Council of Credit Unions

ASIA AND THE NEAR EAST

Afghan Road Reconstruction

Breaking Ground on Highway One

KABUL—Just 26 miles south of Kabul, the main road linking Afghanistan to Europe deteriorates into giant potholes, smashed bridges and a labyrinth of ruts stitched across the carcass of a solid road built by the United States in the 1960s.

Now USAID has begun a 36-month project to rebuild part of the 600-mile highway that once sped buses and trucks from Kabul through Kandahar to Herat. The United States is committing $80 million while Japan and Saudi Arabia each pledged $50 million to initiate the work.

Deputy Administrator Frederick W. Schieck, while visiting Highway One in Afghanistan, examined holes in the damaged road.

Deputy Administrator Frederick W. Schieck, who recently visited Afghanistan, emphasized "the importance of rebuilding the road to unify the country and help the economy."

Neglect and war damage during the Soviet-Afghan War of 1979–1989, followed by warlord fighting and Taliban control since 1995, left the critical artery a ruin.

"The Taliban repaired only the first 26 miles south from Kabul and then stopped work," said Schieck. The USAID-administered road construction project will begin at that point.

The road spur from Kandahar heading east to the Pakistan border at Spin Buldak, linking Afghanistan with the region's major port in Karachi, will be repaired by the Asian Development Bank with a Japanese grant. A World Bank project will fix the road north from Kabul to Mazar-e-Sharif through the Soviet-built Salang Tunnel. However, to keep the tunnel open this winter, USAID has provided $1.6 million for snow-clearance, emergency repairs and traffic management.

To infuse jobs and cash into the local Afghan economy, USAID will use labor-intensive methods and local contractors when possible. Estimates for fixing the road, including rebuilding nine bridges, range between $180 and $250 million.

Back in the peaceful years of the 1960s, when Afghanistan's King Zahir Shah still ruled, the trans-Afghan highway enabled trucks and cars to drive directly from Europe to India. Heavily-loaded local Afghan buses carrying cargo and passengers on the roofs would fan out across the desert in a cloud of dust as they linked remote villages to the new asphalt road called Highway One.

Since November 2001, nearly two million refugees have returned home, many of them bouncing in trucks over portions of the once smooth highway. Rebuilding the road is key to reviving the Afghan economy and to providing humanitarian and reconstruction aid. ★

President Hamid Karzi, left, prays with U.S. Ambassador Robert P. Finn, center, and Japanese Ambassador Kinichi Komano during a ground-breaking ceremony on November 10.

EUROPE AND EURASIA

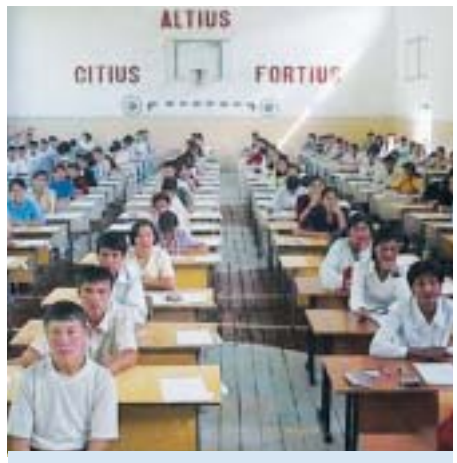
Reforming Kyrgyz Exams

Leveling the Studying Field

BISHKEK—A corrupt university entrance system in the former Soviet republic of Kyrgyzstan has been effectively replaced by an objective, nation-wide exam established with the help of USAID's Education Network (EdNet).

Scholarships in Kyrgyzstan have traditionally been sold by the heads of universities who use the payments to supplement their official monthly salaries of between $60 and $80.

On June 30, 2002, some 13,800 high school graduates from all over the country—approximately half of this year's graduating class—took the National Merit Scholarship Test, which determined who would be offered scholarships to universities.



Kyrgyzstan testing takes place in a sports hall beneath Latin inscriptions on wall reading "Highly, Quickly, Strongly."

"It was an extremely political issue," said Todd Drummond, Country Director for the American Councils for International Education (ACCELS), the USAID subcontractor that designed the test.

"There was strong resistance from the rectors [university heads], who had a lot to lose, as well as from the country's conservative education establishment."

Drummond said that although "the popular view is that the test's biggest impact has been in fighting corruption," he believes that the greatest success was introducing new assessment methodologies that concentrated on mathematical reasoning and independent thinking.

The USAID-funded exam measures skills, not just information. It focuses on problem solving and the application of learned knowledge—crucial skills that promote life-long learning. These skills are essential for future leaders to function in an open, democratic and market-oriented society.

"We are trying to create a new citizenry—to arm the people with something new, to make them flexible and able to respond to the market," says the charismatic, soft-spoken former Kyrgyz education minister and USAID key partner, Camilla Sharshekeeva.

Sharshekeeva said that successful citizens are "proactive people who can lead situations, think critically, understand links between causes and effects, make decisions and create jobs. Now, we have to start retraining teachers, as well as change academic standards and the content of textbooks, in the context of the 'new citizen'."

Because 80 percent of Kyrgyzstan's high schools are rural, the exam was administered in 31 geographically distributed centers countrywide. Previous entrance examinations for universities in the capital, Bishkek, were held only in the capital. "Sometimes kids did not have the money to come all that way to sit for the exam," said high school graduate Asel Samakova, who took the exam in Balykchy, near Issyk-Kul in northern Kyrgyzstan.

EdNet and the Ministry of Education designed the merit testing system so that 60 percent of the 5,103 scholarships awarded went to rural students, many of whom would otherwise not have been able to attend university.

It is still too early to tell the full impact of the program. But Madeleine Reeves, a doctoral student at Cambridge University who has recently written about the USAID-funded scholarship test, said it has changed things in Kyrgyzstan.

"This process has challenged the [rectors'] fief-like control over questions of university intake," she said.

"It had previously been an unmonitored process that let people enter not on the basis of what they knew, but on how much money they could pay."

The new education minister Ishinkul' Boljarova is already working with USAID's EdNet project on next year's national scholarship test, preparing to accommodate all 100,000 students expected to graduate from high schools in 2003.

Kyrgyzstan's President Askar Akayev, a former academic, has publicly supported the institutionalization of the exam and an independent educational testing organization responsible for implementing it. ★

The U.N. Office for the Coordination of Humanitarian Affairs' Integrated Regional Information Networks contributed to this article.

E&E Mission Directors Hold Conference

Directors from USAID missions in Europe and Eurasia gathered for a four-day conference in Washington, D.C. and Richmond, Va., October 6–10 to strategize for the coming year.

The Europe and Eurasia (E&E) Bureau held a Mission Directors Conference October 7–10, attended by the bureau's senior staff from the field and Washington. It provided a forum to discuss challenges to transition in the region—such as the consolidation of democracy through the promotion of electoral systems, market economies, rule of law, civil society, human rights, and religious freedom—and how the new administration priorities are affecting USAID assistance. It also provided an opportunity to meet as a group with Assistant Administrator Kent Hill who outlined his personal priorities, which focus on outreach, ethics, and Islam and democracy.

Administrator Natsios and senior staff also provided the directors with more detailed information about USAID's reorganization and business systems transformation, and practical advice on how to pursue alliances with the private sector to achieve transition goals. ★

At the conference, Kay Lauren Miller, a first-year student at Georgetown University in Washington, D.C., was recognized for her outstanding initiative in establishing a non-profit organization that has shipped thousands of books overseas to children in need. For her work in promoting reading in the developing world, Miller was designated as the first recipient of E&E's Bureau Citation—which was established to recognize U.S. citizens who further our mission.

Hispanic Heritage Hailed

www.usaid.gov/espanol Launched

Rhythmic syllables of Spanish echoed through the corridors of the Ronald Reagan Building September 24 as senior USAID and State Department officials of Hispanic ancestry celebrated Hispanic Heritage Month and the Agency unveiled a Spanish-language Website.

"I am proud of the many talented Hispanic employees we have working for us," said Administrator Natsios.

"It is thanks to their efforts that tonight we are announcing the creation of a Spanish-language section of our USAID Website."

Adolfo A. Franco, Assistant Administrator for Latin America and the Caribbean (AA/LAC), spoke in Spanish and then English saying, "I am very proud of the many accomplishments and contributions of the Hispanic community, but we still have a long road ahead of us." He said Hispanic-Americans are now the largest minority in the United States.

Since President Bush showed a commitment to opening his administration to Hispanic-Americans, the number taking the Foreign Service exam has tripled, said Ambassador Roger F. Noriega, Permanent U.S. Representative to the Organization of American States (OAS) and former senior writer/editor in the Bureau for Legislative and Public Affairs.

During his keynote address, Assistant Secretary of State for Western Hemisphere Affairs, Ambassador Otto Juan Reich, said, "What we do benefits the lives of ordinary people who have no other recourse." From 1981 to 1983, Ambassador Reich was AA/LAC.

Rita DiMartino, U.S. Principal Representative to the OAS Inter-American Commission of Women, said that "Hispanics should not wait at the table...there are many opportunities."

Adolfo A. Franco, USAID Assistant Administrator for Latin America and the Caribbean

Ambassador Roger F. Noriega, U.S. Permanent Representative to the OAS

Ambassador Otto Reich, Assistant Secretary of State for Western Hemisphere Affairs

Ms. Rita DiMartino, Vice Chairman of Hispanic Council on International Relations

Franco presented certificates of appreciation to the Hispanic Council on International Relations and the USAID Chapter of the Hispanic Employee Council for Foreign Affairs Agencies.

Although Hispanics are now 13 percent of the U.S. population, they are only three percent of the USAID workforce, according to Luigi Crespo, one of six Hispanics appointed by President Bush to USAID. The President has appointed more than 160 Hispanic-Americans to his administration.

"Reaching out to the public is a top priority for this administration, and at USAID we are being very creative and aggressive about reaching out to the Hispanic community," said Crespo. He is the public affairs liaison for LAC who organized the ceremony and is responsible with USAID's Web team, Joe Fredericks and Wesley Wilson, for the development of www.usaid.gov/espanol.

Remarks by senior officials and selected documents are being translated into Spanish for the Web page which is one of the most comprehensive for the government. The Web page went live the night of the event. ★

WWW.USAID.GOV/ESPANOL LAUNCHED

The newly developed Web page contains documents in Spanish about foreign policy and development assistance from President Bush, Secretary Powell and other senior administration officials. It also provides USAID information and success stories. The Websites of our Spanish-speaking missions also can be accessed through the Web page as can the Spanish-language Websites of other federal agencies and the White House.

Africa Bureau Mission Directors Meet

The Africa Bureau held its Mission Directors Conference from November 4–8, attended by senior staff from the field and Washington. As well as discussing challenges facing the region, such as HIV/AIDS and conflict, the group worked on a bureau vision, based on the Administrator's priorities, U.S. foreign policy and USAID's reorganization.

Administrator Natsios addressed the group, as did National Security Council Senior Director for African Affairs Dr. Jendayi Frazer and Deputy Assistant Secretary of State for African Affairs Mark Bellamy. ★

Directors from missions in sub-Saharan Africa gathered for a five-day conference covering a broad range of topics.

Kolbe on "Exciting Time" for Development

Congressman Jim Kolbe, Chairman of the House Appropriations Subcommittee on Foreign Operations.

Jim Kolbe, Chairman of the House Appropriations Subcommittee on Foreign Operations, told development specialists, "this is the most exciting time for foreign assistance in a generation."

"You will be there to pick up the pieces" in case of a war with Iraq, the Arizona Republican told USAID and other government and non-governmental organization experts at the National Press Club October 8.

Since September 11, security overshadows other priorities "but we do not want the President's [$5 billion] Millennium Challenge Account (MCA) to become one of the victims of the war on terrorism," he said.

Major U.S. foreign policy objectives such as "free markets, entrepreneurialism and an absence of large state central planning" have already been largely accepted around the world, he told the Advisory Committee on Voluntary Foreign Aid. The 23 free-market countries in General Agreement on Trade and Traffic (GATT) in 1947 have grown into 140 in the World Trade Organization (WTO) today. Over 80 percent of them are developing countries. World trade jumped from $1.8 trillion in 1983 to $5.5 trillion today.

"But there is a widening gap between rich and poor," he said.

"Globalization is the expansion of capitalism and to some it's an evil phenomenon. The passion of the protesters [at world financial meetings] stems from real fears we need to understand. We believe [globalization] helps people."

Kolbe said his subcommittee, which votes on the USAID foreign assistance budget, is working smoothly, and he is getting cooperation from the ranking member, New York Democrat Nita M. Lowey. "The bills are largely bipartisan," he said. He expects funding for child survival to go from $1 billion in 2001 to $1.7 billion in 2003. He expects funding for HIV/AIDS to rise from $315 million in 2001 to $786 million in 2003, including $250 million for the Global Fund to Fight AIDS, Tuberculosis and Malaria.

Kolbe cited U.N. AIDS estimates that poor countries will need about $10 billion annually to fight the pandemic by 2005—just three years from now. He concluded that "all national governments, including and specifically the United States, will have to increase the amount of resources they plan to budget and dedicate to fight this disease."

Kolbe said that international development got a huge boost when Congress gave President Bush power to pass without amendment trade pacts under the Trade Promotion Authority Act of 2002. "Traditional forms of assistance make us feel good but won't have lasting significance without free trade," said Kolbe.

Kolbe said that $167 billion in Official Development Assistance (ODA) to 156 countries since 1980 has not brought the results hoped for by the United States. Ninety-seven of those countries got $144 billion in aid since 1980 but experienced a decline in real per capita income.

"There is no real link between growth and ODA levels," said Kolbe, citing former World Bank economist William Easterly. "The rule of law and other governance issues matter far more than we ever thought."

Growth in places such as Chile, Thailand and South Korea, which doubled their incomes in recent decades, came not from U.S. assistance but from their own policies, he said. In Latin America, economic growth has led to "gross inequalities in wealth" leading many to "turn away from free market beliefs."

Kolbe said that foreign assistance is one vital leg of a three-legged stool of U.S. foreign policy. The others are diplomacy and defense.

"Foreign assistance can ease suffering…and make it possible for poor countries to access the world economy—that's where it should go," he said. If Africa could win one percent of world trade it would generate $70 billion in investment, he said.

On the MCA, which is currently being designed, Kolbe said it should offer "ownership" of the development programs to the recipient countries so long as they realize it can be withdrawn if the aid is abused. ★

Full text is available at www.house.gov/kolbe. Select "News & Views," enter "Speeches," and select "October 9, 2002".

Wolfensohn on Fixing Foreign Aid

Foreign assistance strategies must become truly effective in the wake of September 11, World Bank President James D. Wolfensohn said at a development conference in Washington.

Wolfensohn and other development officials admitted serious failures in foreign assistance programs, claimed some victories and charted out new methods of fighting poverty, illiteracy and the syndrome of instability they spawn.

The new strategy is to get people in each poor country to plan and carry out development projects. Foreign aid agencies will provide funding and technology from the sidelines, Wolfensohn told the conference on Development Effectiveness at the Johns Hopkins School for Advanced International Studies in October.

"Perhaps the biggest change is that responsibility for development does not rest with development agencies," said Wolfensohn. "It rests with the leadership of the country where development takes place. Unless the program in Brazil is Brazilian, there is no way we will have success."

This is a far cry from the Cold War years when dams, power plants and factories were pushed on poor countries with little input from local people and little follow-up by rotating foreign aid managers once projects were launched.

In many countries, the short-term benefits of costly development projects went to elites but the projects failed to generate jobs and income. Meanwhile, millions of poor were displaced or saddled with huge debts left by the project loans—a total today of $2 trillion, Wolfensohn said.

Foreign assistance was blocked from being truly effective by patterns of "paternalism, colonialism and politics," in the 1980s, he said. "All this has changed dramatically."

Foreign aid did produce the Green Revolution, increased life expectancy and reduced infant and maternal mortality. "But Africa, at best, held its own," he said.

Despite evidence of "inadequacies" in past foreign assistance, Wolfensohn says that the September 11 attacks "unify" the nations of the world behind improved foreign aid. "We cannot look forward to a peaceful world unless we deal with the issue of equity," he said, noting that five billion of the world's six billion people live in developing countries.

The huge changes since the Berlin Wall came down in 1989 include the emergence of thousands of non-governmental organizations (NGOs) that are not just critics but are active players and "immensely constructive at the national and local level," he said.

And private investment in developing countries went from $30 billion in 1990 to $300 billion in 2000—a period when Official Development Assistance (ODA) fell from $60 billion to $50 billion.

The current economic crisis has dried up portfolio investment and bank lending but still leaves some $150 billion in private investment—three times ODA, said Wolfensohn.

Increasing the effectiveness of ODA, he said, requires that developing countries train people, establish transparent legal and financial systems and fight corruption.

Development projects such as roads, clinics and power plants must also be part of a larger plan which reaches the broader population.

Coordination is also needed between the big donors such as the World Bank and USAID with the NGOs and churches, who "do most of the education in Africa."

Wolfensohn also said that the World Bank is unlikely in the near term to forgive developing countries' debt. The Bank uses its $10 billion in principal from shareholders such as the United States, and another $15 billion in profits, as equity to raise $125 billion in cash which it uses for development loans. Writing off loans would reduce the Bank's principal and cut its ability to raise such a large sum, he said. ★

To listen to Wolfensohn's full speech, go to www.sais-jhu.edu/mediastream/swiss_conf102402.htm.

James D. Wolfensohn, World Bank President.

A Celebration of Excellence

★

"This has been a very difficult and unusual year for all of us. This year's awardees have persevered under difficult and unforeseen circumstances, performed in ways that distinguished them, and inspired their fellow workers to take up their cause and nominate them for Agency awards."

ANDREW S. NATSIOS | AGENCY AWARDS CEREMONY | OCTOBER 17, 2002

Rose Marie Depp, Deputy Assistant Administrator, Office of Human Resources hosts the ceremony.

ADMINISTRATOR'S IMPLEMENTATION AWARD

Sundaa Bridgett

OUTSTANDING SECRETARY OF THE YEAR AWARD

Mary Felder

OUTSTANDING SECRETARY OF THE YEAR AWARD

Marian Venable

MICHAEL K. WHITE MEMORIAL AWARD

Alfred Bartlett

GEORGE C. MARSHALL AWARD

Corbett (Mike) Flannery

ADMINISTRATOR'S DISTINGUISHED CAREER SERVICE AWARD

Frank Almaguer

ADMINISTRATOR'S DISTINGUISHED CAREER SERVICE AWARD

George A. Wachtenheim

OUTSTANDING CAREER ACHIEVEMENT AWARD

Carol Carpenter Yaman

OUTSTANDING CAREER ACHIEVEMENT AWARD

Thomas L. Geiger

DISTINGUISHED HONOR AWARD

Delbert McCluskey

in Development

These pages show some of the award recipients who attended the 2002 Annual Awards Ceremony. A complete list of all award recipients is available in this publication. For a copy, contact:
Jill Wiley-Thomas, M/HR/EM
(202) 712–0749
jwiley-thomas@usaid.gov

DISTINGUISHED HONOR AWARD

Cecilia M. Pitas

DISTINGUISHED HONOR AWARD

James T. Smith, Jr.

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Howard Batson Jamaica

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Argjentina Grazhdani Kosovo

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Ekaterina Lebedeva
Central Asia Region

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Deprose Muchena Zimbabwe

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Kamal Paudel Nepal

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Jorge Quispe Bolivia

FOREIGN SERVICE NATIONAL OF THE YEAR AWARD

Ousmane Soumah Guinea

EQUAL EMPLOYMENT OPPORTUNITY UNIT AWARD

Office of the Inspector General
Accepted by Everett Mosley

Awardees assemble on the stage at the close of the October 17 ceremony.

USAID Exhibit

USAID produced a new traveling exhibit that was unveiled at the World Summit on Sustainable Development in August. The exhibit showcases our expertise in seven priority areas.

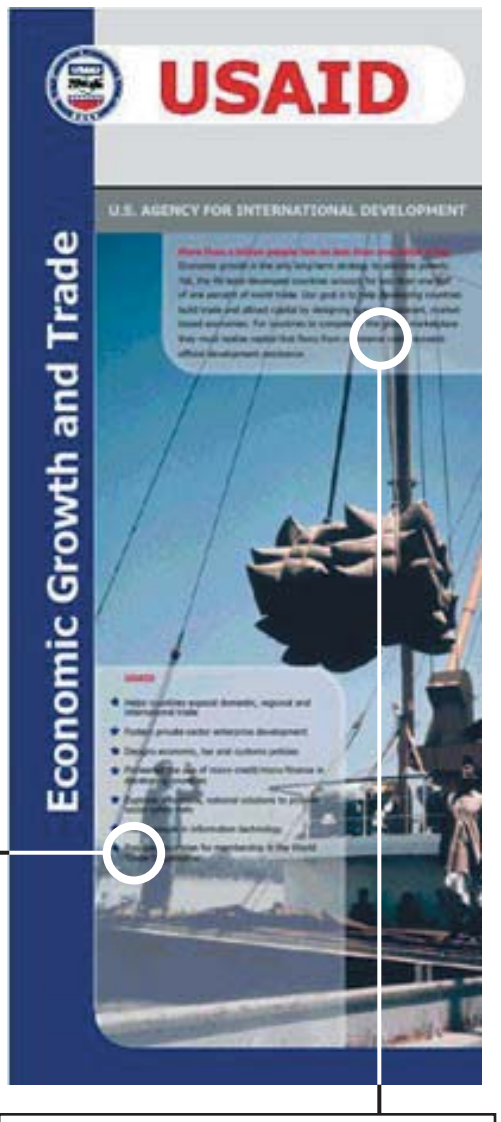
"The goal is to provide people in developing nations the tools they need to seize the opportunities of the global economy."
PRESIDENT GEORGE W. BUSH

"USAID's efforts help our government shape an international environment where peace, prosperity and democracy can flourish."
SECRETARY OF STATE COLIN L. POWELL

"To build a strong foundation for sustained economic growth, developing countries need peace and security, good governance and educated, healthy workers."
USAID ADMINISTRATOR ANDREW S. NATSIOS

Economic Growth and Trade

More than a billion people live on less than one dollar a day.



Economic growth is the only long-term strategy to alleviate poverty. Yet, the 49 least-developed countries account for less than one-half of one percent of world trade. Our goal is to help developing countries build trade and attract capital by designing open, transparent, market-based economies. For countries to compete in the global marketplace they must realize capital that flows from commerce vastly exceeds official development assistance.

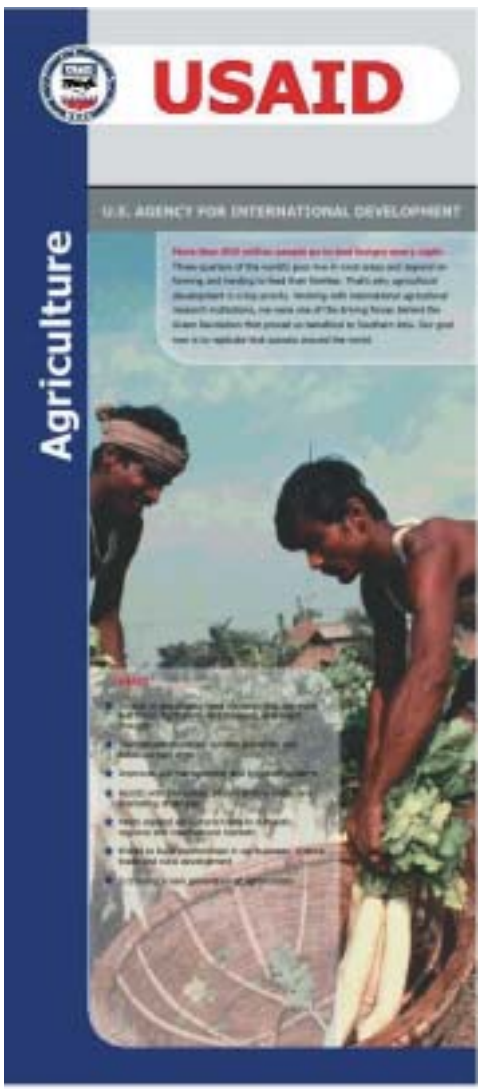
USAID

- Helps countries expand domestic, regional and international trade
- Fosters private-sector enterprise development
- Designs economic, tax and customs policies
- Pioneered the use of micro-credit/micro-finance in developing countries
- Explores affordable, national solutions to provide social safety nets
- Trains people in information technology
- Prepares countries for membership in the World Trade Organization

Exhibit panel text

Agriculture

More than 800 million people go to bed hungry every night.



Three-quarters of the world's poor live in rural areas and depend on farming and herding to feed their families. That's why agricultural development is a top priority. Working with international agricultural research institutions, we were one of the driving forces behind the Green Revolution that proved so beneficial to southern Asia. Our goal now is to replicate that success around the world.

USAID

- Invests in developing seed varieties that are more nutritious, fight pests and diseases, and resist drought
- Strengthens countries' current industries and develops new ones
- Improves soil management and irrigation systems
- Assists with bio-safety, phyto-sanitary codes and marketing strategies
- Helps expand agricultural trade to domestic, regional and international markets
- Works to build partnerships in agribusiness, science, trade and rural development
- Is training a new generation of agronomists

Democracy and Governance

There were 58 democratic nations in 1980; today, there are more than 115.

There is a direct and unmistakable relationship between sustainable development and just, representative government. For more than two decades, our democracy and governance programs have fostered transparency, accountability, and participation in government.

USAID

- Promotes free and fair elections
- Encourages political party development
- Fosters independent media
- Champions reformers and open institutions
- Supports civil society
- Advocates the rule of law
- Undertakes anti-corruption programs
- Protects human rights, especially women's
- Assists conflict mitigation and management

Global Health

By 2020, more than 25 percent of the workforce, in severely affected countries, may be lost to AIDS.

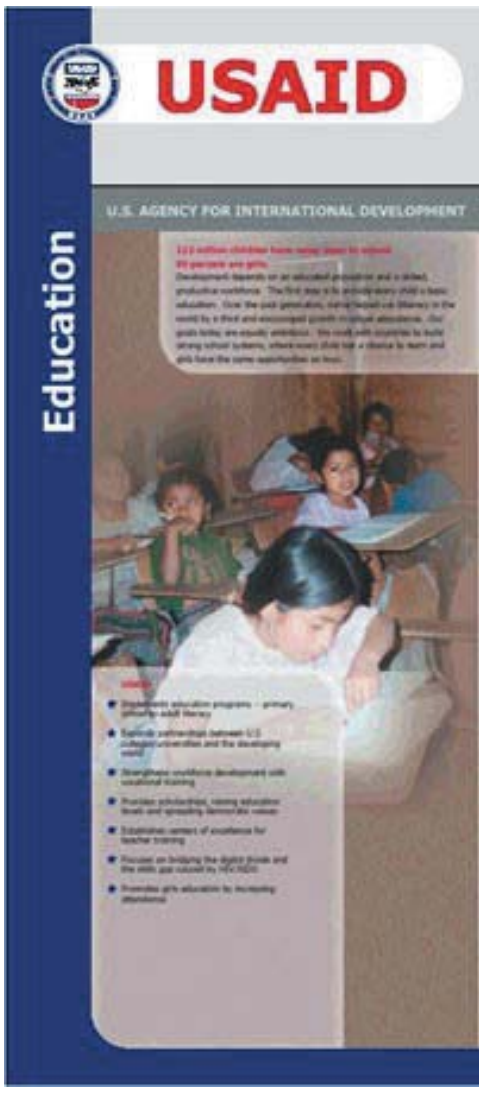
Health is a key indicator of national well-being, a vital component of social sustainable development and a major contributor to the quality of the workforce upon which economic growth depends. Long recognized for our leadership and expertise on global health issues, we continue our deep commitment to child survival and maternal health and the fight against infectious disease, under-nourishment, and the HIV/AIDS pandemic.

USAID

- Is a global leader in the HIV/AIDS crisis in the developing world
- Pioneered the use of oral rehydration salts to save children's lives
- Helped rid the planet of small pox and is a partner in eradicating polio
- Works to fight malaria, tuberculosis and other infectious diseases
- Helped reduce child mortality by 30 percent over the last two decades
- Protects millions of children each year through immunizations
- Supports better nutrition and improved hygiene, especial for vulnerable populations

Education

113 million children have never been to school. Sixty percent are girls.



Development depends on an educated population and a skilled, productive workforce. The first step is to provide every child a basic education. Over the past generation, we've helped cut illiteracy in the world by a third and encouraged growth in school attendance. Our goals today are equally ambitious. We work with countries to build strong school systems, where every child has a chance to learn and girls have the same opportunities as boys.

USAID

- Implements education programs—primary school to adult literacy
- Expands partnerships between U. S. colleges/ universities and the developing world
- Strengthens workforce development with vocational training
- Provides scholarships, raising education levels and spreading democratic values
- Establishes centers of excellence for teacher training
- Focuses on bridging the digital divide and the skills gap caused by HIV/AIDS
- Promotes girls education by increasing attendance

Conservation of Natural Resources

Every year 130,000 square kilometers of tropical forests are lost.

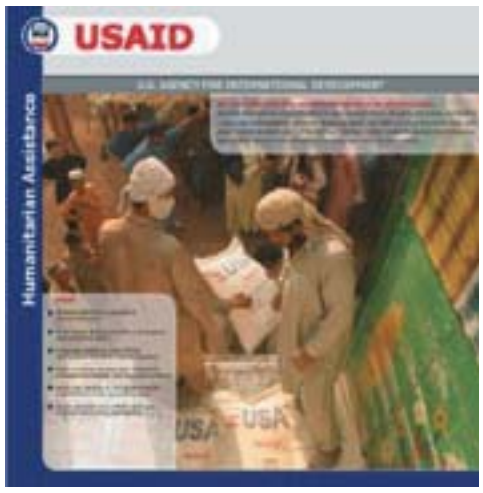
The loss of forests, wetlands and many diverse species, the inefficient use of energy, and the explosive growth of cities, all threaten to undermine the ecological systems upon which our lives and countries depend. One-third of the world has no access to reliable energy. Too many lack safe drinking water, shelter, sanitation and waste disposal. Addressing these conditions is a matter of the highest importance to us. Our global fate and future require us all to become responsible stewards of the earth's environment.

USAID

- Focuses on five key areas: biological diversity, natural resource management, urbanization, sustainable energy use, and global climate change
- Helps preserve rare wildlife species and ecosystems
- Fights desertification and promotes eco-tourism
- Runs clean water, sewage and solid waste management programs
- Promotes clean fossil fuel technology, renewable energy and natural resources conservation
- Advocates reforming laws and policies, improving energy efficiency, forest management and reducing industrial pollution reduction

Humanitarian Assistance

Our work reflects the deep humanitarian instincts of the American people.



We have developed an unmatched ability to respond when floods, droughts, hurricanes, earthquakes—even man-made disasters—strike the developing world. Our staff is on duty around the clock, and we go to great lengths to get millions of people the food, shelter, medicine, blankets and emergency supplies they need to survive and begin rebuilding their lives and communities.

USAID

- Monitors world food supplies to prevent famines
- Is the single largest provider of emergency food aid in the world
- Responds rapidly to major floods, earthquakes and other natural disasters
- Helps countries develop own emergency management/disaster preparedness systems
- Builds the capacity of non-governmental organizations in the developing world
- Begins reconstruction efforts early and ensures host country participation

CONTACT

- If you would like to have the new traveling exhibit at an event, contact Veronica Young, LPA, (202) 712-0336 vyoung@usaid.gov.

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J. Edward Fox
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Adolfo A. Franco
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GENERAL COUNSEL

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John Marshall
ASSISTANT ADMINISTRATOR, BUREAU FOR MANAGEMENT

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INSPECTOR GENERAL

Constance Berry Newman
ASSISTANT ADMINISTRATOR, BUREAU FOR AFRICA

Dr. E. Anne Peterson
ASSISTANT ADMINISTRATOR, BUREAU FOR GLOBAL HEALTH

Emmy B. Simmons
ASSISTANT ADMINISTRATOR, BUREAU FOR ECONOMIC GROWTH, AGRICULTURE AND TRADE

Roger P. Winter
ASSISTANT ADMINISTRATOR, BUREAU FOR DEMOCRACY, CONFLICT AND HUMANITARIAN ASSISTANCE

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Updated November 21, 2002

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Note: Mission mailing addresses are available at:
http://www.usaid.gov/procurement_bus_opp/osdbu/guide10a.htm

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Patricia Lerner
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U.S. Mission to the United Nations—Geneva
Nance Kyloh
Phone: 41-22-749-4402

Where in the World…

August 25, 2002–October 19, 2002

RETIRED

October 2002

Ballantyne, Janet
Koechley, Peter Charles
Nicks, Diane Denise

September 2002

Bledsoe, Carolyn Rose
Calavan, Michael
Gary, Philip Michael
Geiger, Thomas
Hunt, Elizabeth
Johnson, Gary
Matthews, Sylvia M.
Odle, Jr., Lawrence
Redman, Carolyn
Ullrich, Ronald E.

August 2002

Elliott, Jr., Vance
Escalante, Roland S.
Gudiness, Mary Anne
Jarman, Toby L.
LeDuc, Linda A.
Swan, Joanne D.
Van Vechten, Wayne H.

No Date Provided

Attmore, Metoff D.
Backus, Russel B.
Baum, Raymond L.

MOVED ON

October 2002

Coleman, Tracey Moore

September 2002

Blacklock, Michelle
Henn, Carl W.
McKean, Cressida S.
Ortega, Stella E.
Powell, Tonia J.
Redding, Suzanne
Smith, Willie D.

PROMOTED

October 2002

Anderson, Rose
Drake, Byron
Heller, Sonya
Wills, Ellen Ruth

September 2002

Brewton, Freda G.
Doman, Audrey
Dudick, Mary F.
Ehmann, Claire E.
Garrett, Crystal C.
Grubbs, Aler
Howard, Kent J.
Hunt, Anne F.
Jones, Sean M.
Naranjo, Maria Carmen
Neiss, Dahlia I.
Paijit, Alison C.
Powell, Raquel C.
Prince, Elena A.
Rudasill Allen, Janet L.
Singu, Ritu W.
Thomas, Melissa L.
Waters, David R.
Yohannes, Genet B.
Wimbley, Sylvia Denise

August 2002

Christensen, Gerald
Dosanjh, Sukhminder
Eslick, Nancy
Johnson, Lena
Taylor, Sarah
Way, Torina Yvette
Weinberg, Chad

Counselor Janet Ballantyne Retires After a Quarter Century

Dr. Janet Ballantyne

Janet Ballantyne started out as a USAID contractor in Peru more than a quarter century ago, rose through the ranks to attain the highest career office at the Agency—Counselor to the Administrator—and has now stepped down.

"I joined thinking I'd stay five years," said Ballantyne as she prepared to move on to the private sector as Vice President for International Affairs at Abt Associates.

In 1976, she became a USAID direct hire and served most of her career overseas in Peru, Nepal, Morocco, Russia and Nicaragua.

"Nepal was very poor," and U.S. assistance focused on family planning and girls education, she recalled. Tragically, she noted in an interview, Maoist rebels are now attacking the very regions where USAID had its projects.

After the fall of communism, she headed the Moscow mission. "I used to wander in the Kremlin and wonder how we went from the Cold War to this," she said. "In Russia we were working with a new class of government officials and entrepreneurs to explain what capitalism is about."

Mark S. Ward, Pakistan Mission Director, who served as deputy to Ballantyne in Moscow, said "I think of Janet as mostly very funny—a very calming influence on those around her who are frantic. It's great fun to be with her on a bad day."

"Anyone who thinks what USAID does is done in Washington is wrong. It's done overseas."
JANET BALLANTYNE

Ballantyne impressed Moscow staff by making "a tough, very courageous decision" to bring a scandal to the attention of the Inspector General and Department of Justice, said Ward. "She didn't sweep it under the rug," he said.

Ward said that Ballantyne "has mentored the next generation of USAID leaders and many of them have Janet to thank for the positions they are in today."

Ballantyne said that USAID is powerful and effective because "USAID does not send people out for two-week visits but to live there for two years. These are people who know how assistance is delivered."

Because USAID staff live abroad, she said, "it makes a difference in how people look at us. I have been caught up in anti-American demonstrations in Nicaragua and other places, but people say to us: 'You're ok.'"

When Ballantyne began her career, there were few women in senior positions. Despite that, she rose to the number three post at USAID, leading to an invitation by First Lady Laura Bush to stand in for her at a conference of Latin American first ladies in Quito, Ecuador. "Out of respect for Mrs. Bush, who did not go due to security concerns after September 11, they treated me as if I was a first lady," said Dr. Ballantyne. "I'm still getting e-mails from some of them."

Asked about what her advice would be for the Agency in the future, Ballantyne said "international exchanges."

"If we could only do one thing, that's what I'd do—bring people to the United States. It gives people the technical background, and the majority leave with a better understanding of who we are." ★

Where in the World…

August 25, 2002–October 19, 2002

REASSIGNMENTS

Aanenson, Charles Richard,
COMP/FSLT to AID/ODC-Japan

Alexander, Margaret R.,
GC/ENI to REDSO/ESA/LEG

Alexander, Patricia,
E&E/DG/ROL to DCHA/DG/ROL

Amirthanayagam, Vathani,
Ethiopia/SSS to COMP/FS/REASSIGN

Apter, Felice M.,
PPC/P to PPC/SPP/SRC

Armstrong, Kevin L.,
Russia/BDI to Brazil

Baker, Stafford H.,
Tanzania/D to AFR/SA

Bearley, Caroline,
COMP/NE/OJT to Bosnia-HERZ

Becker, Carol R.,
COMP/FS/REASSIGN to Sri Lanka/D

Bennett, Carlton M.,
Caucasus to Egypt/PROC

Bereschak, Ann Marie,
GC/ENI to Caucasus

Blumhagen, Dan W.,
PPC/CDIE/PME to PPC/SPP/SPA

Bonner, James W.,
Albania to Caucasus

Brady, Donald J.,
Uganda/EXO to Nigeria

Broderick, Sylvester M.,
RCSA/SOS to Benin/D

Clay, Susan A., LAC/CAM to Peru/D

Crawford, Keith,
E&E/DG/ROL to DCHA/DG/ROL

Davidson, Robert E.,
COMP/NE/OJT to WB/GAZA

Diaz, Idris M., GC/AFR to Senegal/D

Dinerstein, Alicia,
Benin/D to Nepal/ARD

Dolan, Lawrence W.,
COMP/NE/OJT to Bangladesh/PRO

Elliott, William Spencer,
E&E/MT/PO to E&E/OM/D

Emmert, Jan P.,
Bangladesh/DG to Indonesia/PROG

Farinella, Joseph,
RIG/Pretoria to AIG/A

Feinberg, Lloyd J.,
GH/HIDN/HS to DCHA/DG

Fendell, Lennora,
E&E/EEST/EI to DCHA/DG

Freeman, Karen L.,
Uganda/PPO to Ethiopia/D

Fujimoto, Brad,
Skopje to Honduras/MDI

Godfrey, Nancy,
COMP/NE/OJT to Ukraine/ER

Haer, Michael A.,
RIG/Manila to OIG/I/DD

Hardy,II, Lawrence,
Dom Rep/PDIS to Pakistan/PDO

Hecht, Francine E.,
E&E/DG/ROL to DCHA/DG

Hewitt, Martin J.,
DCHA/PVC/PDM to EGAT/AG

Hobbs, Mary M.,
COMP/NE/OJT to REDSO/ESA/OD

Hopkins, Geraldine,
OIG/A/PA to RIG/Budapest

Horning, Carol J.,
Eritrea/PDID to Bangladesh/DG

Horschler, Philip D.,
RIG/Dakar to OIG/A/PA

Hunter, Karen R.,
GC/ANE to Egypt/LEG

Irika, Linda D.,
E&E/EEST/HRHA to M/HR/OD

Jeffers, William A.,
ANE/SPOTS to Croatia/SLOV

Johnson, Claire J.,
Peru/Cont to Madagascar/Cont

Kadunc, Jr., Edward L.,
Bosnia/Herz to COMP/LT/TRNG

Kim, Cheryl L.,
Armenia/DSR to Ethiopia/SSS

Kramer, Paul L.,
Madagascar/Cont to WB/GAZA

Krzywda, Rebecca J.,
Phil/OFM to Nigeria

Lerner, Patricia J.,
COMP/FS/REASSIGN to
A/CRD/RED/BRUS

Lieberson, Joseph M.,
PPC/CDIE/POA to PPC/DEI/ESPA

Like, George E.,
Nepal/ARD to EGAT/ENV/EET

Lyons, Christine E.,
India/D to COMP/FS/REASSIGN

Manarola, Jerre A.,
Uganda/PPD to GHANA/TAPS

Marsh, Shannon L.,
COMP/NE/OJT to Peru/OHR

Marshall, Jeanetta A.,
M/FM/CAR/FCGL to M/FM/PPC

Maxwell, Dayton L.,
DCHA/PPM to DCHA/CMM

Muncy, Donald,
AFR/SD to DCHA/DG/G

Musah, Aleatha P.,
COMP/NE/OJT to Nigeria

Nichols, Sharon B.,
PPC/RA/SBI to PPC/RA/PBI

Olive, Cristina A.,
COMP/NE/OJT to Nicaragua/SMA

Olson, Thomas M.,
Caucasus to COMP/FS/REASSIGN

Omara, Mary H.,
RIG/Budapest to OIG/I/DD

O'Meara, Noreen C.,
DCHA/PVC to DCHA/PVC/PPO

Painter, James E., M/B/OD to PPC/RA

Pangan, Herminia B.,
Bangladesh/OFM to Cambodia

Panther, Dennis E.,
AFR/WA to Egypt/EG

Parker, Auburn,
OIG/A/IT&SA to RIG/Cairo

Patton, Sally Jo,
EGAT/AG to COMP/FSLT

Paz Castillo, Janet M.,
Mexico to Kenya/PH

Plunkett, Hugh S.,
Peru/OFA to LAC/CAM

Posacki, Andrew K.,
COMP/NE/OJT to Pakistan

Primm, Barry K.,
Armenia/ERE to Albania

Rader, Patricia L.,
Tanzania/PDM to COMP/FS/REASSIGN

Rafferty, Kevin C.,
DCHA/PVC/PPO to DCHA/PVC/PDM

Rathbun, Daniel R.,
Bosna-Herz to EGAT/ESP

Rechache, Mustapha,
M/FM/A/PNP to M/FM/CAR

Riedler, Tim C., Jordan/D to GC/ENI

Riegelman, Mary Ann,
E&E/DG/CSM to DCHA/DG/CS

Riley, William L.,
Egypt/SCS/SCR to COMP/LWOP

Sarles, Margaret Jean,
LAC/RSD to DCHA/DG/SAR

Schmidt, Marilynn A.,
Ukraine/DST to E&E/ECA

Seong, John H.,
COMP/LT TRNG to Bosnia-Herz

Smith, Dwight A.,
Malawi/PPD to Kenya/Prog

Soroko, David Allen,
Madagascar/NR to EGAT/ED/PT

Soto, Martha E., Haiti/HRD to Peru/D

Staal, Thomas H.,
WB/Gaza to DCHA/PPM

Sumka, Howard J.,
Albania to Bosnia-Herz

Taylor, Lucretia D., M/HR/EM to AFR/SD

Tincoff, Jr., John M.,
Bangladesh/EXO to Ethiopia/EXO

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OIG/A/IT&SA to RIG/Dakar

Turner, Karen,
AA/ANE to COMP/LT TRNG

Van Meter, Jr., Joseph W.,
Senegal/D to Malawi/PPD

Vermillion, James E.,
COMP/FSLT to Nicaragua/D

Vogel, Dana M.,
Kenya/PH to COMP/FS/REASSIGN

Waddell, Virginia,
COMP/NE/OJT to RCSA/OPI

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PPC/B/SB to PPC/RA/SBI

Williams, Melissa,
AFR/SA to RS/AFRICA/PPC

Wright, James S.,
COMP/NE/OJT to GHANA/PPD

Zak, Marilyn A.,
Nicaragua/D to COMP/FS/REASSIGN

In Memoriam

Stephanie L. Buser, died on November 10, 2002. Buser joined the litigation and enforcement office of the Office of the General Counsel in January 2001.

Laurence M. Foley, 60, died on October 28, 2002. Foley joined USAID in 1988 and served in several overseas posts. He was working as a supervisory executive officer for USAID/Jordan.

Dallas C. Voran, 82, died on October 24, 2002. He was a retired USAID officer.

Wesley W. Bolden, died on October 14, 2002. Bolden began his career with USAID in 1966 as a management assistant in the Bureau for Management where he retired in 1994.

Ronnie C. Ward Patterson, 55, died on October 6, 2002. Patterson joined USAID in 1983 and worked as a human resources specialist in the Bureau for Management. She left USAID in 1998 to become a Foreign Service officer for the Department of State.

Paul Foster, 81, died on September 4, 2002. Foster was a senior Foreign Service officer for USAID for many years and served mostly in the Central America region.

Sandra L. Coles-Lipscomb, 37, died on July 23, 2002. Coles-Lipscomb worked with USAID for more than 20 years. She was working for the Office of Sustainable Development, Bureau for Africa.

Jack P. Sword, died on July 6, 2002. Sword worked in the Office of the Inspector General for more than 11 years as an assistant director in the Financial Audits Division.

Walter Lawrence, 84, died on June 4, 2002. Lawrence retired from USAID in 1977 after serving in several overseas posts.

Rhonda Hale, died on April 1, 2002. Hale served USAID in the Office of the Controller, USAID/El Salvador.

George Oswald, died on March 13, 2002. Oswald was a member of USAID/Russia's health office and worked on the Tuberculosis Treatment and Control program.

Samuel Kraichman, 80, died on March 2, 2002. Kraichman was a Foreign Service officer who served with USAID in several overseas posts until his retirement in 1974.

John Schaffstall, died on February 19, 2002. He was an investigator for USAID's Office of Security from 1988 until his retirement in May 2001.

Doris C. Washington, died on January 16, 2002. Washington served in several bureaus throughout her 30-year career with USAID.

Maxine M. Duckworth, 76, died on January 15, 2002. Duckworth began her career with the State Department in 1943 and then transferred to a USAID predecessor agency. She retired in June of 1972 from the then-Bureau for Near East and South Asia.

Mary Brock, died on January 3, 2002. Brock worked for USAID for 27 years, in several bureaus, the Administrator's office and, most recently, as part of the IRM Support Team. She retired from USAID in 2000.

Warren Wolf, 78, died on January 2, 2002. Wolf was a Foreign Service officer who served in several overseas posts until his retirement.

Wilmouth Battle Myers, died on November 30, 2001. Myers worked in the USAID Office of Financial Management from 1964 until she retired in 1989.

George P. Newton, 89, died on November 28, 2001. Newton served USAID in several overseas posts as a loan officer for 13 years

Peter Howell Gore, died on November 20, 2001. Gore served as USAID's Director of the Enterprise for Americas Initiative/ Tropical Forest Conservation Act in the Global Bureau.

Jim Hughes, died on November 13, 2001. Hughes was a retired USAID employee.

Victor (Vic) Lill, died on November 2, 2001. Lill served USAID for 34 years.

John L. Cooper, 90, died on October 13, 2001. Cooper was an agricultural economist with USAID for 22 years before retiring in 1973.

Annette L. Binnendijk, 53, died on October 2, 2001. Binnendijk served the U.S. government for 25 years, including 20 years with USAID.

Russell Oscar Olson, died on September 28, 2001. Olson spent more than 20 years overseas working for USAID, as well as the Food and Agricultural Organization of the UN until his retirement in 1980.

Thomas N. Wilson, Jr, 77, died on September 25, 2002. Wilson worked for USAID until his retirement in 1979.

Douglas Arnold, died on August 17, 2001. Arnold worked in USAID's Office of Financial Management.

Mary Reynolds, died on August 5, 2001. Reynolds began her career with USAID in 1984 and served as contracts officer in several overseas posts.

Steve Papas, died on July 30, 2001. Papas was a former branch chief in the Office of Financial Management.

J. Carl Fuller, 89, died on July 26, 2001. Fuller was a Foreign Service officer. He began his career with USAID's predecessor agency in 1957 as a controller and retired in 1969.

Joseph S. Novak, 88, died on July 21, 2001. Novak worked for USAID until retiring in 1978. His last post with USAID was in Niger, where he was a labor and housing supervisor.

Patricia A. Stewart, died on June 24, 2001. Stewart served USAID for 29 years in the Office of Procurement as a contracting specialist.

Howard F. Thomas, 75, died on June 13, 2001. Thomas was an economist for USAID until his retirement in 1985 following a 36 year career.

Thomas K. Martindale, 79, died on December 18, 2000. Martindale was a financial analyst/controller for USAID from 1961 through 1977, working in seven countries. He retired in June 1979.

Microeconomics: Porter Calls Clusters a Development Tool

Sri Lanka, El Salvador and other countries have grown their economies by "clustering" related industries, building domestic markets and fighting corruption, Harvard Business School Professor Michael Porter told USAID employees during a talk on new development trends.

A "cluster" is a group of related industries that feed off each other's growth. Garment manufacturers, for example, function best when surrounded by producers of cloth, yarn, buttons, zippers and sewing machines, as well as by marketing, packaging, shipping, export, promotion and fashion design firms.

Government should try to create new clusters such as bio-tech or manufacturing if there is not already some domestic basis for such businesses. But Porter believes it can facilitate the growth of clusters around pre-existing industries or agricultural bases.

"Clusters allow business to operate more productively," said Porter. When there are changes in customer needs, technology, competition or the costs of inputs, business can quickly adapt when its partners are nearby, joined in trade and manufacturing associations and advised by academic institutions.

Porter also advises manufacturers in developing countries to seek local and regional customers. Guatemala, for example, can sell only a few, highly sophisticated products to the U.S. market, but can offer a wider array and quality of goods to Honduras, he said.

"Growth depends on fixing microeconomic conditions: ending corruption, building domestic markets, fixing roads and power, improving health and education. These help make a country and its businesses competitive."
MICHAEL PORTER

It's also necessary to eliminate the microeconomic barriers to raising productivity such as local corruption, monopolies and poor roads or education.

"If you look at the business environment in many developing countries, everything is bad," said Porter. "There is no local demand, little local supply base, no clustering, a lack of investment, lack of incentives and distortion of inputs. You start at a low platform of productivity. The only thing to sell is bodies—cheap labor."

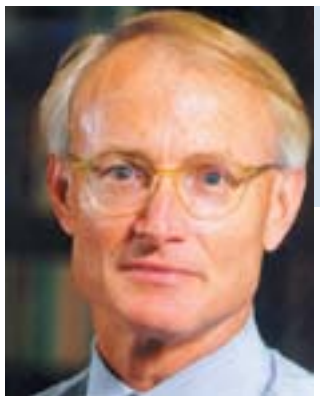
Attention to microeconomic issues could also be the answer to recent protests against globalization and the painful effects of structural adjustment programs mandated by development banks. These include cuts in subsidies for food and power, job loss, privatization of state firms and opening up to cheap foreign goods.

"There is a horrible cost of adjustment and people identify globalization with this," said Porter. But microeconomic changes produce results people can see. "The end of monopolies does not create street demonstrations but gets people cheering," he said.

Developing countries must push responsibility for promoting clusters and fighting corruption and monopolies away from the central government toward mayors and other local authorities as a way to promote competitiveness. And governments must "shelter reforms from politics" and be sure that policies do not shift with each new change of government.

Economic development "is not a sprint—it's a marathon," he said. "It's a 10- to 20-year process." ★

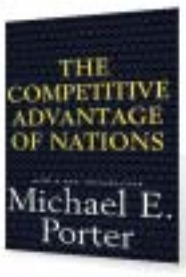
To view the transcript and presentation slides of Porter's September 2 talk to Agency senior staff, go to inside.usaid.gov/LPA/porter.html. A videotape of the presentation was sent to each mission and bureau.



One of the world's leading authorities on competitive strategy and the economic development and competitiveness of nations, states, and regions, Michael E. Porter serves as the Bishop William Lawrence University Professor at the Harvard Business School. Porter leads Harvard's program for CEOs of billion dollar corporations and has authored 16 books and more than 85 articles.

Currently in its 60th printing in English and already translated into 19 other languages, Porter's *Competitive Strategy* introduces his three strategies—lowest cost, differentiation, and focus—thus bringing structure to strategic positioning. Read by more than a million managers, analysts and consultants, Porter imposed a disciplined structure to the critical question of how firms achieve superior profitability.

***Competitive Advantage* is Porter's complementary book to *Competitive Strategy* where he introduces the manager to the groundbreaking concept of the value chain. By disaggregating a company into activities that represent the elemental building blocks of competitive advantage, Porter provides managers with the tools to segment industries strategically and access the competitive logic of diversification.**



Michael Porter's *The Competitive Advantage of Nations*, has changed completely our conception of how prosperity is created and sustained in the modern global economy. His concept of "clusters," or groups of interconnected firms, suppliers, related industries and institutions that arise in particular locations, has provided a new way to think about economies, assess the competitive advantage of locations and set public policy.

These book synopses, compiled from the publisher and other sources, do not necessarily represent the views of USAID or the Administration. For further information on Michael E. Porter and his writing, please go to www.isc.hbs.edu/.

Clustering Works in Sri Lanka

Sri Lanka's rubber, tea and gem production is being boosted by USAID projects that help organize isolated companies into more viable clusters. Developed by producers and their related industries such as suppliers, clusters are formed with USAID's help to function like business and trade associations that develop new products and markets or create a better government or legal environment. Three recent examples are:

- **Rubber**—Sri Lanka had only two percent of the world rubber market and had no power to boost prices or increase the $3 per day wages of rubber tree tappers. So USAID used clusters to help entrepreneurs come together to find new markets. Today, after focusing on specialty all-rubber, non-pneumatic tires used in machinery such as forklifts and heavy construction, Sri Lanka has captured more than 25 percent of that market. Other companies clustered together to develop exports of surgical gloves, all-rubber mattresses and shoe heels and toes sold to the Italian shoe industry. At the start of the USAID project, manufactured rubber exports constituted only twice the value of raw rubber exports—after clustering worked its magic, they rose to eight times the value of raw exports. With clustering, plantation producers, traders, exporters and manufacturers were sitting down for the first time to develop strategies for the future.
- **Tea**—Currently, only 10 percent of Sri Lanka's tea is exported as branded tea bags—most is shipped as low-value bulk tea. Because tea producers had long opposed any imports of foreign tea varieties, Sri Lanka's tea industry had no capacity to blend local grades with foreign varieties to produce branded tea bags for export. A USAID supported-project brought producers together as a cluster to work out a solution—government approval for their plan to import some tea to produce high-value tea bags.
- **Gems**—Sri Lanka's dark blue sapphires were losing up to 50 percent of their market value because there was no system to certify they have not been heat treated to darken the color. Gem producers came together as a cluster under a USAID project and agreed to a voluntary tax on their own exported gems to buy testing equipment and set up the necessary heat-free certification process.

Around the world, USAID brings together developing country producers, helping them to surmount traditional isolation and rivalries so they can "cluster" into lobbies that improve the business environment and increase their own competitiveness. ★

FRONTLINES
U.S. Agency for International Development Employee News

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www.usaid.gov

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A Special Tribute to Suzanne Chase

The editors and staff of *FrontLines* would like to give special recognition to Suzanne Chase for her years of service with this publication. Known for almost two decades to USAID staffers as the "heart and soul" of *FrontLines*, Suzanne Chase, who is retiring, was instrumental in laying the foundation for this relaunch of the new *FrontLines*. Thank you, Suzanne! ★

Submitting an Article to *FrontLines*

FrontLines is your publication and we are interested in receiving stories and articles from you regarding your work with the Agency and for the recipients of our assistance. All stories being considered for inclusion in *FrontLines* must first be submitted through the appropriate bureau correspondent or reporter—please see the listing below.

To submit an application for "**Mission of the Month**" or "**First Person**" go to USAID's internal Website and access **inside.usaid.gov/LPA/frontlines** or the external Website **www.usaid.gov/pubs/frontlines**, fill out the forms and submit them through your bureau correspondent.

If possible, articles and stories should be accompanied by several photos—from which we can select one or two—to help convey your message to our readers. Note: All photos should be in color and can be submitted either as film negatives or digital photos—as long as you use high resolution with at least 300 pixels per inch (ppi).

The only exception to submitting articles through your bureau correspondent is for **Opinion** pieces and **Letters to the Editor** for the "Your Voice" page. These submissions should go directly to **frontlines@usaid.gov.** ★

Some of the *FrontLines* staff after the most recent production meeting.

FRONTLINES CORRESPONDENTS AND REPORTERS

Agency employees and others are encouraged to submit news stories, feature articles, photos and ideas to their bureau correspondents.

DCHA
Correspondent: **Tami Halmrast-Sanchez**
Reporter–DG: **Karen Farrell**
Reporter–FFP: **Carolyn Mutamba**
Reporter–PPM: **Sue Parks**
Reporter–OFDA: **Joe Ponte**
Reporter–OTI: **Barbara Smith**
Reporter–CMM & ASHA: **Tom Staal**
Reporter–PVC: **Tom Wingfield**

EGAT
Correspondent: **Marx Sterne**
Reporter–AG: **Roger Bloom**
Reporter–EG: **Jennifer Chase**
Reporter–UP: **Marcia Glenn**
Reporter–DC: **David Grossman**
Reporter–WID: **Ed Lijewski**
Reporter–ED: **Buff Mackenzie**
Reporter–PR: **Tim Mahoney**
Reporter–ESP: **Kim Sais**
Reporter–NRM: **William Sugrue**
Reporter–EIT: **Stephen Tournas**

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GH
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UNIONS
Correspondent–AFSA: **Joseph Pastic**
Correspondent–AFGE: **Jeremiah Perry**

Editor's Note

In future issues, this space will be reserved for you: employees, alumni and friends of USAID. We will include both **Opinion** pieces and **Letters to the Editor**. Your comments, ideas and even gripes can be about our content and coverage or other issues relating to international development. Opinion pieces should be no longer than 400 words and letters a maximum of 200. We will only edit for spacing and style. Please submit your copy to: **frontlines@usaid.gov**.

For this inaugural issue, *FrontLines* asked the Unions for messages. The views expressed in these articles are of AFSA and AFGE; their opinions do not necessarily reflect those of USAID or the Administration. ★

American Foreign Service Association (AFSA)

A considerable amount of thought on the part of development professionals has already been given to the Millennium Challenge Account (MCA). Many organizations have conducted workshops and conferences on various aspects of the MCA, especially on the questions of where in the world the money should go and for what activities. Visit, for example, the Website of the Center for Global Development (www.cgdev.org) or Catholic Relief Services (www.catholicrelief.org). Other organizations with position papers on MCA include Interaction (white paper), Center for Global Development (papers), Episcopal Church USA (paper), Nathan Associates (paper), Women and International Development (Women's EDGE White Paper), The Heritage Foundation (papers), South Centre (Geneva, Switzerland), and Citizens' Network On Essential Services (paper). The list is not complete. Interest is indeed high and the recommendations are many, but at least one aspect of vital interest to USAID employees on which little is being said is the issue of management of the MCA by the U.S. government.

A curious shroud of secrecy obscures the issue of which U.S. agencies will manage the pass-through of MCA funds. Understandably not the most interesting of topics for development professionals outside of the U.S. government, this question is nevertheless of vital importance to development professionals at USAID. While we at USAID might think it preposterous to be excluded from participation in this major development assistance initiative, rumors hint to the contrary. Moreover, there is plenty of criticism of USAID's track record—much of it by people and organizations that could have done no better given the circumstances under which the Agency had to operate. Even now the Agency is striving to improve ways of doing business, but are we too late to get on the "MCA Express?" We at USAID need to be confident in our development implementation capabilities, but the warning signs should compel us to take our own careful look at our readiness to support MCA, for others may have already formed negative conclusions.

AFSA is calling on its members for information on how USAID can or should participate in the MCA. We would like to extend this invitation to all USAID employees. What are USAID strengths coming into the ring? What skills should USAID development professionals need to dust off or acquire? How would the Agency manage human resource surge requirements? Can the Agency rise above its notorious (albeit unfair) appearance of complex bureaucracy, competing special interests and extensive Congressional earmarking? How might USAID get to a level playing field with other U.S. agencies that also hope to manage U.S. government pass-through of MCA funds? What criteria should apply in deciding which agencies are best fitted to take the lead in the various MCA initiatives? What are our Agency's specific comparative advantages? What adjustments can be made in our comparative advantages, and over what time frame can such adjustments be made? AFSA hopes to vet this issue in one or more workshop sessions, from which actionable recommendations can be made to the Administration and to Congress. Please share your ideas. If you have already made comments and recommendations to others please share them with us also. Send your ideas and comments to mcaideas@afsa.org, jpastic@usaid.gov, or sreager@usaid.gov.

Just as several interest groups are making influential recommendations on aspects of the MCA, we at USAID must proactively recommend ways that it can advance the goals of the MCA and manage the funds. The "whether forecast" is ominous—the role that USAID will have in the "watershed" MCA initiative might depend on the strength of serious self-analysis and preparation. The U.S. government needs capable agencies to administer the MCA. Let's make the case for USAID! ★

American Federation of Government Employees (AFGE)

The American Federation of Government Employees (AFGE) is the largest federal employee union representing 600,000 federal and District of Columbia workers nationwide and overseas. Workers in every federal agency depend upon AFGE for technical expertise, information services, legal representation, and legislative advocacy. AFGE Local 1534 represents USAID, the Department of State and the Overseas Private Investment Corporation.

AFGE held a National Leadership meeting in Chicago to examine and revise our strategy, and AFGE Local 1534 was represented by President, Carolyn I. Coleman. The body determined that the vision of AFGE is to promote and protect the best interests of workers in government by ensuring justice, equality, fairness and dignity so that the principles of freedom, democracy, and justice flourish and endure in our nation. The mission is to build quickly and effectively the power and influence of our union by organizing, educating and mobilizing workers in government service to advocate collectively in the workplace, the community, the media and the political and legislative processes at all levels of government.

The civil service employees within USAID play a very important role in ensuring that the mandates of the Agency are met. While many of us travel to overseas posts for temporary duty or limited assignments, some of us do not. Yet, we are on the "front lines" of a different part of the development challenge. Among other things, we provide technical expertise; ensure that legal and legislative requirements are honored; and handle services that make the international development program a reality. We are often the forgotten, yet formidable, piece of the development equation.

The recent reorganization of USAID has had an impact on the general schedule (GS) employees. All who are affected by the reorganization have not been displaced; some are assuming new roles in different bureaus. The difficulties of the reorganization are becoming more apparent as employees are transferred to new bureaus on paper, yet continue to occupy the same space utilized when they reported to other bureaus. This internal "telecommuting" is presenting challenges. We hope that all GS personnel will soon be placed in positions that utilize their knowledge, skills, and abilities to enhance their contribution to overall development efforts of the Agency. With the exception of the Bureau for Management, all bureaus have presented their reorganization packages.

AFGE Local 1534 remains concerned about personnel issues. Jeremiah Perry, AFGE Vice President for USAID, recently attended a meeting with Agency management and the National Policy Association that focused on workforce planning and how to meet the new demands of the new millennium. USAID is retooling itself to become a more results-oriented workforce. The conference talked about tools needed to sustain high performance and how to achieve this goal using our current workforce as well as recruiting and outsourcing to achieve results. AFGE reminded the conference attendees of the great historical contributions of the civil service workforce and the responsibility of USAID to reward and recognize the civil service employees for dedication and accomplishments in making USAID an outstanding organization in humanitarian assistance.

AFGE suggested that the Agency make a serious investment in expanding the training programs and opportunities to learn different skills through professional development assignments. While our foreign service colleagues rotate throughout the Agency, opportunities for civil service personnel are much more limited. It was stressed that a mentorship program be instituted to foster and cultivate future leaders of the civil service workforce to enhance performance. Finally, it was recommended that there be cross-training and that temporary duty assignments be incorporated into civil service positions so that employees have an opportunity to be enriched by the experience of seeing how their jobs in Washington are integral to the implementation of the development program and can gain a first-hand view of USAID from other countries.

We congratulate the members of the civil service who were recently recognized in the awards program through honor awards. You are examples that we strive to emulate!

One of the battles that civil service personnel fight on a daily basis is the view that USAID is a "foreign service" agency as opposed to a "foreign affairs" agency. We join our colleagues who are members of AFSA in realizing the goals of the American foreign assistance program that are in the political, economic, and social interest of America.

We were truly saddened by the recent deaths of Congresswoman Patsy Mink, the first Asian-American woman elected to Congress, and Senator Paul Wellstone. Both were friends of labor and championed issues which affect us as government employees: compensation packages to bring federal pay more in line with private sector, safeguarding ergonomic standards, programs to benefit low-income families, and reform of the federal campaign finance process to maximize the influence of working Americans, to name a few. They cared about the jobs that federal workers perform. We will miss their votes and their influence. Also, we join our colleagues throughout USAID in mourning the senseless death of Laurence Foley in Jordan.

Finally, there is strength in numbers. AFGE needs you as a member so that we can continue to strive to make USAID and federal service a rewarding career. For more information, please contact Jeremiah J. Perry at 202-712-1695 or at jperry@usaid.gov. ★

Larry Foley Remembered for His Love, Humor

Jordan's King Abdullah II and Queen Rania offer condolences to Virginia Foley.

USAID/Jordan Executive Officer Laurence M. Foley, 60, slain by a gunman in front of his Amman, Jordan home October 28, was remembered at a Washington-area memorial as a fun-loving man with an inspiring love for humanity.

"Larry and I have loved serving on four continents, learning about culture, making friends, representing the United States the best way we could, and feeling like what we did was performing a service," his widow Virginia said.

Friends and relatives at the Silver Spring, Md., ceremony recalled Foley's life from his Boston school days to the Peace Corps in India and the Philippines to his USAID postings in Peru, Bolivia, Zimbabwe and Jordan, where he had been executive officer since August 2000.

"My father loved people—he was always delighted humanity came in so many shapes and sizes," said Foley's daughter, Megan, fighting back tears. He gave out "enough love for us to thrive despite any act of terrorism."

Jordan arrested dozens of Islamist extremists but has not accused anyone of the killing. Jordan's King Abdullah II and Queen Rania visited Mrs. Foley at the U.S. embassy to offer condolences.

Peace Corps colleague Maja Cubarrubia said at the Unitarian Universalist Church where the service took place, "All his life he worked to make the world a better place. Larry taught me, through how he lived his life, not just to be tolerant of other people. He taught me to accept diversity and celebrate and learn from it."

USAID colleague Rose Marie Depp recalled that Foley built a brick and thatch structure at the Zimbabwe mission that soon became the place for staff to meet each other and meet local and foreign visitors. "It was the symbol of Larry's glue," she said.

Robert Pittner said that while serving with Foley in the Peace Corps, "We talked about saving the world. Larry is the only one who did it."

Jordan was not to be blamed for the violent acts of a few individuals, said USAID Administrator Natsios. He noted that Secretary of State Powell called Mrs. Foley to voice condolences, as did President Bush. Deputy Administrator Frederick W. Schieck and former U.S. Ambassador to Jordan and now Assistant Secretary of State William Burns flew to Amman to accompany Virginia Foley and the remains of our fallen colleague back to the United States. Debi Mosel from the Jordan mission joined the trip to assist the family. Deputy Secretary of State Richard L. Armitage and Administrator Natsios met the plane upon arrival.

Natsios said of the Foleys, "They are patriots and heroes."

In addition to his wife and Megan, Foley is survived by another daughter, Jeremie, a son, Michael, and two grandchildren. ★

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Baghdad's Moment of Truth

SECRETARY OF STATE COLIN L. POWELL | EDITORIAL | THE WASHINGTON POST | NOVEMBER 10, 2002

The international community has given Saddam Hussein and his regime one last chance. It is now for Baghdad to seize it.

Seven weeks of consultation, debate and negotiation in the Security Council only forged a deeper agreement and a stronger resolve among the world that Iraq must fully and finally disarm. It should now be clear to Saddam Hussein that this is not just a matter between Iraq and the United States, but between Iraq and a united world.

After 11 years of flouting dozens of U.N. resolutions and statements, Hussein's contempt for the international community is obvious. We are all well acquainted with the tactics of denial, deceit and delay that he has used time and again to avoid compliance. We are also well aware of the brutal and aggressive nature of his regime. He has twice invaded his neighbors and he has used chemical weapons not just against other countries but against his own citizens: men, women and children.

During the four years since inspectors have been barred from Iraq, Hussein has done everything he can to acquire and develop more weapons of mass destruction—whether biological, chemical or nuclear. He has no scruples about using the weapons that he possesses or about providing them to terrorists should that suit his interests.

Long experience with Saddam Hussein and his regime tells us that he will respond only when confronted with steadfast resolve and the threat of force. Every member of the Security Council understands that if Hussein fails to comply with Resolution 1441, there must be serious consequences.

The words of the resolution are unambiguous:

- The Security Council has found Iraq in material breach of its solemn obligations.
- Iraq has been given one week to state whether it intends to comply with Resolution 1441.
- Iraq must produce a comprehensive declaration of its weapons programs.
- Iraq must submit to an inspection regime that is far tougher and far more thorough than ever before.

Saddam Hussein must give the inspectors immediate, unimpeded, unconditional and unrestricted access to uncover the weapons of mass destruction that he has had so many years to hide. Access not just to places such as presidential palaces but to people and other sources of information will be critical, because you have to know where and when to look in order to find biological and chemical weapons that are easy to conceal and move. Without access to key people and information, the inspectors would have to search under every roof and in the back of every truck.

The chief U.N. inspector, Hans Blix, and the Director General of the International Atomic Energy Agency, Mohamed El Baradei, have been given the robust regime they need. The United States will support the inspectors in every way. Other U.N. members will do the same.

The disarmament process must now begin. The first inspectors plan to arrive in Iraq one week from tomorrow. The world will be watching. The inspectors are required to update the Security Council 60 days after inspections start. Inspectors also are required to inform the council whenever they encounter interference or obstacles. As President Bush said on Friday, U.S. policy will be one of zero tolerance.

In the days and weeks of inspections that lie ahead, the international community can expect Iraq to test its will. Backing Resolution 1441 with the threat of force will be the best way to not only eliminate Iraq's weapons of mass destruction but also to achieve compliance with all U.N. resolutions and reach our ultimate goal: an Iraq that does not threaten its own people, its neighbors and the world.

President Bush and both houses of Congress have emphasized that the United States prefers to see Iraq disarm under U.N. auspices without a resort to force. We do not seek a war with Iraq, we seek its peaceful disarmament. But we will not shrink from war if that is the only way to rid Iraq of its weapons of mass destruction. The Security Council has confronted Saddam Hussein and his regime with a moment of truth. If they meet it with more lies, they will not escape the consequences. ★

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