

**CEDPA TAACS III CONTRACT HRN-C-00-98-00006-00**  
**2000-2001 ANNUAL REPORT**  
**August 1, 2000– July 31, 2001**

**OVERALL CONTRACT PERFORMANCE**

The third year of this TAACS contract was extremely productive. The pace of recruitment increased in November 2000 as USAID's "Expanded Response to the Global HIV/AIDS Pandemic, Tuberculosis and Malaria" initiative was launched. A total of 22 new scopes of work were received from USAID between November and the end of this reporting period, in contrast to an average of 10-12 per year in the previous years of the contract.

CEDPA is very pleased that it has responded effectively to this challenge by successfully recruiting highly qualified candidates for these positions. All of these positions are either now filled or in the final stages of recruitment or hiring. When all of these positions are filled, CEDPA will have a total of 64 TAACS on board, and will have one additional position available under this TAACS III contract. This total of 65 positions is 14 percent higher than the 56 positions anticipated by USAID when this contract was awarded to CEDPA in 1998.

An extremely high proportion of the TAACS recruited and hired by CEDPA have served very successfully in their USAID positions. Only one TAACS failed to complete the six-month probationary period. Approximately 95 percent of TAACS completing their first two-year contract were asked by their supervisors to either renew or extend their initial two-year TAACS contracts, a high percentage for any employer. During this contract year 18 contract renewals and five extensions were approved by USAID and processed by CEDPA.

Feedback from TAACS indicates that, as a group, they have been pleased with the administrative and technical support received from CEDPA. While some problems and differences of opinion occur inevitably from time to time (e.g. timeliness of quarterly reports, submission of timesheets) in general TAACS have responded positively to the relatively light bureaucratic exigencies required by CEDPA (and USAID) under this contract.

CEDPA's TAACS team has been solidified and modestly expanded during this contract year. A TAACS Human Resources Coordinator (Elizabeth Coleman) now works full-time on the TAACS program. TAACS Coordinator, Susan Masse, has brought unusually strong managerial skills to the program and TAACS Associate, Jennifer Antilla, has provided the added person power, and the dedication needed to ensure that the needs of the rapidly expanded TAACS cadre are met in a very efficient and timely manner. Contract Director, John Pielemeier, continues to spend approximately 50 percent of his time focusing on overall contract direction, recruitment and training. CEDPA President Peggy Curlin continues to take a very active interest in the TAACS program and has offered CEDPA organizational support, at no direct cost to USAID, whenever needed to support overall program objectives.

The TAACS team and CEDPA's leadership continue to be pleased with our very positive working relationship with the contract CTO, Bob Emrey, and his staff. We feel that this cooperative and constructive relationship is a model for how USAID and its partners should

work together each day to achieve longer-term program results.

## **RECRUITMENT**

Early this contract year the TAACS team developed a new attractive and effective TAACS recruitment brochure. The brochures have been distributed to prospective candidates at conferences and meetings. This brochure has proven to be a valuable tool for promoting the TAACS program and increasing interest in the mission of the TAACS employees.

CEDPA has continued its successful recruitment efforts through advertising as well as formal and informal recruitment. The TAACS team attended professional conferences (e.g. Global Health Council and the American Public Health Association) as both recruiters and participants in sessions to meet key players in the technical areas relating to the TAACS program. As the needs of the TAACS program evolve, so do the TAACS recruitment efforts. CEDPA has found new venues to advertise for several of the infectious disease openings, including Science Magazine and its website as well as the American Society for Microbiology. CEDPA has also used several new websites and email listservs in the past year, such as The Communication Initiative, Relief Web and DevNetJobs, in order to reach a more global, diverse pool of applicants.

### **Start of Contract**

During this contract year, CEDPA hired the following thirteen individuals:

|                     |  |
|---------------------|--|
| Patricia Stephenson | Started as the Senior Maternal and Child Health and Nutrition Advisor, G/PHN/NMH on November 1, 2000.                  |
| Cheryl Sönnichsen   | Started in her new position as the Senior Health and HIV/AIDS Advisor, USAID/Kenya on November 20, 2000.               |
| Mildred Howard      | Started her contract on January 28, 2001 as the Senior Health Reform and Policy Advisor, USAID/Egypt.                  |
| Anne Dykstra        | Started her contract on February 5, 2001 as the Girls and Women's Education Advisor in the G/WID Office.               |
| Jim Allman          | Started his contract as Senior Technical Advisor, Regional Program Manager in Abidjan, Cote d'Ivoire on April 1, 2001. |
| Melinda Taylor      | Started her contract as Basic Education Advisor, USAID/Nigeria on April 23, 2001.                                      |
| Deborah Lans        | Started her contract as Vaccine and Health Technologies Advisor, G/PHN, on June 1, 2001.                               |
| Elizabeth Range     | Started her contract as Private Sector Outreach Coordinator for Information Technology, G/HCD, on June 4, 2001.        |

Melinda Wilson Started her contract as Senior HIV/AIDS and Reproductive Health Advisor, USAID/South Africa, on June 11, 2001.

Susan Bacheller Started her contract as Senior Regional Infectious Diseases Advisor, LAC, on June 26, 2001.

Tim Meinke Started his contract as Population Health and Nutrition Donor Coordination Advisor, G/PHN/POP/FPS, on July 9, 2001.

Barbara Sow Started her contract as Senior Health Advisor, USAID/Rwanda, on July 9, 2001.

Andrew Clements Started his contract as Senior Technical Advisor for Infectious Diseases, ANE/SPOTS, on August 1, 2001.

**Selected Candidates**

In addition, as of July 31, 2001, the following finalist candidates had been selected for eight TAACS positions, and are in the course of completing the hiring and placement process (security clearance, medical clearance, salary agreement).

Daniel Halperin Expected to start on August 31, 2001 as the G/PHN/HN/HIV-AIDS Behavior Change Advisor.

Brad Barker Expected to start on September 4, 2001 as the Senior Technical Advisor, USAID/Senegal.

Emily Wainwright Expected to start no later than September 28, 2001 as the Senior Advisor for Infectious Diseases and Environmental Health, G/PHN/HN/EH.

David Hausner Start date has not been determined for the Technical Advisor for Maternal and Child Health, USAID/Cambodia.

Mary Ann Abeyta-Benhke Expected to start in mid-October 2001 as the Health Development Specialist, USAID/Ethiopia.

Judith Timyan Expected to start August 31, 2001 as the Child Survival Advisor, USAID/Haiti.

Carol Jenkins Expected to start on October 1, 2001 as the Mekong Region Advisor HIV/AIDS Infectious Diseases, USAID/Cambodia.

Shelagh O'Rourke Expected to start the end of September 2001 as the Senior Technical Manager for Health and Population, USAID/Nigeria.

### **Recruitment Underway**

Recruitment is underway, as of July 31, 2001, for the following additional seven TAACS positions:

Education Policy Advisor, AFR/SD/HRD

Reproductive Health Advisor, Training and Performance Improvement, G/PHN/POP

Basic Education and Child Labor Advisor, G/HCD

Biomedical Research Specialist, G/PHN/HN/HIV-AIDS

Teacher Training Advisor, LAC/RSD

Child Survival Advisor, USAID/India

Senior Advisor for Maternal and Child Health, USAID/Russia

### **Completion of Tour**

- Nancy Nolan completed her contract as Child Survival Advisor, USAID/Haiti on August 16, 2000.
- James Allman completed his contract in USAID/Madagascar on March 31, 2001 in order to begin his new USAID/Cote d'Ivoire TAACS position.
- Barbara Sow completed her contract in USAID/Senegal on June 30, 2001 in order to begin her new USAID/Rwanda TAACS position.

### **Transfers**

Sarah Harbison Transferred from TAACS II to TAACS III on December 30, 2000.

Dale Gibb Transferred from TAACS II to TAACS III on February 28, 2001.

Edward Scholl Transferred from TAACS II to TAACS III on February 28, 2001.

### **Contract Renewals**

At USAID's request, CEDPA renewed the contracts of eighteen TAACS. The details are as follows:

|                     |   |
|---------------------|---|
| Elizabeth Fox       | Renewal for two years until August 18, 2002.    |
| Alan Getson         | Renewal for two years until September 30, 2002. |
| Janis Timberlake    | Renewal for two years until August 27, 2002.    |
| Susan Wright        | Renewal for two years until October 3, 2002.    |
| John Novak          | Renewal for two years until October 31, 2002.   |
| Rebecca Adams       | Renewal for two years until December 5, 2003.   |
| Ellyn Ogden         | Renewal for two years until December 31, 2002.  |
| Janet Hayman        | Renewal for two years until February 25, 2003.  |
| Matthew Friedman    | Renewal for two years until April 30, 2003.     |
| Tara Lewing         | Renewal for two years until May 14, 2003.       |
| Edward Malloy       | Renewal for two years until May 31, 2003.       |
| Willa Pressman      | Renewal for two years until February 6, 2003.   |
| Cathy Thompson      | Renewal for two years until June 30, 2003.      |
| Mary Ellen Stanton  | Renewal for two years to June 29, 2003          |
| Gary Cook           | Renewal for two years to August 1, 2003         |
| Murray Trostle      | Renewal for two years to August 17, 2003        |
| Michelle Ward-Brent | Renewal for two years to August 28, 2003        |



### **Travel Agency**

In late 2000, the CEDPA TAACS team completed an annual evaluation of Act Travel. A meeting was arranged in January 2001 with the principals of Act Travel to discuss the results of this evaluation and methods of immediately improving their service delivery, including new tracking procedures and an increased focus on service. On March 5, 2001, Act Travel and the TAACS team met with TAACS at the Ronald Reagan Building to discuss travel procedures, introduce changes to Act Travel's services, and answer general questions. The meeting addressed several common issues, such as business class travel, upgrades, fare differences, and included a demonstration of Act Travel's on line services. Act Travel's services improved considerably over the following two months.

However, on April 6, 2001, Act Travel informed CEDPA that they would be going out of business effective April 13, 2001. Act Travel cited the failure of ever-smaller commissions to generate enough revenue to cover operating costs. CEDPA took immediate action to identify an agency to continue the services provided by Act Travel. Given the available options and limited time frame, West End Travel was selected on a three-month trial basis to begin April 12, 2001. The TAACS team worked with all parties involved to make the transition from Act Travel to West End Travel as smooth as possible for all DC-based TAACS. This included a May 9 introductory meeting at the Ronald Reagan Building with TAACS and Vivianne Pommier and Jo Balsamo of West End Travel. The TAACS team plans to conduct an evaluation of West End Travel in Fall 2001.

### **TAACS Newsletter**

The first TAACS Newsletter, *CONNECT*, was distributed in mid-December 2000 to TAACS, their supervisors and CEDPA staff. The newsletter focused on TAACS' work in HIV/AIDS in sub-Saharan Africa. Janet Hayman (TAACS/REDSO/EA) and James Allman (TAACS/Madagascar) wrote features focusing on their respective HIV/AIDS activities in sub-Saharan Africa. The response to the newsletter was quite positive. The second edition of the CEDPA TAACS newsletter was published in early July 2001 under the direction of our editor, Susan Masse. Education was the theme of this edition, which featured articles written by education TAACS Michelle Ward-Brent (USAID/Egypt) and Marion Warren (USAID/Haiti).

## **TECHNICAL SUPPORT**

### **Computers**

During this contract year, WDSG procured twenty-two printers (desktop, inkjet and portable), nine laptop computers and fifteen desktop computers for the TAACS contract. These computers and printers were provided for both new positions and existing positions requiring additional or updated computer equipment. Five of the desktop computers were assigned to DC-based TAACS to replace older computers that were not sufficiently powerful to run the new PHOENIX accounting system. WDSG also provided ongoing technical support to several TAACS based in Washington; this included technical advice, repairs, and additional equipment such as toner cartridges, extra cables and mice.

### **Training**

CEDPA carried out two TAACS training courses during this contract year – in November 2000 and July 2001. A total of thirteen TAACS, eighteen Fellows, six NEPS and USDHs, three Presidential Management Interns, four Foreign Service Nationals, and nine other USAID health and education technical staff attended these one-week courses. A list of course participants is included in Attachment 2.

As in the past, the participant evaluations gave the course high marks (8.7 and 9.0 on a 10-1 scale), but also made very useful constructive suggestions on how the course might be improved.

### **CEDPA Personnel Changes**

TAACS Coordinator Joyce LeFevre resigned from CEDPA in September 2000 to take a new position at PATH. After a thorough search, Jennifer Antilla was hired as a Project Associate and began work with the TAACS team on October 23, 2000. From December 2000 to May 2001, Lynda Langley-Hill worked as the TAACS Recruiter; she left the position to accept a promotion to CEDPA Human Resources Manager. Elizabeth Coleman has served as TAACS Recruiter since June 2001.

### **Budget and Finance**

CEDPA received seven contract amendments from August 1, 2001 to July 31, 2001. The total value of these amendments was \$10,364,046, bringing the total funds obligated into this contract to \$25,370,045, or 41 percent of the total value of the contract. Amendment Number 15, dated July 23, 2001 extended the contract to December 31, 2004, allowing CEDPA to fully utilize the allotted level of effort in the contract.

### **Website/Intranet**

Rob Manix, CEDPA's Website Manager, overhauled CEDPA's website and Intranet to make both more user-friendly. The website now includes several links to the TAACS job openings web page and a PDF file version of the TAACS newsletter. The TAACS job announcements web page allows potential applicants the opportunity to view CEDPA's benefits and overseas allowances. CEDPA's Intranet has been expanded to include numerous CEDPA forms and references regularly needed by TAACS; these include timesheets, travel procedures, links to health insurance providers websites, links to government per diem rates, etc.

## **ATTACHMENTS**

1. CEDPA TAACS II and TAACS III Advisors Summary Tables
2. Participants in TAACS Training Courses
3. LOE Report – TAACS II (To Date and Projected) and TAACS III (To Date)
4. TAACS Brochure
5. TAACS Newsletters (Volume 1, Numbers 1 and 2)
6. Recruitment Flowchart

**Summary Table of CEDPA TAACS II**

| Advisor                          | Country/Bureau | Start Date | Start of TAACS III | End of Contract | End of TAACS II |
|----------------------------------|----------------|------------|--------------------|-----------------|-----------------|
| <b>TAACS II/USAID Missions</b>   |                |            |                    |                 |                 |
| Scholl, Ed                       | Guatemala      | 06/10/98   | 02/01/01           | 6/9/2002        | 1/31/2001       |
| <b>TAACS II/USAID Washington</b> |                |            |                    |                 |                 |
| Gibb, Dale                       | G/PHN/HN       | 07/29/91   | 03/01/01           | 1/31/2003       | 2/28/2001       |

Notes:

DC based TAACS: 26  
 TAACS overseas: 19  
 PHN TAACS: 36  
 Education TAACS: 10

**Summary Table of CEDPA TAACS III**

| Advisor                         | Country/Bureau | Start Date | Start of TAACS III | End of Contract | Status    |
|---------------------------------|----------------|------------|--------------------|-----------------|-----------|
| <b>TAACS III/USAID Missions</b> |                |            |                    |                 |           |
| Allman, James                   | Madagascar     | 10/01/94   | 10/01/98           | 3/31/2001       |           |
| Allman, James                   | Cote d'Ivoire  | 10/01/94   | 10/01/98           | 3/31/2003       |           |
| Etyemezian, Nina                | Morocco        | 07/20/99   | 07/20/99           | 7/19/2001       | Education |
| Friedman, Matthew               | Bangladesh     | 05/01/99   | 05/01/99           | 4/30/2003       |           |
| Hayman, Janet                   | REDSO/E        | 01/25/99   | 01/25/99           | 2/25/2003       |           |
| Howard, Mildred                 | Egypt          | 01/28/01   | 01/28/01           | 1/27/2003       |           |
| Lazell, Kirk                    | Namibia        | 09/15/00   | 09/15/00           | 9/14/2002       |           |
| Roziewski, Danielle             | Nicaragua      | 09/01/99   | 09/01/99           | 8/31/2001       | Education |
| Scholl, Ed                      | Guatemala      | 06/10/98   | 02/01/01           | 6/9/2002        |           |
| Shelley, Karen                  | Zambia         | 06/07/99   | 06/07/99           | 6/6/2002        |           |
| Sonnichsen, Cheryl              | Kenya          | 11/20/00   | 11/20/00           | 11/19/2002      |           |
| Sow, Barbara                    | Senegal        | 03/01/99   | 03/01/99           | 5/31/2001       |           |
| Sow, Barbara                    | Rwanda         | 07/09/01   | 07/09/01           | 7/8/2003        |           |
| Taylor, Melinda                 | Nigeria        | 04/23/01   | 04/23/01           | 4/22/2003       | Education |
| Terrell, Stanley                | Guatemala      | 01/26/96   | 10/01/99           | 1/25/2002       |           |
| Thompson, Catherine             | Nepal          | 05/01/99   | 05/01/99           | 5/2/2001        |           |
| Timberlake, Janis               | Tanzania       | 08/26/96   | 04/26/99           | 8/25/2002       |           |
| Ward-Brent, Michelle            | Egypt          | 08/29/99   | 08/29/99           | 8/28/2001       | Education |
| Warren, Marion                  | Haiti          | 09/01/99   | 09/01/99           | 8/31/2001       | Education |
| Wilson, Melinda                 | South Africa   | 06/11/01   | 06/11/01           | 6/10/2003       |           |
| Wright, Susan                   | Morocco        | 10/03/98   | 10/03/98           | 10/2/2002       |           |

**TAACS III/USAID Washington**

|                  |                   |          |          |            |           |
|------------------|-------------------|----------|----------|------------|-----------|
| Adams, Rebecca   | LAC/RSD           | 12/07/98 | 12/07/98 | 12/5/2002  | Education |
| Bachelor, Susan  | LAC               | 06/26/01 | 06/26/01 | 6/25/2003  |           |
| Cavanaugh, Karen | G/PHN             | 09/08/97 | 01/08/99 | 9/7/2001   |           |
| Clements, Andrew | ANE/SPOTS         | 08/01/01 | 08/01/01 | 7/31/2003  |           |
| Cook, Gary       | ANE/SEA/SPA       | 08/02/99 | 08/02/99 | 8/1/2001   |           |
| Dixon, Roger     | LAC/PHN           | 07/17/00 | 07/17/00 | 12/31/2001 |           |
| Dykstra, Anne    | G/WID             | 02/05/01 | 02/05/01 | 2/4/2003   | Education |
| Fox, Elizabeth   | G/PHN/HN/CS       | 08/19/96 | 08/19/99 | 8/18/2002  |           |
| Getson, Alan     | G/PHN/HN/HIV/AIDS | 10/01/96 | 10/01/99 | 9/30/2002  |           |
| Gibb, Dale       | G/PHN/HN          | 07/29/91 | 03/01/01 | 1/31/2003  |           |
| Harbison, Sarah  | G/PHN/POP/R       | 09/01/96 | 01/01/01 | 8/31/2001  |           |
| Hatch, John      | G/HCD/BELS        | 01/01/00 | 01/01/00 | 12/31/2002 | Education |
| Landry, Steve    | G/PHN/Policy      | 04/01/96 | 12/31/98 | 3/31/2002  |           |
| Lans, Deborah    | G/PHN/CS          | 06/01/01 | 06/01/01 | 5/31/2003  |           |
| Lewing, Tara     | G/PHN/POP         | 05/15/95 | 01/15/99 | 5/14/2003  |           |
| Malloy, Ed       | G/HCD/BELS        | 06/01/99 | 06/01/99 | 5/31/2003  | Education |
| Meinke, Tim      | G/PHN/POP/FPS     | 07/09/01 | 07/09/01 | 7/8/2001   |           |
| Norton, Maureen  | G/PHN/POP/FPSPD   | 09/08/99 | 09/08/99 | 9/7/2001   |           |

Printed on 9/11/2001 (File: Summary Table July 2001)

|                      |                   |          |          |            |           |
|----------------------|-------------------|----------|----------|------------|-----------|
| Novak, John          | G/PHN/HN/HIV/AIDS | 11/01/96 | 11/01/98 | 10/31/2002 |           |
| Ogden, Ellyn         | G/PHN/HN/CS-Polio | 01/02/97 | 01/02/99 | 12/31/2002 |           |
| Pressman, Willa      | G/PHN/OFPS        | 02/01/99 | 02/08/99 | 2/6/2003   |           |
| Quain, Estelle       | G/PHN/POP/CMT     | 09/01/99 | 09/01/99 | 8/30/2001  |           |
| Range, Elizabeth     | G/HCD/BELS        | 06/04/01 | 06/04/01 | 6/3/2003   | Education |
| Seigman, Barbara     | G/PHN/POP         | 07/10/00 | 07/10/00 | 7/9/2002   |           |
| Stanton, Mary Ellen  | G/PHN/NMH         | 06/30/99 | 06/30/99 | 6/29/2001  |           |
| Stephenson, Patricia | G/PHN/NMH         | 11/01/00 | 11/01/00 | 10/31/2002 |           |
| Trostle, Murray      | G/PHN/HN/CS       | 08/18/99 | 08/18/99 | 8/30/2001  |           |



Essential Training for PHN and Education Technical Advisors  
November 27 – December 1, 2000  
Washington, DC

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**Essential Training for PHN and Education Technical Advisors  
July 16-20, 2001  
Washington, DC**

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**TAACS II: LEVEL OF EFFORT (HRN - C-00-96-90002-05) - TOTAL FOR 2000**

CONTRACT DATES: March 1, 1996 - February 28, 2001

| STAFF                                 | Start Date | End Date | Start Date |        |        |        |        |        |        |        |        |        |        |        |        | TOTAL    | TOTAL<br>Project to<br>Date |
|---------------------------------------|------------|----------|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|-----------------------------|
|                                       | TAACS II   | TAACS II | TAACS III  | Jan-00 | Feb-00 | Mar-00 | Apr-00 | May-00 | Jun-00 | Jul-00 | Aug-00 | Sep-00 | Oct-00 | Nov-00 | Dec-00 | LOE 2000 |                             |
| Gibb                                  | 03/01/97   | 02/28/01 | 3/1/2001   | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 10.50    | 40.25                       |
| Grant                                 | 03/01/98   | 02/01/99 | n/a        |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 2.18                        |
| Homer                                 | 03/01/98   | 11/01/98 | n/a        |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 2.67                        |
| Charney                               | 09/23/99   | 12/31/99 | 1/1/2000   |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 13.66                       |
| Pielemeier                            | 10/01/98   | 12/31/99 | 1/1/2000   |        |        |        |        |        |        | 0.220  |        |        |        |        |        | 0.22     | 7.76                        |
| Other                                 | 10/01/97   | 12/31/98 |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 1.11                        |
| <b>SUBTOTAL ADMINISTRATION</b>        |            |          |            | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 1.095  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 10.72    | 67.62                       |
| Wrin                                  | 03/01/99   | 03/12/99 | n/a        |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 0.00                        |
| Thompson                              | 03/01/99   | 03/12/99 | n/a        |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 0.43                        |
| <b>SUBTOTAL CONSULTANTS</b>           |            |          |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 0.70                        |
| Crane                                 | 08/26/96   | 06/15/00 | n/a        | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  |        |        |        |        |        |        | 5.25     | 41.13                       |
| Scholl                                | 06/10/98   | 02/28/01 | 2/1/2001   | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 10.50    | 26.69                       |
| Harbison***                           | 09/01/96   | 12/31/00 | 1/1/2001   | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 10.50    | 42.00                       |
| Osanski                               | 09/08/97   | 12/31/99 |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 24.50                       |
| Getson                                | 10/01/96   | 09/30/99 | 10/1/1999  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 31.71                       |
| Terrell                               | 02/25/98   | 09/30/99 | 10/1/1999  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 16.84                       |
| Galloway                              | 11/01/97   | 09/30/99 |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 19.69                       |
| Fox                                   | 09/01/96   | 08/19/99 | 8/20/1999  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 31.31                       |
| Timbertake                            | 08/26/96   | 04/25/99 | 4/26/1999  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 28.26                       |
| Burdick                               | 05/01/97   | 02/28/99 |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 19.25                       |
| Halpert                               | 07/14/97   | 01/14/99 | 1/14/1999  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 15.75                       |
| Lewing                                | 08/01/97   | 01/14/99 | 1/15/1999  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 15.31                       |
| Cavanaugh                             | 09/08/97   | 01/08/99 | 1/8/1999   |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 14.00                       |
| Ogden                                 | 01/02/97   | 01/01/99 | 1/2/1999   |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 21.00                       |
| Landry                                | 10/20/97   | 12/31/98 | 12/31/1998 |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 12.62                       |
| Novak                                 | 11/01/96   | 10/31/98 | 11/1/1998  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 21.00                       |
| Allman                                | 11/01/97   | 10/01/98 | 10/1/1998  |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 9.63                        |
| Hirshy                                | 10/01/97   | 10/01/98 | n/a        |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 10.50                       |
| Weirsma                               | 10/01/97   | 10/01/98 | n/a        |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 10.50                       |
| Kenney                                |            |          |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 0.00                        |
| Mize                                  |            |          |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00     | 0.00                        |
| <b>SUBTOTAL ADVISORS</b>              |            |          |            | 2.625  | 2.625  | 2.625  | 2.625  | 2.625  | 2.625  | 1.750  | 1.750  | 1.750  | 1.750  | 1.750  | 1.750  | 26.25    | 411.68                      |
| <b>Total LOE (10.5 person months)</b> |            |          |            |        |        |        |        |        |        |        |        |        |        |        |        | 36.97    | 479.99                      |

**Contract LOE:**

Admin = 81

Consultants = 3.4

Advisors = 399

**Contract TOTAL LOE: 483.4**

\*\*\*Sarah Harbison was switched back to TAACS II on 1/1/00 in order to spend down the remaining LOE of the contract.

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**TAACS II: LEVEL OF EFFORT (HRN - C-00-96-90002-00) - TOTAL THROUGH FEBRUARY 2001**  
**CONTRACT DATES: March 1, 1996 - February 28, 2001**

| STAFF                                 | Start Date | End Date | Start Date |              |              |              |              |              |              |              |              |              |              |              |              |              |              | TOTAL<br>LOE 2001 | TOTAL<br>Project to<br>Date |               |
|---------------------------------------|------------|----------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------------|-----------------------------|---------------|
|                                       | TAACS II   | TAACS II | TAACS III  | Jan-00       | Feb-00       | Mar-00       | Apr-00       | May-00       | Jun-00       | Jul-00       | Aug-00       | Sep-00       | Oct-00       | Nov-00       | Dec-00       | Jan-01       | Feb-01       |                   |                             |               |
| Gibb                                  | 03/01/97   | 02/28/01 | 3/1/2001   | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.551        | 0.875             | 11.93                       | 41.68         |
| Grant                                 | 03/01/98   | 02/01/99 | n/a        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 2.18          |
| Homer                                 | 03/01/98   | 11/01/98 | n/a        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 2.67          |
| Charney                               | 09/23/99   | 12/31/99 | 1/1/2000   |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 13.65         |
| Pielemeier                            | 10/01/98   | 12/31/99 | 1/1/2000   |              |              |              |              |              |              | 0.220        |              |              |              |              |              |              |              |                   | 0.22                        | 7.76          |
| Other                                 | 10/01/97   | 12/31/98 |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 1.11          |
| <b>SUBTOTAL ADMINISTRATION</b>        |            |          |            | <b>0.875</b> | <b>1.095</b> | <b>0.875</b> | <b>0.875</b> | <b>0.875</b> | <b>0.875</b> | <b>0.875</b> | <b>0.551</b> | <b>0.875</b>      | <b>12.15</b>                | <b>69.04</b>  |
| Wrin                                  | 03/01/99   | 03/12/99 | n/a        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 0.43          |
| Thompson                              | 03/01/99   | 03/12/99 | n/a        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 0.27          |
| <b>SUBTOTAL CONSULTANTS</b>           |            |          |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | <b>0.00</b>                 | <b>0.70</b>   |
| Crane                                 | 08/26/96   | 06/15/00 | n/a        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        |              |              |              |              |              |              |              |              |                   | 5.25                        | 41.13         |
| Scholl                                | 06/10/98   | 02/28/01 | 2/1/2001   | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.753        | 0.831             | 12.08                       | 28.27         |
| Harbison***                           | 09/01/96   | 12/31/00 | 1/1/2001   | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        | 0.875        |              |              |                   | 10.50                       | 42.00         |
| Osmanski                              | 09/08/97   | 12/31/99 |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 24.50         |
| Getson                                | 10/01/96   | 09/30/99 | 10/1/1999  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 31.71         |
| Terrell                               | 02/25/98   | 09/30/99 | 10/1/1999  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 16.84         |
| Galloway                              | 11/01/97   | 09/30/99 |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 19.69         |
| Fox                                   | 09/01/96   | 08/19/99 | 8/20/1999  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 31.31         |
| Timberlake                            | 08/26/96   | 04/25/99 | 4/26/1999  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 28.26         |
| Burdick                               | 05/01/97   | 02/28/99 |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 19.25         |
| Halpert                               | 07/14/97   | 01/14/99 | 1/14/1999  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 15.75         |
| Lewing                                | 08/01/97   | 01/14/99 | 1/15/1999  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 15.31         |
| Cavanaugh                             | 09/08/97   | 01/08/99 | 1/8/1999   |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 14.00         |
| Ogden                                 | 01/02/97   | 01/01/99 | 1/2/1999   |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 21.00         |
| Landry                                | 10/20/97   | 12/31/98 | 12/31/1998 |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 12.62         |
| Novak                                 | 11/01/96   | 10/31/98 | 11/1/1998  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 21.00         |
| Aliman                                | 11/01/97   | 10/01/98 | 10/1/1998  |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 9.63          |
| Hirshy                                | 10/01/97   | 10/01/98 | n/a        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 0.00          |
| Weirsma                               | 10/01/97   | 10/01/98 | n/a        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 10.50         |
| Kenney                                |            |          |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 0.00          |
| Mize                                  |            |          |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |                   | 0.00                        | 0.00          |
| <b>SUBTOTAL ADVISORS</b>              |            |          |            | <b>2.625</b> | <b>1.750</b> | <b>1.750</b> | <b>1.750</b> | <b>1.750</b> | <b>1.750</b> | <b>1.750</b> | <b>0.753</b> | <b>0.831</b>      | <b>27.83</b>                | <b>413.26</b> |
| <b>Total LOE (10.5 person months)</b> |            |          |            |              |              |              |              |              |              |              |              |              |              |              |              |              |              | <b>39.98</b>      | <b>483.00</b>               |               |

**Contract LOE:**

Admin = 81

Consultants = 3.4

Advisors = 399

Contract TOTAL LOE: 483.4

\*\*\*Sarah Harbison was switched back to TAACS II on 1/1/00 in order to spend down the remaining LOE of the contract.

**TAACS II: LEVEL OF EFFORT (HRN - C-00-96-90002-05)**

**Projected LOE through February 2001**

CONTRACT DATES: March 1, 1996 - February 28, 2001

| STAFF                                 | Start Date<br>TAACS II | End Date<br>TAACS II | Start Date<br>TAACS III | TOTAL LOE    |              | TOTAL LOE<br>Aug00-Feb01 | PROJECTED TOTAL<br>(August 1996-February<br>2001) |
|---------------------------------------|------------------------|----------------------|-------------------------|--------------|--------------|--------------------------|---|
|                                       |                        |                      |                         | Jan-01       | Feb-01       |                          |   |
| Gibb                                  | 3/1/1997               | 2/28/2001            | 3/1/2001                | 0.875        | 0.875        | 1.75                     | 42.00   |
| Grant                                 | 3/1/1998               | 2/1/1999             | n/a                     |              |              | 0.00                     | 2.18  |
| Homer                                 | 3/1/1998               | 11/1/1998            | n/a                     |              |              | 0.00                     | 2.67  |
| Charney                               | 9/23/1999              | 12/31/1999           | 1/1/2000                |              |              | 0.00                     | 13.65   |
| Pielemeier                            | 10/1/1998              | 12/31/1999           | 1/1/2000                |              |              | 0.00                     | 7.76  |
| Other                                 | 10/1/1997              | 12/31/1998           |                         |              |              | 0.00                     | 1.11  |
| <b>SUB-TOTAL ADMIN</b>                |                        |                      |                         | <b>0.875</b> | <b>0.875</b> | <b>1.75</b>              | <b>69.37</b>                                      |
| Wrin                                  | 3/1/1999               | 3/12/1999            | n/a                     |              |              |                          | 0.00  |
| Thompson                              | 3/1/1999               | 3/12/1999            | n/a                     |              |              |                          | 0.43  |
| <b>SUB-TOTAL CONSULTANTS</b>          |                        |                      |                         |              |              | <b>0.00</b>              | <b>0.70</b>                                       |
| Crane                                 | 8/26/1996              | 6/15/2000            | n/a                     |              |              | 0.00                     | 41.13   |
| Scholl                                | 6/10/1998              | 2/28/2001            | 2/1/2001                | 0.875        |              | 0.88                     | 27.56   |
| Harbison                              | 9/1/1996               | 12/31/2000           | 1/1/2001                |              |              | 0.00                     | 42.00   |
| Osanski                               | 9/8/1997               | 12/31/1999           | n/a                     |              |              | 0.00                     | 24.50   |
| Getson                                | 10/1/1996              | 9/30/1999            | 10/1/1999               |              |              | 0.00                     | 31.71   |
| Terrell                               | 2/25/1998              | 2/25/2000            | 10/1/1999               |              |              | 0.00                     | 16.84   |
| Galloway                              | 11/1/1997              | 9/30/1999            | n/a                     |              |              | 0.00                     | 19.69   |
| Fox                                   | 9/1/1996               | 8/19/1999            | 8/20/1999               |              |              | 0.00                     | 31.31   |
| Timberlake                            | 8/26/1996              | 4/25/1999            | 4/26/1999               |              |              | 0.00                     | 28.26   |
| Burdick                               | 5/1/1997               | 2/28/1999            | n/a                     |              |              | 0.00                     | 19.25   |
| Halpert                               | 7/14/1997              | 1/14/1999            | 1/14/1999               |              |              | 0.00                     | 15.75   |
| Lewing                                | 8/1/1997               | 1/14/1999            | 1/15/1999               |              |              | 0.00                     | 15.31   |
| Cavanaugh                             | 9/8/1997               | 1/8/1999             | 1/8/1999                |              |              | 0.00                     | 14.00   |
| Ogden                                 | 1/2/1997               | 1/1/1999             | 1/2/1999                |              |              | 0.00                     | 21.00   |
| Landry                                | 10/20/1997             | 12/31/1998           | 12/31/1998              |              |              | 0.00                     | 12.62   |
| Novak                                 | 11/1/1996              | 10/31/1998           | 11/1/1998               |              |              | 0.00                     | 21.00   |
| Allman                                | 11/1/1997              | 10/1/1998            | 10/1/1998               |              |              | 0.00                     | 9.63  |
|                                       |                        |                      |                         |              |              | 0.00                     | 0.00  |
| Hirshey                               | 10/1/1997              | 10/1/1998            | n/a                     |              |              | 0.00                     | 10.50   |
| Kenney                                |                        |                      |                         |              |              | 0.00                     | 10.50   |
| Mize                                  |                        |                      |                         |              |              | 0.00                     | 0.00  |
| Weirsma                               | 10/1/1997              | 10/1/1998            | n/a                     |              |              | 0.00                     | 0.00  |
|                                       |                        |                      |                         |              |              | 0.00                     | 0.00  |
| <b>SUB-TOTAL ADVISORS</b>             |                        |                      |                         | <b>0.875</b> | <b>0.000</b> | <b>0.88</b>              | <b>412.56</b>                                     |
| <b>Total LOE (10.5 person months)</b> |                        |                      |                         |              |              | <b>2.63</b>              | <b>482.62</b>                                     |

Contract LOE: \_\_\_\_\_

Projected Remaining LOE at end of contract:

0.78

Admin = 81

Consultants = 3.4

Advisors = 399

Total Contract LOE: 483.4

TAACS III - Level of Effort (HRN-C-00-98-00006-00)  
August 2000 - July 2001

| Advisor                               | Start Date | Aug-00 | Sep-00 | Oct-00 | Nov-00 | Dec-00 | Jan-01 | Feb-01 | Mar-01 | Apr-01 | May-01 | Jun-01 | Jul-01 | Annual Total  | Project Total |
|---------------------------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------------|---------------|
| Nolan                                 | 09/17/98   | 0.438  |        |        |        |        |        |        |        |        |        |        |        | 0.44          | 20.09         |
| Wright                                | 10/03/98   | 0.875  | 0.875  | 0.875  | 0.875  | 0.700  | 0.656  | 0.875  | 0.788  | 0.831  | 0.796  | 0.744  | 0.674  | 9.56          | 28.73         |
| Allman                                | 10/01/98   | 0.875  | 0.875  | 0.875  | 0.875  | 0.438  | 0.875  | 0.875  | 0.875  | 0.438  | 0.831  | 0.744  | 0.831  | 9.41          | 28.66         |
| Novak                                 | 11/01/98   | 0.875  | 0.656  | 0.875  | 0.744  | 0.656  | 0.875  | 0.875  | 0.875  | 0.656  | 0.875  | 0.744  | 0.525  | 9.23          | 27.61         |
| Adams                                 | 12/07/98   | 0.875  | 0.875  | 0.656  | 0.700  | 0.788  | 0.700  | 0.875  | 0.700  | 0.875  | 0.831  | 0.831  | 0.831  | 9.54          | 26.83         |
| Landry                                | 12/31/98   | 0.656  | 0.875  | 0.875  | 0.875  | 0.490  | 0.875  | 0.875  | 0.875  | 0.656  | 0.875  | 0.875  | 0.831  | 9.63          | 26.26         |
| Ogden                                 | 01/02/99   | 0.656  | 0.875  | 0.875  | 0.875  | 0.438  | 0.875  | 0.656  | 0.455  | 0.761  | 0.849  | 0.875  | 0.831  | 9.02          | 25.59         |
| Cavanaugh                             | 01/08/99   | 0.656  | 0.875  | 0.875  | 0.656  | 0.744  | 0.875  | 0.875  | 0.831  | 0.831  | 0.875  | 0.753  | 0.831  | 9.68          | 26.08         |
| Lewing                                | 01/15/99   | 0.875  | 0.875  | 0.875  | 0.656  | 0.656  | 0.788  | 0.875  | 0.831  | 0.674  | 0.831  | 0.709  | 0.735  | 9.38          | 25.58         |
| Hayman                                | 01/24/99   | 0.438  | 0.875  | 0.875  | 0.875  | 0.700  | 0.875  | 0.875  | 0.875  | 0.796  | 0.831  | 0.779  | 0.000  | 8.79          | 24.74         |
| Pressman                              | 02/08/99   | 0.656  | 0.875  | 0.875  | 0.656  | 0.569  | 0.744  | 0.875  | 0.831  | 0.831  | 0.875  | 0.875  | 0.761  | 9.42          | 24.96         |
| Sow                                   | 03/01/99   | 0.875  | 0.875  | 0.875  | 0.700  | 0.875  | 0.613  | 0.875  | 0.455  | 0.831  | 0.700  | 0.648  | 0.744  | 9.07          | 23.84         |
| Timberlake                            | 04/25/99   | 0.656  | 0.875  | 0.875  | 0.700  | 0.656  | 0.700  | 0.875  | 0.831  | 0.744  | 0.788  | 0.805  | 0.831  | 9.34          | 22.64         |
| Friedman                              | 05/01/99   | 0.875  | 0.875  | 0.875  | 0.875  | 0.525  | 0.788  | 0.875  | 0.875  | 0.831  | 0.875  | 0.788  | 0.438  | 9.49          | 22.62         |
| Thompson                              | 05/01/99   | 0.875  | 0.875  | 0.613  | 0.744  | 0.744  | 0.744  | 0.875  | 0.875  | 0.875  | 0.831  | 0.788  | 0.219  | 9.06          | 22.18         |
| Malloy                                | 06/01/99   | 0.525  | 0.525  | 0.525  | 0.525  | 0.525  | 0.525  | 0.525  | 0.700  | 0.674  | 0.700  | 0.700  | 0.700  | 7.15          | 19.75         |
| Shelley                               | 06/07/99   | 0.875  | 0.875  | 0.350  | 0.875  | 0.788  | 0.744  | 0.875  | 0.875  | 0.788  | 0.831  | 0.324  | 0.744  | 8.94          | 20.99         |
| Stanton                               | 06/30/99   | 0.875  | 0.875  | 0.875  | 0.875  | 0.788  | 0.875  | 0.875  | 0.875  | 0.875  | 0.831  | 0.831  | 0.735  | 10.19         | 21.69         |
| Elyemezian                            | 07/20/99   | 0.525  | 0.875  | 0.875  | 0.788  | 0.263  | 0.875  | 0.875  | 0.656  | 0.831  | 0.788  | 0.744  | 0.744  | 8.84          | 19.65         |
| Cook                                  | 08/02/99   | 0.656  | 0.875  | 0.875  | 0.875  | 0.744  | 0.875  | 0.875  | 0.875  | 0.831  | 0.761  | 0.779  | 0.831  | 9.85          | 20.35         |
| Trostie                               | 08/18/99   | 0.875  | 0.875  | 0.656  | 0.875  | 0.788  | 0.569  | 0.875  | 0.481  | 0.569  | 0.656  | 0.875  | 0.744  | 8.84          | 18.83         |
| Fox                                   | 08/19/99   | 0.875  | 0.656  | 0.875  | 0.744  | 0.744  | 0.875  | 0.875  | 0.788  | 0.831  | 0.656  | 0.831  | 0.744  | 9.49          | 19.48         |
| Ward Brent                            | 08/29/99   | 0.525  | 0.875  | 0.875  | 0.656  | 0.744  | 0.656  | 0.875  | 0.744  | 0.831  | 0.700  | 0.788  | 0.481  | 8.75          | 18.46         |
| Warren                                | 08/30/99   | 0.875  | 0.875  | 0.875  | 0.481  | 0.613  | 0.613  | 0.875  | 0.744  | 0.613  | 0.788  | 0.656  | 0.831  | 8.84          | 18.52         |
| Harbison                              | 09/01/99   |        |        |        |        |        | 0.875  | 0.875  | 0.831  | 0.831  | 0.875  | 0.805  | 0.656  | 5.75          | 9.25          |
| Roziewski                             | 09/01/99   | 0.438  | 0.875  | 0.875  | 0.744  | 0.219  | 0.875  | 0.875  | 0.788  | 0.744  | 0.814  | 0.788  | 0.831  | 8.86          | 18.49         |
| Quain                                 | 09/01/99   | 0.875  | 0.875  | 0.656  | 0.788  | 0.788  | 0.700  | 0.875  | 0.630  | 0.875  | 0.840  | 0.796  | 0.831  | 9.53          | 19.15         |
| Norton                                | 09/08/99   | 0.656  | 0.875  | 0.875  | 0.744  | 0.613  | 0.744  | 0.875  | 0.700  | 0.814  | 0.805  | 0.761  | 0.726  | 9.19          | 18.58         |
| Getson                                | 09/30/99   | 0.875  | 0.438  | 0.875  | 0.788  | 0.744  | 0.744  | 0.875  | 0.875  | 0.788  | 0.875  | 0.831  | 0.569  | 9.28          | 18.03         |
| Terrell                               | 10/01/99   | 0.875  | 0.875  | 0.875  | 0.744  | 0.613  | 0.700  | 0.875  | 0.875  | 0.788  | 0.744  | 0.788  | 0.761  | 9.51          | 18.26         |
| Hatch                                 | 01/01/00   | 0.875  | 0.875  | 0.875  | 0.788  | 0.875  | 0.875  | 0.875  | 0.875  | 0.875  | 0.814  | 0.831  | 0.788  | 10.22         | 16.35         |
| Gagne                                 | 05/19/00   | 0.438  | 0.613  |        |        |        |        |        |        |        |        |        |        | 1.05          | 3.22          |
| Seligman                              | 07/10/00   | 0.525  | 0.875  | 0.613  | 0.788  | 0.788  | 0.788  | 0.875  | 0.875  | 0.875  | 0.823  | 0.770  | 0.788  | 9.38          | 10.04         |
| Dixon                                 | 07/17/00   | 0.875  | 0.875  | 0.875  | 0.656  | 0.875  | 0.788  | 0.875  | 0.831  | 0.831  | 0.569  | 0.831  | 0.551  | 9.43          | 9.87          |
| Lazell                                | 09/15/00   |        | 0.438  | 0.875  | 0.788  | 0.700  | 0.744  | 0.875  | 0.831  | 0.613  | 0.788  | 0.744  | 0.656  | 8.05          | 8.05          |
| Stephenson                            | 11/01/00   |        |        |        | 0.788  | 0.613  | 0.875  | 0.875  | 0.630  | 0.875  | 0.831  | 0.630  |        | 6.99          | 6.99          |
| Sonnichsen                            | 11/20/00   |        |        |        | 0.350  | 0.700  | 0.875  | 0.875  | 0.875  | 0.788  | 0.831  | 0.788  | 0.831  | 6.91          | 6.91          |
| Howard                                | 01/28/01   |        |        |        |        |        | 0.180  | 0.875  | 0.744  | 0.875  | 0.788  | 0.788  | 0.744  | 4.99          | 4.99          |
| Dykstra                               | 02/05/01   |        |        |        |        |        |        | 0.875  | 0.875  | 0.788  | 0.831  | 0.805  | 0.831  | 5.01          | 5.01          |
| Scholl                                | 03/01/01   |        |        |        |        |        |        | 0.875  | 0.875  | 0.630  | 0.831  | 0.814  | 0.219  | 4.24          | 4.24          |
| Gibb                                  | 03/01/01   |        |        |        |        |        |        | 0.656  | 0.840  | 0.805  | 0.438  | 0.831  |        | 3.57          | 3.57          |
| Taylor                                | 04/23/01   |        |        |        |        |        |        |        |        | 0.831  | 0.875  | 0.788  |        | 2.49          | 2.49          |
| Lans                                  | 06/01/01   |        |        |        |        |        |        |        |        |        | 0.481  | 0.831  |        | 1.31          | 1.31          |
| Range                                 | 06/04/01   |        |        |        |        |        |        |        |        |        | 0.438  | 0.831  |        | 1.27          | 1.27          |
| Wilson                                | 06/11/01   |        |        |        |        |        |        |        |        |        |        |        |        | 0.00          | 0.00          |
| Bachelier                             | 06/26/01   |        |        |        |        |        |        |        |        |        |        |        | 0.534  | 0.53          | 0.53          |
| Meinke                                | 07/09/01   |        |        |        |        |        |        |        |        |        |        |        | 0.044  | 0.04          | 0.04          |
| Ramnaud                               | 01/04/99   |        |        |        |        |        |        |        |        |        |        |        |        | 0.00          | 10.78         |
| Halpert                               | 01/14/99   |        |        |        |        |        |        |        |        |        |        |        |        | 0.00          | 9.40          |
| <b>Total Advisors</b>                 |            |        |        |        |        |        |        |        |        |        |        |        |        | <b>339.56</b> | <b>759.94</b> |
| Pielemeier (hours)                    |            | 0.316  | 0.738  | 0.692  | 0.818  | 0.574  | 0.593  | 0.633  | 0.567  | 0.514  | 0.54   | 0.62   | 0.69   | 7.29          | 14.10         |
| Susan Masse (hours)                   |            | 1.055  | 0.982  | 1.154  | 1.134  | 0.964  | 0.758  | 1.055  | 1.075  | 0.699  | 1.05   | 0.98   | 0.96   | 11.87         | 16.14         |
| Joyce LeFevre (hours)                 |            | 1.055  | 0.877  |        |        |        |        |        |        |        |        |        |        | 1.93          | 5.26          |
| Jennifer Antilla (hours)              |            |        |        | 0.264  | 1.131  | 0.844  | 0.996  | 1.055  | 1.088  | 1.055  | 1.05   | 0.98   | 0.90   | 9.36          | 9.36          |
| WDSG (hours)                          |            | 0.821  | 0.178  | 0.16   | 0.34   | 0.21   | 0.31   |        |        |        |        |        |        | 2.02          | 7.47          |
| Anty Charney (hours)                  |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00          | 1.46          |
| Grant/Other                           |            |        |        |        |        |        |        |        |        |        |        |        |        | 0.00          | 0.37          |
|                                       |            |        |        |        |        |        |        |        |        |        |        |        |        | 32.47         | 54.15         |
| <b>Total LOE (10.5 person months)</b> |            |        |        |        |        |        |        |        |        |        |        |        |        | <b>372.03</b> | <b>814.09</b> |

contract ended 8/16/00

|                                   |                   |
|-----------------------------------|-------------------|
| TAACS Contract LOE:               | Advisors: 2940    |
| Basic + Option A + Option B= 3052 | Admin: 101.4      |
|                                   | Consultants: 5    |
|                                   | Subcontract: 13.6 |

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TAACS III - Level of Effort (HRN-C-00-98-00006)

Projected Life of Contract Level of Effort

| Advisor       | Start Date | Actual          | Projected       |                 | Projected |
|---------------|------------|-----------------|-----------------|-----------------|-----------|
|               |            | Aug 98 - Jul 01 | Aug 01 - Jul 02 | Aug 02 - Jul 03 | Total     |
| 1 Wright      | 10/03/98   | 28.73           | 10.50           | 10.50           | 49.73     |
| 2 Allman      | 10/01/98   | 28.66           | 10.50           | 10.50           | 49.66     |
| 3 Novak       | 11/01/98   | 27.61           | 10.50           | 10.50           | 48.61     |
| 4 Adams       | 12/07/98   | 26.83           | 10.50           | 10.50           | 47.83     |
| 5 Landry      | 12/31/98   | 26.26           | 10.50           | 10.50           | 47.26     |
| 6 Ogden       | 01/02/99   | 25.59           | 10.50           | 10.50           | 46.59     |
| 7 Cavanaugh   | 01/08/99   | 26.08           | 10.50           | 10.50           | 47.08     |
| 8 Lewing      | 01/15/99   | 25.58           | 10.50           | 10.50           | 46.58     |
| 9 Hayman      | 01/24/99   | 24.74           | 10.50           | 10.50           | 45.74     |
| 10 Pressman   | 02/08/99   | 24.95           | 10.50           | 10.50           | 45.95     |
| 11 Sow        | 03/01/99   | 23.94           | 10.50           | 10.50           | 44.94     |
| 12 Timberlake | 04/25/99   | 22.64           | 10.50           | 10.50           | 43.64     |
| 13 Friedman   | 05/01/99   | 22.62           | 10.50           | 10.50           | 43.62     |
| 14 Thompson   | 05/01/99   | 22.18           | 10.50           | 10.50           | 43.18     |
| 15 Mailoy     | 06/01/99   | 18.75           | 8.40            | 8.40            | 35.55     |
| 16 Shelley    | 06/07/99   | 20.99           | 10.50           | 10.50           | 41.99     |
| 17 Stanton    | 06/30/99   | 21.59           | 10.50           | 10.50           | 42.59     |
| 18 Etyemezian | 07/20/99   | 19.65           | 2.19            | 0.00            | 21.84     |
| 19 Cook       | 08/02/99   | 20.35           | 10.50           | 10.50           | 41.35     |
| 20 Trostle    | 08/18/99   | 18.83           | 10.50           | 10.50           | 39.83     |
| 21 Fox        | 08/19/99   | 19.48           | 10.50           | 10.50           | 40.48     |
| 22 Ward Brent | 08/29/99   | 18.46           | 10.50           | 10.50           | 39.46     |
| 23 Warren     | 08/30/99   | 18.52           | 10.50           | 10.50           | 39.52     |
| 24 Harbison   | 09/01/99   | 9.25            | 10.50           | 10.50           | 30.25     |
| 25 Roziewski  | 09/01/99   | 18.49           | 10.50           | 10.50           | 39.49     |
| 26 Quain      | 09/01/99   | 19.15           | 10.50           | 10.50           | 40.15     |
| 27 Norton     | 09/08/99   | 18.58           | 10.50           | 10.50           | 39.58     |
| 28 Getson     | 09/30/99   | 18.03           | 10.50           | 10.50           | 39.03     |
| 29 Terrell    | 10/01/99   | 18.26           | 9.63            | 0.00            | 27.89     |
| 30 Hatch      | 01/01/00   | 16.35           | 10.50           | 10.50           | 37.35     |
| 31 Seligman   | 07/10/00   | 10.04           | 10.50           | 10.50           | 31.04     |
| 32 Dixon      | 07/17/00   | 9.87            | 10.50           | 10.50           | 30.87     |
| 33 Lazell     | 09/15/00   | 8.05            | 10.50           | 10.50           | 29.05     |
| 34 Stephenson | 11/01/00   | 6.99            | 10.50           | 10.50           | 27.99     |
| 35 Sonnichsen | 11/20/00   | 6.91            | 10.50           | 10.50           | 27.91     |
| 36 Howard     | 01/28/01   | 4.99            | 10.50           | 10.50           | 25.99     |
| 37 Scholl     | 02/01/01   | 4.24            | 10.50           | 10.50           | 25.24     |
| 38 Dykstra    | 02/05/00   | 5.01            | 10.50           | 10.50           | 26.01     |
| 39 Gibb       | 03/01/01   | 3.57            | 10.50           | 10.50           | 24.57     |
| 40 Taylor     | 04/15/01   | 2.49            | 10.50           | 10.50           | 23.49     |
| 41 Lans       | 06/01/01   | 1.31            | 10.50           | 10.50           | 22.31     |
| 42 Range      | 06/04/01   | 1.27            | 10.50           | 10.50           | 22.27     |

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TAACS III - Level of Effort (HRN-C-00-98-00006)  
 Projected Life of Contract Level of Effort

| Advisor                     | Start Date | Actual          | Projected       |                 | Projected      |
|-----------------------------|------------|-----------------|-----------------|-----------------|----------------|
|                             |            | Aug 98 - Jul 01 | Aug 01 - Jul 02 | Aug 02 - Jul 03 | Total          |
| 43 Wilson                   | 06/11/01   | 0.00            | 10.50           | 10.50           | 21.00          |
| 44 Bachelier                | 06/26/01   | 0.53            | 10.50           | 10.50           | 21.53          |
| 45 Meinke                   | 07/09/01   | 0.04            | 10.50           | 10.50           | 21.04          |
| 46 Clements (ANE)           | 07/15/01   | 0.00            | 10.50           | 10.50           | 21.00          |
| 47 Beh. Change (Halperin)   | 08/15/01   | 0.00            | 10.50           | 10.50           | 21.00          |
| 48 Uganda (Bruns)           | 08/15/01   | 0.00            | 10.50           | 10.50           | 21.00          |
| 49 Haiti (Timyan)           | 09/01/01   | 0.00            | 10.50           | 10.50           | 21.00          |
| 50 Nigeria Health           | 10/01/01   | 0.00            | 8.75            | 10.50           | 19.25          |
| 51 AFR Education            | 10/01/01   | 0.00            | 8.75            | 10.50           | 19.25          |
| 52 Cambodia Health          | 11/01/01   | 0.00            | 7.88            | 10.50           | 18.38          |
| 53 Child Labor Education    | 10/01/01   | 0.00            | 8.75            | 10.50           | 19.25          |
| 54 Mekong Health            | 10/01/01   | 0.00            | 8.75            | 10.50           | 19.25          |
| 55 Senegal Health           | 11/01/01   | 0.00            | 7.88            | 10.50           | 18.38          |
| 56 POP CMT                  | 10/01/01   | 0.00            | 8.75            | 10.50           | 19.25          |
| 57 Biomedical Health        | 11/01/01   | 0.00            | 7.88            | 10.50           | 18.38          |
| 58 Ethiopia Health          | 12/01/01   | 0.00            | 7.00            | 10.50           | 17.50          |
| 59 India Health             | 12/01/01   | 0.00            | 7.00            | 10.50           | 17.50          |
| 60 Environment Health       | 12/31/01   | 0.00            | 6.13            | 10.50           | 16.63          |
| 61 Russia Health            | 12/31/01   | 0.00            | 6.13            | 10.50           | 16.63          |
| Gagne                       | 05/19/00   | 3.22            | 0.00            | 0.00            | 3.22           |
| Nolan                       | 09/17/98   | 20.09           | 0.00            | 0.00            | 20.09          |
| Rambaud                     | 01/04/99   | 10.78           | 0.00            | 0.00            | 10.78          |
| Halpert                     | 01/14/99   | 9.40            | 0.00            | 0.00            | 9.40           |
| <b>Total Advisors</b>       |            | <b>759.94</b>   | <b>596.84</b>   | <b>617.40</b>   | <b>1974.18</b> |
| Pielemeier                  |            | 14.10           | 7.12            | 7.12            | 28.34          |
| Susan Masse                 |            | 16.14           | 10.50           | 10.50           | 37.14          |
| Joyce LeFevre               |            | 5.26            | 0.00            | 0.00            | 5.26           |
| Jennifer Antilla            |            | 9.36            | 10.50           | 10.50           | 30.36          |
| WDSG                        |            | 7.47            | 2.77            | 1.66            | 11.90          |
| Amy Charney                 |            | 1.46            | 0.00            | 0.00            | 1.46           |
| Grant/Other                 |            | 0.37            | 0.00            | 0.00            | 0.37           |
| <b>Total Administration</b> |            | <b>54.15</b>    | <b>30.89</b>    | <b>29.78</b>    | <b>114.82</b>  |
| <b>TOTAL LOE</b>            |            | <b>814.09</b>   | <b>627.73</b>   | <b>647.18</b>   | <b>2089.00</b> |

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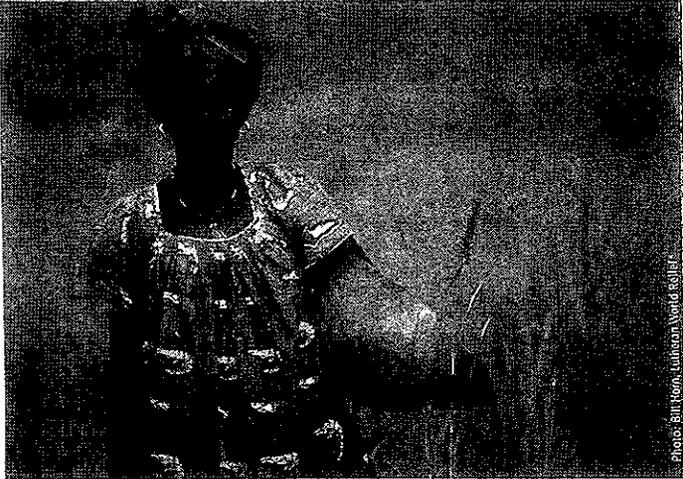


Photo: Bill Healy, United Way/USAID

## CEDPA, TAACS & USAID:

Partnership and possibilities  
that make a difference.

**“The TAACS program has given me the opportunity to learn from highly committed technical experts and development specialists within USAID and to work with others around the world.”**

*Health TAACS,  
Washington DC*

CEDPA has supported US Agency for International Development (USAID) programs by recruiting and supporting Technical Advisors in AIDS and Child Survival, Population and Basic Education (TAACS). TAACS are talented international development specialists serving in senior-level technical positions in USAID missions and in USAID/Washington offices. Together USAID and CEDPA have given more than 50 TAACS the opportunity to make a difference in developing countries since USAID awarded the first TAACS contract to CEDPA in 1991. CEDPA is well known for its work in women's global leadership, lending 25 years of experience in development to the TAACS program. With 10 years of experience managing TAACS contracts for USAID, CEDPA provides TAACS with the highest quality professional administrative support.

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## TAACS

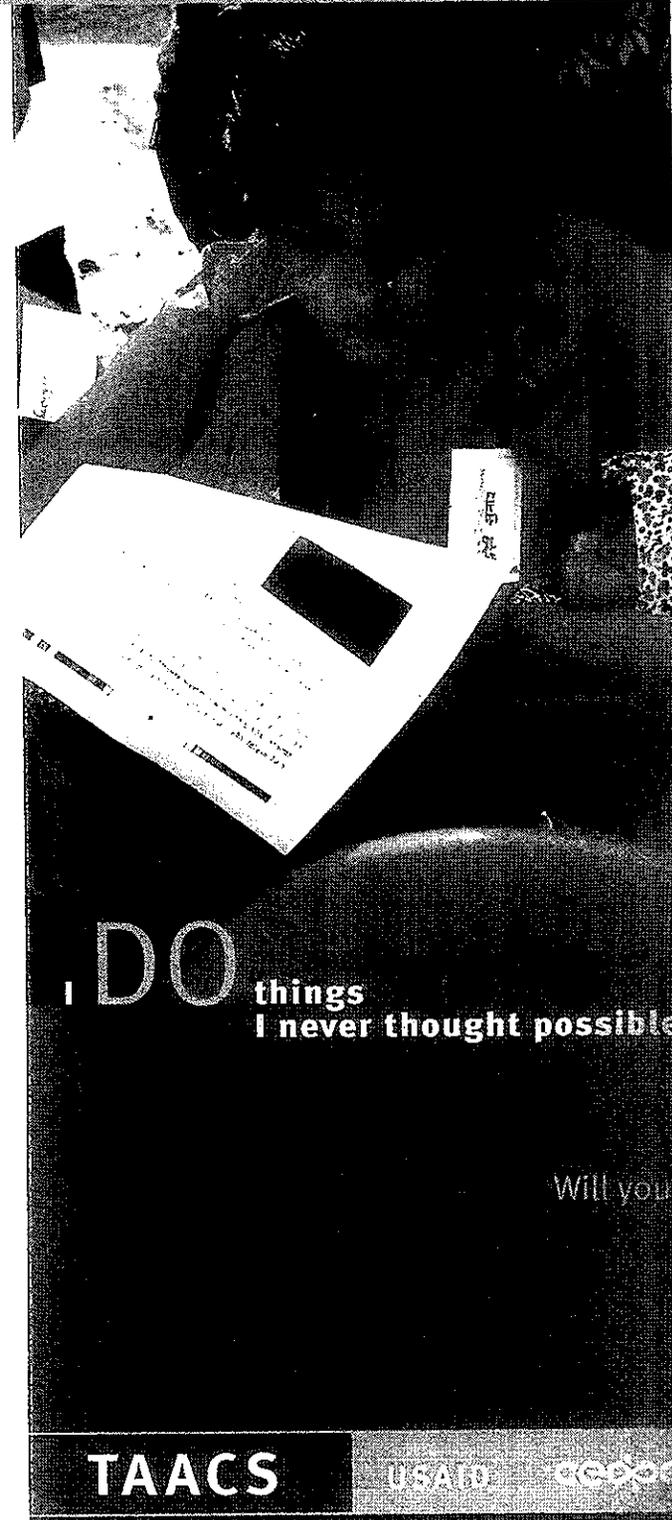
Technical Advisors in AIDS,  
Child Survival, Population and  
Basic Education



United States Agency for  
International Development

This publication was made possible through support provided by the Office of Health and Nutrition, Center for Population, Health, and Nutrition, Global Bureau at the US Agency for International Development (USAID), under the terms of Contract # HRN-C-00-98-00006-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the USAID.

\*Photos courtesy of [www.jhuccp.org/mmc/photoshare](http://www.jhuccp.org/mmc/photoshare)



**I DO things  
I never thought possible**

Will you?

**TAACS** USAID **cedpa**

## Challenging work around the world.

"...[TAACS] play a key role in mobilizing and managing important resources to fight the AIDS epidemic, improve child survival through strengthening immunization programs, and containing infectious diseases."

*Health TAACS, Madagascar*

"This has been a wonderful opportunity to utilize my background in education, development, and educational media to provide technical assistance and monitoring support to the USAID Mission's basic education program."

*Basic Education TAACS, Egypt*

Working in concert with USAID career officers, host-country officials and contractors and grantees, you will design, manage and evaluate major USAID-funded programs and activities. As a TAACS, you may serve as a team leader in a USAID mission and supervise other USAID non-direct hire employees. TAACS' efforts address challenges facing developing countries in the areas of child and maternal health and nutrition, HIV/AIDS, infectious diseases, and basic education. You will have a unique opportunity as a TAACS to use the technical skills you have acquired during your career to influence the outcomes of a developing country's health or education program.



Photo: Lutheran World Relief\*

## As a TAACS you'll go far. And with CEDPA, you'll go even farther.

TAACS are among the most senior technical specialists in a USAID mission or office, and are authorized to manage contracts and grants for USAID.

Becoming a TAACS means having senior-level responsibility and a chance to manage programs and influence development policy. It also means that, as a CEDPA employee, you will receive an attractive CEDPA benefit package. And thanks to CEDPA's administrative support, you will have more freedom to make a difference where it counts.

### RECRUITMENT & SELECTION PROCESS

All TAACS must be US citizens who can be approved for high level US Government security clearance. Assignments are for two years; renewals and extensions are possible. New positions are advertised as soon as they are received from USAID, and applications are typically accepted during a 4-6 week advertisement period. Final candidate selection is made by USAID.

### ELIGIBILITY & REQUIREMENTS

TAACS applicants should be experienced senior and middle-level professionals. Previous developing country experience and language skills are often required. In addition to technical qualifications in health or education, most positions require experience in areas such as:

- Technical assistance and training
- Program planning and design
- Program management
- Monitoring and evaluation
- Use of USAID procedures

### TECHNICAL AREAS OF EXPERTISE

**HEALTH:** Child Survival, HIV/AIDS, Infectious Diseases, Population, Family Planning, Epidemiology, Maternal Health, and Health Policy. **BASIC EDUCATION:** Girls' and Women's Education, Primary and Secondary Education, Education Policy and Planning, International Education, Education Technology and Education Administration.



## See what's possible by becoming part of the TAACS program.

More information is available on our website at [www.cedpa.org](http://www.cedpa.org), or contact the TAACS Project Director or TAACS Recruiter at:

CEDPA  
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Washington, DC 20036 USA

Tel: 202-667-1142  
Fax: 202-332-4496

E-mail: [jobs@cedpa.org](mailto:jobs@cedpa.org)





Celebrating 25 years of  
women's global leadership

IN THIS ISSUE:

- ❖ Letter from the Director
- ❖ A View from Africa: The Work of TAACS in shaping the Fight Against HIV/AIDS in Sub-Saharan Africa
- ❖ Coming and Goings: Vignettes of our new TAACS and staff, and those moving on. . .
- ❖ Bookmark Worthy: Websites meriting a second glance

CEDPA is a non-profit international organization whose mission is to empower women at all levels of society to be full partners in development.



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This publication is made possible through support provided by the Office of Health and Nutrition at the United States Agency for International Development (USAID), under the terms of the Cooperative Agreement HRN-C-00-98-00006-10. The opinions expressed herein are those of the authors and do not necessarily reflect the views of USAID.



# CEDPA TAACS Newsletter

Keeping us connected and informed

Welcome to the first issue of the CEDPA TAACS Newsletter. Like many new publications, this newsletter is being started by brash entrepreneurs! We aren't sure if there is a market niche for our product...but we have the energy and dedication to try out a first edition or two. We hope to get your reactions and assistance in making changes that you would like to see. The price is cheap – zero.

What do we hope to accomplish with this newsletter, you might be asking. What are the “results” anticipated?

CONNECT is the major concept. As the CEDPA TAACS family continues to grow – from 15 TAACS in 1998 to 40 today, and a projected total of 60-65, we want to find ways to more closely connect TAACS to each other and connect TAACS to CEDPA as an organization.

The CEDPA TAACS program hires individuals, not teams. Many TAACS can only identify a handful of their colleagues. But TAACS are also individuals who work in a single government agency, often work on similar problems (e.g. HIV/AIDS, Girls' Education), and work in the same regions. There should be similar interests that we can connect through this newsletter.

Each issue of this newsletter will have a key TAACS theme. This issue's theme is TAACS and HIV/AIDS in sub-Saharan Africa. Nine CEDPA TAACS are HIV/AIDS advisors and many others spend part of their workday on HIV/AIDS programs. In the aftermath of the Durban conference and the likelihood of an imminent HIV/AIDS “plus up,” HIV/AIDS is becoming an even more prominent theme relevant to education professionals as well as health professionals. This newsletter will discuss the work and challenges of two TAACS working on this issue in sub-Saharan Africa, Janet Hayman and Jim Allman.

I hope you will enjoy this first edition of our newsletter and will provide your comments and suggestions on new features to Susan Masse, our “creatiste” (yes, we'll be introducing some new vocabulary), and to me.

Happy Reading!

John Pielemeier  
Project Director

# Spotlight On HIV/AIDS in Sub-Saharan Africa: TAACS Role in Shaping The U.S. Government's Response



Currently, there are nine CEDPA TAACS dedicated primarily to the fight against HIV/AIDS. Of these, five are located in sub-Saharan Africa where the pandemic has reached colossal proportions. As the largest bilateral donor for HIV/AIDS, USAID has been instrumental in orchestrating the world's response to the pandemic; TAACS, as senior level staff at the forefront of policy development in the Agency, have been an integral component of this response. Below, we highlight the work of two of the TAACS in this region. Janet Hayman describes her unique role in the policymaking process as the Regional HIV/AIDS Advisor in Eastern and Southern Africa, and then Jim Allman explains his efforts in collaborating with other USG agencies and partner organizations to avert a potential HIV/AIDS epidemic in his host country.

## Janet Hayman, Regional HIV/AIDS Advisor (TAACS), USAID/REDSO-East and Southern Africa

What does a regional HIV/AIDS advisor do, given REDSO's position midway between AID/Washington and the country Missions? What is our specific role and what value do we add to country programs? Working out exactly how regional HIV/AIDS activities fit into the overall picture has been one of the most challenging aspects of my TAACS assignment. It was soon clear there were several views of my role – and several aspects to the job. On the one hand, REDSO has a regional program and a new strategy focused on capacity building of African institutions; on the other, Missions see REDSO as providing technical services to assist with program design, implementation and evaluation. In addition, there's a third aspect – the emergence of sub-regional groups of Missions in Southern Africa, and West Africa, and now in East and

**“Working out exactly how regional HIV/AIDS activities fit into the overall picture has been one of the most challenging aspects of my TAACS assignment.”**

Central Africa (ECA), who are identifying and addressing such sub-regional issues as cross-border programs, policy issues, and sub-regionally focused exchanges of information. Each group has its own coordinators, with REDSO working with the ECA Missions. Balancing these demands has been a major challenge – and a source of information and constant new experiences and learning.

The large increase in funds in the last year, first through the LIFE initiative and now from the planned Plus-Up funds has brought home one major regional issue: the lack of trained personnel in the region. A major part of REDSO's regional program has always been to support improved training and greater information in the region, through identification of better practices, networking, and support for the development of training modules and courses for health personnel and NGOs. We hope to increase our efforts to support regional training. This will be done by working with African partners, such as the Centre for African Family Studies (CAFS), the Regional Centre for Quality of Health Care at Makerere University, and the Regional AIDS Training Network, to develop a stronger cadre of African experts trained in HIV/AIDS. Our immediate plans include carrying out a regional needs assessment of training requirements, adapting an existing course in consulting skills to apply to HIV/AIDS assignments, developing regional courses and course modules on HIV/AIDS in the workplace and on costing HIV/AIDS programs, and expanding databases at CAFS, and the Centre for Quality of Health Care to provide a databank for regional expertise on HIV/AIDS. We hope to develop other course

modules with our partners in response to the needs assessment. This approach must be carried out in close collaboration with the Missions.

Working with country programs or HIV/AIDS regional activities in

Angola, Burundi, Kenya, Madagascar, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe has given me the opportunity to learn about some outstanding examples of HIV/AIDS projects. Not all of these are well-known by other USAID Missions, even though some have been cited as best practices by such organizations as UNAIDS. For example, the range of care and support services provided by NGOs in Bujumbura despite the lack of donor support, is remarkable, and raises questions about how donor support should be best directed to avoid dependency. The Burundi organization for women living with HIV/AIDS, in particular, provides a range of services (psychosocial support, legal advocacy, assistance with wills and future planning, medical services, referrals to schools for children at risk) in a supportive environment that amount to a better practice for the region.

Other programs (besides the rightly emulated and well-known models from Uganda) of particular interest included social marketing of VCT in Zimbabwe; the design and management of the integrated health program in Zambia and the Ndola District model for integrated HIV/AIDS district planning; the intensive integrated community approach in Kenya, and Kenya's model for involving religious organizations and NGOs in policy formulation - to name only a few. What is the best way to share these examples? Should the regional office send out informal accounts of notable projects, even though these may not have passed long-term "better practice" tests? Some Missions are already organizing exchange visits for their partners to view projects in other countries - how can REDSO help this process? It would be useful to hear from TAACS in other Missions as to how REDSO can best foster this exchange.

My experiences with different programs have highlighted some issues that we urgently need to know more about from a regional perspective. These include approaches to dealing with the impact of HIV/AIDS at a community level, particularly how to design programs for care and support, how to work with children affected by AIDS, and how to

scale up prevention programs most effectively. In addition, it would be helpful to share information about such issues as how Missions are costing expanded HIV/AIDS programs, their experiences in developing joint programs and collaborating with other USAID agencies; program management plans, particularly evaluating for impact; and experience with national surveillance systems.

**Jim Allman, Senior Technical Advisor (TAACS), USAID/Madagascar**

Madagascar still has a chance to avoid the ravages of the HIV/AIDS epidemic that is engulfing its neighbors on the African continent. Perhaps due to its isolation as an island in the Indian Ocean, and its political history of a socialism that cut it off from much of the world from the 1970s to the early 1990s, currently only about 300 cases of HIV/AIDS have been detected and prevalence of HIV/AIDS remains below one percent. However, due to very high rates of sexually transmitted diseases, increasing tourism, considerable prostitution and

**"... due to very high rates of sexually transmitted diseases, increasing tourism, considerable prostitution and liberal sexual mores, the potential for an AIDS explosion soon [in Madagascar] is a real danger."**

liberal sexual mores, the potential for an AIDS explosion soon is a real danger.

Over the last few years, USAID has been increasing its interest and

involvement in HIV/AIDS/STI prevention activities in Madagascar. Through my role as a TAACS in Madagascar since 1994, I assisted in the development of mission activities in this area in conjunction with a broad range of local and international partners. Activities have included validating and putting into place a syndromic algorithm to treat STDs, supporting monitoring and evaluation of programs such as condom social marketing, developing national and specialized surveys and studies, developing a targeted strategy for interventions working with both the Ministry of Health and NGO partners,, and assisting in moving along the policy agenda.

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A number of Peace Corps volunteers have developed activities to prevent HIV/AIDS at the community level and have gotten USAID and partner support (from JSI, PSI, Medicin du Monde, UNICEF, etc.) to begin implementing programs in their communities. As part of in-service training of health volunteers, I developed a program in May 2000 to make volunteers aware of the range of activities USAID is supporting. This program included field visits to see behavior change communications work with commercial sex workers, as well as presentations on condom social marketing, approaches to working with youth, and how to develop community based approaches. The program was so well received that it is leading to a joint USAID-Peace Corps-US Embassy workshop in one of the highest risk towns of the country. The workshop's purpose is to help 16 volunteers from all over the island learn from the successful efforts of a former volunteer who is now based in that town, conducting operations research for the IMPACT and HORIZONS projects. Plans are also underway to provide all Peace Corps volunteers working in Madagascar with basic tools to help deal with the epidemic. Community specific activities are being planned in conjunction with USAID and key partners like PSI, JSI, PACT, etc., and the US Ambassador is making small grants available to the volunteers for community activities.

With an increasingly large critical mass of people aware of the need to move actively in HIV/AIDS/STI prevention, and tools and approaches increasingly available, the big need now is for greater financial resources to implement programs, and increased government of Madagascar support and political will.

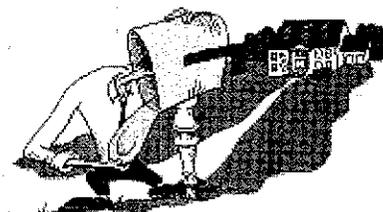
## CEDPA TAACS Working in HIV/AIDS



- James Allman**, Senior Technical Advisor, USAID Madagascar
- Alan Getson**, Senior HIV/AIDS Advisor, Office of Health and Nutrition, HIV/AIDS Division, Global Bureau, Center for Population, Health and Nutrition, USAID
- Janet Hayman**, Regional HIV/AIDS Advisor, Regional Economic Development Services Office for East and Southern Africa, USAID
- Kirk Lazell**, HIV/AIDS Program Manager, USAID Namibia
- John Novak**, Senior HIV/AIDS Advisor, Office of Health and Nutrition, HIV/AIDS Division, Global Bureau, Center for Population, Health and Nutrition, USAID
- Edward Scholl**, AIDS and Child Survival Advisor, USAID Guatemala
- Karen Shelley**, HIV/AIDS Advisor, USAID Zambia
- Cheryl Sonnichsen**, Senior Health and HIV/AIDS Advisor, USAID Kenya
- Barbara Sow**, Senior Technical Advisor, USAID Senegal
- Stanley Terrell**, Regional HIV/AIDS Advisor, Central American Regional Program, USAID Guatemala
- Cathy Thompson**, AIDS and Infectious Diseases Advisor, USAID Nepal

## CALLING ALL TAACS!

Now that the first issue of the CEDPA TAACS Newsletter has hit the press and you have all had an opportunity to look it over, we're sure that you have something of your own that you would like to contribute. We will be focusing on education in our next issue, but all submissions are welcome. Send us your success stories, interesting articles, photos from recent trips, lessons learned, innovative approaches to problem-solving, humorous stories - anything that you think would be of interest to your colleagues. Please send submissions to the coordinates on the last page of the newsletter. The deadline for all contributions is **February 16, 2001**. **Just remember that it is never too early to send something in!**



# Comings and Goings

## Comings ...

Since July 2000, six TAACS joined the CEDPA team. Three staff members, two based at CEDPA and another based in the PHN office, also began work. Welcome all!

**Barbara Seligman** recently assumed the position of the senior policy adviser for the **Office of Population in the Global Bureau** where she works on policy and legislative issues related to population assistance. She joined the TAACS Program after working for seven years for The Futures Group International (TFGI), where she provided technical assistance on population and adolescent policy development activities. Most recently, she managed all new business development for the company, helping to build its portfolio of adolescent activities. Prior to joining TFGI, Barbara worked for Management Sciences for Health and for the Policy and Evaluation Division of the Office of Population. Barbara has two children, Rachel, four, and Ben, two and one-half. She plans to return from triathlon retirement once they are a bit older.

**Roger Dixon** recently joined the TAACS team as the Health Program Manager for Hurricane Reconstruction in the **LAC Bureau**. His project activities include rehabilitating disease surveillance and information systems; training people in the use of information in public health decision-making; rehabilitating infectious disease and environmental health laboratory capacity; and increasing the capacity of Health Ministries to design and implement community-based disease prevention and control programs. Prior to joining CEDPA, Roger worked for PAHO, where his major responsibilities included monitoring health project implementation in Caribbean, Central American, Andean and South Cone countries, Mexico and the US/Mexico Border Health Association; analyzing and evaluating project delivery at Country level; coordinating and promoting sub-regional public health initiatives with Ministry of Health officials; improving project



management capacity; and improving the health program evaluation process. Originally from Idaho, Roger received his BA and MA from Brigham Young University. He is married with four children and four grandchildren.

**Kirk Lazell** joined the CEDPA TAACS family in September as the HIV/AIDS Program Manager for **USAID/Namibia**. For the last six years, Kirk has been living and working at USAID missions in West Africa (Niger, Cote d'Ivoire and Ghana). She just finished a tour in Ghana, where she worked with a Social Marketing NGO, Johns Hopkins PCS and the National AIDS Control Program of the MOH and the Ministry of Communications to launch a national HIV/AIDS awareness campaign; this campaign caught the interest of the White House and resulted in a letter of thanks from President Clinton to President Rawlings of Ghana. As a result of her activities in Ghana, Kirk became inspired to focus her work in HIV/AIDS interventions in Africa in general and southern Africa in particular. She practiced law for 20 years before going back to school to obtain an MBA and MPH. Kirk has found that her law career was excellent training for development, e.g., strategic planning, management of time and resources and advocacy for clients.



**Zak Oberrath** joined the TAACS family in August 2000 as a Program Assistant through Pal-Tech, working side by side with Laura McHugh and Dale Gibb in the Global Bureau, Center for Population, Health and Nutrition, **Office of Health and Nutrition, Field Operations Division**. He graduated from York College in Pennsylvania in May 2000 with a degree in History, with a particular focus on Russia and Eastern Europe. During his last year of college, he worked as the weekend manager of the Capital Children's Museum in Washington, DC Married since August 1999, Zak is an enthusiastic sports fan, and loves to read, draw and travel.



**Jennifer Antilla** joined the TAACS Program in October 2000 as a CEDPA Program Associate after working at CEDPA's Institution Building Workshop as a French translator. After graduating from Whitman College in Walla Walla, Washington in 1996, Jennifer served as an Americorps volunteer with the Retired and Senior Volunteer Program. In 1997, she went to Mali, West Africa to work on health education issues as a Peace Corps volunteer. Jennifer has recently relocated to Washington, D.C. from Seattle, where she was a Data Technician at an alcohol/drug/mental health facility. She enjoys fencing as well as biking when she is not exploring the area on foot.



**Patricia Stephenson** started her career as a public health nurse in 1979. She received her doctorate in public health in 1986 from the Johns Hopkins University School of Hygiene and Public Health. She has served on the faculties of the University of Washington, Michigan, Karlstad (Sweden) and was a guest lecturer at the University of Göteborg (Sweden) School of Medicine. She has consulted extensively with UNICEF, WHO, and the World Bank on maternal and child health issues. For the past three years she has been working in the Global Bureau, Center for Population, Health and Nutrition, Office of Health and Nutrition, Nutrition and Maternal Health Division, USAID as a Johns Hopkins University fellow. She joined the TAACS program in November 2000 as Senior Public Health/Maternal and Child Health and Nutrition Advisor and will continue to work in this division.



For the last three years, **Cheryl Sonnichsen** has been working as a reproductive health consultant, primarily for USAID-funded contractors. Prior to that she was the Africa regional evaluation officer for the AIDSCAP project of Family Health International, based in Nairobi. During her 20 years of living and working in Africa, she has worked

in the education sector directly for the Kenya government, the agriculture sector for the Swedish International Development Authority and on World Bank-funded projects, and the health sector, primarily in AIDS prevention. She is particularly interested in adolescent reproductive health and how to implement AIDS prevention activities with a multi-sectoral approach. Cheryl completed her undergraduate work at the University of Oregon then traveled to Kenya in 1974. She moved back to the States twice after that; the first when she attended graduate school at Stanford University and the second to attend graduate school at UC-Berkeley. Cheryl joins the CEDPA TAACS team in November as the Senior Health and HIV/AIDS Advisor at USAID/Kenya.

In early 2001, **Ms. Mildred (Milly) Howard** joins the USAID/Egypt Mission as Health Reform and Policy Advisor after 14 years with USAID/Kenya. She has extensive experience in organizational and systems development in health and social service programs, and in recent years has concentrated on health policy development, reforms, financing and quality of care in reproductive and child health programs in developing countries. She holds a M.Ed. from Harvard University with emphasis in social policy. Milly Howard is a native of New Orleans, LA, which might explain her passion for exotic cooking and jazz keyboards. She's an avid reader and recent but enthusiastic convert to golf.



**Lynda Langley-Hill** recently joined the CEDPA TAACS team as our TAACS Recruiter. For the last two years, Lynda served as the Manager of the Executive Office, working closely with CEDPA President Peggy Curlin. She has prior experience in Human Resources while at National Capital Underwriters, Inc. as their Director of Administrative Services. We are glad that Lynda has decided to continue her contribution to CEDPA in this new capacity.



## ...and Goings

Nancy Nolan was the Child Survivor Advisor/TAACS at the USAID/Haiti Mission from September 1998-August 2000. She says that her main accomplishments were the design and launching of USAID/Haiti's new \$70 million health-pop project, "Health Systems 2004." Nancy was also instrumental in getting the Public-Private Sector Partnership Initiative underway, working closely with Ministry of Health counterparts, other donors, and private (non-profit) sector partners. She is now residing in Southern California, taking an extended "time-out" to get reacquainted with the U.S. after having lived and worked abroad for the past 20 years. Nancy can be reached at [nannolan@yahoo.com](mailto:nannolan@yahoo.com)



After a year and half of providing outstanding support to the TAACS contract, Joyce LeFevre departed CEDPA to assume the position of Project Administrator at the Program for Appropriate Technology (PATH). During her tenure as a TAACS Coordinator, the number of TAACS doubled; Joyce was integral part of this growth and her contributions will be sorely missed. However, Joyce's new position at PATH affords her the opportunity to work in technical areas such as reproductive health, female genital mutilation (FGM), gender and human rights. On a personal note, Joyce completed in her first triathlon shortly before leaving CEDPA, and finished in a fantastic time of 1 hour, 35 minutes. Joyce can be reached at [jlefevre@path-dc.org](mailto:jlefevre@path-dc.org)



### Bookmark Worthy: HIV/AIDS in Africa and Beyond

Below is a sampling of the available Internet resources concerning HIV/AIDS in Africa.

#### The AIDS Channel

[www.theaidschannel.com](http://www.theaidschannel.com)

The AIDS Channel features a "window" into the day-to-day life of a person living with HIV/AIDS, and his family, as they cope with the challenges of HIV/AIDS - coupled with links, support information, chat room, and resources for both adults and children. Focus is on awareness, education and prevention.

#### Youth Against AIDS

[www.worldvoices.org/aids](http://www.worldvoices.org/aids)

An organization of African youth set to spread awareness on AIDS both in Africa and on the international scene.

#### Southern Africa AIDS Information Dissemination Service (SafAIDS)

[www.safaids.org](http://www.safaids.org)

An NGO established in 1994, dedicated to strengthening capacity to address the socioeconomic impact of AIDS and to promote HIV prevention in southern Africa. Contains a directory of other HIV/AIDS related organizations on both a regional and international basis.

#### Oneworld

[www.oneworld.org](http://www.oneworld.org)

A community of more than 350 organizations dedicated to promoting human rights and sustainable development by harnessing the democratic potential of the Internet. For information on HIV/AIDS, see its Health section.

#### Straight Talk in Uganda

[www.swiftuganda.com/~strtalk](http://www.swiftuganda.com/~strtalk)

A communication NGO that produces IEC materials for adolescents and young adults. Its broad objective is to contribute to the improved mental, social and physical development of these groups in Uganda. The program also aims to keep its target audience safe from HIV/STD infection and any early pregnancy, through its communications projects by increasing the understanding of adolescence, sexuality and reproductive health, and to promote the adoption of safer sex practices.

# NEWSFLASH: We Need Your Assistance in Identifying a Few Good Men and Women

As many of you know, USAID is dramatically expanding its response to the AIDS epidemic. At a recent Interagency Working Group Meeting of the HIV/AIDS Division of USAID, the Agency's scaling up plan was outlined. This expanded response plan designated key focus countries and geographic regions in which the scaling up will most likely occur. It also outlined the new and emerging areas for Agency focus on this issue, including prevention of mother to child transmission, care and treatment, assistance to orphans and vulnerable children, research, and an overall multisectoral approach to the epidemic.

What does this mean for CEDPA, and the TAACS program in specific? It means that the TAACS program will also see expansion; part of this expanded response plan includes substantial money

for an additional fifteen TAACS positions above the level mandated by Congress for fiscal year 2001. These additional positions will focus on HIV/AIDS and Infectious Diseases, with the latter emphasizing malaria and tuberculosis.

In response to this anticipated rapid increase in staff, CEDPA will be working hard to identify qualified candidates for these positions. If you know of anyone who would be interested in joining our TAACS family, and has the qualifications outlined below, please contact us.

The CEDPA TAACS team looks forward to the challenge the expanded response plan presents, and will keep all in the TAACS family updated on the status of this exciting development.

In addition to the HIV/AIDS positions, CEDPA is also actively recruiting for the following positions:

**Basic Education Advisor, USAID Benin**  
**Senior Health Program Manager, Regional Economic Development Services Office for West Africa** (Position located in Abidjan, Cote d'Ivoire)  
**Senior Advisor, HIV/AIDS and Reproductive Health, USAID South Africa**  
**Senior HIV/AIDS Behavior Change Advisor, Office of Health and Nutrition, HIV/AIDS Division, Global Bureau, Center for Population, Health and Nutrition, USAID**

Position descriptions for the positions above can be found on the following website:

<http://www.cedpa.org/about/ad2.htm>

Please contact Lynda Langley-Hill, TAACS Recruiter at [jobs@cedpa.org](mailto:jobs@cedpa.org) for more information.



## HIV/AIDS and Infectious Diseases Advisors Location: Worldwide

CEDPA is now recruiting candidates for approximately 15 HIV/AIDS and Infectious Diseases advisor positions anticipated under the Technical Advisors in AIDS and Child Survival (TAACS) Program. TAACS work in USAID overseas missions throughout the world and in USAID/Washington offices on two-year renewal contracts and have very significant USAID program responsibilities. Strong candidates are typically mid- to senior-level technical experts with extensive experience in managing or advising HIV/AIDS and/or Infectious Diseases programs or with specific technical skills required to support these programs. Previous developing country experience, advanced degree, familiarity with USAID policies and procedures and language skills are highly desired. All TAACS must be US citizens and, prior to hiring, must be approved for high-level US Government security clearance. For more information on the TAACS program, please visit our website at <http://www.cedpa.org/taacs/taacs.htm>

# CONNECT

A Newsletter for the CEDPA TAACS Community

As the TAACS Girls' Education Advisor to USAID/Cairo, Michelle Ward-Brent considers herself fortunate to be working with a highly skilled and motivated team on an education program that provides support for preschool to secondary education. In addition to providing technical assistance and monitoring support across the Mission's education portfolio, Michelle also manages a grant for "Alam Simsim," the indigenous Sesame Street series that premiered in Egypt this past year to domestic and international acclaim. Designed to promote girls' education and to help build basic literacy and numeracy skills, the series also builds awareness of critical health and environmental issues.

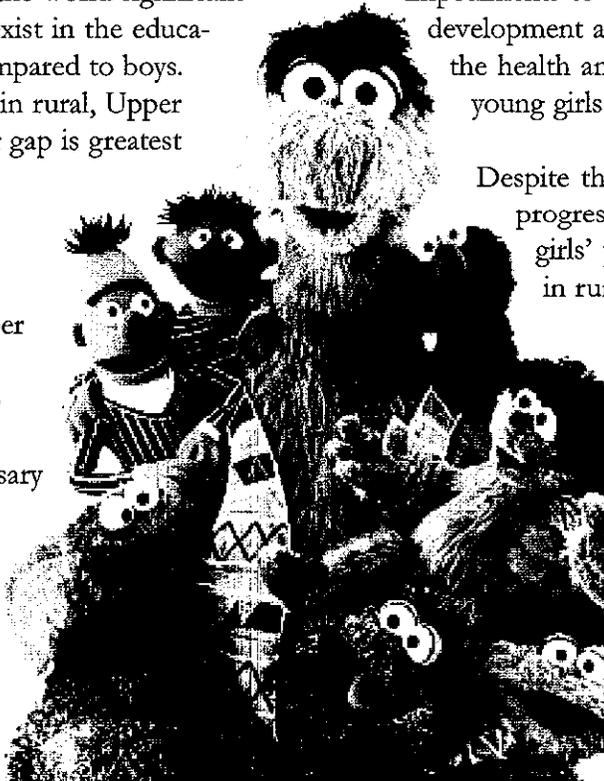
## Alam Simsim

by Michelle Ward-Brent, Education TAACS/Egypt

It is well known and widely accepted that girls' education can have profound socioeconomic consequences for a developing nation. However, within most regions of the world significant disparities continue to exist in the educational status of girls compared to boys. This is particularly true in rural, Upper Egypt where the gender gap is greatest and villages still exist in which few girls attend school. Egypt's adult female literacy rate, although growing at 1% per year, is insufficient for Egypt to prosper and to develop the educated, skilled workforce necessary for it to successfully compete in the global economy. A 1999 Human Development Index report noted Egypt's ranking fell nine points from the previous year. The low

ranking - 120 out of 174 - is largely due to Egypt's low literacy rates. Low literacy skills, the lack of universal enrollment and limited basic education are impediments to Egypt's social and economic development and have a tremendous impact on the health and well-being of millions of young girls and their families.

Despite these challenges, considerable progress is being made in increasing girls' participation in school, especially in rural, Upper Egypt where gender imbalances are greatest. The Egypt Demographic Health Survey recently reported that girls' primary school enrollment in rural, Upper Egypt has risen from 54.5% in 1995 to 74.0% in 2000, an impressive 19.5% increase over five years. USAID/Cairo's Office of Education and Training has contributed to this increase and targets its re-



*Continued on page 9*

# A Note from the Director

The focus of this second edition of the CEDPA TAACS newsletter is **Education**. I'm sure you'll enjoy the excellent articles by Michelle Ward-Brent and Marion Warren, two Education TAACS, on their work in Egypt and Haiti. They highlight two very American innovations in education that are being transferred successfully – children's educational television and community involvement in schools through PTAs. These are programs that most of us (and our children) have grown up with and benefited from. Recently I attended my last PTA board meeting – for the PTSA of my

daughter's public high school in DC. I can assure you that encouraging parental involvement in schools and finding the funds for critical education programs is not a "given" even in the United States.

USAID funding for Basic Education is clearly moving on a higher trajectory and USAID is returning to an earlier role as a significant donor for basic education programs in many countries. A welcome change! When I arrived at my first USAID post – Brazil in 1971 – USAID grants and loans totaling over \$100 million a year were supporting major educational reform movements in primary education, higher education and textbook reform. Similar programs were carried out in the 1970s in Colombia, Chile, Afghanistan and Nigeria, among others. But in the 1980s, as budgets got tighter (and without Congressional earmarks), education gradually was squeezed out as a USAID priority, with the temporary exception of a very innovative ESF funding program in Pakistan. A strong and experienced cadre of USAID Education Officers were rified, retired or found jobs elsewhere.

Given this background I'm particularly pleased that CEDPA has been asked to support USAID's new basic education programs by recruiting, hiring and supporting education TAACS under our present CEDPA III contract. With the guidance of our education liaison, Stephen Tournas in G/HCD, who reviews USAID requests for new education TAACS, we have already placed eleven very impressive CEDPA education TAACS. They are posted throughout the world (see the map on page 7) and in USAID/W. CEDPA is presently recruiting for two additional education positions (see page 11 for details). With these positions, we have reached the contract limit of funding and LOE for new Education TAACS and will not be able to recruit for additional education positions.

*Continued on page 12*



CEDPA is a non-profit international organization whose mission is to empower women at all levels of society to be full partners in development.

Project Director: John Pielemeier  
Project Coordinator: Susan Masse  
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This publication is made possible through support provided by the Office of Health and Nutrition, Center for Population, Health and Nutrition, Global Bureau at the United States Agency for International Development (USAID), under the terms of Contract # HRN-C-00-98-00006-00. The opinions expressed herein are those of the authors and do not necessarily reflect the views of USAID.



# We Need Education 2010!

by Marion Warren, Education TAACS/Haiti

USAID/Haiti's Education 2004 cluster school approach is having a noticeable and unanticipated impact between parent and community groups in the Department of the South.

Education 2004 introduced the cluster school approach in 1998, in order to encourage schools to share resources, learn from one another, and thereby improve the quality of education provided to young children. Starting from a base of 15 clusters, the Project now runs 65 of them all over Haiti, and reaches over 100,000 children through a network of 10 international and Haitian NGOs. Particularly striking in the Department of the South has been the success with which partners' efforts to mobilize community support for schools has led to increased cooperation and local initiatives among parents, teachers, and organizations that participate in any single cluster. Schools and support groups, previously divided along sectarian lines, now collaborate regularly to improve the quality of life both for themselves and their children.

In one cluster the staff of the five member schools established a cooperative for teachers and directors, through which staff can cash their paychecks and borrow money at a reasonable rate. The cooperative has been able to build and equip a training center, where cluster teacher training activities are carried out, and most recently, extended to teachers from non-Project schools. Parents have established school gardens to grow the vegetables that they then cook on a voluntary basis, as a supplement to their children's noontime meal. In yet another cluster, school staff has established a goat cooperative through which families can, for a small membership fee, raise and sell goats. The sale price for a single goat is enough to cover most of the cost of tuition for an entire school year, and therefore represents a sizable investment for a rural family in this

particular region.

Catholic Relief Services, one of the USAID partners implementing the cluster school approach in the area, has been working throughout the 1999-2000 school year to mobilize PTA and community support for their schools. CRS has held 13 PTA Forums, at which parents, teachers, and school directors come together to share their experiences in community mobilization. All 13 Forums have been enthusiastically received, and have served as an incentive to individual PTAs to continue the practice of convening for purposes of sharing both experiences and lessons learned. While CRS staff has learned that developing PTAs requires a considerable investment in time and energy, they are also learning that many of these organizations are becoming self-sustaining entities capable of responding to the needs of their local schools.

Visits to USAID-supported schools inevitably evoke strongly worded appeals for continued assistance to the cluster school approach. In one discussion with about 150 parents gathered for a regular PTA meeting, one farmer rose to explain how he went about the town with a megaphone summoning parents and other community members to each PTA meeting. Several others explained how Education 2004 was raising their children's academic performance in math and Creole. As the school director brought the discussion to a close, an elderly woman obviously sensitive to the coming end of the project, stepped forward to give an emotional appeal for its continuation, ending with, "We need Education 2010!"

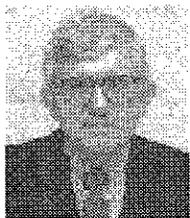
USAID/Haiti has made a heavy investment in encouraging democracy and breaking down the barriers of distrust that separate peoples at the local level. Education 2004 is helping make this happen.

# Comings and Goings

## Comings...

**Anne Dykstra** joined CEDPA in February as Senior Education Adviser for Girls' Education in the **Office of Women in Development, Global Bureau**. She is returning to the United States after 20 years in southeast Asia working as the Head of Education for UNICEF in Cambodia and Lao PDR, for the United Nations Border Relief Operation on the Thai-Cambodian Border displaced people and in the Philippines working with refugees accepted for resettlement in the United States. She holds an M.Ed and Ph.D. from Colorado State University with emphasis on administration and policy. Anne says that her main accomplishments have been founding one of the first programs that trained women for union trades normally held by men, helping to rebuild the Cambodian Education System and knowing that more women are active in local governments through the program she started in Lao PDR. On a personal note, now that she is back in the US, Anne is trying to duplicate some of the good cooking from Asia in her own kitchen and learning how to mow the lawn and keep house after being away from the US for so long. She will hopefully have plenty of help from her seven grandchildren.

**Jim Allman**, TAACS/ Madagascar from fall 1994, moved to Abidjan in April as Senior Program Manager for the Family Health and AIDS/ West and Central Africa program at **REDSO/WCA**. On leave from the Sorbonne (Universite Rene Descartes, Paris V), where he teaches public health and population studies and coordinated Asian and Indian Ocean programs



for the Center for Research on African and Asian Populations (CERPAA), his work in Madagascar focused on improving monitoring and evaluation of family health programs; developing data for decision

making, policy, and communications activities; and mobilizing commitment and resources for HIV/AIDS/STI prevention activities. Previous work included long-term assignments with UNFPA, the World Bank, and various NGOs in Vietnam, over ten years of operations research in Haiti with Columbia University, and teaching, social science research and technical assistance in the Middle East and North Africa after four years of Peace Corps in Tunisia. In Ivory Coast, he looks forward to being a bit closer to Paris, where his 16 year-old daughter attends Lycee Henri IV, and to encouraging his French wife, Suzanne, currently UNICEF education program head in India, to come back to Africa.

**Melinda Taylor** is the new Basic Education Advisor for **USAID/Nigeria**. As USAID's activities in Nigeria are currently at a transitional stage, Melinda's main work will be to support initiatives aimed at laying the foundation for education reform – the Mission's strategic objective in education. While West Africa is not new to Melinda (she spent time in the early 1990s working in a variety of missions on TDY), her primary base of operation has been in Southeast Asia, Cambodia in particular. Her main experience has been in primary education improvement programs, especially activities focused on teacher training, cluster school development, girls' education, and grant programs for school improvement. In Nigeria, Melinda looks forward to initiatives that aim to further *Education for All*. Melinda will join her husband in Nigeria, who works as a Programme Officer with VSO, and will bring her three sons (an active 4 year-old, and year-old twins) along for the ride!

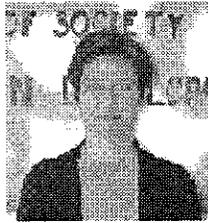
**Deborah Lans** joined the CEDPA TAACS program in June 2001 as the Vaccine and Health Technologies Advisor for the **Center for**

*Continued on page 5*

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**Population, Health and Nutrition in the Global Bureau.**

She previously worked with G/PHN as both a Johns Hopkins Health and Child Survival Fellow and a Science and Diplomacy Fellow with American Association for the Advancement of Science. Deborah holds a Ph.D. in Neurobiology from the University of California, Berkeley.



**Lizzie Range** joined the TAACS team in June 2001 in the **Information Technology Department, Division of Human Capacity Development, Global Bureau**, where she is responsible for private sector outreach. She began working the international development field in the mid-1980s and worked for several non-governmental organizations here in Washington, DC. After graduate school, she joined a multinational environmental services corporation for several years, and for the past six years has been running her own small business. Lizzie holds a BA in Anthropology, a Master's Degree in International Relations, and has lived in Kenya, Botswana and Mexico.

**Melinda Wilson**, Senior HIV/AIDS and Reproductive Health Advisor, **USAID/South Africa**, joined the TAACS team in June 2001. In addition to designing, managing and monitoring HIV/AIDS, reproductive health, and child survival activities for the Mission's health strategic objectives, Melinda will also be the Deputy Director for the PHN office. Prior to joining USAID/South Africa in 2000, Melinda worked for almost ten years in Kenya, first with John Snow, Inc. as a Senior Technical Advisor and then at REDSO/EA as the Regional Reproductive and Child Health Advisor. She has also held positions with the East-West Population Institute, the Center for Human Services in Hawaii, Family Planning Asia, University Research Corporation, Save the Children Fund (UK), and the Swaziland Ministry of Health. Melinda holds a MS in Education Administration and a Ph.D. in Community Health, both from Southern Illinois University.

**Susan Bacheller**, Regional Infectious Diseases Senior Advisor in the **Latin America and the Caribbean Bureau**, is responsible for providing technical guidance to USAID regional and mission infectious diseases programs, particularly focusing on Tuberculosis, Malaria and Antimicrobial Resistance. She is a Registered Nurse and has over 22 years of experience in clinical nursing, the pharmaceutical industry and public health. From 1997- 2001, Susan was a JHU Health and Child Survival fellow assigned to USAID Global Bureau, Center for Population, Health and Nutrition where she worked on pharmaceutical management issues. She was subsequently assigned to LAC/RSD-PHN where she provided technical support in health reform and infectious diseases programs. Ms. Bacheller was a Peace Corps Volunteer in The Republic of Yemen and Honduras, where she worked on maternal health, family planning, child survival and HIV/AIDS activities. In addition to her nursing degree, she has a BA in Political Science, and an MA in International Development.



**Tim Meinke** joins the CEDPA TAACS team in July 2001 as the Senior Technical Liaison with Japan and the World Bank for the **Center for Population, Health and Nutrition in the Global Bureau**. After earning his Ph.D. from the University of Tokyo, Tim worked for several years as a PHN consultant to the Government of Japan and various foundations. Subsequently, he assumed



the position of US-Japan Common Agenda Coordinator at the Global Bureau under the auspices of the Population Leadership Program. In his new position, Tim looks forward to further strengthening USAID's substantial collaboration with Japan while helping to forge stronger ties with the World Bank. His (imaginary) door is always open and he looks forward to building on the creative ideas, suggestions and

*Continued on page 6*

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experiences from colleagues in and out of Washington. On a more personal note, and during those rare occasions when free time rears its lovely head, Tim spends his time as a woodworker/carpenter, a fan of tennis as well as all marine sports (particularly scuba diving!), and a wannabe musician.

**Barbara Sow**, TAACS/Senegal since March 1999, will join **USAID/Rwanda** as their Senior Health Advisor in July 2001. At USAID/Senegal, Barbara was responsible for technical and programmatic guidance in developing USAID/Senegal's health strategic objective. Prior to joining CEDPA, Barbara was a Johns Hopkins Fellow with Centre d'Etudes et de Recherche sur la Population pour le Developpement (CERPOD) in Mali and a Michigan Population Fellow with both the International Planned Parenthood Federation in England and USAID/Togo. Barbara holds a Doctorate of Science in Demography from the Johns Hopkins University.

For the last several years, **David Bruns** has worked at the World Bank as an Economist and Project Manager. David worked within the Africa Region, designing innovative education, health, and community development projects. Prior to his work at the World Bank, he worked as an Economic Consultant in Namibia and Project Manager at the International Center for Research on Women (ICRW). David holds a MS in Economics from North Carolina State University. In August 2001, he will join the CEDPA TAACS team as the Senior Education Advisor for **USAID/Uganda**, and will assist the Mission as it increasingly tries to integrate its health and education sector interventions.

**Judith Timyan** will assume the position of HIV/AIDS Advisor for **USAID/Haiti** in September 2001. She comes to the TAACS Program from USAID/Bolivia where she was a Population Leadership Fellow for four years, concentrating on family planning and maternal health issues. Her work on HIV/AIDS in Haiti represents a

return to a field in which she worked extensively as a behavior change and social marketing specialist with Population Services International under the AIDSTECH and AIDSCAP projects. Judith carries a



strong gender focus with her from her days at the International Center for Research on Women. She holds a Ph.D. in anthropology from the City University of New York, and was a lecturer at the University of Abidjan (Cote d'Ivoire) for six years before she joined the Abidjan office of Columbia University's CPFH operations research project. She is happiest overseas (preferably in the tropics), having been born and raised in Cote d'Ivoire and then returned there to raise her own family of three. Judith looks forward to enjoying the rich art and music traditions of Haiti.

**Andrew Clements** will join the CEDPA TAACS team in summer 2001 as the Senior Technical



Advisor for Infectious Diseases in the **Asia and Near East Bureau**. He previously worked with ANE as both a Johns Hopkins Health and Child Survival Fellow and a Science, Engineering and Diplomacy

Fellow with the American Association for the Advancement of Science. Prior to joining USAID in 1997, Andrew was a Post-Doctoral Fellow with the National Cancer Institute at the National Institutes of Health. Andrew holds a Ph.D. in Anaerobic Microbiology and a BS in Biology, both from Virginia Tech.

### *... and Goings*

**Lynda Langley-Hill**, the TAACS Recruiter, was promoted by CEDPA to the role of Human Resources Manager in May 2001. We congratulate Lynda on her promotion and wish her the best of luck in her new role.

# Where in the World...



## **Washington, DC**

Rebecca Adams, Basic Education Advisor, LAC/RSD

Anne Dykstra, Girls' and Women's Basic Education Advisor, G/WID

John Hatch, Basic Education Advisor, G/HCD/BELS

Edward Malloy, Education Technology Advisor, G/HCD/DAA

Elizabeth Range, Outreach Coordinator for the Information Technology Private Sector, G/HCD

## **Latin America and the Caribbean**

Danielle Roziewski, Basic Education Advisor, Nicaragua

Marion Warren, Education Policy Advisor, Haiti

# are the CEDPA Education TAACS?

## **Africa**

David Bruns, Senior Education Advisor, Uganda

Melinda Taylor, Basic Education Advisor, Nigeria

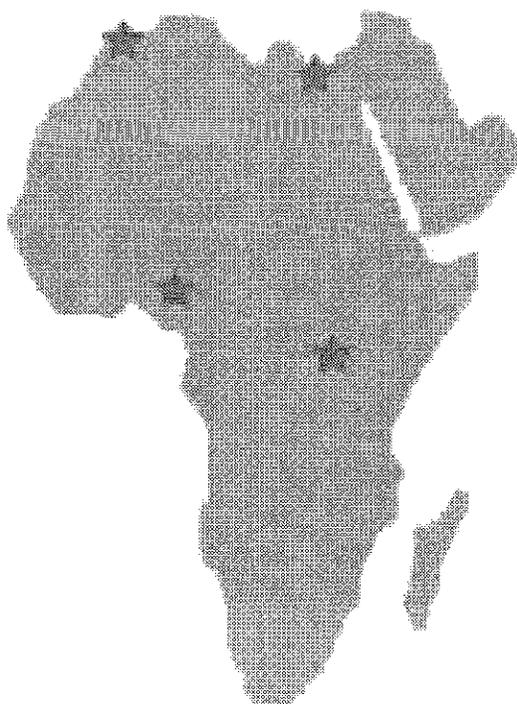
## **Asia and the Near East**

Nina Etyemezian, Basic Education Advisor,

Morocco

Michelle Ward-Brent, Basic Education Advisor,

Egypt



# CEDPA Snippets

◆ At the request of USAID, the ENABLE Project will be expanding to Senegal. The main interest of USAID/Senegal is involving women effectively in the planning and decentralization process along the lines of the CEDPA 100 Women Group model in Nigeria. A workshop held recently in Senegal oriented stakeholders to the project and identified potential partners in the NGO community; activities are set to begin in July 2001.

◆ A planning team recently visited Nigeria to develop a youth program in West Africa that would address the high prevalence rate of HIV in adolescent girls. The Vulnerable Children's Project in Benue State, Nigeria, will be the entry point for the HIV/AIDS/Youth demonstration project, due to its existing program structures and a pressing need to provide sexual and reproductive health education and life skills to the VCP children as well as to young people in the community. The team will develop a project design that will feature a RH/HIV/AIDS education and life skills program for young people and social mobilization activities for the larger community.

◆ Victoria (Vicky) Wells joined CEDPA in April 2001 as the Director of the ENABLE Project. Vicky has more than 20 years clinical experience as a physician and more than 28 years experience in public health and teaching. Prior to joining CEDPA, Vicky was a practicing physician at a free clinic in Cincinnati, Ohio and, from 1995 to 1998, worked as a Regional HIV/AIDS Technical Advisor at REDSO/EA as a Red Cross TAACS. She is an MD and holds a Doctorate in Epidemiology.

◆ Three CEDPA field office staff presented at the 2001 Global Health Conference. Marta Levitt-Dayal, CEDPA/India Country Director, gave a presentation entitled "Improving Young Women's Health by Empowering Adolescent Boys" about the first comprehensive training package for

adolescent boys which was developed, piloted and is currently being implemented by NGOs in India. Shahira Aly, CEDPA/Egypt Program Officer, gave a poster presentation about the successes of the Positive Deviance Approach to ending female genital cutting in Egypt. CEDPA's Country Director in Ghana, Gifty Alema-Mensah, gave a presentation on "CEDPA's Role as a Catalyst in Partnership Formation," focusing on social mobilization efforts using both political and non-political resources in the community.

◆ The Central America Initiative is proud to announce the opening of CEDPA's Central America office in Guatemala City, Guatemala. Our colleagues joining in this office include Patricia Ardon, Regional Representative; Leonor Hurtado, Regional Training Advisor; and Sara Sanchez, Office Assistant.

◆ Capacity Building recently wrapped up its 37<sup>th</sup> Women in Management Course. 19 participants from 12 countries completed the five-week course at CEDPA, which focused on developing the participants' personal and organizational strategies to bring about sustainable development in their countries. Topics included leadership, visioning, management, communication, donor relations and participation. Capacity Building is now gearing up for the 11th Youth Development and Reproductive Health Course, to be held in August 2001.

◆ Since January 2001, Capacity Building has conducted Master Training of Trainers courses in Guatemala, Ghana and Nepal, each with 16 participants. The MTOTs are the first stage in a certification program aimed at developing a worldwide network of trainers available to work with CEDPA and its partners to identify, train and mentor women leaders. The MTOT Program is one facet of the Women's Leadership Project, which is supported by the Bill and Melinda Gates Foundation.

*Continued from page 1*

sources in those areas where gender imbalances are the greatest. Several USAID pilot programs have demonstrated improved retention and high achievement rates through the introduction of quality improvements in teaching, learning and community/parental participation in local school management. While these developments are encouraging, access to quality education by girls continues to be an acute problem for the more than one million school-aged girls who are not enrolled. These girls are the focus of the USAID/Cairo Education and Training Program, which supports primary education, teacher training, English language training and school-to-work programs. Together, these efforts seek to better prepare young Egyptians with the skills and abilities to meet the demands of the 21st century.

The cornerstone of the primary education program is a new \$27 million New Schools Program (NSP). Implemented by CARE, NSP combines the successful elements of earlier innovative pilots and significantly expands access in three of the most under-served Governorates of Upper Egypt. Launched in 2000, NSP will construct 80 new schools, enroll more than 28,800 girls per year upon completion, train and support thousands of teachers and dozens of local community education teams for local school management, and introduce the use of innovative child-centered learning materials. It will also provide literacy and "second chance" education to older girls who have never attended, or dropped out, of school. Non-formal life-skills education provided by CEDPA to thousands of adolescent girls and young women is reaching some of the most remote areas of the country with critical information on health, safety, environment, literacy, FGM, domestic rights, and child development. An extensive scholarship program through Save the Children has enrolled thousands of girls who would otherwise not go to school. And finally, an indigenous "Sesame Street" series called "Alam Simsim" is being co-produced by Sesame Workshop and Karma Productions to help build basic literacy and numeracy skills among the millions with no access to preschool to ensure

that they are better prepared for success in school. "Alam Simsim" broke new ground when it premiered in August 2000 to domestic and international acclaim. The series' reach now extends far beyond Egypt and is also being broadcast to millions of young learners from Morocco to Lebanon. Despite Egypt's rich history in film production, few educational media resources exist for children and nothing exists of the magnitude, innovation or educational efficacy of "Alam Simsim." The series has been produced in collaboration with the Ministry of Education. Egypt's First Lady Mrs. Suzanne Mubarak is a patron and strong supporter.

Why "Sesame Street" in a country such as Egypt? Presently, approximately only 12% of Egyptian children have access to preschool education and primary school dropout rates are very high. However, nearly all Egyptian households have access to television with a 96% penetration rate. (Egypt's 2000 DHS also confirmed that 96% of women have recently seen family planning messages on television.) Over the 30 years since "Sesame Street" was first broadcast, extensive research has been conducted on the educational effectiveness of the series in improving literacy and numeracy skills, especially among the disadvantaged. To date, 20 international co-productions have built on this model to create uniquely indigenous series that reflect local culture and tradition and that build an appropriate curriculum that reflects local priorities. Each indigenous co-production utilizes the tremendous power of media to bring the four corners of the world into homes in which educational resources and experiences can be so severely limited. Simple entertaining lessons on literacy, numeracy, health, education and the environment have demonstrated their power to change attitudes and practices and to build basic skills and knowledge among both children and their parents. Research in Turkey on its indigenous co-production demonstrated a one-year learning gain. Research in Egypt during the first three months of broadcast reveals that already more than a third of the children under eight in homes surveyed are regularly watch-

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ing the series and a fourth of their parents watch with them. Three USAID Missions - South Africa, Russia and Egypt - have funded indigenous Sesame Street series to meet very different but equally important educational objectives. During my six-year tenure in South Africa, I managed the USAID Mission grant for the "Takelani Sesame" series that focuses largely on multicultural understanding and tolerance, nation-building, and multiple languages. *The Economist* recently lauded this series for its innovative combination of educational outreach, television and radio to reach the historically disadvantaged.

Now reaching millions of young viewers and their parents, "Alam Simsim" broadcasts uniquely Egyptian messages on the importance of girls' education and sound health and environmental practices. The series models positive images for girls as well as boys, thus encouraging girls' early and continued educational participation. Girls are portrayed as active, equal participants in every aspect of the series, a pioneering advance within a traditional culture in which gender stereotypes are deeply ingrained at early ages. The series' primary character is Khoka, a four-year-old girl with a passion for learning. Curious and creative, she loves to ask questions and to find out the solutions.

Throughout the development and production phases, leading Egyptian educators, linguists, health specialists and others worked in close cooperation with program writers and directors to ensure that the program curriculum is educationally effective for young audiences and culturally attuned to Egyptian tradition. They helped shape the curriculum to ensure that its content reflected and supports Egyptian priorities. Formative research is already documenting important information for the series' producers, USAID and Egyptian partners in education. For example, research in targeted areas of Upper Egypt found that boys ages 4-6 can count significantly higher than girls. Boys were also more skilled in letter recognition than girls. Children who had watched the episodes (in comparison

to those who had not), showed a significant increase in knowledge of hygiene practices (washing hands, face, brushing teeth, sleep, hygiene, etc.). Research also confirmed that gender stereotypes are deeply entrenched at a very young age. However, after exposure to several segments of "Alam Simsim" children showed a marked change in their views on gender stereotyping, such as whether women can become pilots and whether men can bake a cake. Intended to help change these perceptions and to close these gender gaps, "Alam Simsim" is already demonstrating its effectiveness among the target population.

In areas of Minya, where much of this research was conducted, large percentages of primary school age girls are out of school and pockets remain where no girls in the village attend school. Because of these severe deficiencies, a considerable portion of the USAID/Cairo's current basic education program targets Minya and two other Governorates with school construction, teacher training, literacy training, non-formal life skills courses and community development for local school management. Qualitative improvements and changes in teaching methodologies will help ensure that once children are enrolled, they remain in school and are supported to achieve their full potential.

My work as a TAACS ranges from performance monitoring to results reporting to project planning, management and oversight. During the past 18 months I have been heavily involved in working with the "Alam Simsim" producers, the Government of Egypt, and USAID legal and procurement offices to review a number of issues that had to be addressed before the series could be launched. These included issues of copyright and program revenue for sustainability, as well as special concerns arising from the high visibility of the program and the First Lady's personal involvement and support. My previous experience with "Takelani Sesame" in South Africa and U.S.-based experience in educational radio and television were very useful preparation for dealing with these issues in Egypt.

*Continued on page 11*

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My focus is now on working with the series' producers, the USAID/Cairo Health Team, and the National Council on Childhood & Motherhood to develop collaborative educational outreach efforts to support the series educational messages, leverage and extend its reach and impact, sustain the program and reinforce related efforts. For example,

a series of Public Services Announcements using the series' characters have been developed to promote family literacy and a series of PSAs on health are under discussion to support priorities in health, such as Egypt's new seatbelt safety law. Further efforts are also under discussion and linkages to support environmental programs and priorities will be explored.

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## Make a Difference... Become a TAACS!



CEDPA is actively recruiting for ten TAACS positions. All TAACS must be U.S. citizens who can be approved for high level U.S. Government security clearance. Assignments are for two years; renewals and extensions are possible. Strong candidates are mid- to senior-level technical experts with extensive experience in their respective fields. Current TAACS opening include:

### Positions based in Washington, DC:

- Senior Education Advisor, Office of Sustainable Development, Human Resources Development Division, Bureau for Africa
- Reproductive Health Advisor for Training and Performance Improvement, Office of Population, Center for Population, Health and Nutrition, Global Bureau
- Basic Education and Child Labor Advisor, Center for Human Capacity Development, Global Bureau
- Biomedical Research Specialist, Office of Health and Nutrition, HIV/AIDS Division, Center for Population, Health and Nutrition, Global Bureau
- Senior Infectious Diseases Advisor, Office of Health and Nutrition, Environmental Health Division, Center for Population, Health and Nutrition, Global Bureau

### Positions based overseas:

- Health, Population and Nutrition Advisor, USAID/Senegal
- Child Survival Advisor, USAID/India
- Mekong Regional HIV/AIDS and Infectious Diseases Advisor, Bureau for Asia and the Near East (position located in USAID/Cambodia)
- Technical Advisor in HIV/AIDS and Maternal Child Health, USAID/Cambodia
- Health Development Specialist, USAID/Ethiopia
- Senior Health Advisor for Maternal Child Health, USAID/Russia

Position descriptions for the openings above can be found at <http://www.cedpa.org/about/ad2.htm>  
Please contact Elizabeth Coleman, TAACS Recruiter at [jobs@cedpa.org](mailto:jobs@cedpa.org) for more information.

*Continued from page 2*

positions.

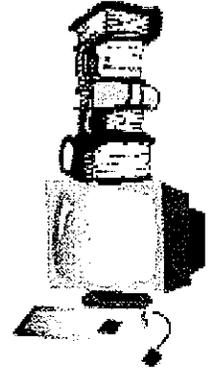
Your TAACS team at CEDPA (Susan, Jen, Liz, Kiev and John) is actively looking for ways to provide the best possible support our Education TAACS. We look forward to any and all suggestions on how we might encourage professional interchange among Education TAACS. We also recognize that the “boundaries” between the health and education sectors within the USAID portfolio are becoming more transparent and porous (the impact of HIV on education staffing, and the transferability of BCC technologies between sectors are only two examples). More cross-sectoral interchange between education and health



John Pielemeier  
TAACS Director, CEDPA

## Bookmark Worthy Websites worth a second glance

[www.ecdgroup.com/](http://www.ecdgroup.com/)



[litserver.literacy.upenn.edu/explorer/index.html](http://litserver.literacy.upenn.edu/explorer/index.html)  
International Literacy Explorer

[www.unesco.org/education/index.shtml](http://www.unesco.org/education/index.shtml)  
UNESCO Education

**cedpa**

1400 16th Street NW  
Suite 100  
Washington, DC 20036

Celebrating 25 years of women's global leadership.

**TAACS Recruiting Status -, Health**  
**9/20/01**

| Location  | Position Announced | Initial contact assess viability | Selected Resumes sent to USAID | USAID notifies CEDPA of top candidate selection | Request bio-data form/ security clearance status | Medical Clearance (overseas only)         | Negotiations with selected candidate | Salary concurrence letter sent to USAID | Receipt of salary concurrence | Formal offer made to candidate | ETA concur from Mission |
|---|--------------------|----------------------------------|--------------------------------|---|--|---|--------------------------------------|---|-------------------------------|--------------------------------|-------------------------|
| Mekong Region Advisor<br>HIV/AIDS ID, USAID/ Cambodia | 6-3-01             | OK                               | 3-26, 6-27, 7-10               | 7-24-01<br>Carol Jenkins                        | Received biodata: 7-31-01                        |   |                                      |   |                               |                                |                         |
| HAITI Child Survival Advisor                          | 1/29/01            | OK                               | 3-22-01                        | 4-16-01<br>Judith Timyan                        | Forms sent 4/17                                  | Forms at State Med                        | 4/23/01                              | 5/18/01                                 | 5/21/01                       |                                | Start 9/1/01            |
| Sr. Tech Mgr for Health & Pop Prgm Nigeria            | 3-01-01            | OK                               | 4/30/01<br>5/14/01             | 6-8-01<br>Shelagh O'Rourke                      | 6-8/received security clearance on 7-18          | Waiting to receive med forms from Shelagh | 6-22                                 |   |                               |                                | (End of September)      |
| Senior HIV/AIDS Behavioral Change Advisor             | 11-30-00           | OK                               | 3/3/01, 3/8 3/28,              | Halperin  | Biodata sent on 6-7-01, security on 6-12-01      | N/A                                       | 6-14                                 |   |                               |                                | 8-31-01                 |
| Senior Advisor HIV/AIDS & RH -South Africa            | 11-30-00           | OK                               | 1/26/01                        | Melinda Wilson<br>2-26-01                       | Biodata recd 3/22/01                             | Waiting for med papers                    | 4/05/01<br>5/18/01                   | 5/19/01                                 | 6/13/01                       | 5/18                           | 6/11/01                 |
| Sr. Advisor, ID, Environ. Health                      | 6-13               | OK                               | 7-25-01                        |   |  |   |                                      |   |                               |                                |                         |
| Biomedical Research Specialist                        | 5/21/01            | OK                               |                                |   |  |   |                                      |   |                               |                                |                         |

**TAACS Recruiting Status – Health**  
9/20/01

| Location  | Position Announced | Initial contact assess viability | Selected Resumes sent to USAID | USAID notifies CEDPA of top candidate selection | Request bio-data form/ security clearance status | Medical Clearance (overseas only) | Negotiations with selected candidate           | Salary concurrence letter sent to USAID | Receipt of salary concurrence | Formal offer made to candidate | ETA concur from Mission |
|---|--------------------|----------------------------------|--------------------------------|---|--|-----------------------------------|--|---|-------------------------------|--------------------------------|-------------------------|
| Technical Advisor HIV/AIDS-Rwanda                   | 12-12-00           | OK                               | 1/23/01                        | Barbara Sow                                     |  | Forms sent to AID on 7-6-01       | 4/3/01   | 4/05/01                                 | 4/16/01                       |                                | 7/9                     |
| Child Survival Advisor-India                        | 6-21-01            | OK                               | 7-24-01                        |   |  |                                   |  |   |                               |                                |                         |
| RH Advisor for Training and Performance Improvement | 12-15-00           | OK                               | 2-27-01, 5-7-01, 5-22-01       | Conducted interviews                            |  | N/A                               |  |   |                               |                                |                         |
| Sr. Tech Adv. for Infec.Dis. ANE/SPOT               | 01/04/01           | OK                               | 2/15/01                        | 3-19-01 Andrew Clements                         | Recd 4/5/01                                      | N/A                               | 4/13<br>4/23<br>4/25<br>5/2 –will call on 5/18 | 5/18/01                                 | 5/22/01                       | 7-17                           | 8-1-01                  |
| Tech Adv MCH Cambodia                               | 1/31/01            | OK                               | 3/16<br>3/26<br>6-27, 7-10     |   |  |                                   |  |   |                               |                                |                         |
| TAACS Senegal                                       | 2/15/01            | OK                               | 4/5/01, 7/6/01                 | 7-16-01, Brad Barker                            | Sent 7/18. Biodata received 7-25                 | Sent 7/18                         | 7/31/01  |   |                               |                                |                         |
| Health Dev. Specialist - Ethiopia                   | 5/8                | OK                               | 6-28                           |   |  |                                   |  |   |                               |                                |                         |
| Senior Advisor for MCH-Moscow                       | 5/14               | OK                               |                                |   |  |                                   |  |   |                               |                                |                         |

**TAACS Recruiting Status – Education**  
9/20/01

| Location                         | Position Announced | Initial contact assess viability | Selected Resumes sent to USAID | USAID notifies CEDPA of top candidate selection | Request bio-data form/ security clearance status | Medical Clearance (overseas only) | Negotiations with selected candidate | Salary concurrence letter sent to USAID | Receipt of salary concurrence | Formal offer made to candidate | ETA concur from Mission |
|----------------------------------|--------------------|----------------------------------|--------------------------------|---|--|-----------------------------------|--------------------------------------|---|-------------------------------|--------------------------------|-------------------------|
| Senior Ed Advisor AFR/SD/HRD     |                    | OK                               | 7-3-01                         |   |  |                                   |                                      |   |                               |                                |                         |
| Senior Education Advisor, Uganda | 01/05/01           | OK                               | 2/28/01                        | Bruns   | Security clearance received 7-26                 | Cleared on 7-24-01                | 6-7                                  | 6-7                                     | 6/13                          |                                | (TBA)                   |
| Basic Ed & Child Labor           | 4/30               | OK                               |                                |   |  |                                   |                                      |   |                               |                                |                         |
| Teacher Training-LAC             | 7/22/01            | OK                               |                                |   |  |                                   |                                      |   |                               |                                |                         |