



**USAID**  
FROM THE AMERICAN PEOPLE

# FRONTLINES

WWW. USAID.GOV

NOVEMBER 2007

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Stara Zagora, Bulgaria



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## Bulgaria and Romania Advance from Aid

USAID is transitioning missions away from aid in two former Soviet bloc countries — Bulgaria and Romania — after \$1.2 billion spent over 17 years helped overcome the legacy of communist central planning and dictatorship.

In October, then Acting Administrator Henrietta Fore visited

Sofia, Bulgaria, and Bucharest, Romania, to celebrate the advancement of the former socialist countries from recipients of foreign assistance to new donors. A third nation, Croatia, plans to hold its transition ceremony in April 2008.

One program typical of USAID assistance to the former

Soviet bloc countries helped Rositsa Atanasova's snack shop in downtown Stara Zagora. Loans from the NGO Nachala Cooperative enabled her to expand her enterprise. Bulgarian cooperatives extended 50,000 loans totaling \$68 million to small and medium-sized businesses, with U.S. assistance. These have helped to create or sustain more than 78,000 jobs.

see **BULGARIA** on page 15 ▶

## Bangladesh Aid



Following a Nov. 14 cyclone in Bangladesh, Administrator Henrietta Fore visited the country to survey the damage and determine assistance needs. Here she meets with Md. Ayub Miah, secretary of the Ministry of Food and Disaster Management, and U.S. Charge D'affaires Geeta Pasi on the tarmac at Zia International Airport in Dhaka, next to a shipment of USAID-donated emergency supplies. The Agency has provided more than \$2.35 million for relief and recovery efforts and has pledged an additional \$10 million in food aid.

Sue McIntyre, USAID

## Wounded Soldier Interns at USAID

Army Capt. Scott Quilty, 27, stepped on a land mine while leading a patrol south of Baghdad last October, losing his right hand and right foot. But a year later he was working on conflict management programs as an intern at USAID in Washington.

After a year of therapy at Walter Reed Army Medical Center in the District, he has received an electrically assisted right hand and right foot that enable him to work at USAID, go snowboarding, and possibly attend law school.

He accepts that he can no longer be a soldier on a battlefield.

Instead he's been applying his understanding of Iraqi culture, language, and society. He helped two USAID offices — the Office of Military Affairs (OMA) and Conflict Management and Mitigation (CMM) — draw up a guide for new troops on conflict management.



Ben Barber, USAID

Capt. Scott Quilty

"Our greatest weapon is our minds," said Quilty. "Here in this agency, it's cerebral power that counts. Luckily, in my case, it is intact."

"My long-term goal is to return to less than permissive environments," he said, possibly

see **SOLDIER** on page 15 ▶

## Fore Confirmed

The U.S. Senate confirmed Henrietta H. Fore as the new administrator of USAID by unanimous consent during a Nov. 13 legislative session.

Fore, who was named acting administrator by President George W. Bush on May 7, is the 15th administrator and the first woman to lead the Agency. The confirmation vote means Fore is also the new director of U.S. Foreign Assistance, a position created in 2006 to provide oversight and direction to the way the United States delivers foreign aid.

As acting administrator for the last seven months, Fore has worked to chart a new course for USAID and has stressed collaboration and innovation. She has also said she will be a strong advocate for increased staffing and funding for the Agency.

Planning for Fore's formal swearing-in ceremony is underway. Look for coverage of the event in an upcoming issue of *FrontLines*. ★

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

## Fore Tells Mission Directors: We Must Rebuild the Agency

The directors of USAID missions in more than 80 countries across the globe met just outside Washington Oct. 21-24 and heard then Acting Administrator Henrietta Fore call for increased funding, staffing, and public visibility.

"We must rebuild the agency," she told the mission directors, assembled at their biennial global conference.

Acting Deputy Administrator James Kunder briefed on the need to increase the size of the Foreign Service staff to 2,250 within three years, reversing years of personnel cuts.

The mission directors gave a standing ovation to Fore when told that the Senate Foreign Relations Committee had just approved her nomination to be the first woman Administrator of USAID. [The Senate subsequently approved Fore's nomination on Nov. 13. See story, pg. 1.]

She said that despite concerns voiced about USAID's future,

"we want to work closely with State and DOD but not work for State . . . we are not merging."

The Agency is recreating a small policy unit in the front office to replace some of the functions of the Policy and Program Coordination bureau, now merged with the Office of the Director of Foreign Assistance at State, Kunder said. He also pledged greater public outreach, citing the return of *FrontLines* after a hiatus of more than a year.

Fore said that in the 15 months remaining in the current Administration, she hoped to restore monitoring and evaluation as an Agency priority; triple private sector partnerships; and publicize awareness of foreign assistance in recipient countries.

"If we tell the public, they'll get Congress to increase support [for foreign aid]," said guest speaker Mary Bush, chairman of the bipartisan Helping to Enhance the Livelihood of

People Around the Globe Commission (HELP).

"The development mission is now seen as central in the face we show to the world," said another HELP Commission member, Lael Brainard, vice president at the Brookings Institution.



Rep. Nita Lowey (D-N.Y.)

In frank discussions, mission directors called for more flexibility and control over their budgets and their programs,

saying some development goals take years to achieve. They also said the new budget process gave them little input when decisions are made in Washington.

Lt. Gen. John Sattler of the Joint Chiefs of Staff said that the military in Iraq "asked for more USAID team members" because the schools, clean streets, and other services the Agency provided were weaning people away from militancy.

"There's not enough of you . . . because we have resources we sometimes walk in the shoes you should be wearing," said Sattler.

Rep. Nita Lowey (D-N.Y.), chair of the House Appropriations Subcommittee on Foreign Operations, voiced concern about spreading foreign assistance resources across different U.S. agencies, such as the Millennium Challenge Account (MCC), which she said was replicating USAID. "The jury is still out" on the MCC, she said, adding that "USAID could do the same work if it had the money."

Other speakers at the conference included Secretary of State Condoleezza Rice, Deputy Secretary of State John Negroponte,

Sen. Charles Hagel (R-Neb.); senior officials at the National Security Council, the President's HIV/AIDS Plan, MCC, the Government Accountability Office, the U.S. Trade and Development Agency, and Department of Defense. ★

## Ramadan Observers Break Fast, Gain Awareness of World Hunger

After a full day of Ramadan fasting, about 40 members of the Muslim community joined USAID officials Oct. 4 to break the fast at the Ronald Reagan Building.

"The discipline of the fast during this month brings awareness of others who suffer privation as their daily lot," said then Acting Administrator Henrietta Fore.

The president of the Islamic Society of North America (ISNA), Ingrid Mattson, agreed, saying that fasting gives one an experience of something that so many know "on a daily basis" — lack of sufficient food and drink.

Iftar is celebrated nightly by Muslims during the holy month of Ramadan, which fell in the lunar month during September and October this year. For the past few years, USAID has invited Muslim leaders, diplomats, and colleagues to join Agency officials in observing an Iftar.

"It is not generally known, but the majority of USAID funding goes to countries with predominantly Muslim population," Fore said. "In fact, the Agency has missions in 27 of the 49 countries that have more than 50 percent Muslim population."

Mattson noted that as the lunar year shifts in respect to the solar calendar used in most of the world, Ramadan will turn up in August in a few years — a time when heat and longer days would add difficulty to the fasting.

"Fasting cannot help but make you want to do something to alleviate suffering," she said.

Mattson said Muslims are obliged to give "zakat," a form of tax, to aid the poor during Ramadan: "The poorest people look for someone who has less than they do."

see **RAMADAN** on page 15 ▶

## WHAT THEY ARE SAYING ...

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

### Obsolete Restrictions on Public Diplomacy Hurt U.S. Outreach and Strategy

By Juliana Geran Pilon, Ph.D.

A little-known legal restriction on U.S. public diplomacy, despite being rendered unenforceable long ago by technological advances like the Internet, continues to damage America's global communication efforts.

At issue is Section 501 of the U.S. Information and Educational Exchange Act of 1948 (Smith-Mundt Act), the legislation underlying America's overseas informational and cultural programs. While the act is rightly hailed for establishing the programming mandate that still serves as the foundation for U.S. outreach,

it has one serious drawback: It prohibits domestic dissemination of information designed for foreign consumption, ostensibly so as to ban "domestic propaganda." Yet in this age of instant and global communication, expecting to prevent such public information from reaching Americans is unrealistic and technologically impossible.

In the war on terrorism, this restriction is worse than an anachronism: It amounts to self-sabotage. Until Congress relegates this piece of legislation to the dustbin of history, the U.S. cannot expect to conduct public diplomacy effectively.

Anyone who tries to order English-language publications from the State Department's online catalog will learn that "the Bureau of Educational and Cultural Affairs is prohibited from

distributing its print materials in the United States by the Smith-Mundt Act." This bureau is just one of many U.S. agencies inhibited by Section 501 and its prohibition on disseminating information about their activities overseas for fear that unsuspecting Americans might hear about them. Notable among such activities are taxpayer-funded humanitarian and democracy assistance programs, including the grantees and contractors of the U.S. Agency for International Development (USAID).

In 2003, the Djerejian Commission, a bipartisan advisory group on public diplomacy, reported to Congress:

When we asked the administrator of USAID how much of his budget of \$13 billion goes to public diplomacy, [the USAID administrator] answered "Almost none." He explained that AID is generally prohibited to disseminate information about its activities — a restriction that the Advisory

Group recommends be ended immediately.

A year later, after chastising the State Department for still paying insufficient heed to the Djerejian Commission, Congress passed a law requiring the Secretary of State to ensure that information about U.S. foreign assistance is being widely disseminated, especially "within countries and regions that receive such assistance." USAID's Bureau for Legislative and Public Affairs has since been trying to do the best it can to comply. Yet the ban against domestic "propaganda" predictably continues to exert a chilling effect on U.S. public diplomacy, not only at USAID, but at all other agencies that engage in international outreach.

*This excerpt is reprinted with permission from The Heritage Foundation. The entire paper is available at [http://www.heritage.org/Research/NationalSecurity/upload/bg\\_2089.pdf](http://www.heritage.org/Research/NationalSecurity/upload/bg_2089.pdf). ★*

## MISSION OF THE MONTH



The USAID-supported rosemary cooperative creates jobs for youth and preserves natural resources.

## MOROCCO



yields, and the quality of harvests have all increased.

The installation of a modern distillation unit will allow cooperatives in the province to produce essential oils of superior quality as a result of a partnership between USAID, Morocco's Ministry of Forests and Water, the province of Jerada, and the Beni Yaala Zkara cooperative. The oils should command a higher price in the market and increase incomes for cooperative members.

The Moroccan government hopes to duplicate the model of the Beni Yaala Zkara rosemary cooperative in different regions. The cooperative's success in modernizing the production of aromatic and medicinal plants is contributing to the government's efforts to reduce poverty and integrate youth into the economic life of rural Morocco.

"Through its efforts in the Jerada Province, USAID is contributing directly to local economic development through the creation of 150 to 200 jobs and preservation of natural resources for future generations," said Jaoud Bahaji, USAID/Morocco's development assistance specialist and program manager. "USAID has helped to link the cooperative to buyers on the national and international levels, which has resulted in both higher sales volumes and a 20 percent increase in sale price per kilo for rosemary."

Tayeb Errezougui, president of the Beni Yaala Zkara cooperative, said in addition to the new jobs, cooperative families' living conditions have improved since the agriculture reforms. "Thanks to USAID's assistance, we have managed to double our profits in the last year," he added.

USAID is currently working with public and private partners and other donors such as the UN Development Program to disseminate the Jerada model to other regions. ★

With interest growing worldwide in the business of nutraceuticals – crops that improve human health – Morocco's rosemary crop was a prime candidate for economic development.

Historically, eastern Morocco, known as the Oriental, has been less developed than other regions of the country. Still, the region is rich in aromatic and medicinal plants, and rosemary is the most economically important product.

The Beni Yaala Zkara rosemary cooperative of Jerada had used traditional harvesting methods since 1975. But because farmers are paid for their harvests by weight, rosemary farmers dug up the entire plants and failed to replant rosemary at sustainable rates. These practices led to overharvesting, and would have quickly resulted in the extinction of the wild growing herb.

In response, USAID trained members of this and other cooperatives on best practices for harvesting rosemary. Producers were also assisted with packaging and labeling the plant's essential oil, as well as with diversifying crops with other high-value products such as thyme, basil, and saffron.

Now harvesters never cut more than 50 percent of their rosemary plants, cooperatives agree to cultivate at least 10 hectares of rosemary each year, and farmers prune older rosemary plants by about 10 percent to ensure they regenerate and provide higher yields in the future.

### Results

The reforms worked for the rosemary crops: preservation,

### Challenge

In 1999, Morocco's Ministry of Agriculture created a strategy to promote and support rural development and bring it in line with economic advances in more urban areas by 2020. As part of Morocco's commitment, communities are encouraged to participate in managing the country's natural resources.

While the country is considered lower-middle-income and is making economic and agricultural strides, some problems persist, including unemployment, poverty, and degradation of natural resources.

### Innovative Response

USAID/Morocco is following the Moroccan government's lead with programs that promote various agriculture products, but is focusing on rosemary and other aromatic and medicinal plants in Jerada, Talsint, and Debdou – three areas in eastern Morocco particularly suited for their production.

Rosemary has long been known as a favored seasoning in many Mediterranean dishes, as well as an ingredient in soaps and other beauty products. Perhaps less well known is the herb's purported benefits as a medicine. According to the University of Maryland Medical Center, rosemary has been used since 500 B.C. to improve memory and hair growth, to relieve muscle and kidney pain, and to slow growth of harmful bacteria. Some researchers are also investigating rosemary's cancer-fighting potential.

## INSIGHTS

FROM  
**HENRIETTA H. FORE**



From Oct. 21-24, USAID mission directors from over 80 countries gathered in Washington with our most senior leaders to help chart a shared vision of our organization and the work we do.

This biennial convocation featured a host of speakers from foundations, think tanks, and area universities as well as Secretary of State Condoleezza Rice, Deputy Secretary of State John Negroponte, Deputy National Security Advisor James Jeffrey, Congresswoman Nita Lowey, and Senator Chuck Hagel, among other partners.

In opening remarks, I defined USAID's mission in the broadest terms: To serve as the U.S. government's primary instrument for advancement in the developing world by promoting security and reducing poverty with the full range of America's public and private capabilities and resources, and linking those resources with the governments and people we serve through a world-class, on-the-ground presence.

To carry out this mission, I made six requests of our mission directors.

- ▶ First, to lead development and humanitarian assistance work in their country teams.
- ▶ Second, to develop more effective partnerships of all kinds.
- ▶ Third, to triple the dollar value of our public-private partnerships.
- ▶ Fourth, to give me their ideas on our vision and mission statements, and on monitoring and evaluation.
- ▶ Fifth, to make it a priority to train and mentor a more diverse workforce and work with embassies on more cost-effective ways of operating.
- ▶ And sixth, to be the intellectual leaders on development in their countries by convening roundtables, expanding networks, and letting me know what's working in their respective countries.

I did not convene the conference only to give messages, but to receive them. One message that came through loud and clear from our chief officers in the field was the need for better communication and collaboration between them and Washington. Mission directors say they want a stronger voice for the field in setting foreign assistance priorities, a reduction in the amount of paperwork that sidetracks and demoralizes staff, and improvements in recruitment, training, and retention of indigenous talent.

To respond to these concerns and guide policy in the months ahead, I convened five working groups at the outset of the conference with the mandate to meet and report their findings at its conclusion. I asked them to consider the operational implications of USAID's changing role in national security and how to play a more robust role in inter-agency processes; to define an agenda for the Global Development Commons and for intensified donor collaboration; to study what actions are needed to increase the scope and impact of public-private partnerships; to list their top priorities for rebuilding the Agency's human resources and business systems; and to propose ways for improving and streamlining the Director of Foreign Assistance process.

The challenges are numerous and complex. But, as we look forward to the next year and a half, I am happy to report to our *FrontLines* readers that the difficult work has begun. ★

# GLOBAL DEVELOPMENTS

## BRIEFS

### Doing Business 2008 Report Released

WASHINGTON – The latest World Bank *Doing Business* report was released Oct. 19 during the USAID conference “Empowering Women – Promoting Growth,” and officials announced they will begin a two-year initiative to identify laws and regulations that discriminate against potential women entrepreneurs.

*Doing Business 2008* is the latest in a series of reports that gauge the ease of conducting business in 178 countries based on several measurable indicators. USAID Administrator Henrietta Fore, who played host to the event, called the new initiative “a topic of tremendous importance to growth and social development. When women engage in business activities, they make a difference to their families, their communities and their countries. National economies are stronger, more stable, and more dynamic when women are engaged in the business world.”

Laws forbidding women to work at night, travel without permission, or inherit property are among the barriers they face in trying to start a business.

Overall, the report identified Egypt as the top developing

nation this year. Other top performers include Georgia, Bulgaria, Croatia, Macedonia, Colombia, Ghana, and Kenya. USAID has provided financial and technical assistance in all these countries.

### Funding Awarded to Tackle Gender-based Violence in Three Countries

WASHINGTON – USAID is giving the American Refugee Committee (ARC) \$1.5 million for a three-year effort to address gender-based violence among communities in Liberia, Pakistan, and Rwanda.

ARC will implement a program called “Through our Eyes,” which will focus on issues such as early marriage, violence against older women and widows, and honor killings. The goal is to change attitudes and behaviors that lead to violence against women and girls.

### Text Books for Ghana Announced

CHICAGO – USAID Administrator Henrietta Fore announced Sept. 18 that Chicago State University (CSU) will receive a \$2 million grant to develop, produce, and distribute textbooks for schoolchildren in Ghana.

The award comes two years after CSU received \$3 million under President Bush’s African Education Initiative to fund its Textbooks and Learning Materials Program (TLMP) in Ghana, part of an overall Administration effort to provide 15 million textbooks and other learning materials to Africa’s children by 2010.

The new funding will allow the university to provide additional textbooks for children at the kindergarten level and grades one through three.

“We are proud of our extensive association with American colleges and universities, such as Chicago State University, where we tap into the resources and know-how of the best and brightest of this country,” Fore said.

“This is the first time in Ghana’s history that books have been created in partnership with the United States which has countrywide distribution and sustainable impact,” said Adama Conteh, executive director of CSU’s Office of International Programs and the program director for TLMP.

The African Education Initiative is a \$600 million, multi-year effort to improve basic education in Africa, and complements USAID’s long-term education efforts on the continent.

### ‘Millions Saved’ Gets an Update

WASHINGTON – The Center

for Global Development has released an update to its 2004 book “Millions Saved: Proven Successes in Global Health.”

“Case Studies in Global Health: Millions Saved,” includes three new stories centering on efforts in Nepal, Chile, and India, and updates the 17 original success stories, several of which highlight USAID programs.

A briefing paper that covers some of the data in the new book is at [www.cgdev.org/content/publications/detail/14493](http://www.cgdev.org/content/publications/detail/14493).

### Funding for Vulnerable Children Exceeds \$5B

WASHINGTON – USAID has released the first annual report to the Congress detailing the U.S. government’s efforts to address the needs of orphans and vulnerable children in the developing world.

The Oct. 12 report, “Highly Vulnerable Children: Causes, Consequences and Actions,” says in 2006 funding for such U.S. programs exceeded \$5 billion and reached more than 135 million children. Vulnerable children – USAID calls them highly vulnerable children, or HVC – includes those affected by natural disaster, HIV/AIDS, war and conflict, internal displacement, exploitive labor, trafficking, disability, abandonment, extreme poverty, and other causes.

“It is a moral imperative that we do all we can to alleviate child suffering,” said S. Ken

Yamashita, the U.S. government’s special advisor for Orphans and Vulnerable Children. “There are roughly 143 million orphans alone in the developing world today, yet this number is dwarfed when also considering children who are vulnerable for any number of reasons.”

### Grant Seekers Get New Resource

WASHINGTON – USAID and GrantStation.com have launched a new, monthly e-newsletter, *International GrantStation Insider*, to provide the latest information to grant seekers on new funding programs and upcoming grant deadlines. The publication will also include industry news, conferences, and training opportunities.

A number of foundations, corporations, and other international development donors – both domestic and abroad – will contribute funding opportunities to the e-newsletter. In addition, USAID, the State Department, the UK Department for International Development, and other foreign government funding sources will list their grant and funding opportunities.

To subscribe or view an issue, go to [www.grantstation.com](http://www.grantstation.com).

## RADIO PROGRAMS EXPOSE FORCED MARRIAGE IN DARFUR

Halima, 26, a refugee from Darfur living in the Gaga refugee camp east of Abéché, Chad, was forced to get married and live with a man she had never met.

She told her story in an interview collected by a U.S.-funded reporting team on gender-based violence earlier this year.

Each day, her life at home was hell, she explained. Her experience is similar to that of thousands of Sudanese women from Darfur who never had the chance to contemplate entering a consensual marriage, one in which they had the freedom to choose husbands or even express their own opinions.

Through this episode of “She Speaks, She Listens,” two reporters for the radio station La

Voix du Ouaddai in Abéché, founded by Internews with USAID support, worked to break the silence surrounding forced marriage and to expose the plight of women in eastern Chad – refugee and Chadian alike.

“She Speaks, She Listens” programs, which have been broadcast for nearly two years, air on three radio stations in the east of Chad: La Voix du Ouaddai, Radio Sila in Goz Beida, and Radio Absoun in Iriba. The coverage area includes the majority of refugee camps in the area.

These stations are all part of the Internews Humanitarian Information Service, a project designed to provide critical news and information to refugees from Darfur funded jointly by USAID,

the U.S. State Department, and the UN High Commissioner for Refugees.

Through features by reporters such as Houda Malloum and Halima Nassir, “She Speaks, She Listens” is exposing an issue deemed vital to improving conditions for women in the region.

Halima now lives with her mother in Gaga. Halima’s mother, a regular listener to the Arabic version of “She Speaks, She Listens,” said she wanted her daughter to speak out about her experience and her forced marriage because she wanted other women to know that there is hope for their own lives to improve.

“I could not prevent this marriage, but if you help us



A reporter with Internews interviews a woman living in the Gaga Refugee Camp in Chad.

inform people about the problems with this type of marriage, one day the situation will change,” Halima’s mother said. “That certainly will not benefit

my daughter directly, but maybe my grandchildren and other women will be free one day, thanks to your program.” ★

## In Sri Lanka, Rural Firms Get Connected

By Lorin Kavanaugh-Ulku

Y.K. Indra lingered outside the Chamitha Mobile Easy Seva Center in Wennappuwa, Sri Lanka, waiting for the opening ceremonies to wrap up. As soon as the room was cleared of VIPs,

Indra took her seat before a computer terminal and began typing an address for an Internet telephone network.

Minutes later she was beaming as the flickering image of her sister's smiling face appeared on the screen.

"Buongiorno!" she said with a laugh before switching into rapid Sinhala. "I can't believe I can actually see you when we're talking."

Indra's sister works in Italy as a domestic as do many Sri Lankans from this region. "We used to speak only every few weeks," she said. "That's all I could afford on my mobile phone. Now we will talk every day."

The Aug. 28 opening of the Easy Seva center is the latest addition to a chain of 25 Easy Seva cyber-centers opening up across remote regions of Sri Lanka as part of the Last Mile Initiative in Sri Lanka.

The program, a Global Development Alliance (GDA) between USAID, Synergy Strategies Group (SSG), QUALCOMM, and Dialog Telekom, forms alliances with the private sector to bring vocational education skills to rural communities.

The Easy Seva centers provide customers with wireless Internet access, personal computer usage, and broadband telephone services such as Skype. In addition, some centers will provide online training opportunities and a place where residents can receive micro loans and other banking services.

Last Mile Initiative partners see this project as an opportunity to provide wireless access to the underserved.

"We're really hoping that this center and others implemented here in Sri Lanka serve as models



Kanwalinder Singh, head of QUALCOMM India, seated, demonstrates services available from Easy Seva center as Sri Lankan Minister of Skills Development, Dayasritha Tissera, and his daughter look on.

and have a replicable effect," said Dick Edwards, USAID/Sri Lanka office director for economic growth. "USAID has worked hard to make sure there is content in these centers, that they're not just Internet cafés, but also include microfinance and financial tools. We see plenty of opportunity for education and growth here as customers begin to understand the potential of the centers."

QUALCOMM India Director Kanwalinder Singh notes that information technology is the key to sustainable development in communities such as these. "This [initiative] provides access to data and information that will result in prosperity," he said.

He was particularly struck by the entrepreneurship of the Easy Seva center operators. The entrepreneurs are recruited from within the communities and villages where Easy Seva plans to locate.

For Chaminda Perera, owner of the Easy Seva in Wennappuwa, this initiative is a great business opportunity for him and his customers. "People can come and learn about things that will help them build careers, like the latest trends in agriculture. If someone wants to learn about plantations, they can come here to do their research," he said.

The initiative represents a new approach to delivering development assistance by providing seed money for the private sector in a mutually beneficial profit-making venture.

"This project is not about charity, it's about value-added service," Steve Schmida, president of SSG, said. "We're bringing the Internet everywhere because it's the 'right' thing to do, but we're also presenting it as a

see **SRI LANKA** on page 15 ►

## USAID, PEPFAR, UNAIDS Face Joint Struggle, Says Health Chief

By Roslyn Matthews

"How do we actually begin to turn back this incredible number of new infections every year?"

That was the question USAID Assistant Administrator for Global Health Dr. Kent R. Hill posed as he spoke about the reauthorization of the President's Emergency Plan for AIDS Relief (PEPFAR) to 130 people at the Woodrow Wilson International Center for Scholars in Washington, D.C., Sept. 20. International HIV/AIDS experts anticipate PEPFAR will be reauthorized in the coming months.

Convened by the center's Global Health Initiative, the event brought together policy and technical experts to discuss main themes for continued U.S. and international support for fighting the AIDS pandemic. Other panelists included Rep. Nita Lowey (D-N.Y.) and Dr. Peter Piot, executive director of the Joint United Nations Program on HIV/AIDS (UNAIDS).

Dr. Hill highlighted PEPFAR's continued collaboration with partner organizations and its financial reach in combating HIV/AIDS. "What some folks may not be aware of is that the actual PEPFAR total over five years is closer to \$18.3 billion. And, of course, more recently, President Bush announced a commitment to double our initial pledge to \$30 billion."

## MALARIA TREATMENTS MAKE HEADWAY IN AFRICA

By Chris Thomas

New anti-malaria tools have recently become available across Africa — long-lasting insecticidal nets and artemisinin-based combination therapies (ACTs) — and they are reaching people most in need of advanced malaria prevention and treatment.

There has been at least a three-fold increase in the use of insecticide-treated nets since 2000 in 16 of the 20 countries across sub-Saharan Africa for which there is data, according to a UNICEF report entitled "Malaria and Children" released Oct. 16.

The President's Malaria Initiative (PMI) — working in partnership with host countries, the Global Fund, and others — has significantly expanded insecticide-treated net (ITN) programs and



Dr. Kent Hill, USAID assistant administrator for Global Health

Also at the event, Drs. Hill and Piot signed an agreement that outlined USAID's continued support to the international body, including efforts to develop prevention guidelines for countries, monitor and evaluate the AIDS epidemic, work with the Global Coalition on Women and AIDS, promote counseling and testing, and provide other technical assistance.

In his speech, Dr. Hill cited the critical role of addressing gender within PEPFAR prevention programs.

"You can't talk about abstinence and being faithful and use of condoms if women don't have the freedom to make choices or

respond to any of those interventions," he said. "If you don't have a robust gender program to deal with the inequities, the inequalities between men and women, all the talk in the world about condoms or being faithful or abstinence doesn't work."

He also urged prevention efforts that focus on the nature of the epidemic. "People associate the spread of HIV with casual sex, or visiting prostitutes and sex workers," he said. "In fact, in much of Southern Africa, it's stable relationships with people you know... What sexual networking studies have shown is that when that pattern exists... with two or three partners, infection rates can go up exponentially."

"Now if that's what the evidence says, we'd better program effectively."

USAID is directing 63 percent more family planning resources to PEPFAR focus countries, and is linking HIV/AIDS with other development interventions.

But even more work is necessary, said Lowey, who visited five African countries in August. "I've seen some really good HIV/AIDS prevention programs in the field," she said, "but we are not doing enough to replicate them. PEPFAR must take a new look at prevention, with expansion of treatment." ★

accelerated the transition from regular ITNs to long-lasting nets. By the end of next year, 70 percent of households will own nets in most PMI focus countries. In Mozambique, Senegal, and Uganda, PMI is helping to re-treat over 1 million conventional nets with insecticide.

The anti-malaria initiative has helped distribute over 2 million nets and helped attract other donor contributions of more than 1 million nets.

"We are helping to change attitudes towards malaria in Africa," said Rear Adm. R. Tim Ziemer, the U.S. Malaria Coordinator. "No more is malaria a 'fact of life' or an intractable problem in sub-Saharan Africa. Results show malaria can be beaten back with a

concerted effort from all partners."

Over the past three years, many countries have increased use of newer anti-malaria drugs. PMI has procured 1.5 million doses of such ACTs for children under age 5. New medicines were delivered in Angola, Tanzania, and Uganda; and PMI-funded ACTs were to arrive in Malawi, Mozambique, and Rwanda shortly.

By the end of 2008, in most of the 15 PMI focus countries, USAID expects ACTs will be available in at least 70 percent of public health facilities.

Results have been particularly encouraging in Zanzibar, where less than 1 percent of children

see **MALARIA** on page 15 ►

# THE REGIONS

## LATIN AMERICA & CARIBBEAN

### Colombian Rubber Tree Farmer Says No to Coca

**URÉ, Colombia** – Rubber tree farmer Rubiel Zapata, a former school teacher, is a patient, persistent man.

He taught in rural schools in the department of Córdoba for five years before, he says, “the violence in the region forced me to leave.”

“I have no idea how I didn’t become a coca grower after all the things people used to tell me.”

He returned to his hometown of Uré, but several more years would elapse before he seriously committed himself to planting rubber trees. They must grow several years before the sap can be harvested to make rubber. And the work is not easy.

“I knew nine families who had started to grow rubber trees. But they all gave up,” Zapata explained. “Every day on my way to the school I saw the trees they had thrown onto the road-

side, more than 1,300 in total. One day I picked them up and started replanting. Today, rubber from my trees is the main source of income for my family.”

Zapata’s work is just one example of USAID/Colombia’s strategy to provide alternative income opportunities to Colombians displaced

by a 40-year conflict. USAID’s efforts are part of Plan Colombia, which combines social, economic, and military assistance to help the country stabilize. Income generation is a key ingredient.

Zapata understood the desperate need in the region for legal sources of income for local farmers. He became convinced that rubber would be a superior crop to coca, the active ingredient in cocaine. That is when he began to organize ASOCUR, which stands for the Farmers’ Association of Uré.

“After months of discussions, we finally agreed that rubber was the product that could give us permanent income, and could help us overcome our problems,” Zapata said. “You know, rubber not only generates an income, but it also helps to conserve water, the earth, and the air in our environment.”

Zapata and the farmers wrote a grant proposal to obtain funding to grow their idea. Six months later, the association presented a proposal to a local mayor, who forwarded it to the office of President Alvaro Uribe, where it was approved in April 2003.

USAID provided \$900,000 in March 2004 through the Pan

American Development Foundation in Colombia. Zapata and his neighbors set a goal to grow 848 hectares (about 2,100 acres) of rubber in Uré that year.

Today ACOSUR runs a rubber nursery with a production capacity of 1 million rubber trees per year. About 150 small farmers have planted an average of 4 hectares (10 acres) of rubber tree

plants. An additional 31 families are just beginning to plant nurseries on their land, Zapata said.

“Our new goal is to plant 5,000 hectares (12,000 acres) in 10 years,” he added. “We believe we will be able to generate up to \$25 million per year from rubber production.”

“I have no idea how I didn’t become a coca grower after all

the things people used to tell me,” he said. “But I always dreamed of growing rubber. And now, through ASOCUR, we have been able to show that the problem [of growing coca] can be nipped in the bud. This is a whole learning process and I am convinced that we will find new alternatives to continue it.” ★

## AFRICA

### Senegal Slashes Business Start-up Times

By Richard Nyberg

**DAKAR, Senegal** – Senegal has reduced the number of days to start a business from 58 to two, a step forward that could improve the country’s showing in the worldwide business community.

Several factors led to this dramatic leap, including coordinated efforts between USAID and the World Bank, strong presidential interest, and targeted technical assistance by USAID to key Senegalese institutions that helped simplify the registration process.

“USAID is proud to have been part of the process. It marks a great step forward in making Senegal more competitive,” says Peter Trenchard, director of USAID/Senegal’s Economic Growth Office. “This clearly shows that political will and follow-up action can bring about important reform at minimal cost.”

If the ranking holds steady for a year, Senegal’s showing could catapult it into the top 10 in the next World Bank *Doing Business* report for this indicator.

Every year since 2003, *Doing Business* has ranked and published statistics that show the ease of conducting business in 178 countries. The 2008 report, which was released Oct. 19 and measured data through June 1, 2007, ranked Senegal at 159<sup>th</sup> under the “Starting a Business” indicator because 58 days were required to register a business. Australia was at the top of the list, requiring just two days to start a business, while Guinea-Bissau came in last, requiring 233 days.

Since June 2007, under Sene-



Each day an average of 10 aspiring entrepreneurs use the services of Senegal’s New Enterprise Support Office, where all administrative procedures for registering a business are dealt with in one room.

gal’s improved business climate, 437 companies were registered by the national agency for investment promotion (APIX). Of this number, 126 companies represent foreign investment.

Streamlining the process to start a business, APIX created a New Enterprise Support Office that houses representatives of four agencies responsible for specific administrative procedures. Each representative has approval authority and all approvals are obtained in one day. To save time, new businesses now post announcements of their registration on a Ministry of Economy and Finance website instead of advertising in the local press. According to Rita Dacosta Fall at APIX, an average of five to 10 new businesses register each day, and sometimes the lines reach out the business office and into a garden.

Other notable improvements have been made: The number of procedures to start a business has been reduced from 10 to seven, while overall costs have been cut by 20 percent.

“We are ambitious. We want to surpass what other countries have done to promote business to gain

a competitive edge,” Fall says, adding: “Investment must become everyone’s business, from the taxi driver to the president.”

One new business is A.S.R. Multimetals Senegal, a \$37 million scrap metal recycling venture that will soon employ 150 people about 25 miles from Dakar. Its general manager, Vijay Anand of India, says the support office at APIX has been helpful in assisting him with administrative paperwork.

Momentous as this change has been, many other reforms are required for Senegal to position itself as a country with competitive international business standards. These reforms include improvements to labor and judicial policies as well as implementation of the new procurement code. Fallou Dieye of APIX sees reduction of business start-up costs as the next priority in creating a “world class investment climate” in Senegal.

“We hope that success on this initial indicator will encourage the government to bring about greater reform that will make it easier and more attractive to do business in Senegal,” says Trenchard. ★



Rubiel Zapata is the manager of ASOCUR, an association of rubber tree farmers.

## ASIA AND THE NEAR EAST

# Cambodian Garment Workers Increase Output and Income

By Jane O'Dell and Mona Tep

**PHNOM PENH, Cambodia** – Davy Khuoch greets visitors to her factory production lines with bright and smiling eyes. As one of the small but growing number of Cambodian women who have moved from being a sewing operator to a supervisor, Davy exemplifies the potential of Cambodian factory workers.

In January 2006, Davy was one of the first workers to receive training at the Garment Industry Productivity Center (GIPC), a USAID/Cambodia project implemented by Nathan Associates Inc. She credits that training with helping to raise her productivity 20 to 30 percent by the end of the year at her workplace, the Potamon Garment Factory. As a result, her own income more than doubled.

Potamon, a Hong Kong-owned factory, invested in training its Cambodian employees who showed potential. Still, the

pressure of daily problems and production demands can make it difficult for trainees to apply the new methods they have learned. But with the support of the factory's general manager and GIPC's technicians and trainers, Davy's new production management techniques were applied throughout the factory.

"Through the training in time study, I discovered how I can improve my work productivity and [that] of my co-workers," Davy says. "I can even apply these concepts in my everyday life. It is about planning your input and maximizing your output."

The garment industry is one of Cambodia's first steps towards the sustainable economic development that provides employment opportunities for young women like Davy. Since 2006, the USAID-supported GIPC has trained over 130 supervisors—predominantly

women—and their skills have helped factory workers improve their income by 15 to 100 percent.

Davy's history is typical of the 340,000 Cambodian garment workers who come to the industry with little education and few skills. In her first job, Davy was a translator in a factory. "I was lucky I could speak Chinese and got to learn at the same time a job," she says.

She came to Potamon, her second employer, six years ago and worked as a line leader at a basic operator's wage. Within eight months of completing training at the GIPC, she is supervising 70 sewers and trimmers and her salary has doubled. She bears more responsibility, but Davy relishes the experience and the promise it holds. She is now training workers at other factories, some with as many as 3,000 workers.



Through a USAID-funded training project, supervisors like Davy Khuoch are improving their productivity and their income.

Today, Cambodians hold about 5 percent of supervisory jobs in the country's garment industry. Davy would like to show her compatriots how they can follow in her footsteps. She reminds her workers and colleagues that they work not only for the factory, but for themselves "because this knowledge

is theirs, no one can take that away, we are better to take pride in this."

Davy hopes to one day open her own workshop as a family business with her husband. Her dream is to run an enterprise with 200 to 300 workers. After all she says, "if the others can, why not me?" ★

## EUROPE & EURASIA

# European Countries Transition from Aid Recipients to Donors

**BUDAPEST, Hungary** – While USAID celebrated in October the completion of its foreign assistance programs in Romania and Bulgaria, the Agency's Regional Services Center (RSC) in Budapest prepared to bring together five Central and Eastern European countries that moved beyond the need for USAID assistance between 1996 and 2000.

A symposium set for Nov. 14 and 15 in Budapest was designed to convene aid officials from the United States and the foreign affairs ministries of Hungary, Poland, the Czech Republic, Slovakia, and Slovenia. The goal was to discuss ways to improve aid effectiveness and



As part of its outreach to new donors, the Regional Services Center in Budapest sponsored a three-day orientation of USAID operations for junior development officers from the foreign affairs ministries of Slovakia, Slovenia, Hungary, Czech Republic, and Poland in May 2007. RSC/Budapest senior staff Andrew Holland, David Bogran, and Monique Nowicki (back row) are pictured with Ministry of Foreign Affairs participants Polonca Zor of Slovenia, and Michal Kaplan and Michaela Burdova, both from the Czech Republic (front row).

collaborate on some of the remaining development challenges in the Europe and Eurasia region, focusing on program and strategy development, legal frameworks, contracting, financial oversight, monitoring, eval-

uation, and public outreach.

Following the collapse of the Soviet bloc, USAID spent more than a decade administering aid programs in these countries. Under the Support for Eastern European Democracy (SEED) Act of 1989, Central and Eastern European countries received assistance for their transition from communism to democratic, free-market economies.

By 1999, the Czech Republic, Hungary, and Poland had joined NATO, a significant milestone on their path to Euro-Atlantic integration. Estonia, Latvia, Lithuania, Slovakia, and Slovenia followed in March 2004, and

all eight countries were admitted into the European Union in May 2004.

Now, the new EU members are starting their own development agencies, allocating foreign assistance from their national budgets, and joining the United States, EU member states, and other donors as development partners.

"These new donors are going through a transition themselves and are faced with many challenges, which they have been contending with individually," said Ray Kirkland, director of the RSC. "Our symposium is a chance for them to learn from each other and to learn about USAID's experience and lessons learned."

Three years after EU accession, the countries are still honing their development programs. Most have small development budgets and staff. Hungary, the Czech Republic, Poland, Slovakia, and Slovenia have increased their Official Development Assistance budgets, but only the

Czech Republic and Hungary contributed 0.1 percent of their gross national income in 2004 – the target figure set by the EU.

These emerging donors also find that the larger EU forum often diverges from their foreign assistance priorities. While the EU prioritizes support for the least developed countries, with a strong emphasis on Africa, the emerging donors have an interest in addressing development needs closer to home.

Poland, for example, funded \$20 million in projects in Ukraine and Belarus in 2004. Development officials from the emerging donor countries say they are keen to share their transition experience and EU accession expertise with other countries struggling to make a similar transition.

The symposium is seen as an important step in "helping us learn how to more effectively work with [our graduate countries] and provides us another opportunity to strengthen our relationship with these donors," said Kirkland. ★

# FOCUS ON MONGOLIA



<b>Capital</b>	Ulaanbaatar
<b>Population</b>	2.8 million (July 2006 est.)
<b>Size</b>	Slightly smaller than Alaska
<b>Population below poverty line</b>	36% (2004 est.)
<b>GDP per capita, or PPP</b>	\$2,175 (2005 est.)
<b>GDP real growth rate</b>	7.1% according to official estimate (2005 est.)
<b>Life expectancy</b>	65 years
<b>Ethnic groups</b>	Mongol (mostly Khalkha) 94.9%, Turkic (mostly Kazakh) 5%, other (including Chinese and Russian) 0.1% (2000)
<b>Languages</b>	Khalkha Mongol 90%, Turkic, Russian (1999)
<b>Religions</b>	Buddhist Lamaist 50%, none 40%, Shamanist and Christian 6%, Muslim 4% (2004)

Source: CIA World Factbook

## MONGOLIA BUILDS ITS ECONOMY AFTER 70 YEARS OF COMMUNISM

**ULAANBAATAR, Mongolia** – A small USAID mission with a modest budget opened in Mongolia in 1991 and has worked steadily for 16 years with judges, political parties, banks and herders.

Mongolia is about the size of Alaska but sparsely populated, with less than 3 million people. Nearly all are ethnic Mongols of whom half are Buddhist and nearly as many have no religion. The landlocked country lies between China and Russia.

“We are probably one of the few, if not the only mission that can say that we’ve literally trained every judge and equipped every court room in this country,” said USAID representative Barry Primm.

The country has about 400 judges and 83 courts. USAID works to improve the judiciary’s accountability, ethical standards, and independence.

The mission’s current budget is \$6.5 million. Two-thirds is spent promoting economic growth through policy reform and business development projects. The rest of the budget promotes judicial and parliamentary reform. A few small projects in HIV/AIDS, environment, and civil society are funded with regional and central resources.

*Note: Mongolians are referred to by first names only, as illustrated in the articles and photo credits.*

The Mongols gained fame in the 13th century when, under Chinggis Khan, they established a huge Eurasian empire which broke apart in the 14th century. The Mongols eventually retired to their original steppe homelands and later came under Manchurian rule.

Mongolia won its independence in 1921 with Soviet backing. A communist regime was installed in 1924. The former communist Mongolian People’s Revolutionary Party (MPRP) won elections in 1990 and 1992, but was defeated by the Democratic Union Coalition (DUC) in 1996. Since then, elections returned the MPRP to power in 2000 and produced a coalition government in 2004.

USAID has worked to improve transparency and strengthen political parties and the parliament.

Economic activity in Mongolia has traditionally been based on herding. Economic growth was at 11 percent in 2004, 7.1 percent in 2005, and 8.4 percent in 2006, largely because of high copper prices and new gold production. ★



A local entrepreneur in the Altai Tusheti region’s “Altai Tusheti Initiative helped on...”



Members of herder cooperative Mazar of an old irrigation system as part of pla...

## MONGOLIA’S PARLIAMENT BECOMES MORE OPEN

**ULAANBAATAR, Mongolia** – Parliament held its first public hearing earlier this year, as U.S.-backed reforms made the 15-year-old democracy more open to the public and the press.

Aside from advising the parliament to be more open, the USAID project carried out by the International Republican Institute (IRI) has also trained parliamentarians to create committees that can obtain information about their specialties.

The project brought U.S. congressional experts to Ulaanbaatar to advise committee chairpersons, members of parliament (MPs), and their staffs on how to hold committee hearings, draft legislation, and define the duties and responsibilities of MPs and staff alike.

“There is a lack of relationship between the MPs and their constituency, and we’re working to change that, too” said Munkhjarjal, parliamentary project coordinator for IRI. “We train the staff and district representatives.”

“There is also a lack of research services, and we’re changing that,” he added, by working with the Policy Analysis Institute, which is building a database of legislation and background information.

IRI’s parliamentary work began in 2002 and built on the success of its political party work,

which ended in 2005 after 14 years. Training under that project covered the full range of political party functions, from grassroots organization and party-building, to message design and communications.

Poll-watchers were trained in all 21 provinces in preparation for 2004 and 2005 parliamentary and presidential elections, both of which were deemed largely free of fraud.

Two years ago the project’s work also led to opposition parties coalescing behind single candidates. This resulted in a major change in proportional representation: in 2000, opposition parties received 49 percent of the vote but won only four of parliament’s 76 seats; in the 2004 election, however, that 49 percent of votes won them 34 seats.

Nation-wide public opinion polls before the 2004 and 2005 elections helped candidates on both sides identify key issues important to the Mongolian electorate. IRI also sponsored the inaugural “Women in Politics and Governance” forum in 2005, which helped women political activists get more involved in the political process. If a newly proposed measure is approved, at least 30 percent of the candidates for Mongolia’s parliament in 2008 will be women. ★

## TRAINING IMPROVES CONFIDENCE IN JUDICIARY

**ARVAYHEER, Mongolia** – On a cold Wednesday morning in early May, the local courtrooms, typically bustling with activity, are quiet. Court is out of session: the 16 local judges are learning how to write court decisions in a clear, concise manner.

“This helps improve our relationship with the citizens,” says Chief Judge Baasanjav. “Our objective is to make the court more transparent and open to the public.”

Improving Mongolians’ relationship with their judicial system is one aspect of USAID’s Judicial Reform Project (JRP), which began in 2001, a year after Mongolia revamped its judiciary. JRP stepped in to train all of the country’s judges in the new criminal and civil codes. All 83 Mongolian courts were automated.

JRP now works with the agency that oversees the legal profession to develop new courses that deal with subjects such as ethics and domestic violence. It is also working on administering Mongolia’s recently-introduced qualification exam for legal professionals.

Changes in the judiciary are keenly felt, Baasanjav says.

“Before JRP, our court had two computers, which were

mainly used as typewriters. But we now have 43 computers and 17 printers and copiers – all of our judges and staff are using computers,” he says.

Judges now routinely produce decisions within the legal 60-day period, a process that could drag on endlessly, he adds.

Confidence in the local courts increased from 41 to 50 percent in urban areas and from 46 to 60 percent in rural areas, between 2001 and 2005, according to a survey by the National Center for State Courts, which manages JRP.

The project has been educating Mongolians about their courts. The Uvurhangai province court, for instance, has citizens rights posted at the entrance, next to a hearing schedule and a stack of case decisions of interest to the media.

A public access terminal was opened so people could look up hearing dates or case decisions. An administrative staffer is available to show how to get a lawyer or file a complaint. This employee also tracks the num-



Leader of a Gobi Initiative herder cooperat...

ber of cases per judge, and how quickly they are solved, which helps improve case flow management.

JRP has also created a TV series, “Legal Hour,” which educates the public on its rights. The project has also trained journalists to report on legal issues.

Work is now focusing on prosecutors, who will have their offices equipped with computers this fall. Software that is compatible between the courts and the prosecutors is being developed; similar software will be provided to the police later on. ★

*Kristina Stefanova, who formerly worked for USAID, wrote this collection of articles.*

# FOCUS ON MONGOLIA

## MONGOLIAN HERDERS BOOST SALES



A woman selling her produce at the Gobi Altai Market Fair that the Gobi Initiative organized last September.

**HARHORIN, Mongolia** – In the grasslands around this ancient Mongolian capital, people have made a living from herding livestock since the days of Chinggis Khan, 600 years ago. Recently, they have begun to produce vegetables, dairy products, and cashmere. Now, herders have learned how to market these items to raise cash incomes, through a U.S.

funded project: the Gobi Initiative (GI). “Dairy production is a traditional Mongolian livelihood – we’ve always made products for ourselves and the kids,” said Tserendavga, 71, who has herded sheep and goats near Harhorin for 11 years. “But now we’re learning the business mindset and we’re thinking more about a profit.”

Tserendavga’s family is one of six that created a cooperative last year and learned how to plan a business through GI. They now sell goat milk, cream, and cashmere, and have a written business plan.

This year the group took its business plan to a bank, requesting a \$2,600 loan. The banks had grown used to seeing such requests.

Mongolia’s competitive banking sector was established in the past decade after USAID helped create one bank, restructured another, and promoted policy reform. Because only about 1 percent of herder groups default on their loans, banks are eagerly lending to them.

“What we’re doing is supporting what was already here. The success of the Gobi Initiative is in its timely technical assistance which has enabled these herder groups to succeed,” said Sean Granville-Ross, country director for Mercy Corps which carries out the Gobi Initiative with USAID funding.

GI works with 7,000 herders in 238 groups in eight provinces. It started seven years ago during two consecutive *zuds* — harsh winters with snow and ice that killed livestock and cut incomes for the 40 percent of Mongolians who are nomadic herders.

GI replenished livestock and trained herders to improve the quality of their animals. In 2004, the project pledged \$8.7 million over five years to work on business development among herders and other rural Mongolians.

To date, it has created 400 businesses and trained 3,258 entrepreneurs. Trade fairs and exhibitions are held to help herders sell cashmere, dairy, felt, and other products.

The project publishes a quarterly magazine, *Rural Business News*, and airs daily radio shows. A TV series offers market and animal care tips, and tells stories of herders who have developed and grown businesses.

Work with the banking sector has led to the consideration of herders as lending clients, and over the past year alone annual interest rates dropped from 36 to 22 percent because of competition among banks for GI clients.

Around the vast Gobi Desert, training sessions teach how to write a business plan, and to evaluate local markets for developing new products. Packaging and product presentation are taught and technical assistance offered.

For example, one year after a herder cooperative decided to plant vegetables and hay, they wrote a business plan, got a \$2,500 loan, bought a truck, and produced 75 tons of hay – more than three times the previous year.

“The truck was the main factor in increasing production,” said cooperative head Davaadavga. “But we’ve also learned how to better divide labor among ourselves, and people now can work a little less, because transport doesn’t take so long.”

Since it joined GI, the cooperative has sent three children to university.

### URBAN GROWTH

A project aimed at urban residents — the Growing Entrepreneurship Rapidly (GER) Initiative — offers business development and employment assistance. *Ger* is also the name of the traditional Mongolian tent.

Mongolians are an entrepreneurial people, said Margaret Herro, former country director for CHF International, which carries out GER — they just need a hand with business planning and access to credit, or finding a job.

Many of GER’s clients live in the outskirts of Ulaanbaatar, which has seen its population grow since the *zud* years, and is now home to nearly one-third of Mongolia’s 2.8 million people.

The project charges small fees for business and vocational training in carpentry, tailoring, and agriculture. It has registered 15,000 businesses and placed over 5,800 clients in jobs.

On a cold May afternoon on the outskirts of Ulaanbaatar, a few young men look through lists of job openings at one of GER’s 19 countrywide offices. A man discusses business ideas with a staffer; half the office is crowded with elderly people and pregnant women who have come to hear Labor and Social Welfare Department officials explain how to get social benefits.

Linking government services and people is a part of the project, Herro says. But linking unemployed people to jobs — and entrepreneurs to banks and buyers — is the bigger component.

Sansar, 26, is a typical GER client. He learned to sew not long after his family migrated to Ulaanbaatar, and was making women’s suits for minimal income. In 2004 he joined GER, learned some new patterns, and wrote a business plan. Last year he got about \$3,000 in loans from two commercial banks.

Now Sansar has moved out of his *ger*, and lives in a two-story house. Work is usually done upstairs, but on a snowy day Sansar, his wife, and two employees were working downstairs in the warm living room.

Fabric was strewn on the floor, along with measuring tape. An employee ironed women’s three-piece suits in one corner, while another sewed buttons onto jackets. Until last year, Sansar and his wife made at best six suits a day. Now they are making 10, and his wife spends her days selling them at a market stall.

“Sales are very good now because secondary and university students are graduating and buying a lot of suits,” Sansar says. “Now we’re selling about 10 per day.” ★



Bayan Hangai discuss the restoration plans to expand vegetable production.



A herder group harvests potatoes using machinery purchased through a bank loan with assistance from the Gobi Initiative.



A client in the Uvurhangai region.

### Warm Ger Felt Makes Money for Mongolian Herders

“We’ve had lots of change — in 2001 only our master herder had a truck, but now seven households have cars, some with two motorcycles,” says Tsedevsuren, who heads a cooperative of 38 people that joined GI two years ago. “Some of our kids got married and we’ve made gers for them. Four kids are at university and we’re paying for them.”

Now each household’s *ger* is complete with solar panels, a radio, TV, and often DVD player. Through GI training, the herders wrote a business plan about felt production.

“Wool is the raw material, and it’s easy to shear the sheep, so we decided to do felt production,” Tsedevsuren says.

Felt is made by laying out fleece, pouring water over it, and rolling the material around a wood column. The bundle is wrapped in cow skins and dragged by a horse for a few kilometers so that the fleece and water solidify. The resulting sheet is left to dry, eventually becoming felt.

“This is our tradition from ancient times,” Tsedevsuren says. “Before Gobi Initiative, some herders made three or four *ger* felts to sell, but it was really just a few items a year.”

Production is scaling up thanks to spinning equipment purchased through a loan the cooperative took last May. In 2004, the cooperative produced and sold 140 gers. This year they are working on 200. They now also make felt slippers and carpets, and are looking to make horse blankets.

# WHERE IN THE WORLD...

**AUGUST 5, 2007 –  
SEPTEMBER 29, 2007**

## **PROMOTED**

**Michelle A. Aldridge**  
Human Resources Specialist

**Timothy G. Alexander**  
Supervisory Program Officer

**Fatima Ali Khan**  
IDI (Program/Project Development Officer)

**Shirley L. Baldwin**  
Contracting Officer

**Taniece L. Baldwin**  
Auditor

**Adriana P. Barel**  
IDI (Program/Project Development Officer)

**Jamie A. Beck**  
Contract Specialist

**Bradley Bessire**  
Democracy Officer

**Robert M. Birkenes**  
Supervisory Program Officer

**Ana I. Bodipo Memba**  
Health Science Specialist

**Jill Boezwinkle**  
Public Health Analyst

**David M. Bogran**  
Supervisory Financial Management Officer

**Stephen M. Brager**  
Supervisory General Development Officer

**Carolyn B. Bryan**  
Supervisory Program Officer

**Tamika O. Cameron**  
IDI (Program/Project Development Officer)

**Jayne Carbone**  
Supervisory Program Officer

**Lisa M. Chandonnet Bedoya**  
Program Analyst

**Christina Chappell**  
Health & Population Development Officer

**Jeffery Cohen**  
Project Development Officer

**Markus D. Dausses**  
Contracting Officer

**Regina Dennis**  
Program Officer

**Alexandre Deprez**  
Supervisory Private Enterprise Officer

**Barbara Dickerson**  
Supervisory Project Development Officer

**Scott G. Dobberstein**  
Democracy Officer

**Walter L. Doetsch**  
General Development Officer

**Lawrence W. Dolan**  
Education Development Officer

**Celestina Dooley Jones**  
Supervisory Private Enterprise Officer

**James Drennan**  
Program Officer

**Beth P. Dunford**  
Regional Development Officer

**John L. Dunlop**  
Supervisory Health & Population Development Officer

**Ramona M. El Hamzaoui**  
Democracy Officer

**Margaret E. Enis**  
Program Officer

**Braden W. Enroth**  
Supervisory Contracting Officer

**Bruce Etling**  
Supervisory General Development Officer

**Laurel K. Fain**  
Health Development Officer

**Lalarukh Faiz**  
Project Development Officer

**Mervyn A. Farroe**  
Program Officer

**Sacha Fraiture**  
IDI (Executive Officer)

**Brian Frantz**  
Program Officer

**Brad Fujimoto**  
Democracy Officer

**Stephanie A. Funk**  
Supervisory Democracy Officer

**Megan A. Gerson**  
Public Health Analyst

**Nancy Godfrey**  
Health Development Officer

**James Gultry**  
Financial Management Officer

**Lydia S. Hall**  
Congressional Liaison Officer

**Walter L. Hammond**  
Comptroller

**Garret J. Harries**  
Program Officer

**MaryAnne Hoirup Bacolod**  
Supervisory Executive Officer

**Nataliya A. Holl**  
Contract Specialist

**Sean Huff**  
Program Officer

**Lloyd Jackson**  
Program Officer

**Carnita A. Johnson**  
Security Specialist

**Lennie A. Jordan**  
Administrative Officer

**Jill D. Kelley**  
Natural Resources Officer

**Ronit Kirshner Gerard**  
IDI (Program/Project Development Officer)

**Karen D. Klimowski**  
Health & Population Development Officer

**Patrick J. Kollars**  
Contracting Officer

**Paul R. Kolstad**  
General Development Officer

**Ronald Kryk Jr.**  
Supervisory Financial Management Officer

**Rebecca J. Krzywda**  
Financial Management Officer

**Katherine Kuo**  
Program Analyst

**Christopher J. La Fargue**  
General Development Officer

**David G. LaVine**  
Contracting Specialist

**Suezan C. Lee**  
Education Program Specialist

**Alyssa W. Leggoe**  
IDI (Democracy Officer)

**Jesse A. Leggoe**  
IDI (Health & Population Nutrition Officer)

**Carol J. Lewis**  
Freedom of Information Act Specialist

**Dale Lewis**  
Contracting Officer

**Raymond L. Lewman**  
Comptroller

**David J. Losk**  
Supervisory General Development Officer

**Kurt P. Low**  
Supervisory Program Officer

**Janean E. Martin**  
Public Health Analyst

**Daisy A. Matthews**  
Small and Disadvantaged Business Utilization Specialist

**Leslie M. McClam**  
Human Resources Specialist

**Teresa Lynn McGhie**  
Legislative Officer

**Kevin D. McGlothlin**  
General Development Officer

**Martin G. McLaughlin**  
Education Development Officer

**Marie F. McLeod**  
Health & Population Development Officer

**Mikaela S. Meredith**  
Supervisory General Development Officer

**Edward Michalski**  
Executive Officer

**Taraneh Milani Roohi**  
Health Development Officer

**Carol O. Mitchell**  
Program Officer

**Stephanie N. Molina**  
Supervisory Program Officer

**Thomas R. Morris**  
General Development Officer

**Bethanne Moskov**  
Supervisory Health & Population Development Officer

**Elizabeth Moushey**  
General Business Specialist

**Alfred Nakatsuma**  
Supervisory Rural Development Officer

**Maria F. Naldo Fontelo**  
Administrative Officer

**Kifle Negash**  
Supervisory General Development Officer

**Gary W. Newton**  
Mission Director

**Deborah J. Niewijk**  
Health & Population Development Officer

**Tanya J. Nunn**  
Legislative Officer

**Francis G. O'Brien**  
Policy Analyst

**Cristina A. Olive**  
Education Development Officer

**Steve G. Olive**  
Supervisory Agricultural Officer

**Emil Lark Osinoff**  
Public Health Analyst

**Kathryn Panther**  
Supervisory General Development Officer

**Anne Patterson**  
General Development Officer

**Alicia T. Pegues**  
Auditor

**John A. Pennell**  
Supervisory Program Economics Officer

**Leslie A. Perry**  
Supervisory General Development Officer

**Maria Rendon Labadan**  
Deputy Director

**Evelyn Rodriguez Perez**  
Supervisory Education Development Officer

**Glenn R. Rogers**  
Program Officer

**Kimberly A. Rosen**  
Program Officer

**Jonathan Ross**  
Health & Population Development Officer

**Robert W. Salley**  
Human Resources Specialist

**Robert H. Schneider**  
Community Planner

**Jessica L. Schubel**  
Contract Specialist

**Poonam Smith Sreen**  
Program Officer

**Francisco R. Somarriba**  
Financial Management Officer

**David Allen Soroko**  
Supervisory General Development Officer

**Sandra Anna Stajka**  
Supervisory Private Enterprise Officer

**Scott A. Stofel**  
Legislative Officer

**Eleanor M. Tanpiengco**  
Contracting Officer

**Littleton Tazewell**  
Legislative Officer

**Annette E. Tuebner**  
Contracting Officer

**John D. Vernon**  
Auditor

**James E. Watson**  
Supervisory Program Officer

**Mark A. White**  
Supervisory General Development Officer

**Patrick Joseph Wilson**  
Contracting Officer

**Margaret Kin Witherspoon**  
Comptroller

**Minnie S. Wright**  
Supervisory Program Officer

**Ann Marie Yastishock**  
Legislative Officer

## **REASSIGNED**

**Rodeina Abdel Fattah**  
CA/PFNP to Iraq/CAPB

**Lynn Krueger Adrian**  
Indonesia/BHS to Kenya/PH

**Todd H. Amani**  
Guatemala/D to Mozambique/D

**Michelle Barrett**  
COMP/NE/OJT to RSC/JOPA

**Jeannie Bassett**  
PPC/P to FA/COO/AFR

**Sharon Pines Benoliel**  
PPC/DEI/ESPA to FA/COO/PM

**David E. Billings**  
Afghanistan/OPPD to Nepal/PPD

**Robert M. Birkenes**  
Egypt/PO to Jamaica-CAR/OPDM

**Sarah L. Blanding**  
COMP/NE/OJT to COMP/FSLT

**Avon T. Bowe**  
AA/PPC to FA/COO/PM

**Robbin B. Boyer**  
PPC/SPP/SRC to FA/COO/NEA

**Caroline B. Brearley**  
El Salvador/SOI to ANE/SAA

**Susan K. Brems**  
Peru/D to Angola

**Clifford H. Brown**  
COMP/FSLT to Guinea/OD

**Melissa Gay Brown**  
PPC/P to FA/COO/AFR

**Beverly A. Busa**  
COMP/LT TRNG to Liberia

**Stephen Callahan**  
COMP/FSLT to COMP/FS/OS/DS

**Stanley A. Canton**  
COMP/NE/OJT to RDMA/ROP

**Sherry F. Carlin**  
COMP/FS to COMP/LT TRNG

**Christopher M. Casey**  
PPC/SPP/SRC to FA/COO/AFR

**Narendran Chanmugam**  
Nepal/ARD to Kosovo/EGO

**Robert W. Clark**  
RIG/Cairo to Jordan/FM

**Michael W. Clinebell**  
OIG/A/PA to RIG/Baghdad

**Carolyn I. Coleman**  
AFR/SD to COMP/LT TRNG

**Daniel A. Corle**  
PPC/SPP/SPA to FA/GF

**Tully Robinson Cornick**  
EL SALV/D to LAC/CAR

**Fernando Cossich**  
Caucasus to COMP/LT TRNG

**Scot J. Covert**  
M/OMS to Cambodia

**Linda S. Crawford**  
Iraq/PO to Nigeria

**Paul R. Crawford**  
PPC/SPP/SRC to FA/COO/AFR

**John B. Crihfield**  
EGAT/EG/EDFM to Iraq/GPRT

**Sharon Lee Cromer**  
Ghana/OD to Nigeria

**Michael J. Crosswell**  
PPC/P to FA/GF

**Christopher D. Crowley**  
CA/DO to Iraq/OMD

# WHERE IN THE WORLD...

**Beth E. Cypser**  
LAC/CAR to Haiti/D

**Carol J. Dabbs**  
PPC/P to FA/GF

**Paul F. Davis**  
Colombia to Caucasus

**Barbara Dickerson**  
Benin/D to Madagascar/PDA

**Alicia Dinerstein**  
O/S LANG TRNG to Bolivia/  
HSOT

**Robert E. Drapcho**  
Iraq/GPRT to East Africa/FFP

**Ronald Edwards**  
O/S LANG TRNG to Russia/FM

**Azza I. El Abd**  
COMP/LT TRNG to Indonesia/  
DDG

**Mustapha El Hamzaoui**  
Colombia to Iraq/GPRT

**John G. Ellis**  
EGAT/EG/TI to FA/GF

**Caroljo Rushin Elron**  
EGAT/NRM to COMP/FSLT

**Margaret E. Enis**  
Bolivia/EO SOT to Colombia

**Nancy L. Estes**  
East Africa/FFP to Ethiopia/PROG

**Randolph B. Flay**  
COMP/NE/OJT to Russia/PPD

**Patrick C. Fleuret**  
Nigeria to Sudan/IOMD

**Kay L. Freeman**  
ANE/SAA to COMP/FS

**William M. Frej**  
Indonesia/OD to CA/DO

**Brad Fujimoto**  
Honduras/MDI to Nicaragua/DI

**Celeste Fulgham**  
Iraq/OAA to India/RCO

**Gary F. Fuller**  
USAID REP/EAST TI to ANE/  
SAA

**Christian G. Fung**  
COMP/LWOP to GH/OHA/IS

**A. Camille Garcia**  
COMP/NE/OJT to Caucasus

**Loretta D. Garden**  
Indonesia/EDU to EGAT/ED/PT

**Allyson L. Gardner**  
COMP/NE/OJT to DROC/JOPA

**Farhad N. Ghaussy**  
COMP/NE/OJT to East Africa/  
LEG

**Michelle A. Godette**  
COMP/FS to GC/LAC

**Nancy Godfrey**  
Ukraine/OHST to Russia/SSR

**Jeffery T. Goebel**  
Colombia to Iraq/FSTB

**Gabriel F. Grau**  
Bangladesh/PRO to Mozambique/  
PDM

**Deborah L. Grieser**  
Ghana/FM to Uganda/D

**Carol A. Grigsby**  
AFR/WA to COMP/LT TRNG

**Paul D. Guild**  
Ukraine/REXO to COMP/FS

**William P. Hammink**  
DCHA/FFP to AA/EGAT

**Martin Edward Hanratty**  
Iraq/GPRT to COMP/FS

**Lawrence Hardy II**  
Haiti/D to Peru/D

**Michael T. Harvey**  
Jordan/D to SM/DIR

**David Hatch**  
Ecuador/SDE to Afghanistan/  
JOPA

**Parrie L. Henderson**  
PPC/SPP/SPA to FA/COO/PM

**Julia Henn**  
Uganda/GD to Tanzania/D

**Michael L. Henning**  
PPC/P to DCHA/DG/EPP

**Denise Adele Herbol**  
Colombia to Iraq/OMD

**Luis J. Hernandez**  
Angola to COMP/FS/OS/DS

**Ross M. Hicks**  
Madagascar/EXO to Senegal/  
EXO

**Ann G. Hirschey**  
COMP/LWOP to Armenia/SRO

**Angela Hogg**  
Bangladesh/EGFE to Cambodia/  
JOPA

**Mary Ann Hoirup Bacolod**  
Cambodia to Indonesia/EXO

**McDonald C. Homer**  
Bangladesh/EGFE to Liberia

**James M. Hope**  
Indonesia/PROG to Afghanistan/  
OPPD

**Christian Hougen**  
Iraq/EGA to PHIL/OED

**Richard J. Hough**  
Indonesia/PROG to WB/Gaza

**Linda S. Howey**  
PPC/SPP/SPA to FA/COO/PM

**Peter R. Hubbard**  
Afghanistan/OM to Guyana

**Barbara Hughes**  
Zambia/PFNP to O/S LANG  
TRNG

**Bronwyn E. Hughes**  
RIG/Dakar to OIG/A/FA

**Assia L. Ivantcheva**  
Ukraine/ODG to SM/DCDO

**Erik G. Janowsky**  
Uganda/GD to LAC/RSD

**Carol A. Jenkins**  
COMP/NE/OJT to Ethiopia/FHA

**Claire J. Johnson**  
Madagascar/CONT to PHIL/  
OFM

**Michael D. Johnson**  
COMP/NE/OJT to Haiti/PCPS

**Thomas E. Johnson**  
Afghanistan/OPPD to WB/Gaza

**Cheryl M. Kamin**  
GH/OHA/IS to Russia/SSR

**Benjamin D. Kauffeld**  
Sri Lanka/PFNP to ODP/PFNP

**Janet E. Kerley**  
PPC/DEI/ESPA to FA/COO/PM

**Neil M. Kester**  
Honduras/EXO to Caucasus

**Karen D. Klimowski**  
Indonesia/BHS to Kenya/PH

**Jay L. Knott**  
Mozambique/D to Jordan/D

**Julie A. Koenen Grant**  
Pakistan/PFNP to Iraq/PFNP

**Joel E. Kolker**  
Southern Africa/O to COMP/  
LWOP

**Karin Anne Kolstrom**  
Pakistan/OD to O/S LANG  
TRNG

**Krishna Kumar**  
PPC/DEI/ESPA to FA/COO/PM

**Philip D. Lamade**  
Afghanistan/OAA to O/S LANG  
TRNG

**Grace K. Lang**  
Haiti/PHN to DCHA/OTI

**Thomas LeBlanc**  
Malawi/HPN to Uganda/JOPA

**Jo Allen Lesser**  
COMP/LWOP to Bangladesh/  
EGFE

**Neil Adlai Levine**  
DCHA/DG/G to COMP/LT  
TRNG

**Gary B. Linden**  
Ukraine/OEG to Ukraine/ORMM

**Michelle I. Linder**  
COMP/NE/OJT to East Africa/  
PDPS

**Robert Lopez**  
Afghanistan/OPPD to Egypt/PO

**Drew W. Luten**  
GC to AA/E&E

**Thomas P. McAndrews**  
Tanzania/D to EGAT/PR/MD

**Teresa Lynn McGhie**  
RDMA/OD to Sudan/OMD

**Ryan L. McGonagle**  
OIG/A/PA to RIG/Baghdad

**Scott S. McKissock**  
PPC/PFNP to FA/PFNP

**Khadijat L. Mojidi**  
Haiti/PHN to COMP/FS

**Kerry L. Monaghan**  
COMP/NE/OJT to Ukraine/ODG

**Desaix B. Myers III**  
Russia/D to COMP/LT TRNG

**Walter E. North**  
AA/AFR to Indonesia/OD

**Tanya J. Nunn**  
Iraq/OMD to Indonesia/OD

**Sean J. Osner**  
Iraq/EGA to Iraq/GPRT

**James E. Painter**  
AA/PPC TO FA/COO/PM

**Kathryn Panther**  
Egypt/HRH to Uganda/GD

**Helen M. Pataki**  
COMP/NE/OJT to Ghana/OD

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

**John P. Peevey**  
Indonesia/EXO to Colombia

**William F. Penoyar**  
Zambia/D to AFR/SA

**Leslie A. Perry**  
COMP/FSLT to Ukraine/OHST

**McKinley Posely**  
COMP/NE/OJT to India/RCO

**Diana B. Putman**  
Jordan/EO to COMP/LT TRNG

**R. Thomas Ray**  
Kenya/EXO to WB/Gaza

**Kenneth D. Reager**  
RIG/Manila to OIG/A/FA

**Michael J. Reilly**  
COMP/NE/OJT to COMP/FSLT

**John Riordan**  
Iraq/GPRT to COMP/FS

**Patick L. Robinson**  
CA/MS to Iraq/MGT

**Jay Reed Rollins**  
OIG/A/HL&C to RIG/Baghdad

**Dana H. Rose**  
COMP/NE/OJT to Egypt/PROC

**Michael P. Rossman**  
East Africa/CON to Ethiopia/D

**Bryn A. Sakagawa**  
Caucasus/JOPA to COMP/LWOP

**Michael G. Sampson**  
COMP/FS to COMP/FS/OS/DS

**Sheldon J. Schwartz**  
El Salvador/SDO to ANE/SAA

**Frederic G. Scott**  
Ethiopia/PROG to Nigeria

**Zema Semunegus**  
RS/Africa/PPD to COMP/FSLT

**John H. Seong**  
Africa/SA to Iraq/EGA

**Crystal N. Shorts**  
RIG/Dakar to Ethiopia/CONT

**Meri L. Sinnitt**  
India/PHN to Ethiopia/SSS

**William K. Slater**  
RDMA/OPH to USAID REP/  
Vietnam

**Christian R. Smith**  
Bolivia/SOS to Uganda/PPD

**Valerie A. Smith**  
COMP/NE/OJT to Nigeria

**Daniel Mark Smolka**  
Dominican Republic/EXO to  
COMP/LT TRNG

**Patricia R. Sommers**  
PPC/RA/PBI to FA/COO/PM

**James I. Stein**  
Guatemala/D to SM/E&GO

**Kathryn D. Stevens**  
Ukraine/ODG to Jordan/PM

**Gordon W. Tachuk**  
RIG/Frankfurt to OIG/I/LAC-E&E-  
A

**Gregory E. Taitt**  
COMP/NE/OJT to Afghanistan/  
OAA

**Lewis J. Tatem**  
Iraq/CAPB to Iraq/GPRT

**David Thomanek**  
RIG/Frankfurt to RIG/Manila

**David J. Thompson**  
Albania to O/S LANG TRNG

**Theresa G. Tuano**  
O/S LANG TRNG to Russia/PPD

**Ernesto Uribe**  
PPC/SPP to FA/COO/WHA

**John D. Vernon**  
OIG/A/IT&SA to COMP/FS

**Nicholas J. Vivio**  
PPC/SPP/SPA to FA/COO/PM

**Bradley Wallach**  
Croatia/SLOV to Africa/SP

**Kimberly A. Waller**  
COMP/LWOP to Armenia/SRO

**Saiming T. Wan**  
RIG/Manila to OIG/A/IT&SA

**Elzadia Washington**  
Uganda/D to PHIL/D

**Leon S. Waskin**  
Afghanistan/OD to O/S  
LANG TRNG

**Chad Weinberg**  
PPC/SPP/SRC to FA/COO/  
Africa

**Mark A. White**  
Cambodia to Afghanistan/  
OSSD

**Joseph C. Williams**  
ANE/EAA to Indonesia/EDU

**Madeline C. Williams**  
DCHA/DG/EPP to Egypt/DG

**Carol J. Wilson**  
EGAT/PFNP to Afghanistan/  
PFNP

**Sarah W. Wines**  
COMP/FS to Ukraine/OEG

**John M. Winfield**  
AFR/AMS to Afghanistan/OM

**Jana S. Wooden**  
COMP/NE/OJT to COMP/  
FSLT

**Minnie S. Wright**  
O/S LANG TRNG to Nigeria

**Pamela Wyville Staples**  
EGAT/WID to GH/OHA/IS

## RETIRED

**James F. Bednar**

**Jan P. Emmert**

**Jerry L. Hintz**

**Homi Jamshed**

**Wilford B. Lane**

**Ronald L. Livingston**

**Mark H. Loberg**

**Thomas Y. Quan Jr.**

**Stephen R. Sposato**

**Linda A. Turner**

**Gloria Walker**

## MOVED ON

**Mitty J. Alexander**

**Brock D. Bierman**

**Nathan J. Blanchet**

**Roger Carlson**

**Bradley N. Carr**

**Michael M. Cassell**

**Lindsay Taylor Dawson**

**Yvette M. Dennis**

**Karl Fickenscher**

**Phyllis A. Johnson Miller**

**Lawrence G. Johnson**

**Timothy M. Nelson**

**Kim French Norris**

**Ogbeide O. Oniha**

**Christopher J. Ray**

**Judith Robb McCord**

**James E. Sarn**

**Sherry E. Solodkova**

**Rebekah Stutzman**

**Nimalka S. Wijesooriya**

**William H. Yaeger**

**Jacob H. Yunker**

# IN HOUSE FOCUS

## Gloria Steele Receives Presidential Award

By Chris Thomas

Growing up in the Philippines, Gloria D. Steele could not imagine herself living in the Big Apple or even the Little Apple – the nickname for Manhattan, Kansas, where she would eventually move to attend Kansas State University.

She also could not imagine a career with USAID. But a USAID scholarship to Kansas State, where Steele studied to become an agricultural economist, turned into a 28-year career with the Agency.

In October, President Bush selected Steele, the senior deputy



Harry Edwards, USAID

assistant administrator for the Bureau of Global Health, as a recipient of the 2007 Senior Executive Service Presidential Meritorious Rank Award. Winners are considered exceptionally strong leaders who demonstrate “strength, integrity, industry, and a relentless commitment to excellence in public service.”

“Gloria Steele is an outstanding leader and mentor, one of the most outstanding people I have ever met,” said Dr. Kent R. Hill, Global Health’s assistant administrator. “Her gifts, her passionate service, and lengthy list of accomplishments are truly remarkable.”

After graduating from Maryknoll College in the Philip-

pinas with a degree in business administration, Steele joined the national Ministry of Agriculture in Manila as a management consultant. After six years she earned the USAID scholarship.

“It was a life-changing experience,” she said. “Scholarships are powerful public diplomacy tools because I had little interest in living in America.”

She moved to the small college town of 50,000 in northeastern Kansas and earned a Master of Science in agricultural economics. Several years later, she moved to Washington and began her career at USAID.

Steele started in the Africa bureau where she spent seven years leading program designs

and evaluations, eventually going to every mission on the continent. She was also selected as an officer in the Women in Development program that works to improve the status of women.

Wanting to manage projects, Steele moved to the Bureau of Science and Technology where she oversaw applied research on key rural development issues such as land tenure, access to agricultural credit, food security, and natural resource management.

Over the course of her career, Steele served in the Bureau for Policy and Program Coordination, where she led the development of policies related to food security. In the Bureau for Europe and Eurasia, she helped a number of Eastern European and Eurasian countries to graduate from U.S. government assistance. At present, she helps manage or co-manage over

\$2 billion annually, and supervises approximately 300 staff in the Global Health bureau.

Steele says she is particularly proud of her accomplishments in helping NGOs sustain gains from U.S. assistance and in building public and private alliances to expand and protect USAID programs globally.

“She is an outstanding mentor with a remarkable gift for identifying and developing leadership in others,” said Jeff Grieco, acting assistant administrator in the Bureau for Legislative and Public Affairs.

Steele believes USAID’s mission is second to none. “It is simply the best,” she said. “It’s not really a job, but a passion that takes your full commitment. It is an honor and a privilege to be part of an agency that helps individuals and societies.” ★

## Peace Breaks Out! Snap Elections Called! Now What?

By Michael Henning

The governing coalition collapses and snap elections are called. Peace talks unexpectedly succeed and require a constitutional referendum in three months. Election violence spikes and street protests loom over electoral fraud.

These scenarios occur surprisingly often in the topsy-turvy world of democratic politics in the developing world, where elections and political processes often defy the best laid plans.

Enter the Elections and Political Processes (EPP) Fund. In fiscal year 2006, USAID funded elections and political process activities through the Office of Democracy and Governance, part of USAID’s Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA/DG), with a budget of \$19.8 million.

Twenty countries have received assistance based on carefully negotiated criteria that included foreign policy priority, urgent need, and potential impact of innovative investments. While DCHA/DG managed the fund, other key players such as the National Security Council, the Office of the Director of U.S. Foreign Assistance, and regional bureaus at the State Department and USAID were central to the selection of candidate countries.

The EPP Fund has supported brave political party and civil society actors who continue their struggle to be heard. Many in-

vestments have taken place in some of the most difficult political environments USAID confronts, including in Zimbabwe, Russia, and Venezuela.

In some countries, the Fund capitalized on democratic breakthroughs such as in Mauritania, which held its first-ever competitive elections; in Sri Lanka where opportunities multiplied under a reinvigorated peace process; and in Ivory Coast and Nepal where peace negotiations held significant promise.

In other cases, longer, more steady investments by USAID were bolstered, as in Georgia, Uganda, and Bosnia-Herzegovina. In some cases, the threat of democratic setbacks spurred Washington to provide extra resources to missions through the EPP Fund. Such was the case in recent years in Bangladesh, the Democratic Republic of the Congo, Nigeria, Bolivia, and the Philippines.

In all cases, the Fund focused on electoral and political processes and the political and bureaucratic actors involved. The Fund helped with election administration, election oversight by government and non-governmental actors, as well as political party training. And, despite the difficult environments and short lead times, improvements in the election processes could be traced to USAID and EPP Fund assistance. ★

## IN HOUSE BRIEFS

### Volunteers for Prosperity Reports Gains in International Service

The Office of Volunteers for Prosperity (VfP) at USAID noted significant gains in international voluntary service and highlighted several service projects carried out by Americans in developing countries in its latest annual report.

“The results in this report show a sustained and impressive response to President Bush’s call to service by skilled Americans,” said Jack Hawkins, director of the VfP Office. “As the initiative enters its fifth year, there are now 244 partners offering over 35,000 opportunities for skilled American volunteers.”

Highlights of the annual report, which covers Oct. 1, 2006, to Sept. 30, 2007, include:

- ▶ More than 34,000 volunteers were deployed--over 60 percent more than in 2006.
- ▶ The number of available highly skilled American professionals increased from nearly 285,000 in fiscal year 2006 to more than 355,000.
- ▶ Over 1,000 volunteers were honored with the President’s Volunteer Service Award.

The VfP initiative, which marked its fourth anniversary Sept. 25, was established by President George W. Bush to encourage highly skilled American professionals to serve overseas as volunteers supporting

the U.S. agenda for global health and prosperity.

### Video Showcases Working in Iraq

Considering applying for a position at USAID’s mission in Iraq?

The Agency’s Office of Human Resources has prepared a short video that employees can watch and listen to some of their colleagues talking about their experiences working in Iraq. The video, which runs just under six minutes, includes a number of USAID employees in Iraq talking about their challenges, accomplishments, and surprises at the post. Their experience ranges from just a few weeks time in Iraq to several years.

USAID employees can access the video at [http://inside.usaid.gov/M/HR/Recruitment\\_Video\\_small.wmv](http://inside.usaid.gov/M/HR/Recruitment_Video_small.wmv).

### Scholarships Available to Children of FSOs, Agency Personnel

The American Foreign Service Association (AFSA) has announced that applications are now available for scholarships for children of Agency employees who are headed to or will already be in college during the 2008-2009 school year.

The deadline for applications is Feb. 6, 2008. For details or to

download an application, go to the AFSA Scholarship Program web page at [www.afsa.org/scholar/index.cfm](http://www.afsa.org/scholar/index.cfm). You can also e-mail or call Lori Dec at [dec@afsa.org](mailto:dec@afsa.org), (202) 944-5504, or (800) 704-2372, ext. 504, if you have questions.

### Foley Remembered at Jordan Ceremony

Former USAID official Larry Foley, who was assassinated outside his home in Amman, Jordan, five years ago, was the focus of a celebration in his honor Oct. 28 at the U.S. Embassy in Jordan.

The mission event celebrated Foley’s life and career, and this year’s annual remembrance was held near a tree and plaque at the embassy, which have been dedicated to Foley. Mission staff and friends offered their memories of Foley, recounting his good humor, dedication to family and colleagues, and calm approach to challenges.

Foley, who was the USAID mission’s supervisory executive officer, was gunned down as he prepared to go to work on Oct. 28, 2002. Officials determined his death was the work of terrorists organized by Abu Musab Al Zarqawi, the former leader of al Qaeda in Iraq who was killed in June 2006 during a U.S. air raid near the city of Baquba. ★

## Garvelink Becomes Ambassador to Congo



Bill Garvelink

After a 28-year career at USAID, Bill Garvelink was recently sworn in as the U.S. ambassador to the Democratic

Republic of Congo. He is one of the select USAID Foreign Service Officers who have jumped to the leadership level of the U.S. diplomatic corps.

A farewell celebration on Oct. 30 was held at the Agency's crisis center, where he had for years led U.S. responses to floods, earthquakes, and other disasters throughout the world.

"It feels pretty good," said Garvelink when asked what it was like to switch from USAID to State – two organizations that, while they have complementary missions, can have diverse cultures.

"I'm treated very well at State. I'm one of the gang. I know so many of them from all my years in AID. And I bring some expertise that is important – it adds a dimension."

As ambassador to Congo, Garvelink will tackle one of the world's worst humanitarian crises. An estimated 2 million Congolese died in recent years from disease and warfare – especially in eastern Congo. There are major problems delivering government services and aid.

Garvelink, 58, said he'll be able to use his USAID expertise

as the United States proceeds with reconstruction in the coming months and years. He plans to work closely with USAID Mission Director for Congo Stephen Haykim.

After completing several months of French language training, Garvelink took over the ambassadorship at an opportune moment. Congo President Joseph Kabila visited Washington Oct. 26 and Ambassador Garvelink sat in on his meeting with President Bush. He also was able to meet Congo's foreign and defense ministers. ★

## IN MEMORIAM

**Carlos Albert Caldeira, 74**, died Sept. 30 in Georgetown, Guyana. Caldeira began his 52-year career as a Foreign Service National with USAID's predecessor agency in 1955. He served full tours reconstructing USAID missions in Guyana, Grenada, and Barbados and worked short-term in Panama and Jamaica. For decades, Caldeira worked on emergencies in the Caribbean, including the Jim Jones massacre in Guyana in 1978.

**Jack Dublin, 91**, died Dec. 2, 2006, in Edmonds, Wash. Dublin served as chief in the Latin American Cooperative Development and then chief of the Cooperative Development Service in USAID from 1968-1975. He began his career with the federal government in the Federal Credit Union in 1937. Prior to joining USAID, he served as assistant managing director for the Michigan Credit Union League. He also served as director of the Credit Union National Association Tanzania Project; chief of party for the East African CUNA/AID Project; and CUNA International Assistant Global Projects director.

**Louis C. Stamberg, 70**, died Oct. 9 in Washington, D.C. Stamberg served 34 years with USAID, including positions as assistant director for Development Planning for Africa; deputy director of Program Policy, Management, and Evaluation for Food for Peace and Voluntary Assistance. He worked on Afghanistan, Indonesia, Thailand, Tunisia, Morocco, and Equatorial African desks in Washington. From 1965 to 1968, he served at the Agency's mission in India. Stamberg retired in 1995 as the director of the Office of Private and Voluntary Cooperation.

**Flora M. Tanji, 80**, died Oct. 6, 2006, in Los Ojos, Calif. Tanji joined USAID as a Foreign Service secretary in 1960. She served at several posts in Asia, the Near East, and South America, as well as in USAID/Washington. She retired in 1989.

**Barry Tunick, 72**, died Oct. 13 in Culver City, Calif. Tunick earned a bachelor's degree in business in 1956. During the early 1960s, he and his wife lived in Lagos, Nigeria, while he administered foreign aid funds for USAID. Tunick co-wrote *Los Angeles Times* crosswords since 1980.

## JOHN L. WITHERS

### Barrier-Breaking Foreign Service Officer Dies

Well before his first day of work at what would eventually become USAID, John L. Withers had faced down many challenges because of the color of his skin.

So when he was told to bring a bag lunch on that first day because he wouldn't be able to eat with his colleagues at a nearby drug store, it's not hard to imagine that Withers thought back to a lesson he learned during World War II after his Army unit harbored two young, resilient Holocaust survivors.

Withers told the *Wall Street Journal* in a 2003 article: "That was something I've kept with me all my life: that it is possible for someone – me, anyone – to overcome the obstacles in his path without losing himself and face prejudice without becoming prejudiced in return."

Withers, who was one of the first African American Foreign Service Officers hired at USAID, died Oct. 7 at his home in Silver Spring, Md. He was 91.

Withers worked in Laos, Burma, South Korea, Ethiopia, and Kenya before ending his career as mission director for India – at the time one of the largest U.S. missions. Withers retired in 1978 after 21 years at USAID.

"Dr. Withers embodied what's good about America – its potential, its generosity of spirit, and its diversity," said USAID Counselor Mosina Jordan. "It is my hope that young officers joining USAID will be inspired by his legacy. His story is a testament and reminder to us all – to do the right thing, however unpopular and risky for one's career, in promoting ethics, integrity, moral courage, compassion, and human dignity in our work overseas and in the United States."

The *Wall Street Journal* brought attention to Withers' storied life well after he had retired. The article tells of a young Lt. Withers leading a supply convoy of African American soldiers just as World War II was ending.

Soldiers in the unit were hiding two teenagers – survivors of the Dachau concentration camp. When Withers heard of this, he determined to turn the two over to authorities. But when he saw the teens – thin, wearing raggedy clothes, covered in sores, frightened – he changed his mind.

It was both an act of compassion and bravery. Withers was violating Army orders that units limit contact with Dachau survivors. As the *Wall Street Journal* put it: "Lt. Withers had learned that it was especially important for blacks to follow orders in the segregated Army. He recalled worrying that sheltering Dachau



John Withers in S. Korea.

refugees might get him a dishonorable discharge – and then there would be no GI Bill for him."

The teens stayed with Withers for a year, even following him after he transferred to a different unit. The trio grew close and parted ways on the day Withers set out to return to the United States. His unit's secret was never discovered.

Withers' son – John L. Withers II, currently the U.S. Ambassador to Albania – had heard stories from his father about the two refugees and successfully located both of them. One man had died in Israel, but the other was living in Connecticut. The elder Withers and Martin Weigen, the Holocaust survivor he hadn't seen in five decades, had what would turn into the first of several reunions in 2001. Withers was 84; Weigen was 72.

Later, Withers would be in demand on the lecture circuit for his efforts to shield the two teenagers and his own inspiring life story.

He grew up in Greensboro, N.C., a segregated city that would eventually come to be known for one of the Civil Rights Era's most infamous sit-ins at a whites-only Woolworth's lunch counter.

He earned degrees from North Carolina Agricultural and Technical College and the University of Wisconsin before joining the Army. After the war, Withers received a doctorate in international relations from the University of Chicago and began teaching before taking his first job at USAID.

"During his impressive career at USAID his accomplishments were extraordinary and prodigious," Jordan said. "His magnetic leadership, creative problem solving, and inspired representation of the United States make us all proud that he was a member of the USAID team, and serve as a model of excellence we should all emulate."

USAID is in the process of establishing an award to honor employees who follow Withers' example. The John L. Withers Memorial Award will recognize an individual, who at great personal and professional risk, has served humanity selflessly and compassionately, and whose acts and deeds have saved lives and reduced suffering. ★

# IN HOUSE FOCUS



Washington, D.C.-based interns gather for a photo with Acting Deputy Administrator James Kunder following a brown bag lunch discussion about employment opportunities at USAID.

## USAID Summer Interns Seek to Serve

By Warren Acunicus and Leslie Anderson

Every year, USAID summer interns infuse the Ronald Reagan Building (RRB) with a special burst of energy. The 2007 intern season was no exception as more than 45 graduate and undergraduate students brought enthusiasm, skills, and new ideas to assignments in eight bureaus throughout the Agency.

From May through August, interns made contributions to USAID's day-to-day operations, working on everything from Iraq reconstruction to legislative affairs to editing reports to tuning up internet applications.

By serving side-by-side with seasoned USAID hands, the interns received an insider's look at the contributions the federal government's civil and foreign service corps make to international development.

A brown bag career lunch, organized by Mark Ward, the senior deputy assistant administrator in the Asia Near East Bureau (ANE), attracted a large

audience of Agency interns eager to learn about the "whys" of working at USAID, as well as the "hows" of finding a job.

Ward stressed his appreciation for those who persevered to become USAID interns. "In my travels across the U.S., I recruit as often as I can for new USAID employees and interns," he said. "Since the Agency does not have a formal intern program, I salute the bureaus that have set up their own. One day, I hope a more structured process is established."

Douglas Menarchik, the assistant administrator for the Europe and Eurasia Bureau; Gloria Steele, deputy assistant administrator for Global Health; Wade Warren, director of the Office of Development Planning in the Africa Bureau; and Gene George, the director of Human Resources, shared their career stories and gave the interns an idea of the rewards and challenges – and the fun – of

working at USAID. HR officials David Leong and Cindy Gleich outlined the nuts and bolts of applying for jobs in the civil and foreign service.

Acting Deputy Administrator James Kunder closed out the session, describing a career at USAID as a chance to extend the hand of friendship of the American people to citizens of other countries and to make a difference in their lives.

USAID interns weren't confined to computers and cubicles for the summer.

They took part in a tour of the operations center for the Office of U.S. Foreign Disaster Assistance – the 9<sup>th</sup> floor hub where employees manage the Agency's response to disasters.

And interns participated in several special events organized by USAID staff, such as volunteering at Food & Friends, where they helped prepare meals for people living with HIV/AIDS and cancer in the D.C. area.

ANE intern Sonya Hsieh commented: "I never imagined that my summer internship at USAID would also include volunteering on the local level. I am impressed that USAID staff, who work hard all day to help people around the world, also volunteer to help fellow citizens at home – and it was fun, too."

Interns also took in the local sports scene, cheering the Washington Nationals baseball team to victory at RFK Stadium along with ANE's David Eckerson and Rebecca Maestri.

The competitive process for next summer's interns will begin soon. By May 2008, USAID will welcome a new crop of students seeking to serve and change the world.

*Warren Acunicus was a summer 2007 intern in ANE. He returned to graduate work at the Evans School of Public Affairs, University of Washington, Seattle. ★*

### USAID SUMMER 2007 INTERNS

More than 45 students from 27 colleges and universities interned at USAID this past summer. Here is a list of some of the schools they attend:

- ▶ American University
- ▶ Claremont McKenna College
- ▶ Duke University
- ▶ Johns Hopkins University
- ▶ Michigan State University
- ▶ Princeton University
- ▶ Rutgers University
- ▶ Tufts University
- ▶ UCLA
- ▶ University of Maryland
- ▶ University of Washington
- ▶ University of Wisconsin
- ▶ UVA Law School
- ▶ Villanova University
- ▶ Wellesley College

USAID bureaus wishing to post intern opportunities on the USAID Careers web page should e-mail a one-page description of the bureau, the intern opportunity, and bureau contact information to [lpa.uploads@info.usaid.gov](mailto:lpa.uploads@info.usaid.gov) (see examples at Careers site below).

▶ Interning and Volunteering at USAID  
[www.usaid.gov/careers/studentprograms.html](http://www.usaid.gov/careers/studentprograms.html)

▶ Internships at USAID missions in Africa  
[www.usaid.gov/locations/sub-saharan\\_africa/internships](http://www.usaid.gov/locations/sub-saharan_africa/internships).

## SOLDIER from page 1

as a civil affairs officer in the Army Reserve and possibly as an aid worker.

At USAID he has worked on a Tactical Conflict Assessment Framework – a tool that OMA and CMM staffers are teaching to military units at Fort Polk, La., that are preparing to go to Iraq.

He also helped prepare an interagency guide for civilian members of the Provincial Reconstruction Teams (PRTs), said Alexandra Courtney of CMM.

“I learned a lot from him – he is fantastic to work with,” said Courtney.

“He wants to help solve the problems of counterinsurgency in a less physically demanding way, thinking about how to apply development assistance to this set of problems.”

Quilty said that in his own pre-Iraq training, he learned nothing about USAID. However, now there is increased interest in telling troops about the Agency. This is in keeping with the increased awareness by senior military and Department of Defense officials that the war in Iraq will not be won solely by military force. Reconstruction, development, education, and other programs that USAID operates are seen as important to winning peace.

Quilty’s internship with USAID is one of about 200 each year arranged for wounded D.C.-area soldiers by Operation Warfighter out of the Pentagon. While many of the interns ask to work in law enforcement and security, “Scott wanted to work at USAID and requested it – he is the first USAID placement,” said Patrick Brick of Operation Warfighter.

Quilty stepped on a land mine while leading a patrol of Iraqi troops in Yousafiya, a farming area 12 miles south of Baghdad in what has been called the “triangle of death” due to many insurgent attacks.

He was quickly flown to a hospital but lost parts of his right arm and right leg. Both amputations were below the joint so he retains the mobility of his elbow and his knee.

His prosthetic right foot simulates the movements of his remaining ankle. His electronic hand can also move – left or right, open or closed – controlled by electrical impulses from the muscles in his arm.

“You go through different stages of grief,” he said. At first,

“you withdraw and focus on rehabilitation. You turn inward.

“Then you get to a point where you have to come to terms with what occurred and you then move on. You start with small things and then the big picture. The severity affects the time it takes to recover.”

He was recently married at the Walter Reed ward to a woman he met while at the University of New Hampshire. Both joined the Army – she as a physiotherapist who was posted to Walter Reed in 2004. They had been scheduled to marry in December when Quilty was to return home with his brigade of the 10<sup>th</sup> Mountain Division.

The couple now lives in Wheaton, Md., as Quilty prepares to leave the Army and take law school exams.

*Capt. Scott Quilty served as an intern at USAID from July to October 2007. ★*

## SRI LANKA from page 5

business venture: there is a high demand for the services our partners are providing.”

Schmid believes that Sri Lanka’s market system could accommodate hundreds more Internet centers developed by the private sector using this business model.

“This is the first step to making villagers citizens of the universe,” said Dayasritha Tissera, minister of skills development in Sri Lanka.

This project is one of many that fall under the umbrella of the President’s Digital Freedom Initiative, which aims to harness the strengths of the U.S. public and private sectors to help developing countries use information and communication technology. The initiative involves multiple federal agencies, the private sector, non-profit organizations, and universities. ★

## MALARIA from page 5

tested positive for malaria following the distribution of insecticide-treated nets and indoor residual spraying. Two years earlier, as many as 20 percent of children were testing positive.

“To truly bring malaria under control, we must begin to treat Africa as an island,” said Dr. Tedros Adhanom Ghebreyesus, the Ethiopia’s minister of health. “Malaria does not respect borders, and it’s time we find a way to eliminate malaria as a public health threat across Africa.” ★

## BULGARIA from page 1

In the two countries — now members of the European Union and NATO – millions of young people have no memories of life under communism, when people found it difficult to criticize the authorities, own a business, or travel to the West.

In fact, the two countries are likely to follow in the path of Poland and other ex-communist countries that graduated from being aid recipients and are now aid donors.

“I am awed by what the Bulgarian and Romanian people have achieved in less than two decades, and look forward to the dawning of new partnerships that will further the exceptional progress that has been made with U.S. assistance,” said Fore in Sofia.

U.S. aid to the former Soviet bloc began in 1989 after the fall of the Soviet Union. The Support for Eastern European Democracy (SEED) Act provided what was to be short term aid to 27 fledgling states and provinces. As USAID moved into the region, it found a profound lack of basic infrastructure, experience in democracy, and free markets.

By 2000, USAID advanced eight countries from foreign assistance—the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, and Slovenia. Several are starting their own foreign assistance programs with advice from the Agency’s

Regional Services Center in Hungary.

In Bulgaria and Romania, where USAID missions will be winding down their operations in the coming six to 12 months, USAID focused on assistance to: NGOs, democratic political processes, civil societies, local governments, economic reforms, improved health, social services, and relief for natural disasters.

Over 17 years, USAID invested \$600 million in Bulgaria. Key achievements include: “one stop shops” to improve municipal government service, increased court transparency, 50,000 small business loans, and creation of 130,000 jobs. Other projects involved supporting the rule of law, fighting corruption, supporting bank reforms, and privatizing state firms.

U.S. partnership with Bulgaria will continue through the America for Bulgaria Foundation, which is expected to be capitalized in 2008 with more than \$200 million.

In Romania, since 1990, USAID spent \$620 million on a variety of projects. These include: improving child welfare and reducing the number of children in orphanages from 170,000 to 26,000; technical support to help cut regulations and make it easier for Romanians to do business; and support to the Romanian American Enterprise Fund, established with a grant from USAID, which helped attract over \$200 million in foreign investment. ★

## RAMADAN from page 2

She said that “fundamentalists” have picked out words in the Koran to justify repression of women but that, under Islam, “women have absolutely the same rights” as men. The prophet Mohammed shortened prayers when he heard a child crying so that the child’s mother would not have to worry and could tend to the child, she said.

“My husband is Muslim but he urges me to go out and speak” because otherwise no one will speak out for women’s rights, she said.

Mattson was born in Canada and was working with Afghan refugees in 1988 when she met and married her husband. When the Afghan women saw she had no marriage jewels or dress, they pooled their meager resources to provide her with a colorful traditional bridal gown, she said. It is an example of compassion and sharing which she says are the real image of Islam, not the violence that is highlighted in news reports.

She earned a Ph.D. in Islamic Studies from the University of Chicago in 1999 and currently is professor of Islamic studies and director of Islamic chaplaincy at the Macdonald Center for Islamic Studies and Christian-Muslim Relations at Hartford Seminary in Hartford, Conn. ★

## FRONTLINES

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

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# SPOTLIGHT

## USAID, MTV FIGHT HUMAN TRAFFICKING IN ASIA

By Hal Lipper

**BANGKOK** – USAID’s Regional Development Mission in Asia and the MTV Europe Foundation have united in a unique public-private partnership to raise awareness about and prevent human trafficking in Asia.

The MTV EXIT – or End Exploitation and Trafficking – campaign has on-the-air, online, and on-the-ground components. Its cornerstones are a pair of edgy, fast-paced documentaries telling the stories of three people plucked from poverty and thrust into a world of exploitation with traffickers, police, and end-users in the trafficking chain.

The drive, which was launched in September, will include anime and live-action shorts, public service announcements, an anti-trafficking website, and events that highlight the dangers of trafficking in the Asia-Pacific. The region accounts for half the people trafficked in the world.

“This campaign is meant to save lives. Through MTV, it will reach millions of young people, the group most at risk in Asia,

and support more effective law enforcement efforts against trafficking,” said Mission Director Olivier Carduner.

The broadcasts will blanket all of Asia and reach more than 380 million households on MTV networks.

USAID contributed \$3 million to finance the campaign. MTV’s local affiliates are providing roughly \$7 million in airtime. The partnership uses USAID’s Global Development Alliance model to leverage funds, increase involvement by the private sector, and help ensure the program’s sustainability.

“USAID is providing the money for development and production, as well as expertise in trafficking-in-persons issues. MTV is attracting internationally-known artists to work on the project, lending it ‘street credibility,’ and providing the means to spread this message across all of Asia,” Carduner noted. “The success of this campaign is due to our alliance.”

The films are hosted by local stars speaking in their native languages. Artists who volunteered for this project include pop singers Rain, Tata Young, Karen Mok, and Christian Bautista in South Korea, Thailand, Taiwan/China, and the Philippines.

U.S. film star Lucy Liu is hosting the English-language version of “Traffic,” the Asia-Pacific documentary covering all of Asia except the subcontinent and surrounding countries. “Traffic” was recently launched in Bangkok, Beijing, Seoul, Jakarta, and Manila. It will soon premiere in Tokyo, Singapore, and Kuala Lumpur.

Film star and former Miss Universe Lara Dutta hosts the second documentary, “Sold” – focused on South Asia – and appeared at its launch in Mumbai.

The movies are available rights-free and are being picked up by independent television stations for translation into additional languages. A Mongolian version has aired.

MTV is also establishing an Asian MTV EXIT website in eight languages at [www.mtvexit.org](http://www.mtvexit.org). It is an expansion of a website MTV founded in 2004 to combat the trafficking of women for sexual exploitation in Europe.

The on-the-ground phase of the Asian campaign is planned to take MTV EXIT to major cities and rural communities next year. The goal is to sponsor events where the films will be shown and NGOs, who will have free copies of the documentaries, can distribute leaflets and audio-visual materials about human trafficking.

USAID’s Regional Development Mission in Asia is looking for additional partners to help underwrite this critical part of the MTV EXIT campaign. ★



MTV EXIT press kit.



Film star Lara Dutta fields questions about human trafficking as MTV EXIT Campaign Director Simon Goff looks on at the launch of “Sold: An MTV Special” in Mumbai. The MTV EXIT campaign is a partnership between USAID and the MTV Europe Foundation.



MTV EXIT Thailand flyer.

“This campaign is meant to save lives. Through MTV, it will reach millions of young people, the group most at risk in Asia, and support more effective law enforcement efforts against trafficking,” said Mission Director Olivier Carduner.



In Manila, U.S. Ambassador to the Philippines Kristie A. Kenney says the MTV EXIT campaign will reach some of the people most likely to be trafficked—young, inquisitive individuals who are eager to make a better life for themselves.