

FRONT LINES



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SEPTEMBER 2003



“The changes start with the teachers. The books must be changed. No more Saddam, no more

Baathists, no more killing, no more war!”

AHOUD ZAIHER
Physics Teacher, Al-Kifah Al-Arabi Secondary School
Mansoor, Hay-Al-Montanah, Iraq

▼ SEE IRAQ SCHOOLS, PAGE 16

Mission Possible in Sudan

As the government of Sudan continued to hold groundbreaking peace talks with southern rebel leader John Garang in September, USAID laid the foundation for a new mission to Africa's largest country by authorizing a Sudan Field Office.

“Once there is peace and we can operate freely in the north and south, we will open a mission in Sudan,” said Katherine Almquist, Director of the Agency's Sudan Task Force in Washington, D.C.

▼ SEE SUDAN ON PAGE 16

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Cancun Talks End In Impasse

The world's trading countries—all 146 of them—sent representatives to Cancun, Mexico, in early September to try and cut barriers to trade and improve the access of all countries to international markets, a task that proved extremely difficult.

Poor and rich countries could not agree on cutting subsidies for cotton and other agricultural products. Further talks, possibly between the United States and individual countries, are likely.

One week before U.S. Trade Representative Robert Zoellick and USAID officials led the large U.S. delegation to the World Trade Organization (WTO) meeting in Cancun, the WTO decided that developing countries can buy low-cost generic copies of patented drugs that fight HIV/AIDS and malaria.

The agreement on drugs was seen by some as a sign the Cancun meeting might make progress on other thorny issues blocking free trade and thereby boost incomes in developing as well as industrialized countries.

For USAID, the talks in Cancun were an opportunity “for us to learn how to provide better advice to developing countries so we

can move the cause of free global trade down the road,” said Emmy B. Simmons, Assistant Administrator for Economic Growth, Agriculture and Trade.

U.S. trade negotiators believe developing countries from India to Argentina would greatly benefit from increasing trade among themselves as well as with the industrial countries.

Assistant Administrator Adolfo Franco announced USAID was giving an additional \$200,000 to a trust fund that helps the least developed countries join the global trading system, bringing the Agency's total contribution to the trust fund up to \$600,000.

“USAID is convinced that assistance for trade capacity building—when combined with a strong commitment to openness and reform on the part of our developing country partners—is one of our most powerful tools for promoting economic growth and poverty reduction,” Franco said.

Total U.S. funding for such trade capacity building activities totaled \$752 million in fiscal year 2003. ★

www.usaid.gov Keyword: TCB Report

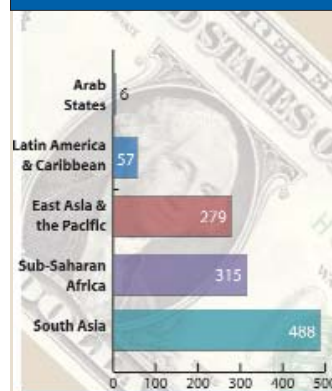
\$87 BILLION FOR IRAQ AND AFGHANISTAN

President Bush gave a broadcast speech September 8 asking Congress for \$87 billion for military and reconstruction costs in Iraq and Afghanistan, including \$66 billion for the armed forces and military operations, \$20 billion for Iraq, and almost \$1 billion for Afghanistan. The funding for Iraq includes \$5 billion to secure public law and order and rebuild the judicial and penal system, and \$15 billion for Iraqi clinics, water, ports, railroad lines, airports, oil production, and electrical service. In Afghanistan, \$400 million from existing accounts and \$800 million in new funds will be used to repair roads, schools, and clinics; train and employ ex-militiamen; and help the Afghan government operate, establish the rule of law, and hold elections. Getting children back to school in time for the October 1 start of the school year is one of USAID's current priorities.



Thomas Hartwell, USAID
Schoolgirls in the Aghadir Secondary School in Baghdad, one of the schools visited by a USAID assessment team.

MILLIONS OF PEOPLE LIVING ON LESS THAN \$1 PER DAY, 1999



Source: UNDP Human Development Report, 2003

USAID Extends Phoenix to Field

USAID has received a first part of the funding from the Office of Management and Budget to extend Phoenix, the Agency's core accounting system, to all of its overseas missions.

Phoenix will replace the existing mission accounting system—“MACS”—in 38 accounting stations overseas and will be a web-based application on the intranet.

Phoenix, which is already operating in the Agency's Washington headquarters, will be an integrated USAID-State Department system for budgets, accounting, and financial management by 2006. Both agencies already use the same core accounting system.

A joint State-USAID financial management study recently recommended proceeding with the extension of Phoenix to the field.

“We found areas where we could collaborate such as sharing telecommunications infrastructure, creating joint training plans, and sharing a help-desk program around the world,” said Assistant Administrator for Management John Marshall.

The system will be tested in USAID missions in Ghana, Peru, and Egypt in 2004.

In September, five USAID foreign service nationals from the three pilot missions came to Washington to participate in a month of workshops and planning meetings for extending the system to the field. ★

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NEW E&E DAA

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Development Credit Authority Loan Guarantees Tap Into Local Private Capital

More than a decade after achieving independence from the former Soviet Union, Bulgaria's factories and power plants continued to pour costly energy out of smokestacks. Banks refused to lend the money needed to install more efficient machinery.

But United Bulgarian Bank became a key lender for such projects after USAID, under its Development Credit Authority (DCA), guaranteed \$6.25 million in loans for retrofitting plants with energy-efficient equipment.

On a different continent, Mexico's private credit union, FinComun, had trouble expanding its microlending to struggling entrepreneurs in Mexico City. Then a DCA guarantee of up to 25 percent of its outstanding loans enabled the credit union to double the number of microloans it made each month.

These are just two examples of how U.S.

foreign aid officials around the world are making use of DCA loan guarantees. DCA guarantees use less taxpayer money than outright loans or grants, and they encourage private lenders to see development as a business opportunity.

"It looks like it's really taking off," said John Wasielewski, Director of the Office of Development Credit. "I believe missions are beginning to appreciate the power of these partnerships." So far, 26 USAID missions worldwide have used the DCA tool to unlock some \$630 million in credit for worthy, economically viable projects.

Loan guarantees are fairly straightforward. USAID agrees to cover up to half of the bank's loss, should a borrower default. Each dollar the mission sets aside to cover the relatively small number of potential defaults can unleash an average of \$35 in local bank credit—far beyond the 2-to-1 ratio suggested by a 50 percent guarantee.

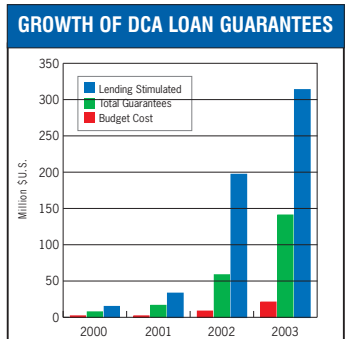
The DCA loan guarantees also help overcome lenders' fears of extending credit to less familiar categories of borrowers such as microlending institutions, or cities and towns looking to finance improved public services through the open market.

For instance, DCA guarantees helped municipal officials in Johannesburg, South Africa, expand water, electrical, and health services to poorer neighborhoods when the city had not yet established a strong international credit standing.

DCA guarantees can even support education, as in the case of a recent \$500,000 loan for advanced studies by Vietnamese economists and managers who are needed by the medium-sized companies leading Vietnam's brisk export expansion.

From large power plant projects to small home loans, however, all DCA projects must generate enough cash to meet loan payments.

In FY 2003, USAID missions and finan-



cial managers cleared loan guarantees for a total of \$141 million. The current budget allocation of \$10.8 million enabled private banks to make \$313 million in development-related loans. ★

www.usaid.gov Keyword: DCA



Pat Adams, USAID
Mike Kitay, Assistant General Counsel for Global Programs and father of DCA

Departing Words from Loan Innovator Mike Kitay

Mike Kitay, the father of the Development Credit Authority, is ending his 32-year career at USAID.

From the late 1980s on, Kitay but-tunholed Agency managers and anyone else who would listen, preaching the advantages of using local currency loan guarantees to get banks and other private lenders to finance development projects.

In 1998, Congress established the Development Credit Authority (DCA). In 2002, President George W. Bush awarded the Presidential Rank Award to Kitay, currently Assistant General Counsel for Global Programs. The citation noted that he "personally conceived" the approach, which USAID has now "thoroughly embraced...as an effective, low-cost alternative to traditional grant assistance."

Kitay, who will join Abt Associates as in-house counsel, said he made DCA into a reality by being "a Johnny-one-note on the issue." He added, "I was an irritating person. I found it embarrassing. I would promise myself before a meeting to keep my mouth shut. But then at meetings I would ask, 'Why should we make a grant here? Shouldn't we figure out a way to mobilize local money for this eminently bankable project?'"

Kitay said an important impetus came when USAID created a senior-level DCA committee to push the issue. This committee eventually convinced the Office of Management and Budget that USAID had the management ability to run a financially sound credit assistance program. "However," Kitay recalled, "it has been the overwhelming acceptance of DCA by the missions, with the support of EGAT and development credit officers, that has accounted for its success."

"The best development decisions are being made on the ground by people in the missions involved," said Kitay. "DCA ought to become a natural part of their decisionmaking. Especially in areas such as energy and water with their user charges, there is great potential for growing the use of DCA."

"If 5 percent of the Agency's budget were used for subsidies for credit guarantees, it would leverage more than \$1 billion worth of private lending in developing countries," he said. ★

Small Business Loans Made Possible in Postwar Guatemala's Peace Zone

GUATEMALA CITY—As Guatemala's Peace Zone tried to recover from the 36-year civil conflict that ended with the 1996 Peace Accords, small entrepreneurs—many of them women and indigenous people—found it impossible to get bank loans.

U.S. foreign aid officials stepped into the market vacuum and used a Development Credit Authority (DCA) loan guarantee to persuade BANCAFE, a leading local financial institution, to focus its new microlending business in Mayan towns in the Peace Zone.

The Peace Zone is the name now given to the region where about 200,000 lives were lost in fighting between government and rebel forces from 1960 to 1996.

USAID's Guatemala mission, working with the Office of Development Credit, obtained authorization for a loan guarantee that would cover 50 percent of the outstanding balance of a collection of loans to

be made by BANCAFE, up to a total of \$5 million.

During its first 18 months of operation, the DCA program guaranteed 1,585 loans for more than \$10 million. Most of the loans were made through village banks and solidarity groups and benefited more than 10,000 clients.

One of the institutional borrowers of BANCAFE was Genesis Empresarial, a not-for-profit microlender. It estimates that its \$1 million loan guarantee from BANCAFE will reach approximately 2,065 clients.

The Guatemala City mission has provided technical assistance to the country's microlenders and smoothed the way for private voluntary organizations such as Genesis Empresarial to comply with government financial reporting requirements. ★

Loan Guarantees Helped Jo'burg Upgrade Services, Access Credit

JOHANNESBURG, South Africa—Development Credit Authority (DCA) loan guarantees help developing-world cities and public institutions gain access to global capital markets. One case in point is the Greater Johannesburg Municipal Council, which obtained a \$25 million DCA guarantee in 1999.

When the USAID-guaranteed loan was made, Johannesburg officials were disposing of certain public services to private operators to reduce the drain on the city budget. In the end, the city's financial responsibility for public utilities was halved.

"We knew it would come right," said Joel

Kolker, who was involved in that DCA deal and now heads the Private Sector and Economic Growth offices at the USAID mission in Pretoria.

Soon after the DCA guarantee was approved, Johannesburg won an investment-grade credit rating. Since then, the city has lined up hundreds of millions of dollars in bank loans without the need for further U.S. loan guarantees.

The original \$25 million loan is being paid down on schedule—after it funded sewers for new housing developments, water main replacements, electric grid upgrades, and other projects. ★

FIRST PERSON



“ I was taught how to care for a person with this disease. I remember the way I used to mistreat her. When I started showing her a lot of love and taking care of her, she got even better.”

ESTHER TAGIWA CHIKONDO,
MOTHER OF HARRIET MULENGA, AN HIV-POSITIVE ZAMBIAN

In a documentary film, Esther Chikondo speaks honestly about her struggle to accept her daughter after she was diagnosed HIV-positive. The stigma against HIV/AIDS is so great in Zambia that people living with the virus and disease rarely admit having it. The film was developed for USAID's Zambia Integrated Health Programme by Johns Hopkins Bloomberg School of Public Health. See story on page 15.

Notes from Natsios



STATE-USAID STRATEGIC PLAN

Over the past two decades, the number of people living in market economies has increased fourfold. Globalization has integrated the world's markets for goods, services, capital, and ideas.

The process has contributed to a historic spread of democracy and freedom. Hundreds of millions of men, women, and children are today healthier, better educated, and more prosperous. The evidence clearly shows that the United States and its foreign assistance programs have contributed much to this progress.

Yet, many countries are struggling in their transition from authoritarianism, controlled economies, and closed markets. A number of the new democracies remain fragile. The HIV/AIDS pandemic is spreading, killing tens of millions, threatening those that survive with perennial poverty and hunger, and destabilizing governments. Famine continues to stalk entire regions, particularly in Africa.

These are the challenges that the State-USAID Strategic Plan for FY 2004 addresses. For example, the President's bold new initiative, the Millennium Challenge Account (MCA), which is based on the premise that the United States should increase support to countries that demonstrate responsibility for their own development by ruling justly, investing in people, and encouraging economic freedom. While a new foreign assistance entity, the Millennium Challenge Corporation, will administer this program, USAID will embrace the MCA principles of rewarding good governance and performance. Our primary focus will be to provide targeted assistance to those countries creating a sound economic environment, embracing democratic governance, and investing in their people. USAID will also fully support the President's transnational initiatives, including those on HIV/AIDS, access to water, climate change, and famine prevention.

At the same time, USAID will increase its attention toward failed and failing states, which the President's *National Security Strategy* recognizes as a source of our nation's most significant security threats—international terrorism and proliferation of weapons of mass destruction.

The people of the United States are rightly proud of our nation's humanitarian contribution. In recent years, the majority of USAID's humanitarian work, ranging from assisting internally displaced persons to providing emergency food aid, has taken place in countries in crises wrought by the hands of men. U.S. efforts are particularly notable in post-conflict nations, such as Afghanistan. Maintaining high standards for humanitarian assistance in post-conflict situations enables an early start to reconstruction, which is critical to large-scale repatriation of refugees and displaced persons.

Yet, to prevent human suffering and protect our national security, we must devise bold, new approaches to arrest the slide of weak states toward failure. Such interventions will involve risk, but the greater risks to U.S. national security associated with inaction can no longer be overlooked.★

usa.gov Keyword: Strategic Plan

Mission of the Month

KOSOVO

The Challenge

In 1999, under the Milosevic regime, the ethnic Albanian residents of Serbia's Kosovo province faced ethnic cleansing, fighting, and extensive destruction of homes and businesses. U.S.-led NATO forces expelled the Yugoslav military, bringing to an end a 10-year period when the government treated the province's majority Albanian population as second-class citizens.

While the result was to give people freedom, the Kosovo they inherited was physically destroyed and without the usual institutions of government. The economy was also in ruins. In the autumn of 1999, not a single bank was functioning and credit was nonexistent.

Innovative USAID Response

To foster economic development, the mission built institutions that support economic growth.

It started the Kosovo Business Support (KBS) project, which helped entrepreneurs develop viable, well-managed businesses with strong business plans. The KBS Project was supported by the Kosovo Business Finance Project, which promoted development of financial services, including loans.

Next, USAID set out to create a bank that would provide credit.

In July 2001, USAID established a local NGO, the Kosovo Business Finance Fund (KBFF) to give loans to small businesses in postconflict Kosovo. Within six months, the fund had \$5 million loan portfolio.

It was used to create a commercial and retail bank, which it called the American Bank of Kosovo, boosting public confidence in the banking sector.

Within one year, the bank had the largest network in Kosovo: 16 branches, including five in majority-Serb communities where it was the sole community bank. The bank had also given over 500 loans to small businesses, totaling €12 million.

And while many banks in developing countries invest their deposited funds overseas, the American Bank reinvested its capital in Kosovo, providing loans to more Kosovo businesses. The bad loan rate was only about 3 percent.

Within a year and a half, the Austria-based Raiffeisen Bank bought the American Bank, which continues to func-



Aferdita Nimani, USAID

The American Bank of Kosovo, established with the USAID mission's support, gave over 500 loans to small businesses and boosted confidence in the banking sector.

tion in Kosovo.

Results

Approximately \$8 million returned to USAID, nearly half the cost of the entire project. It will be used to create the Kosovo-American Fellowship Trust, an endowment providing scholarships that will allow young Kosovars to obtain business and finance degrees in the United States.

“We did not expect this level of success in such a short time,” says Merita Stublla-Emini, the USAID legal specialist responsible for the project. “The life of the project was three years. Within two years we were out, we had sold the bank, we had a substantial result, and we have half our money back. We have attracted a major commercial investor to the region and they are moving the project forward.”★

www.usaid.gov Keyword: Kosovo

Advancing Diplomacy and Development Assistance

The State Department and USAID share the lead in advancing sustainable development and global interests. The broad aim of our diplomacy and development assistance is to promote accountable governments, political and economic freedoms, investing in people, and respect for individuals, so that prosperity, healthy and educated populations, and political stability will follow. Actions to achieve these goals are mutually reinforcing: democratic institutions and respect for human rights strengthen the resolve and robustness of economic reforms; credible rule of law is essential to fighting corruption and fostering economic investment and growth; environmental quality and natural resource management are prerequisites for health and sustained growth; and social reform is critical to long-term development. While continuing to honor our international commitments and build upon the international development consensus reached at the U.N. Conference on Financing for Development, State and USAID will create incentives for each country to take responsibility for its economic and social development.



MISSION

Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS

DEMOCRACY AND HUMAN RIGHTS

Advance the growth of democracy and good governance, including civil society; the rule of law; respect for human rights, and religious freedom.

President Bush has made it clear that “freedom is the nonnegotiable demand of human dignity, the birthright of every person—in every civilization.” Nonetheless, millions remain the victims of oppressive regimes and political movements, and many nations are still only in the midst of transitioning to, or consolidating, democracy. While citizens’ desire for democratic government can be repressed for a time by authoritarian or corrupt regimes, history shows that the transition to liberty can be made. To help this happen, the United States is prepared to support democratic reform. However, to be successful, the desire for democratization must be indigenous. Each country has a unique history and traditions that will lead them on different paths to freedom.

Whatever the path and pace, however, the United States must be prepared to stand with people who seek freedom.

U.S. diplomacy and foreign assistance will support movements for democracy and human rights abroad consistently, responsibly, and prudently. The Department and USAID will play key roles in promoting and defending democratic reform and the recognition of human rights abroad. We will

- press for democratic reform based on rule of law and sound governance principles
- act as a leading human rights defender
- work with other countries that share our values
- promote freedom of religion and conscience worldwide
- focus assistance on governance
- encourage the development of infrastructures and the economic and social foundations for democratic governance and human rights

SOCIAL AND ENVIRONMENTAL ISSUES

Improve health, education, environment, and other conditions for the global population.

Disease, poverty, displacement, and environmental degradation destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity. While social and environmental problems are daunting, ample experience at the international and national level demonstrates that progress is possible through concerted efforts. Science and technological advances offer hope and answers. For example, although 11 million young children die every year, that number is lower than the 15 million who died in 1980. In addition, through international agreements, nations have curbed the production and use of ozone-depleting chemicals.

The United States has both humanitarian and security interests in helping countries tackle social and environmental problems. Left unresolved, these problems will aggra-

vate social and political instability and could reverse the development advances made over the last several decades. By confronting these problems, we can save lives, reduce human suffering, lay the groundwork for sustainable economic development, and prevent adverse conditions from spilling across our borders.

We will build public-private partnerships that leverage resources, strengthen international cooperation, and help other countries build their institutional capacity to manage these problems. Good governance is a necessary condition for making sustainable gains against social and environmental problems because good governance brings problems to light, enables varied, creative solutions in the context of public debate, and holds governments accountable for results. We will encourage good governance, including through incentives in the Millennium Challenge Account.

ECONOMIC PROSPERITY AND SECURITY

Strengthen world economic growth, development, and stability, while expanding opportunities for U.S. businesses and ensuring economic security for the nation.

The United States needs a stable, resilient, and growing world economy to secure prosperity at home and abroad. As the world’s largest economy and trading nation, total U.S. trade is equivalent to about one-quarter of our nation’s income. Over the past decade, exports accounted for one-quarter of our economic growth. One out of every three acres of our farmland is devoted to exports, as is one out of five jobs in manufacturing. U.S. firms and households have more than \$6 trillion invested abroad.

The rules-based trading system has been a principal driver of growth since the end of the Second World War. More than 50 years of postwar history demonstrates that

countries that remove barriers to trade succeed in raising growth and reducing poverty, while countries that remain closed are left behind. Open markets, and the prosperity that ensues, generate resources to support public services, such as health and education, and promote accountable governments.

Our diplomacy and development assistance will advance economic security, growth, and open markets, and will help developing countries participate more fully in the rising tide of prosperity.

As we apply financial, technological, and human resources to achieve our goals, we must ensure that those resources are used wisely and effectively, and that they produce measurable outcomes. We will work to ensure that our efforts effectively target women, the majority of the world’s poor.

HUMANITARIAN RESPONSE

Minimize the human costs of displacement, conflicts and natural disasters.

Conflicts and natural disasters displace and kill people, threaten their health, divide families, disrupt economies, and slash living standards. An estimated 35 million people are currently uprooted from their homes, and the number of people displaced within their national borders has been increasing.

New conflicts, greater instability, and further suffering can arise when affected states lack the capacity to respond effectively.

The United States has a long record of responding to humanitarian crises. U.S. humanitarian assistance protects U.S. interests as well as advances our values. Timely and effective intervention minimizes suffering, contains the crisis, reestablishes local government structures

that provide lasting protection, and helps lay the foundation for sustainable development.

Humanitarian crises typically mobilize responses from donor governments, multilateral institutions, the private sector, and civil society organizations. By working in concert with others, we can maximize the resources brought to bear while minimizing the burden on the U.S. taxpayer. The Department and USAID will work with a variety of partners to

- provide life-saving assistance and support for the transition to development
- uphold international standards
- promote durable solutions for displaced persons
- improve disaster prevention and response capabilities

USAID-State Department Strategic Plan 2004-09

STRATEGIC GOALS

Achieve Peace and Security

Regional Stability Avert and resolve local and regional conflicts to preserve peace and minimize harm to the national interests of the United States.

Counterterrorism Prevent attacks against the United States, our allies, and our friends, and strengthen alliances and international arrangements to defeat global terrorism.

Homeland Security Protect the homeland by enhancing the security of our borders and infrastructure.

Weapons of Mass Destruction Reduce the threat of weapons of mass destruction to the United States, our allies, and our friends.

International Crime and Drugs Minimize the impact of international crime and illegal drugs on the United States and its citizens.

American Citizens Assist American citizens to travel, conduct business, and live abroad securely.

Advance Sustainable Development and Global Interests

Democracy and Human Rights Advance the growth of democracy and good governance, including civil society, the rule of law, respect for human rights, and religious freedom.

Economic Prosperity and Security Strengthen world economic growth, development, and stability, while expanding opportunities for U.S. businesses and ensuring economic security for the nation.

Social and Environmental Issues Improve health, education, environment, and other conditions for the global population.

Humanitarian Response Minimize the human costs of displacement, conflicts, and natural disasters.

Promote International Understanding

Public Diplomacy and Public Affairs Increase understanding for American values, policies, and initiatives to create a receptive international environment.

Strengthen Diplomatic Program Capabilities

Management and Organizational Excellence Ensure a high quality workforce supported by modern and secure infrastructure and operational capabilities.

STRATEGIC OBJECTIVES

Achieve Peace and Security

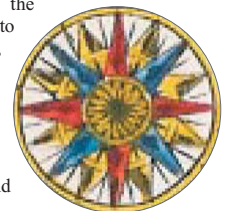
Advance Sustainable Development and Global Interests

Promote International Understanding

Strengthen Diplomatic Program Capabilities

Priorities

- **Arab-Israeli Peace:** We are committed to achieve the vision of two states, Israel and Palestine, living side-by-side in peace, security, and dignity.
- **A Stable and Democratic Iraq:** We will work with the Iraqi people to build a free, democratic, and stable Iraq that does not threaten its people or its neighbors.
- **Democracy and Economic Freedom in the Muslim World:** We will assist the Muslim world, in part through the Middle East Partnership Initiative, to advance economic reform, increase educational opportunity, and boost political participation.
- **A Stable and Democratic Afghanistan:** We will help the people of Afghanistan extend internal and external security, establish an effective and broadly representative central government, promote economic development, and meet critical humanitarian needs.
- **Reduction of the North Korean Threat to the Region and World:** Working with South Korea, Japan, China, and others, we will continue to pursue our goal of having North Korea comply with its Nuclear Nonproliferation Treaty, end its weapons of mass destruction programs, and undergo reforms to ensure stability and prosperity on the Korean Peninsula.
- **Reduction of Tensions Between India and Pakistan:** We will work to prevent the outbreak of war on the subcontinent and will seek broad-based bilateral partnerships with both India and Pakistan spanning a range of security, political, economic, social, and cultural issues.
- **Andean Counterdrug Initiative:** Through eradication, interdiction, and alternative development, we will support the fight against narcoterrorists, and help to secure democracy, extend security, and restore economic prosperity in Colombia and the surrounding Andean Region.
- **Strengthened Alliances and Partnerships:** To confront common global challenges, we will modernize and deepen our multilateral alliances with the North Atlantic Treaty Organization and the European Union, strengthen our bilateral partnerships with Russia and our Asian allies, and encourage a working relationship with China.
- **A More Effective and Accountable United Nations:** We will continue to engage countries in the United Nations system, while working to make the U.N. more effective, accountable, and representative of our values and interests.
- **Emergency Plan for AIDS Relief:** We will help ensure that President Bush's \$15-billion, five-year plan for HIV/AIDS prevention, treatment, and care in severely affected countries supports our goals of saving lives, safeguarding people's health, and advancing regional stability.
- **Reduced Threat of Famine:** We are committed to finding long-term solutions to food insecurity, particularly in Africa, and will work in partnership with developing countries to address this global problem.
- **Accountable Development Assistance:** We will help plan and implement President Bush's new development initiative, the Millennium Challenge Account, that will assist countries to take responsibility for their own development by ruling justly, investing wisely in their people, and encouraging economic freedom.
- **Aligning Diplomacy and Development Assistance:** We will establish joint State-USAID management and policy councils to eliminate redundancies and ensure that our diplomacy and development assistance are fully aligned and produce results.



ECONOMIC GROWTH, AGRICULTURE AND TRADE

Pension Advisors Take On Poverty Among Elderly in Asia, Africa



IESC/Ukraine

Pension reform from a woman's perspective was the topic of a Ukrainian TV program, "Pension Reform: Step by Step," on March 8, 2003.

After a decade aiding Central European pension programs, U.S. specialists are extending their reach, assisting Indian planners and discussing pension reform in Africa.

USAID arranged a study tour to Poland and Sweden for Indian pension managers; they soaked up knowledge specific to pension systems.

About 90 percent of India's 400 million workers lack any pension coverage, and a great number work for informal enterprises that are hard to bring under a pensions umbrella.

Other Asian countries—such as China, Thailand, and Vietnam—are expected to get going on pensions before long, said Denise Lamaute, Senior Pension Reform Advisor in the Office of Poverty Reduction, Bureau for Economic Growth, Agriculture and Trade.

Workers in the large informal economies in such countries can't count on official old-age support, and traditional family-based safety nets are unraveling.

Africa represents even more of a challenge. The continent has "far more pressing problems," Lamaute said, who works as part of a poverty analysis and social safety net team.

HIV/AIDS adds a new urgency. But pension savings could make a big difference to surviving family members, especially children. For this and many other reasons, "Africa needs to begin looking at it," Lamaute said.

Old-age planning for Africans is on the agenda of an October training exercise in Egypt for economic growth officers in that region and Asia.

"These colleagues will probably be hearing about pension reform for the first time and saying, 'I didn't know we did this,'" said Lamaute.

In fact, USAID has lent expertise on pension systems since 1995. The Agency has worked with finance and labor officials across Europe and Central Asia, from fast-track economic heavyweights Poland and Hungary to Croatia, Macedonia, Latvia, Lithuania, Romania, Slovakia, Bulgaria, Montenegro, Kosovo, and Kazakhstan.

In developing countries and in advanced economies, dependable retirement plans are the best bulwark against poverty for the elderly.

Poland is now rolling along the pension reform path, with \$9 billion stowed up in financial assets and a solid legal and regulatory framework. So is Hungary, with \$1.4 billion in assets and millions of people enrolled in 401(k)-type private savings plans as of 2001.

These countries were the low-hanging fruit. They moved quickly to free markets after the Soviet Bloc came apart, and are expected to join the European Union.

When USAID got involved in Ukraine in 1998, pension checks were nine months behind, benefits were beneath the poverty level, and the pension deficit was nearly half a billion dollars. Another challenge was to hold costs down while shifting to private 401(k)-type plans. Advisors also needed to develop a legislative, regulatory, and administrative framework to manage a national pension system.

Information technology is a big piece of the solution, but managers and elected officials also need to decide how to invest pension funds.

USAID's services now focus on second-tier transition or developing economies in Asia and Africa.

"Every country has its complexity," said Lamaute. ★

www.usaid.gov Keyword: Pension Reform

GLOBAL DEVELOPMENT ALLIANCE

Ukrainian Cities Learn Business Skills To Enter Modern World Market

KHARKIV, Ukraine—The region surrounding Kharkiv, a city of 1.5 million, needed a fresh start as giant industries that built nuclear turbines under the old Soviet Union laid off workers. USAID and private U.S. business groups helped provide the needed boost through business and economic development training.

In about 15 small cities in the region, an alliance formed by USAID with the Gillette Foundation and the International Executive Service Corps (IESC), has helped form economic development offices that promote business, seek new contracts, and try to boost sales.

In the Soviet era, Ukrainian businesses never had to market their wares. State monopolies meant that customers had no choice but to buy from state firms and accept whatever they produced.

New business psychology and skills have been introduced in this pilot project, with the help of a recently completed USAID economic development project and the \$600,000 alliance. Half the funds came from the Agency; the rest came from Gillette and IESC volunteers.

Zyuzum, a city in the region, was known for its optical production. Now it has several small firms making binoculars and eyeglasses. The economic development office, with the help of USAID, is providing internet and website marketing services to these new companies, said USAID program officer Bill Penoyar.

"The factories were there but the ability to market and grow benefited from the economic development office," he said. "These were communities that hadn't gotten help from anyone, including their own government."

"The program woke up our communities," said Viktor Sidorenko of the development office in Sakhnovshchina.

Since Gillette operates a distribution plant and sells products in Ukraine, it

agreed to assist the project through its foundation.

"We remain passionate about supporting the communities in which we do business," said John F. Manfredi, Senior Vice President for Corporate Affairs of the Gillette Company. "This project will clearly benefit business and, more importantly, the men, women, and families who seek financial stability within their communities."

Once communities agreed to create the new offices, IESC trained newly hired economic development officers in how to spot business opportunities and market a city to investors. The officers learned how to teach entrepreneurs' new skills, such as making business presentations or using the internet to buy and sell. More experienced officers taught the rookies how to develop a strategic plan for economic development.

One IESC volunteer expert from Idaho spent two months helping the economic development offices get organized, drafted a manual on office procedures and services, and provided feedback on the communities' economic development plans.

IESC volunteers also worked with the cities of Pryluky and Pavlohrad, near Kharkiv. Both were centers of military-industrial production during the Soviet Union, and are now in severe economic decline. The alliance helped them develop strategies for civilian commercial and economic development. During a recent conference, representatives from these cities noted their appreciation for the alliance's assistance and expressed new optimism for their future.

"The way the partnership links volunteerism with corporate community investment is a promising model," said Dan Runde, Senior Advisor in the Global Development Alliance Secretariat. ★

www.usaid.gov Keyword: Ukraine



A trade show organized by the Chuguev Economic Development Office brought together local manufacturers from all the participating cities to promote regional trade.

DEMOCRACY, CONFLICT AND HUMANITARIAN ASSISTANCE

USAID Helps Countries Prepare for Hurricanes

Because hurricanes kill people and wipe out decades of development efforts, USAID has trained more than 32,000 individuals to reduce the dangers and damage from the seasonal storms in Latin American and Caribbean countries.

Through its Risk Management Training Program, the Office of U.S. Foreign Disaster Assistance (OFDA) provides instruction in search and rescue and other disaster relief activities as well as grants that allow communities to prepare for and cope with the aftermath of storms. Projects focus on reducing natural hazards, early warning systems, and community preparedness training.

Communities prepare for hurricanes through flood warning systems, evacuation plans, estimating coastal flooding, disaster simulations, managing shelters, and running emergency operations centers.

In the past two years, OFDA has provided more than \$3 million for disaster mitigation and preparedness programs in Central America and the Caribbean.

By undertaking annual activities to prepare for and cope with the storms, OFDA ensures that their effects can be significantly reduced and the risks of natural disasters can be diminished.

Hurricane Georges ravaged the Caribbean in September 1998. In the Dominican Republic, Haiti, and the Eastern Caribbean, Georges destroyed years of progress and growth, including schools, hospitals, homes, and municipal water systems. In the Dominican Republic, almost the entire road network and 60 percent of bridges sustained damage.

Hurricane Mitch devastated Central America in November 1998, causing billions of dollars in damage and more than 10,000 deaths.

"In addition to horrendous loss of life and property, Mitch and Georges wiped

out years worth of development efforts in a matter of hours," said Guy Lawson, OFDA Regional Advisor.

"The damage left in the wake of a hurricane can be staggering. We have seen entire communities vanish under mudslides, coastal developments obliterated by storm surge and winds, and landscapes change due to severe flooding, landslides, and erosion."

The 1990s were particularly devastating for the region: more than 25 hurricane disasters killed more than 15,000 people and affected approximately 12 million.

Preparations are crucial for the 2003 Atlantic hurricane season: forecasts predict above-average activity and two to four major hurricanes.

During its annual hurricane season planning, OFDA applies lessons learned from previous disasters and undertakes a series of well-established preparedness activities. By strengthening the ability of local and national disaster teams to respond, countries can significantly reduce hurricane damage.

OFDA's wide network of consultants throughout the region operates before and during a disaster response. Regional advisors in San Jose, Costa Rica, and Bridgetown, Barbados, relay storm tracking data obtained directly from the National Oceanic and Atmospheric Administration to U.S. embassies and missions and affected countries.

OFDA can provide \$50,000 on the spot for emergency relief activities and has prepositioned relief commodities in the region, such as plastic sheeting and water containers. In a major hurricane disaster, OFDA may deploy a Disaster Assistance Response Team (DART) to coordinate emergency relief assistance. ★

www.usaid.gov Keyword: Disaster Assistance

Giselle Zimmerman and Anne Speca, DCHA/OFDA, contributed to this article.



Joseph Schultz, USAID

Hurricane Keith destroyed homes on the island of Ambergris Caye, Belize, in October 2000.

GLOBAL HEALTH

Saving 6 Million Children Per Year By 2015 Is the Target



The USAID partnership with the Ministry of Health and Population in Egypt aims at improving maternal and child health. The program has focused on neonatal and maternal health services.

Six million of the 10 million children who die each year could survive if simple, cheap, and widely known treatments for diarrhea, pneumonia, malaria, and other illnesses were given to them, according to *The Lancet* medical journal.

Ninety percent of deaths occur in 42 countries, and more than 50 percent of deaths occur in just six countries. These new data are helping focus the Agency efforts where the deaths occur.

One of the goals adopted last year at the Millennium Development Conference in Johannesburg was to eliminate most preventable deaths among children by 2015. But more investment in child healthcare is needed to reach that goal.

"Child health is a global moral imperative," said Dr. E. Anne Peterson, Assistant Administrator for Global Health. "A vicious cycle of poverty, malnutrition, and infectious diseases threatens the chance that children will grow up into healthy and productive adults. Yet we have proven interventions to prevent these deaths. We are simply not implementing them at sufficient levels."

"By investing in health, stable and secure civil societies are built," said Peterson. "Our challenge is to take these efforts to scale where most of the deaths are occurring."

USAID is also offering to help other governments obtain international funding and make better use of their own resources.

More resources should be spent on low-cost treatments and on basic health practices such as breastfeeding that build

children's defenses against illness. USAID, for instance, funds programs that care for newborns, train midwives, teach preventative healthcare, and develop vaccines against respiratory infections.

There are other examples of USAID's child survival programs.

- In Morocco, USAID helped start a national flour and oil fortification program. Fortifying food staples with iron, iodine, or vitamin A can combat certain diseases for only pennies per person per year.
- In Cambodia, immunization rates in children jumped from 46 percent in 1996 to 70 percent in 2001 in provinces that received aid.
- In Ghana, Nigeria, Senegal, and Zambia, a public-private partnership sold more than 600,000 insecticide-treated bed nets and 500,000 insecticide retreatments in its first five months. The nets prevent up to 60 percent of malaria deaths and 40 percent of malaria attacks, especially among young children and pregnant women.

However, when governments are not free, or fail to respond to the needs of their people, countries are much more likely to have high infant mortality rates, according to the USAID report *Foreign Aid in the National Interest*.

USAID is working with the World Bank and other donors to get health issues into country Poverty Reduction Strategy Papers so they include interventions that save the lives of children. ★

www.usaid.gov Keyword: Global Health

Agency Boosts Training Program Budgets, Emphasizes Leadership, Project Oversight

USAID may hire people for their expertise in HIV/AIDS, Middle East studies, or biotechnology, but chances are they will need additional training—in project management, language, or some other area—to be good at their jobs.

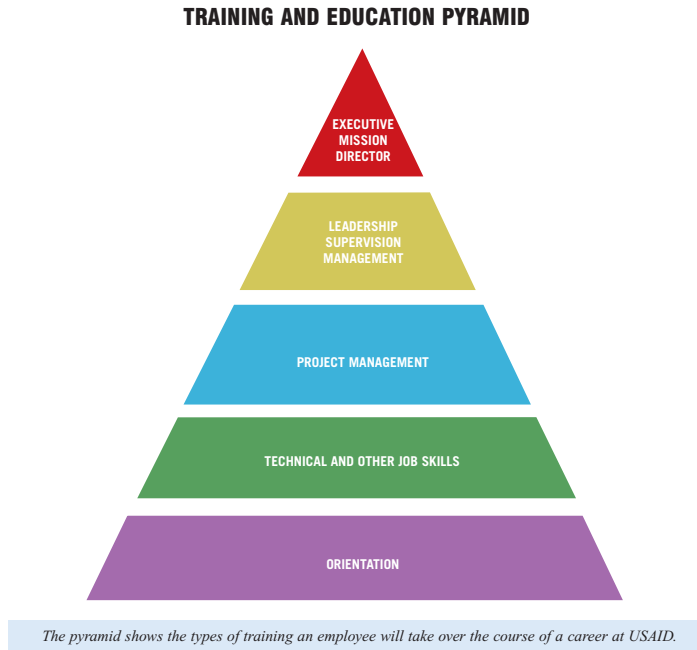
As part of its workforce planning strategy, the Agency is spending more on training for all of its employees, from practical training on how to use Phoenix, the Agency's new accounting system, to leadership development or how to work on interdisciplinary teams.

The training budget was deeply cut in the 1990s, but it is now one of the only items in the Agency's operating expense budget that is expected to increase in FY 2004 and 2005.

Project managers able to oversee work done by outside organizations are needed throughout the agency, according to Deputy Human Resource Director Pat Brown.

Training current staff, recruiting people with new skills, and retaining employees with valuable skills are critical parts of the Agency's efforts to match its human resources with new demands.

One example of the emphasis on training is what one in-house trainer called "USAID 101," a course on agency procedures and policies. The Planning, Achieving and Learning (PAL) course teaches the entire programming cycle—from developing a strategy to designing, awarding, monitoring, and evaluating a project. It shows employees how to meet legislative and policy requirements that apply to programs.



Employees with experience in these areas who pass an online test will not have to take the course.

Human Resources is working on a new training approach that will extend from orientation for all new hires to leadership and executive training for middle management

and senior staff, as illustrated in its "training pyramid."

"Leadership training is no longer just for senior staff," said Toni Mitchell, Acting Director for the Learning Support Division. With high retirement rates, she said, training needs to retain and "grow" more

junior people.

New managers are trained to supervise others' work, mentor junior employees, and evaluate performance. The training includes ethical behavior for managers.

Technical training is decentralized at USAID, with technical offices designing and giving training to officers in their field.

Foreign language training is one area in which USAID works closely with the Department of State. A joint USAID/State management council is identifying other areas in which resources could be pooled.

Human Resources' training strategy will complement the five strategic objectives of the Human Capital Strategy, which were approved by the Agency's Business Transformation Executive Committee (BTEC) in July 2003. The strategy looks at the skills and skill gaps of direct hires, foreign service nationals, personal service contractors, and fellows.

One new feature in many of the training programs is distance learning. For instance, students must complete a distance learning segment before they can take a new "emerging leaders" class.

USAID employees can also take many courses online, through the Agency's "E-Learning Institute." Accounting, marketing, management, communications, and other subjects are taught through text presentations, simulations, and chat rooms.

Schedules and instructions on how to sign up for training are available on the Agency's intranet. ★

<http://inside.usaid.gov/M/HR/ltd>

Project Management: Thousands Trained in Procurement

Every year, USAID employees oversee contracts and grants worth millions of dollars. To make sure the Agency gets what it paid for—whether it's agricultural training, economic policy advice, or health equipment for clients in developing countries—technical officers monitor the work of contractors and grantees.

The Agency has been training thousands of these project managers, in Washington, D.C., and abroad, on how to meet their responsibilities as cognizant technical officers (CTOs).

USAID staff who serve as CTOs used to learn on the job about the complex U.S. government procurement rules and regulations that must be followed. That meant that they were learning from their mistakes.

"We were doing a complete disservice to technical officers, asking them to do a job without giving them the training," said Tim Beans, USAID's Chief Contracting Officer.

"It set up a conflict between CTOs and contracting officers. Technical officers were complaining about contracting officers and their rules all the time," said Beans, who has signed certificates recognizing 600 USAID employees as CTOs.

Now technical officers are required to take two one-week training classes on procure-

ment at USAID. One course deals with grants, the other with contracts. Participants learn the difference between the two, and when each is appropriate. (A grant is a gift to an organization with an existing program or expertise, requiring less U.S. government oversight and involvement.)

The courses teach employees how to set up a competitive procurement, select the best proposal, and manage a contract. Employees also learn how to evaluate contractors' performance against agreed-upon goals.

Originally, USAID required four separate courses for CTO certification but the training was repetitive, said Jeffery Bell, Procurement's Deputy Director of Operations. The training also took people away from work for too long.

Many USAID employees have taken some of the coursework. To date, 3,100 technical officers have taken at least one course. Eventually, certification will be required of most of the estimated 5,000 USAID project managers. In addition, a more general course on project management is in the works that will cover such topics as how to write a good scope of work or terms of reference. ★ <http://inside.usaid.gov/M/HR/ltd>.

LEADERSHIP, SUPERVISION, AND MANAGEMENT



The emerging leadership course, first taught in 2003, includes two online courses, a seven-day classroom session, and 40 hours of distance learning, tailored to topics on leadership and management identified by the student and his or her mentor.

Rita Owen, USAID

Orientation: New Professionals Design Own Training Programs

When the roughly 100 New Entry Professionals (NEPs) hired each year by the Agency begin to train for their new jobs, many already have the skills of mid career professionals. Some have worked as USAID contractors; others have served in other development agencies or NGOs.

Their four-week orientation program must be designed to accommodate the diverse and often highly skilled people hired to take leadership positions as many senior-level staffers retire.

When new foreign service officers join the agency as NEPs, they sign up for classes and on-the-job training to fill gaps in their skills and experience.

Before starting their first tour abroad, they meet with their supervisors and assigned mentors, who decide whether they are ready. "Occasionally the panel will suggest that a NEP spend another four or six weeks in Washington before starting an assignment overseas," said Tom Leonhardt, who facilitated the orientation program. But with so many people retiring each year, the pressure is on for some NEPs to move overseas.

The orientation touches lightly on many topics. Instead of a one-size-fits-all approach, the new hires and their mentors design further training that is tailored to the specific needs of each NEP and their "home" offices.

The NEPs may train to become program officers, in charge of the mission budget and program strategy. Or they may become technical officers, with specialties in fields such as agriculture, education, economic development, and democratic governance. In both cases, they are expected to rotate to different geographic bureaus and functional offices.

New employees in support functions, such as procurement and administration, have a more regimented training program.

All are paired with coaches—retired foreign service officers who are hired to help NEPs get the most out of their time in Washington, D.C.

The Agency also sets aside travel funds to help NEPs get hands-on experience by doing temporary duty (TDY) in at least one field mission.

"In the past, new hires were assigned to large missions so that they could learn from an experienced officer," said Cynthia Chassy, Human Resources' coordinator for the orientation program.

Instead, the effort is now concentrated in getting them up to speed in Washington, D.C., because, with smaller missions and high retirement rates, USAID can't guarantee that a new person will work with an experienced officer in his or her field. ★

COURSES ON THE WEB

Lead and develop your staff

The secrets of female leaders

Delegation basics

Understanding technical professionals

Introduction to brand management

Continual quality improvement

Overview of logistics management

What is sexual harassment?

Eliminate the time wasters

Planning for retirement

Accounting fundamentals

Fixing broken teams

Developing the cross-functional team

Virtual team communication

Microsoft Outlook 2000 Intermediate: Calendar, contacts, and tasks

Any USAID employee can sign up for any course on USAID's E-Learning Institute website. No training form is required. Human Resources has paid for 7,000 course enrollments up front, so home offices aren't charged. Learn more by logging on to the Agency's intranet.

<http://inside.usaid.gov/M/HR/isd/elearning.html>

TECHNICAL TRAINING: SPECIALIZED SKILLS HONED

USAID headquarters offices train employees in technical areas—such as agriculture, democracy, and health—with courses ranging from elaborate and highly structured to in-house and informal. Some are listed below.

Democracy and Governance

The Democracy and Governance office will hold its sixth annual democracy officers' workshop and partners' conference December 4–11, 2003. The office also offers an introductory workshop every June and a series of seminars on best practices for new democracy officers by civil society, elections, governance, rule of law, and strategies divisions. Anticorruption and other training modules can be found on the Agency's intranet.

<http://inside.usaid.gov/G/DG/training/index.html>

Development Credit

USAID's Development Credit Authority (DCA) presents workshops that show how to develop a DCA proposal. Examples of DCA deals are used to explain how they are put together, reviewed, and monitored. (See page 2 for more on DCA.)

Disaster Management

Land mine awareness, legal rights for displaced persons, and the use of high-tech communications equipment are some of the skills taught to field personnel who join the Office of U.S. Foreign Disaster Assistance (OFDA).

OFDA

- trains field personnel on how to manage disaster assistance on site
- teaches grant managers how to design, monitor, and evaluate humanitarian assistance grants
- briefs new employees on the office's programs and operations, including supporting emergency missions from the Washington-based operations center

Economic Growth, Agriculture and Trade (EGAT)

EGAT regularly offers six-day economic growth overview courses that teach, among other things, how to get local businesses to advocate for commercial reform, strengthen management and governance in private enterprises, and help farmers and agricultural processors better understand the dynamics of world markets. The courses help economists, economic growth experts, and private enterprise officers to design assistance programs. Short courses follow the overview courses in topics such as agriculture, microenterprise, trade, financial sector reform, and legal and institutional reform. Employees can get more information on the USAID website.

www.usaid.gov/economic_growth/egat/eg/resources/train-mat/index.html

Education

Workshops offered by the Education and Training Office attract participants from around the world. The last workshop, held in August 2003, discussed a range of topics, including how education serves as a stabilizing force in emergency situations, how school-based programs can promote HIV/AIDS prevention and prepare teenagers for employment, and why safe schools are a precondition for girls' education. Every two years, week-long workshops are held in Washington, D.C., giving USAID officers, contractors, and others in the education and training community a chance to compare experiences and explore how education can strengthen development work in other sectors.

Gender

Sessions on how gender can influence the outcome of development work and how development projects can change the status of women and men are built into technical training programs by the Office of Women in Development (WID). In addition, WID offers training tailored to a mission's needs.

Health

A "State of the Art" (SOTA) training program is offered by the Bureau for Global Health every two years in each geographic region. Usually two or three employees from each mission attend. Topics vary by region and include scientific updates on diseases such as HIV/AIDS and new program approaches. In addition, health officers, fellows, personal service contractors, and others new to the bureau attend an orientation.

<http://inside.usaid.gov/GH/resources/development/training.html>

Urban Programs

Linking urban markets with regions and helping local governments create a more hospitable environment for businesses are two topics covered by the Urban Programs' Cities and Economic Growth class, one of a series of new classes. Urban Programs also offers an "Urban 101" class that brings democracy, economic growth, health, and other officers together. Schedules and course descriptions are on the web.

www.makingcitieswork.org

AFRICA

QUIPS Program and Sara Initiative Help Raise School Scores and Encourage Girls to Study

ACCRA, Ghana—The students at Kanga Primary School in northern Ghana were scoring so low on tests that teachers refused to work there. But after U.S. education aid arrived, average scores in math and English soared from 10 percent in 2000 to 72 percent in 2002.

"We became overwhelmed and went ecstatic with joy when the results were officially declared," said head teacher Godwin Mfum. "It showed a tremendous improvement following the intervention, and dedication to duty by my teachers."

The school was revitalized through USAID's Quality Improvement in Primary Schools (QUIPS) program in Ghana, which provides on-the-job training to teachers by expert colleagues and encourages better staff supervision.

Experts show math teachers how to improve teaching aids with everyday materials such as bottle caps and twigs. They also refresh teacher understanding of basics like fractions.

The program also gets parents and local communities involved in the learning process and in looking at teacher performance.

Given the country's chronic teacher absent-

teism—on any given day it runs at about 22 percent—the program makes sure teachers show up for work.

Problems were so acute at Kanga that teachers steered clear. USAID Education Development Officer Lisa Franchett said that if teachers know a school isn't doing well they become concerned that their own work and careers may suffer as well.

Kanga's remote location and the lack of electricity and running water also discouraged teachers.

The program is run by the Academy for Educational Development, Catholic Relief Services, and the Education Development Center, in cooperation with Ghana's Ministry of Education, the Education Service, and district officials.

Launched in six districts in 1997, QUIPS now operates in all of Ghana's 110 districts.

Earlier, USAID encouraged stable levels of government funding for education, provided textbooks and other teaching materials, and trained teachers.

In another new education program, USAID recently funded the Sara Communication Initiative in Ghana that reaches out to 11–15-year-old girls.

The initiative is named after Sara, a cartoon character who champions the right of adolescent girls to an education while demonstrating self-esteem and assertiveness. It takes closest aim at children facing pressure to engage in sexual activity that will put them at risk of pregnancy, HIV, and sexually transmitted infections.

USAID has funded distribution of 5,000 Sara education club kits containing membership badges, comic books, posters, videos, a board game, and guides for users and trainers.

The Sara program was developed by UNICEF in East Africa. In Ghana, the program is a collaboration of the Ghana Education Service and the Johns Hopkins



Students at Kanga Primary School, Ghana, raised average scores in Math and English from 10 percent in 2000 to 72 percent in 2002

University Center for Communication Programs, with USAID support. ★
www.usaid.gov Keyword: QUIPS

Pamela Allen and Henry Okarsu, USAID/Ghana, and Edith Houston, Ghana Desk Officer, contributed to this article.

LATIN AMERICA AND THE CARIBBEAN

"Cleaner Production" Reduces Emissions, Saves Money for Mexican Oil Giant PEMEX

MEXICO CITY—With air quality a pressing issue in auto exhaust-choked Mexico City, U.S. technicians are working with national oil company PEMEX to reduce emissions in its operations. An added bonus is significant cost savings.

USAID's cleaner production program in Mexico is part of a region-wide effort to show industries that reducing pollution in their activities can also be good business.

USAID and its multilateral partners have opened and supported 14 Cleaner Production Centers across Latin America and the Caribbean to advise companies on techniques to eliminate pollution during production, such as recycling or recovering industrial byproducts.

USAID and PEMEX specialists scrutinized the oil production cycle—from exploration and drilling to refining, petro-

chemical production, and distribution.

Simply reducing natural gas flaring at oil-field wellheads led to major reductions in emissions by PEMEX, the world's seventh-largest petroleum company.

Energy-intensive oil refining was closely studied. Engineers reexamined every step to boost efficiency, sealing steam leaks, recycling process heat, and generally using less energy to "crack" petroleum into gasoline and other marketable compounds.

This focus on cleaner production saved PEMEX energy, water, and materials worth an estimated \$562 million over the past two years. PEMEX might save \$1.2 billion more in the next 10 years, if it continues the process.

Not surprisingly, PEMEX has decided to launch programs for cleaner production and efficient use of water in all of its operating subsidiaries. "PEMEX has clearly demonstrated that protecting the environment can also positively affect a firm's bottom line," said PEMEX Corporate Director for Industrial Security and Environmental Protection Rafael Fernández de la Garza.

Reduced energy consumption in refining and other operations meant that less carbon dioxide—the greenhouse gas known as CO₂—was released. CO₂ emissions were reduced by 3.1 million metric tons, based on estimates by PEMEX and USAID engineers.

That's about 8 percent of the estimated 40 million metric tons of CO₂ emitted by PEMEX in 2001.

Mexico produced 514 million tons of CO₂ emissions in 2001. Its energy sector, including fixed sources such as power plants, emitted an estimated 45 percent of the total.

"The impact of a relatively small USAID training investment is paying big dividends for Mexico's environment."

USAID/MEXICO DIRECTOR PAUL WHITE, 1998–2003

The Cleaner Production Centers were established through collaboration between technology transfer and energy teams from the Bureau for Economic Growth and Trade and field missions in the Bureau for Latin America and the Caribbean.

USAID staff say firms have shown interest in the program because it helps them come to grips with environmental and worker health and safety issues. Economically, firms can cut production costs and improve their competitive position. The process can also yield improvements in product quality and enhance a firm's public image. ★
www.usaid.gov Keyword: Pollution

Gil Jackson, Christian Smith, and Ian May contributed to this article.



Brenda Maday, International Institute of Education

Gil Jackson (left), USAID EGAT Technical Transfer Officer, and a team of USAID and PEMEX engineers discuss possible changes to a PEMEX petrochemical plant.

ASIA AND THE NEAR EAST

Elephants and Boats Carry Voters and Ballot Boxes in Cambodian National Election

PHNOM PENH, Cambodia—Cambodians piled ballot boxes on elephants, boats, and horse carts to carry out their third election since three decades of war ended with the Paris Peace Accords in 1991. Voters reelected Prime Minister Hun Sen's party, but left it short of the two-thirds majority needed to rule. Twenty-three political parties competed for 123 national assembly seats.

USAID funded some 20,000 local election monitors. From the mission in Phnom Penh, Cambodia's capital, 33 staff fanned out by plane, car, motorbike, boat, and on foot to observe the July 27 election.

About 80 percent of registered voters cast their ballots despite obstacles such as flooding. One ballot box was hoisted off a horse cart and loaded onto the shoulders of a young man who ferried it across the water.

From province to province, energized and expectant crowds gathered outside polling stations before doors opened at 7 a.m.

Four USAID-funded NGOs—The Asia Foundation, International Republican Institute, National Democratic Institute, and the American Center for International Labor Solidarity—sent out elections monitors. They also supported—for the first time in

Cambodian national elections—public debates among candidates, political party manuals, a code of conduct signed by the parties, and an open forum where candidates faced labor union leaders.

Before the elections, the USAID-supported groups also provided political party agent training, young voter education campaigns, and media programs to educate voters and open political space for opposition parties. Community Information Centers provided internet access to the most remote provinces, and analysis and recommendations strengthened the elections complaint process.

Despite the more open atmosphere, and the ruling party's new-found tolerance of dissent and criticism, the election period was tense, with many reports of vote buying and intimidation. However, U.S. observers found few irregularities on election and vote-counting days.

USAID Democracy Program Managers, Brad Bessire and Sophoan Rath, were in rain-drenched Kampot province, where voters used small boats to vote in at least one commune.

Democracy Specialist Kate Somvongsiri observed the elections in heavily mined



Mark Storella, State
Cambodians lined up to cast their ballots on July 27 proudly show their identification cards. Turnout was estimated at more than 80 percent for the country's third national election since 1991.

Samlot, former stronghold of Pol Pot's Khmer Rouge, which killed more than 1 million Cambodians during their brutal rule from 1975 to 1979.

Somvongsiri saw many mine victims—some missing limbs, some blind—making their way to voting stations. One old man

walked with the aid of a crutch for over two hours to cast his ballot.

Hun Sen's Cambodian People's Party won 47 percent of the vote and 73 seats in the assembly. The royalist Funcinpec party won 26 seats, and the Sam Rainsy Party 24. ★
www.usaid.gov Keyword: Cambodia

EUROPE AND EURASIA

USAID Helps Azerbaijan Villages Resettle People Who Fled 1991–94 Nagorno-Karabakh Conflict

BAKU, Azerbaijan—Nearly 10 years after hostilities ceased in the Armenia-Azerbaijan conflict over the Nagorno-Karabakh region, some Azeri villages are recovering from effects of the conflict through community

projects assisted by the United States.

During the 1991–94 fighting, an estimated 800,000 ethnic Azeris fled their homes. About 150,000 internally displaced persons (IDPs) ended up in temporary camps, cre-

ating one of the gravest humanitarian crises of the post-Soviet era.

USAID began helping these IDPs integrate into local communities through international NGOs.

In Samed Vurgun, a rural community of 3,000 just outside Nagorno-Karabakh, more than 500 IDPs sought shelter following the fighting.

However, water and energy supplies were increasingly inadequate, schools and the medical clinic needed repair, and roads were in poor condition.

The community joined together in 1998 and successfully sought foreign assistance to install a badly needed drinking water system, dispose of hazardous waste, and repair major roads within the village.

With this experience, in 2001 Samed Vurgun villagers applied for a Social Investment Initiative program of the USAID-funded Cooperative Housing Foundation (CHF), an international NGO. The program required that the villagers contribute to projects such as the expansion of their electricity supply and school rehabilitation.

Officials at the U.S.-funded program say villagers worked alongside IDPs, providing the labor to install four transformers and contributing 15 percent of the cost—three times the plan's requirement.

Residents gained a reliable energy source

with which to heat their homes and cook. Disease in the community declined remarkably, especially during the cold winter months. Local businesses—such as a photo studio, a carpentry shop, and a car repair workshop—have all become more profitable.

Samed Vurgun was later chosen for an additional project by CHF. It required local contributions of 30 percent, 10 percent in cash.

The village decided to fix the crumbling secondary school that still shelters some IDPs.

Community leader Mammad Gadimov said villagers had taken pride in the school, once one of the best in the region. "With the completion of this project, we will be one more step toward reclaiming that pride," he said.

Small business owners and farmers have signed up for business development services through other USAID-funded programs, and the village now intends to set up a milk-processing unit.

Samed Vurgun also safely disposed of dangerous asbestos roofing. Community engineer Nadir Ismayilov said environmental training offered through the program made the community aware of this issue and prepared them to deal with it. ★

www.usaid.gov; Keyword: Azerbaijan



Zahra Almedova, CHF

Community leader Mammad Gadimov speaks about the experience of implementing electricity supply and school rehabilitation projects in the village of Samed Vurgun that are assisted by Cooperative Housing Foundation's Social Investment Initiative Program and funded by USAID.

July 14–August 23, 2003

PROMOTED

Aldona G. Affleck
 Randall Y. Ase
 Emmanuel Bruce Attah
 Zac T. Bao
 George H. Buzby
 Diane M. Carter
 Gerard M. Custer
 Marcus Winford Dinkins
 Mark Ellis
 Abdoulaye Gueye
 Deborah Hickey
 Ryan Johnson
 Christopher Marotta
 Toni L. Mitchell
 Kenneth Reager
 Ragip Saritabak
 Sandra Stepien
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 Earle G. Lawrence
 Jeanne Markunas
 Jan W. Miller
 Kathleen O'Hara
 Virginia W. Ostrich
 Elmer Owens

MOVED ON

Elizabeth H. Baltimore
 Stephen Dade
 Thomas E. Hand
 Susan M. Jay
 John F. Maisto
 Ted D. Morse
 Juanita M. Rilling

FOREIGN SERVICE PROMOTIONS

Reed J. Aeschliman
 Rolf R. Anderson
 E. Jed Barton
 John A. Beed
 Robin J. Brinkley
 Derrick Brown
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 Sherry F. Carlin
 Brian L. Carney
 Roberta M. Cavitt
 Anthony S. Chan
 Courtney L. Chubb
 Robert M. Clay
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 Regina Dennis

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 Amir H. Elattar
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 Holly Ferrette
 Natalie J. Freeman
 Susan K. Fritz
 Nancy Godfrey
 James L. Goggin
 Carey N. Gordon
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 Donnie E. Harrington
 Timm A. Harris
 Donald M. Harrison
 Michael T. Harvey
 Stephen M. Haykin
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 Ann G. Hirschey
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 Paul R. Kolstad
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 Roger L. Lapp Jr.
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 Andrew Levin
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 Kurt P. Low
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 Sandra K. Minkel
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 Gary R. Mullins
 John M. Nehrass
 Steven G. Olive
 Kathryn Panther
 Marisa A. Parente
 Anne Patterson
 Robert M. Pedraza
 Kerry A. Pelzman
 John A. Pennell
 Andrew W. Plitt
 Kurt A. Pope
 Andrew K. Posacki
 Cynthia Diane Pruett
 R. Thomas Ray
 Gary Robbins
 Rebecca J. Rohrer
 Denise A. Rollins
 CJ Rushin-Bell
 Margaret K. Sanchez
 Ronald S. Senyokoff
 Dennis Sharma
 Theresa G. Tuano
 Tanya S. Urquieta

Joseph Van Meter Jr.
 James E. Watson
 Ross W. Wherry
 Sarah W. Wines
 James S. Wright
 Sarah E. Wright
 George Zegarac

REASSIGNMENTS

Dennis Anderson
 Egypt to CA/EW

Robert Arellano
 RS/Africa/RFMO to Language Training

David Atwood
 Egypt to E&E/DGST

Victor Barbiero
 India to GH/OHA/IS

Gerald Barth
 Paraguay to LAC/CAR

Robert Birkenes
 Central Asia to Egypt

Kathy Body
 Haiti to Mali

Ronald Carlson
 RUDD/NENA to EGAT/UP

William Carter
 M/HR/POD/TEAM 5 to COMP/FS

James Charliehue
 OIG/A/PA to South Africa

Jon Chasson
 OIG/A/PA to Hungary

Courtenay Chubb
 COMP/NE/OJT to Mexico

Kurt Clark
 El Salvador to OIG/A/IT&SA

Lewis Conner
 West Bank/Gaza to DCHA/PPM

Thaddeus Corley
 OIG/DD to Egypt

Alan Davis
 COMP/LT to LAC/RSD

Paul Deuster
 Indonesia to EGAT/EG/EPG

Mary Eileen Devitt
 Egypt to RCSA/FM

Daniel Driggers
 Central Asia to El Salvador

Charles Drilling
 Russia to Egypt

Maureen Dugan
 COMP/FS to Colombia

Raymond Lee Edler
 Ghana to Bangladesh

Corwin Edwards Jr.
 Nicaragua to M/AS/OMS

Richard Edwards
 India to Egypt

Kenneth Ellis
 Colombia to Egypt

Margot Ellis
 West Bank/Gaza to Deputy Mission Director, West Bank/Gaza

Nancy Estes
 Senegal to REDSO/ESA/FFP

Sylva Etian
 COMP/NE/OJT to Russia

Carol Flavell
 Armenia to COMP/FS

Earl Gast
 Kosovo to Iraq

Mefford Named E&E Deputy

Thomas F. "Woody" Mefford was appointed Deputy Assistant Administrator for Europe and Eurasia on August 25, 2003.

Mefford most recently served as Senior Advisor in the Bureau of International Information Programs at the Department of State, producing and marketing a broad range of public diplomacy communications tools.

From 1992–2002, Mefford had an international career in trade development, public affairs, fund raising, and NGO management. He cofounded and managed the Lifeline Humanitarian Organization, a humanitarian assistance NGO based in London, England.

"Lifeline was started in response to the crying need for humanitarian assistance caused by the war in Bosnia," he said. "And as the crisis spread, Lifeline expanded operations throughout the Balkans, the area within my portfolio here at USAID."

Mefford previously served at the Commerce Department in the International Trade Administration as a Deputy Assistant Secretary, where he managed specialists in the field engaged in international trade development and export promotion.

"Trade is one of the major issues USAID is working on, and I hope my experience in working on trade issues will be of some advantage," Mefford said.

Mefford, a native of Cincinnati, has a J.D. from the University of Cincinnati's College of Law and a B.A. from Wake Forest University. ★



Pat Adams, USAID

Bruce Gelband
Ukraine to RSC/OD

Sergio Guzman
RUDD/SSA to Paraguay

Richard Harber Jr.
Egypt/SCS/SCR to Egypt/SCS

David Hull
COMP/NE/OJT to Guatemala

John Irons
COMP/NE/OJT to Peru

Thomas Johnson
PPC/P to Colombia

Karin Anne Kolstrom
RCSA/OD to RCSA/RCO

Peter Kresge
Morocco to Nepal

Nancy Lawton
OIG/A/HL&C to Hungary

Nathan Lokos
Hungary to OIG/A/PA

David Losk
Ethiopia to Dominican Republic

Lewis Lucke
COMP/FS to Iraq

Melinda Lucke
COMP/NE/OJT to Egypt

Michael Martin
COMP/NE/OJT to Kosovo

John Mcavoy
COMP/FS to M/OP/POL

David McCloud
Egypt to ANE/MEA

Susan Merrill
COMP/LWOP to Cambodia

Lloyd Jens Miller
OIG/A/HL & C to Egypt

Raymond Herold Morton
EGAT/AG/AM to Ukraine

Bethanne Moskov
India to Russia

Gary Mullins
COMP/NE/OJT to RCSA/SOS

Peter Natiello
Ecuador to Bolivia

Andy Nguyen
OIG/A/FA to El Salvador

Van Nguyen
OIG/A/FA to El Salvador

Charles North
Russia to COMP/LT

Ronald Olsen
Colombia to M/HR/PPIM

David Ostermeyer
M/FM/FS to M/FM/CAR

Beth Paige
El Salvador to Bangladesh

Bradford Palmer
Mali to RCSA/EXO

Alexandria Panehal
Ukraine to EGAT/UP

Lyne Paquette
OIG/A/FA to El Salvador

Lawrence Paulson
EGAT/AG/ARPG to India

Kerry Pelzman
Russia to Central Asia

Randall Peterson
RCSA/OPI to RCSA/RMI

Neil Price
RCSA/OD to RCSA/RCO

Jane Prudoehl Nandy
Romania to Egypt

Susan Rabern
M/FM/CONT to M/FM/CONT (Financial
Officer for Credit Policy)

Kenneth Reager
OIG/A/IT&SA to Philippines

Susan Reichle
Russia to COMP/LT

William Henry Renison
PPC/P to PPC/SPP/SRC

Patrick Robinson
COMP/NE/OJT to CA/MS

John Rogosch
Honduras to GH/HIDN/MCH

Ernest Rojas
COMP/FSLT to Bolivia

James Walter Rorie, SR
OIG/A/FA to OIG/A/HL&C

Marion Rutanen Whaley
Egypt to India

Dean Salpini
Romania to Russia

Jennifer Lee Scott
Uganda to Jordan

Zema Semunegus
COMP/NE/OJT to South Africa

Maureen Shauket
Bangladesh to RSC/OD

Todd Sloan
Honduras to Bolivia

Daniel Mark Smolka
M/AS/OMS to Dominican Republic

James Stein
RUDD/SA to Guatemala

Van Gia Thai
OIG/A/IT&SA to Egypt

Amy Tohill Stull
COMP/NE/OJT to CA/PS

Catherine Trujillo
OIG/A/PA to Egypt

Allen Fernando Vargas
Uganda to Ukraine

Anthony Vodraska
M/FM/FS to RCSA/OPI

Virginia Waddell
COMP/NE/OJT to RCSA/OPI

Michael Walsh
REDSO/ESA/CON to COMP/LT

Saiming Wan
OIG/A/IT&SA to Philippines

Gail Heston Warshaw
Mozambique to RCSA/RCO

Elzadia Washington
M/MP/MIC to COMP/LT

Lisa Whitley
COMP/NE/OJT to RCSA/OPI

Cheryl Williams
Egypt to O/S Lang Training

Sarah Wines
Guatemala to RUDD/SSA

Genet Yohannes
M/FM/CAR/AMMR to M/FM/CMP

Cronin Leaves, Joins CSIS

Patrick M. Cronin, Assistant Administrator for Policy and Program Coordination (PPC), will leave USAID in October to become Senior Vice President and Director of Research for the Center for Strategic and International Studies, a private, nonpartisan policy research institution in Washington, D.C.

Cronin has headed PPC since 2001. In the summer of 2003, he directed a team preparing a transition plan for the proposed Millennium Challenge Corporation.

Barbara Turner will serve as Acting Head of PPC.★

Take Your Best Shot— And Send Us A Copy

A good photo brings to life stories about USAID. Some missions recently received digital cameras, and all missions should have received guidebooks describing the kinds of articles and pictures needed for the website, *FrontLines*, and other publications. Please take lots of digital photos and send us your favorites. Get close to subjects; compose a photograph that tells a story; and use several angles. Go ahead! Take your best shot and feed your inner photojournalist!

IN MEMORIAM

Christopher R. Kedzie, 43, died on August 12 in Los Angeles, Calif. Kedzie served as Senior Democracy Advisor at the USAID mission in Kyiv, Ukraine, from 2002 to 2003. In 1995, the Ford Foundation invited him to create a governance and civil society program in Russia. With the Kennedy School of Government, he launched the Project on Economic Reform in Ukraine in 1990. www.chriskedzie.org

Jacqueline Offutt, 57, died on August 28 in Middleburg, Va. Offutt joined USAID as a public affairs specialist in 2002. She worked in both the Bureau for Legislative and Public Affairs and the Bureau for Latin America and the Caribbean.

Genevieve Oyster, 86, died August 5 at Orange Regional Medical Center, Horton Campus, in Middletown, N.Y. Oyster worked as an administrative assistant for USAID Foreign Service in Laos, Saigon, and Bangladesh, and in Washington, DC. She retired from USAID in 1978.

Robert "Bob" Knight Strahan, 80, passed away on August 13, 2003. A distinguished U.S. foreign service career began with the Department of State and including posts in Tabriz, Vienna, Belgrade, Monrovia, Helsinki, Amman, and Kathmandu. He then transferred to USAID and served in Bamako, Kampala, Monrovia (again), Saigon, and AID/Washington. Strahan retired to Sarasota, Fla., in 1978.

Marjorie V. Wheatley, 79, died August 9 in West Bridgewater, Mass. For more than 20 years, she ran assistance programs for USAID, mostly in Asian countries. Wheatley traveled to Thailand, Saigon, and Hong Kong as a specialist in the Agency's Bureau for Asia. She retired in 1979.

Notices and reminders for "Where in the World..." should be submitted by e-mail to frontlines@usaid.gov or by mail to **Mary Felder**, USAID, Ronald Reagan Building, Suite 6.10.20, Washington, D.C. 20523-6100, or by fax to 202-216-3035.

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Readers are encouraged to send in stories, feature articles, photos, nominations for "First Person" or "Mission of the Month" columns, and other ideas.

*Letters to the editor, opinion pieces, obituaries, and requests to be added to the mailing list should be submitted by e-mail to frontlines@usaid.gov; by fax to 202-216-3035, and by mail to Editor, *FrontLines*, USAID, Ronald Reagan Building, Suite 6.10, Washington, D.C. 20523-6100; tel. 202-712-4330.*

Iraq Webcasts Reach Broad Audiences

New video streaming technology on USAID's website is creating virtual town hall meetings: the technology enables a broad audience to participate in public meetings via "webcasts" from USAID.

"The webcasts enable us to extend outside the walls of the Agency," said Joe Fredericks, Director of USAID's Public Information and Online Services.

USAID first ran live video over the internet in the spring of 2003, when it held a series of public consultations on its new program in Iraq. While 80–100 people attended the meetings at USAID headquarters, another 400–500 watched them live on the internet. All meetings and live webcasts are at 1:00 p.m. EST.

The Information Center and the Bureau for Asia and the Near East are doing a third round of briefings on Iraq; all will be webcast. On September 4, program managers briefed 40 people—including members of the media, contractors, and even a mother and son visiting the nation's capital—on progress and obstacles in restoring electricity in Iraq.

Future webcasts will include a pre-bid conference on a large health assistance project and seminars from the Knowledge Management Fair in October being planned by the Office of Human Resources. ★
www.usaid.gov/iraq/schedule.html



Dana Peterson, Officer in Charge of the Iraq Desk, facilitates discussion at the September 11 meeting on education.

IRAQ WEBCASTS

September 4	Electricity
September 11	Education
September 25	Health
October 2	Economic governance
October 9	Food security, agriculture
October 16	Community action program
October 23	Water, sanitation
October 30	Human rights, abuse prevention, internally displaced persons
November 6	Transportation rehabilitation
November 13	Marshlands
December 4	Higher education partnerships

Recognition for *FrontLines*

FrontLines has won two 2003 Silver Inkwell Awards—one for design and another in the print communications category for newspapers. The awards, given by the International Association of Business Communicators (IABC), recognize work that meets the highest standards among communications professionals. The entry was submitted by JDG Communications, Inc., the firm responsible for the redesign of *FrontLines*. ★

NAHFE Honors USAID Employees



Jose Garzon, Carmen Naranjo, and Leopoldo Garza, who received awards from the National Association of Hispanic Federal Executives (NAHFE).

Twenty foreign service and civil service employees were honored on September 3 for their foreign affairs contributions at a luncheon sponsored by the National Association of Hispanic Federal Executives (NAHFE). Among the honorees were three USAID career employees, Jose Garzon, Democracy Officer; Carmen Naranjo, Administrative Management Officer; and Leopoldo Garza, Panama Mission Director, who was unable to attend.

The honorees were nominated by their home agency and selected by NAHFE.

The keynote address was given by newly appointed Assistant Secretary of State for Western Hemisphere Affairs Ambassador Roger Noriega, who said that the involvement and contributions of Hispanic Americans is growing in the United States and abroad.

Noriega also praised USAID for its strong support of NAHFE's goal of promoting excellence in public service

through diversity and merit.

NAHFE President Manuel Olivarez said the organization is committed to helping agencies achieve a diverse workforce that reflects the composition of the U.S. population—and that includes Hispanics—at the highest levels of policy and decisionmaking. ★

Francisco Zamora contributed this article.

Clasped-Hands Logo Links Korean Youth to Agency Career

KENT HILL

As Andy Kim explained it to me, life was hard in South Korea in the 1950s.

Andy wasn't sure how his construction-worker father put food on the table, but it involved something called "Food for Work." On the powdered milk boxes his father brought home was an image of two clasped hands. The same logo was on the corn meal sacks in Andy's school cafeteria.

Time passed—nearly three decades, in fact—before Andy saw the clasped hands again.

He went to university and fell in love with the U.S. Peace Corps volunteer who was staying in his boarding house. He and Beth Cypser exchanged letters after she went home. Things developed despite the distance. They married in 1982, and when Beth was posted to the USAID/Jamaica as a foreign service officer, Andy accompanied her.

Walking into the USAID Mission in Kingston, Andy stopped in his tracks. There he saw the same clasped-hands image that evoked such pleasant memories from his childhood. Beth, he realized, worked for the agency that had so helped his family.

After Jamaica came Egypt, Ecuador, and Washington. Andy had done computer work for USAID in the missions, and continued this work in the Bureau for Europe and Eurasia.

There he helped develop software that allowed staff to retrieve and sort data much more efficiently—for instance, to monitor budgetary obligation rates or respond to queries from inside or outside the Agency.

In July 2003, Andy had a chance to demonstrate the new database software to USAID



Andy Kim and the logo he saw as a child in Korea.

Administrator Andrew Natsios and other top managers.

Andy told me his story. He told me about a Korean boy who first encountered that clasped-hands logo in the 1950s on the powdered milk boxes his father brought home from a job funded by USAID. He told me about the boy at school who ate a lunch provided by people he had never met, whom he knew only through those two clasped hands.

He told me how he had married a USAID foreign service officer, and how his own connection with the Agency was now approaching 20 years.

Most of all, Andy said, this was a momentous day because his programming skills had helped him to thank USAID in a tangible way for those boxes of powdered milk and sacks of cornmeal that carried the clasped-hands logo.

In America we say, "What goes around, comes around." In the case of Andy Kim, Beth Cypser, and USAID, that has turned out to be true in a most inspiring way. ★

Kent R. Hill is Assistant Administrator for Europe and Eurasia

Peru Mission Health Officer Helps New Mission Gear Up in Iraq

DICK MARTIN

I had no idea what to expect when I started a three-month assignment in northern Iraq. The defeated government had apparently managed to hide or eliminate its weapons of mass destruction. But it did little to conceal its program of torture, murder, and genocide.

My first stop in the Kurdish city of Halabja, near the Iranian border, was sobering. In March, 1988, Saddam Hussein's army attacked the civilian population of 80,000 with poisonous chemicals, killing 5,000 and disfiguring about 20,000.

Despite the horrors of the past, I sensed optimism in the air. People are returning to the city. I visited busy schools and health facilities and met with the mayor.

But Halabja is faced with a health issue that I have never encountered before: the lingering danger of contamination of water, soil, and agricultural products with chemical arms residues. We started to plan USAID support for an environmental assessment to see if the city is safe for human habitation, hoping to clear the way for assistance in repopulating it.

From Halabja I traveled to one of the dismal camps housing internally displaced persons near Erbil and Sulaymaniyah. The Kurds in these camps had been forced out of jobs and expelled from their homes near the oil center of Kirkuk in a form of ethnic cleansing called "Arabization."

After spending years in sweltering tents and without jobs, they are understandably clamoring to go home. But the return of hundreds of thousands of angry Kurds could create an explosive situation. This poses a dilemma for the Coalition.

I also spoke with one of the so-called Anfal widows. In the 1990s, Iraqi troops rounded



Dick Martin visits with Iraqi children.

up thousands of Kurdish males who were never heard from again.

Now, exhumations of mass graves are confirming the women's worst fears. Human Rights Watch reports that 100,000 Kurds perished in this operation, and local sources estimate that another 100,000 disappeared.

I arranged for a USAID grant to a women's organization that provides counseling and support to these widows. A representative who met with Administrator Natsios during his visit to the region was still hoping that some of her 26 relatives had survived.

The Iraqis I met want to put behind them the atrocities, corruption, and waste. If there is impatience and anger, it is because the process of cleansing and rebirth are proving to be slower and more complex than many anticipated.

Working with our committed and hard-working USAID team in Iraq convinced me that we are needed to advance this process. The opportunities for USAID to do truly good and important humanitarian, economic, and political work in Iraq are real and urgent. ★

USAID/Peru sent Health Officer Dick Martin and Program Officer Tom Delaney to the new mission in Iraq on extended assignments.

HAPPENINGS

Love Inspires Biehl Foundation

PRETORIA, South Africa—Amy Biehl was murdered 10 years ago in a South African township during the turbulent months preceding the country's first democratic elections.

Biehl, 26, a Californian, was involved in election education. On August 25, 1993, while she was en route to Gugulethu, a township outside Capetown, a group of black militants stoned and stabbed her to death.

The angry young killers had no idea who Amy was or the extent of her commitment to South Africa. Now they do. Two of the four work at the Amy Biehl Foundation Trust, founded by Amy's parents Peter and Linda Biehl.

USAID supports the foundation with a grant of nearly \$2.3 million from March 2001 to 2005. The Agency helped the Biehls set up a microdevelopment project in 1997. Linda Biehl called USAID "our catalyst."

On Linda Biehl's first trip to South Africa—to claim Amy's body—she was appalled by the widespread poverty. But she was also impressed by the goodwill shown to her family.

She attributes the current violence and crime waves to economic desperation. The



Linda and Peter Biehl in 1999, with a picture of their daughter. Peter Biehl died of cancer in 2002.

Amy Biehl Foundation Trust thus offers alternatives to help youth avoid violence and crime. Its after-school care program provides meals, education, healthcare, recreation, and training in arts and music. Adults learn sewing, welding, and brickmaking. Some 25,000 people benefit from the foundation's program.

About 100 foundation interns from U.S. colleges and universities have followed Amy Biehl's model by venturing into poorer communities, breaking down barriers, and helping people build their self-esteem in practical ways. ★

Reverie Zurba, USAID South Africa

Zambian Film Fights AIDS Stigma

LUSAKA, Zambia—A new Zambian documentary film, made with USAID funding, captures how stigma against people with HIV/AIDS affects the lives of ordinary Zambians.

Tikambe, which means "let's talk about it," is a set of two films that profile the experiences of two Zambian families.

One of them is Harriet Mulenga, who tested positive for HIV soon after her husband, a minibus driver, died of TB. When she was no longer able to care for herself, she moved in with her mother but found a chilly reception.

In the film, Esther Tagiwa Chikondo, Mulenga's mother, says she used to let Harriet eat outside, and that she asked herself, "If I touch her, will I get HIV?" She also says she told her daughter she was bringing shame to the family: "Just die! Who cares about you?"

After a month in a hospice, Harriet started taking antiretroviral drugs. In this period, her mother learned how to care for a person with the disease.

Harriet recovered her strength, reconciled with her mother, and found the courage to go public. She told her neighbors how to protect themselves from the disease, and her "HIV-



Harriet Mulenga, the star of the new Zambian film.

positive" shirt announced that she would hide no longer.

"Finding families willing to go public was difficult," said film producer Carol Duffy Clay, who lived in Zambia for five years. "Hopefully, this film will help break down some of the stigma that is at the very center of the HIV/AIDS epidemic."

The film, developed for the Zambia Integrated Health Programme, a project run by Johns Hopkins University's School of Public Health for USAID, will be shown throughout Zambia, including on Zambian television.

To obtain copies of the film, contact the Johns Hopkins Center for Communication Programs at orders@jhuccp.org. ★

U.S. Pushes to Repair and Reopen Iraqi Schools

BAGHDAD, Iraq—Urging news media to focus on “the good stories that are out there” in the reconstruction of Iraq, Secretary of State Colin L. Powell during his first visit to Baghdad praised USAID school improvement grants to Iraqi communities that form parent associations.

“That’s grassroots democracy in action,” he told journalists at a news conference September 14 in Baghdad with top civilian administrator L. Paul Bremer.

To qualify for the grants, communities must form parent associations that work with school officials on proposals and oversee the work to reconstruct and fix Iraqi secondary schools. The community association is given responsibility for oversight of the funded reconstruction work.

achievements in the back-to-school drive, USAID has

- teamed up with UNICEF to fund and distribute 1,500 school kits
- revised 96 versions of math and science textbooks and printed 5 million copies
- purchased 1.5 million student kits and 3,900 secondary school kits in time for the new school year
- granted \$5,000 to Ministry of Education offices in 18 governorates for equipment and furniture
- training underway to introduce 5,000 primary and secondary school principals and supervisors to current administrative and financial management techniques
- repaired and renovated 1,000 schools



Thomas Hartwell, USAID

Schoolgirls return to the Agadir Secondary School in the Saydiya neighborhood of Baghdad. Several rooms were looted during the war and USAID is looking at refurbishing the school.

USAID will renovate 1,000 schools in time for the new school year in 2003. An additional 200 schools will be repaired soon after. The Agency is also awarding millions of dollars in small grants for schools and communities.

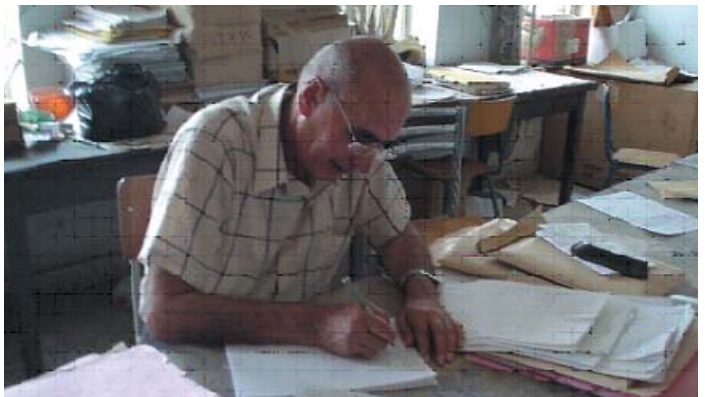
Reimbursement is made upon completion, although seed funding is given to allow community associations to purchase materials, said Norman Rifkin, former USAID officer and International Resource Group consultant advising the team on schools.

“The end result of all this will be a school system where the parents have much more of a voice in their children’s education than they do now,” Rifkin said.

The program is one of many that is readying schools for the beginning of the school year. Among the milestones and

- inventoried needs of more than 3,700 secondary schools, collecting data on school sites and conditions, teacher-student ratios, parent involvement, and supply needs
- training underway to introduce 64,000 secondary school teachers to “student-centered” learning and improved teaching methods

USAID will renovate 1,000 schools in time for the new school year in 2003. An additional 200 schools will be repaired soon after. ★



USAID

An Iraqi teacher corrects final exams in the Kirkuk school district. USAID assisted UNICEF and the Iraqi Ministry of Education to prepare and administer nationwide end-of-school-year exams and produce 15 million exam books, thus enabling children to complete the school year.

Mission Possible in Sudan

▲FROM SUDAN ON PAGE 1

“There’s a lot to be hopeful for in Sudan: We are all gearing up for peace,” Almqvist said following a recent trip to Khartoum and Nairobi. “USAID programs are a major carrot drawing warring parties toward peace.”

USAID’s Sudan budget request for FY 2004 has gone up to nearly \$200 million in anticipation of a peaceful environment in which to run programs. Sudan will be the largest recipient of development aid in Africa in the 2004 budget request.

Projects intended to encourage and consolidate peace include quick-impact basic services—such as education, health, water, and agriculture—and infrastructure projects. Another priority is getting former soldiers back to their farms and villages and returning home some of the millions of southerners who fled to the north to escape fighting.

The United States has provided almost \$11 million in humanitarian aid to the mainly Muslim and Arab north, controlled by the Khartoum government, and much larger amounts to the mainly Christian or Animist and Black south, which the

United States considers the victim in the conflict.

About \$1 billion in U.S. aid has been sent to Sudan since the early 1990s, much of it trucked and airlifted from Kenya via Operation Lifeline Sudan under an agreement between the warring parties and the United Nations.

Almqvist accompanied Roger Winter, Assistant Administrator of the Bureau of Democracy, Conflict and Humanitarian Assistance, to Khartoum August 27, where he asked that the Sudan government allow humanitarian access to unreached areas on northern Sudan.

From its Khartoum-based office, USAID will continue to manage humanitarian aid, including food sent to the north since Administrator Natsios was named Special Humanitarian Coordinator for Sudan by President Bush in May 2001.

Zambia Mission Director Allan Reed has been named head of the Sudan field office, which will oversee USAID programs in the south. ★

www.usaid.gov Keyword: Sudan

FIRST IRAQI OPINION POLL

Seventy percent of Iraqis expect their country and personal lives to improve, according to a recent survey by Zogby International.

Survey results for the first scientific poll on Iraqi public opinion are based on 600 interviews with Iraqi adults, selected at random and representative of the country’s ethnic, gender, religion, and class composition.

- While 50 percent of Iraqis say democracy is Western and won’t work in Iraq, 40 percent believe democracy is possible. Younger people and women were significantly more hopeful about the country’s democratic prospects.
- A solid 60 percent do not support the creation of an Islamic government, including the majority of Shiites polled.
- Asked which country they would model their new government on, 37 percent of Iraqi respondents chose the U.S. system. In descending order, other choices were Saudi Arabia (28 percent), Syria, Iran, and Egypt.