



FRONTLINES

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Fore Takes Agency Helm

by Angela Rucker

Under Secretary of State Henrietta H. Fore was named by President George W. Bush as acting administrator of USAID May 7, becoming the first woman to head the 46-year-old Agency and stepping into the top spot at a time when talk of changing the way the U.S. government delivers foreign assistance is reaching a peak.

Fore, who currently retains her title as Under Secretary of State for Management and is also the acting director of U.S. Foreign Assistance, came on board at USAID saying it was a tremendous honor, but also acknowledging the "critical time of change and reform."

"We are at the beginning of this important reform process, not the end," Fore said before a Senate committee hearing about the transformational development objectives set in motion by Secretary of State Condoleezza Rice more than a year ago.



Acting Administrator Henrietta H. Fore speaks at USAID's Aug. 14 memorial ceremony, which recognized employees who lost their lives while carrying out the Agency's economic and humanitarian assistance programs. Since assuming her leadership post earlier this year, Fore has met with a number of employees, development partners, and advocacy organizations as well as former administrators.

Fore was nominated for the top post after former USAID Administrator Randall L. Tobias resigned. She appeared before the Senate Foreign Relations Committee for her confirmation hearing July 24,

and was awaiting the committee's and the full Senate's approval at the time of publication.

But she is wasting no time moving into her acting role. In the days after her nomination, Fore

see **FORE** on page 15 ▶

Leadership Retreat Charts Course for Agency's Future

by Angela Rucker

Revitalize and diversify the USAID workforce. Ramp up the Agency's ability to respond to crises with help from the latest technology. Expand work started by the Global Development Alliance by expanding public-private partnerships. Increase public outreach. And, create a one-stop source for lessons learned and best practices that showcases the United States' leadership in development.

These were the five objectives USAID Acting Administrator Henrietta H. Fore presented at a two-day retreat August 5 and 6 for about 100 of the Agency's senior leaders at the Airlie Conference Center, in Warrenton, Va.

Participants – including assistant administrators, their deputies, heads of independent offices and several mission directors who

were in town – were charged with helping Fore compose a vision that will guide Agency efforts in the coming years.

"We're getting the Agency back in business again," Fore told the Agency leadership. And the new order of the day includes improved communications, collaboration, and partnership.

Fore said she and Secretary of State Condoleezza Rice remain committed to reforming the Agency, but that the approach to doing that will be more transparent and built with consensus.

The retreat included several break-out sessions with participants contributing ideas to reshape USAID's mission statement. The results of that effort will be unveiled at a Town Hall Meeting.

see **RETREAT CHARTS** on page 15 ▶

Hurricane Season Has Agency In Ready Response Mode

With forecasters predicting three to five major hurricanes this storm season, the Office of U.S. Foreign Disaster Assistance (OFDA) has prepared for emergencies and quick responses.

In early August, the National Oceanic and Atmospheric Administration (NOAA) revised an earlier forecast for the season, which began June 1 and runs through Nov. 30, but maintained its earlier predictions of an above normal season. NOAA says to expect seven to nine hurricanes ranging from mild to major.

Agency advisors based at USAID's regional offices in San José, Costa Rica, are ready for immediate deployment, and an agency Disaster Assistance

see **HURRICANE SEASON** on page 15 ▶

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Agency Responds to Over 60 Foreign Disasters in 2007

The Office of U.S. Foreign Disaster Assistance (OFDA) has already responded to 62 disasters in the 2007 fiscal year—ranging from floods and typhoons to complex emergencies that continue to plague Sudan, Somalia, and Cote d'Ivoire. The vast majority of the disasters have been in Africa and Asia.

More humanitarian missions could be added to OFDA's 2007 agenda as the Atlantic hurricane season this summer and fall is predicted to have above-normal activity. OFDA activities in two high-profile crises include:



Sudanese women stand in line to receive hygiene kits in a camp for internally displaced persons.

► **SUDAN:** The humanitarian crisis in the Darfur region of Sudan remained OFDA's greatest priority, with \$233 million spent since 2004. The number of people affected by conflict has risen to 4.2 million, including 2.1 million internally displaced persons. Nearly 30 OFDA partners carry out emergency programs in health, nutrition, food security, agriculture, water, sanitation, hygiene, economic recovery, relief supplies, protection, shelter, and settlements. OFDA has staff at the USAID mission in Khartoum and maintains two field offices in Darfur.

Updates on OFDA's current work by country and an overview of its work for the last four years are available at: www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/.



A Lebanese woman in Marjayoun District displays her box of OFDA-funded relief supplies.

► **LEBANON:** Following the outbreak of hostilities between the Israel Defense Forces and Hezbollah in July 2006, USAID sent a Disaster Assistance Response Team (DART) to assess the situation and coordinate emergency response efforts. In addition to sending immediate humanitarian assistance, OFDA also funded early recovery and reconstruction efforts. The DART remained in Lebanon from July to December 2006. USAID funded groups that rehabilitated housing, community spaces, and clinics reaching 340,000 people; distributed emergency relief supplies for 400,000 people; and assisted with food, agriculture, jobs, infrastructure, water, sanitation, and hygiene. Valued at nearly \$110 million, the U.S. government emergency relief and early recovery program benefited 2 million Lebanese in 500 villages across 24 of Lebanon's 26 districts.

New AAs in Africa, E&E and LAC

Almquist, Bonicelli, Menarchik Confirmed to AA Posts

Three new assistant administrators have officially taken over the helms of the bureaus for Africa (AFR), Europe and Eurasia (E&E), and Latin America and the Caribbean (LAC). The three were confirmed by the U.S. Senate May 25.

Katherine J. Almquist will head the Africa Bureau; **Paul Bonicelli** takes over the LAC Bureau; and **Douglas Menarchik** becomes head of the E&E bureau.



Katherine J. Almquist

Almquist was most recently the mission director of USAID/Sudan, the largest USAID program in sub-Saharan Africa. Before heading the Sudan mission, she served as the deputy assistant administrator in the Africa Bureau from May 2004 to May 2006, responsible for the offices of East African Affairs, Sudan Programs, and Development Planning. She provided guidance and oversight for USAID programs in 12 countries as well as bureau-wide strategic planning and budgeting. Almquist was also a special assistant and senior policy advisor to former USAID Administrator Andrew Natsios, and was the director of the Sudan Task Force as the Agency prepared its post-conflict assistance strategy. She takes over the job formerly held by Lloyd Pierson.



Paul Bonicelli

Bonicelli had been the deputy assistant administrator in the Bureau for Democracy, Conflict, and Humanitarian

Assistance (DCHA) since October 2005, and now succeeds Adolfo Franco in heading up LAC. In DCHA, Bonicelli was primarily responsible for democracy and governance programs, and chaired the State Department's Governing Justly and Democratically inter-agency committee. Before joining USAID, he worked on the International Relations Committee of the U.S. House of Representatives. He also served intermittently as a consultant to the Department of Labor's Bureau for International Labor Affairs, and in 2001 and 2002, he was tapped by the White House to serve as an official delegate to the United Nations where he advocated for the Bush Administration's policies.



Douglas Menarchik

Menarchik moves into the assistant administrator post in E&E after serving in a similar role leading the former Bureau for Policy and Program Coordination. He takes over for Kent R. Hill, who now leads the Global Health Bureau. In his former post, Menarchik designed strategic policy, oversaw Agency programs, and allocated funding. Before joining USAID, he was director of the George Bush Presidential Library and Museum in College Station, Tex. He was also director of the Center for Defense Leadership and Management Program at the National Defense University and a professor of Democratic Defense Management at the George C. Marshall European Center for Strategic Studies and Defense Economics in Garmisch, Germany. A Vietnam War veteran, Menarchik retired from the Air Force at the rank of colonel in 1994 after a 26-year career. ★

Bush Proposes to Double Funding for AIDS Program

By Chris Thomas

On May 30, President Bush announced that the United States intends to double U.S. assistance in the fight against HIV/AIDS around the world – from \$15 billion over the past five years to \$30 billion in the coming years.

In a speech at the White House, Bush said he would ask Congress to reauthorize the President's Emergency Plan for AIDS Relief (PEPFAR) and double its funding.

"This modern-day plague robbed African and other countries of the hope of progress, and threatened to push many communities toward chaos," Bush said. "This level of assistance is unprecedented, and the largest commitment by any nation to combat a single disease in human history."

In its first three years, PEPFAR assistance helped treat 1.1 million people in 15 focus

countries, most of them in Africa. Much of the assistance was carried out through USAID's Office of Global Health. U.S. Global AIDS Coordinator Mark R. Dybul leads the effort to implement PEPFAR.

Bush made the announcement at a White House event that included participants in USAID programs to fight AIDS in South Africa. He said that, with the additional funding, the United

States would continue to work with governments, the private sector, and faith- and community-based organizations around the world. The effort will support treatment for 2.5 million people, prevent 12 million infections, and provide care for 12 million people, including 5 million orphans and vulnerable children.

In addition to continuing HIV/AIDS treatment, prevention, and care, PEPFAR will strengthen health systems and address malaria, tuberculosis, child

and maternal health, clean water, food and nutrition, and education.

"This is really a story of the human spirit and the goodness of human hearts," Bush said. "Once again, the generosity of the American people is one of the great untold stories of our time. Our citizens are offering comfort to millions who suffer, and restoring hope to those who feel forsaken." ★

MISSION OF THE MONTH

INDONESIA



today have an average of two or three children. This voluntary decrease in family size has translated into healthier and better educated children, according to Sandra Jordan of the Global Health bureau, pointing out that infant mortality has dropped from 142 deaths per 1,000 live births in 1967 to 35 deaths per 1,000 live births in 2002.

More girls are now attending schools because their families can afford to send them, and the gap between male and female educational attainment has been considerably reduced, she added. "In 1980, only 26 percent of married women used contraceptives. Today, more than 60 percent of couples use contraceptives," said Robert Cunnane, deputy director of USAID/Indonesia. "Quality of care has also improved dramatically in counseling, client satisfaction, and better access to services."

Meutia Soraya and her husband are a typical example. Soraya said she and her husband adopted voluntary family planning because "we could manage the number of children that we wanted."

Her husband, who comes from a family of nine children, said he felt his family would have a better life in "an expensive city like Jakarta" if they had fewer children.

Indonesia was one of the first countries to work closely with religious clerics in promoting voluntary family planning, said William M. Frej, mission director of USAID/Indonesia. "Indonesia is also recognized as having one of the best private sector initiatives worldwide. Given these successful achievements, USAID completed our assistance with BKKBN in September 2006, but our strong partnership still continues and will continue well into the future," he said. ★

This also meant more food and healthcare for each child.

With support from BKKBN, midwives, nurses, and doctors were introduced to family planning concepts, and five public health schools received funding to carry out research on the health and development impacts of family planning.

In a predominantly Muslim country, the key to the success of voluntary family planning projects has been the involvement and support of Muslim religious leaders, said Lynn Adrian, director of the Health Office, USAID/Indonesia. Muhammadiyah, for instance, provides family planning services in its extensive system of hospitals and health clinics through USAID support. It was also important that the program emphasized voluntarism as it improved access to family planning services.

Results

Attention to the health and well-being of Indonesian families has resulted in some significant demographic dividends. Indonesia's population today is about 220 million; estimates show that, without family planning, that number would likely have been nearly 280 million.

Rather than having at least six children, Indonesia couples



Newly certified midwives prepare to enter private practice in South Sulawesi, Indonesia.

Challenge

During the 1960s and 1970s, most Indonesian families had at least six children. In many cases, families struggled to adequately provide for their children.

Some large families were less able to send their children to school or to provide medical treatment when their children were ill. In 1967, for instance, 142 out of every 1,000 Indonesian babies died because of disease or lack of medical care.

Innovative Response

In the 1970s, aid agencies, including USAID, began reproductive health awareness campaigns in Indonesia.

A main partner was the National Family Planning Coordinating Board (BKKBN), which formed partnerships with private sector entities and nongovernmental organizations (NGOs) such as Muhammadiyah, Indonesia's largest Muslim NGO.

These partnerships led to projects that taught women and families about the health benefits of spacing births for both mothers and children. It allows mothers to recover from childbirth before another pregnancy. It helps ensure that young children had more of the mother's attention and care, rather than having to share it with younger siblings.

INSIGHTS

FROM
HENRIETTA H. FORE



I was deeply honored last May when President Bush nominated me to lead the United States Agency for International Development as its 15th administrator and, if confirmed by the U.S. Senate, the first woman administrator. As I said to USAID's leadership team on my first visit after being nominated, I am strongly committed to the people and mission of USAID, where I served from 1989-1993, first as assistant administrator for private enterprise and then as assistant administrator for Asia.

Many things have changed here since those days: new development programs, new innovative approaches to solving humanitarian issues, and new skill sets for many employees. Nevertheless, the people I meet today at USAID are not so different from those I worked with over a decade ago. What characterized them then holds true today: an openness, exhilaration in the face of hard challenges, love of country, and an abiding desire to make this a better world.

I was pleased to meet some of you when I visited your bureaus in May and was privileged to help lead a U.S. delegation to Africa in July and visit some of our staff in the field. Our people are passionate in their work and I want you to know that I share that passion and commitment.

We stand at a moment of rare opportunity for USAID and U.S. foreign assistance. This Administration has undertaken sweeping reforms of our foreign assistance mechanisms—including PEPFAR [the President's Emergency Plan for AIDS Relief], the MCC [Millennium Challenge Corporation], and a score of presidential initiatives being implemented by USAID—and has nearly tripled the commitment of foreign assistance resources over the last seven years. And the congressional leaders I have communicated with since my nomination as administrator of USAID have expressed their continued support for robust foreign assistance programming as well as for a revitalized USAID. I have also found these sentiments to be broadly shared among our shareholders and the wider development community.

USAID's leadership team has begun working to chart a bold agenda for us all in the next 16 months. We will be seeking a substantial increase in funding for operating expenses and staffing at the Agency in fiscal year 2008 and 2009 budgets. A series of management and communications improvements, generated during our senior staff retreat in early August, are now being implemented. These improvements will help USAID better meet the challenges of the new century and ensure that USAID remains the lead development agency in the U.S. government. Policy-making functions at the Agency are being reestablished in what I hope will be the first step in making USAID a center of development expertise and a resource for best development practices.

I hope you will all join me in celebrating the return of **FRONTLINES**, which is a key part of communicating about the great work we do every day around the world. I also want to express to all of you my appreciation of your work and the warm welcome you have extended to me once again at USAID. ★

BRIEFS

Foley Killer Surrounded in Lebanon Battle

TRIPOLI, Lebanon – The leader of the militant Islamist group battling Lebanese Army troops since May for control over the Naher al-Bared Palestinian refugee camp in Tripoli, Lebanon, has been identified as the same man convicted in Jordan for the murder of USAID official Laurence Foley in 2002.

Palestinian-born Shaker Absi, who heads the militant Fatah al-Islam, is wanted in Jordan where a military court sentenced him to death in absentia in 2004 for his involvement in the murder of Foley in Amman, Jordan. In addition to Absi, six others including Abu Musab al-Zarqawi, who was killed in a U.S. air strike in 2006, were also convicted by the court. Previously, Absi served a three-year jail sentence in Syria for other crimes and was only set free in 2006.

Foley, a career USAID official who served in several missions and was executive officer at the mission in Amman, was slain by gunmen outside his home as he prepared to go to work.

Afghan Woman Journalist Slain

KABUL – An Afghan woman journalist who had worked under USAID grants was gunned down June 5. Gunmen fired seven bullets into Zakia Zaki, head of a local radio station, as she slept

with her 8-month-old son in her house in Parwan, a normally peaceful district north of Kabul.

Zaki, 35, had run the U.S.-funded station Peace Radio since the fall of the Taliban in 2001. She was also headmistress of a local school and ran for Parliament in 2005.

The Afghan Independent Journalists Association reportedly said she had received warnings from powerful local commanders to tone down her reporting.

“This is a very bad day for female journalists. Our work is becoming increasingly dangerous,” said Farida Nekzad of Pajhwok, the Afghan news agency, another organization that was trained and financed through USAID grants.

G-8 Agrees to \$60 Billion for AIDS, TB, and Malaria

HEILIGENDAMM, Germany – Leaders of the G-8 industrial powers on June 8 agreed to spend \$60 billion in the coming years to fight AIDS, malaria, and tuberculosis.

The sum includes \$30 billion pledged by President Bush earlier in June to fight AIDS in Africa over the next five years, essentially doubling U.S. spending levels.

The leaders also reconfirmed their 2005 pledge to double aid to Africa by 2010.

The G-8 agreed to a core set of development principles – promoting good governance, improving response to fragile states, and fostering economic opportunity.

The additional funds for health would enable the 30 most affected countries in Africa to halve their malaria deaths; treat 5 million HIV/AIDS cases; prevent 24 million infections; and care for 24 million people, including 10 million orphans.

Coburn Discusses Accountability in Foreign Aid

WASHINGTON – A staunch advocate of transparency and accountability in U.S. foreign assistance, Sen. Tom Coburn (OK-R) praised USAID for completely turning around its malaria program in the past three years. He also said that foreign aid was here to stay.

“Cutting foreign aid is a fantasy and it ought to be dropped,” Coburn said in a speech June 6 at the American Enterprise Institute, a conservative think tank.

“The folks at USAID are more well-meaning than I could ever hope to be,” he added and called on the head of the antimalaria campaign based at USAID, Ret. Adm. Tim Ziemer, to stand up and take credit for a terrific job.

In 2006, only 9 percent of USAID antimalaria funds went to treatment or prevention, said Coburn. In 2007, that number rose to 50 to 60 percent. In 2007, some 80 percent of funds will go to treatment and prevention.

“This is the key to saving 1 million lives a year,” said Coburn.

President Bush’s antimalaria initiative is working well, Coburn said, because it is committed to full transparency, and Ziemer has control over both policy and funds and is focused on measurable goals.

Aid Goes to Maldives for Flooding

MALE, Maldives – Some of the most widespread flooding on record inundated more than a quarter of the Maldives’ 194 inhabited islands in May, and USAID has responded with \$100,000 in assistance for emergency water and sanitation services.

Beginning May 15, season high tides and large waves exacerbated by intense winds flooded at least 55 of the islands that make up Maldives. The flooding affected infrastructure, water supplies, and crops, according to the UN Office for the Coordination of Humanitarian Affairs.

USAID Donates Equipment to Mozambique to Fight Bird Flu

MAPUTO – USAID donated equipment to Mozambique to help its health experts research and fight the spread of bird flu. The equipment, including 80 personal protection kits, will be used to continue investigating the disease in that country and to develop public information materials for the public. No cases of bird flu have yet been diagnosed in Mozambique.

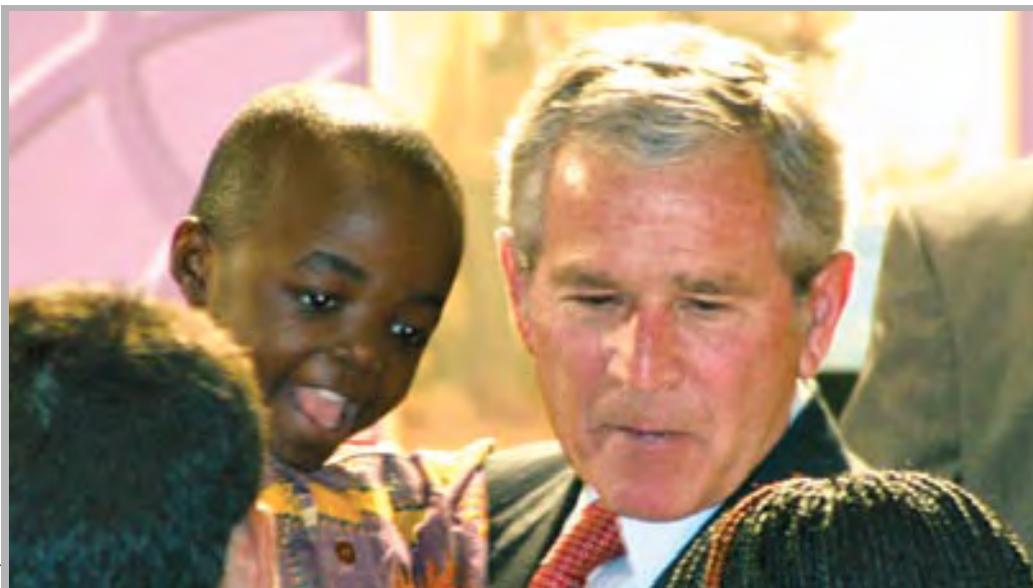
New Office to Encourage, Support International Volunteers

WASHINGTON – USAID announced May 30 it has

opened the Office of Coordinator for Volunteer Service (OCVS), a response to the Agency’s growing role in promoting and supporting international voluntary service. This office operates in addition to USAID’s established Office of Volunteers for Prosperity. In the OCVS initiative, first announced in 2003, USAID and the departments of State, Commerce, and Health and Human Services work to deploy skilled volunteers in U.S. foreign assistance programs.

USAID Releases NGO Index for Europe and Eurasia

WASHINGTON – USAID released the 10th edition of the NGO Sustainability Index for Central and Eastern Europe and Eurasia in late May. The index tracks sector progress of NGOs in 28 countries in Europe and Eurasia. This year’s report identifies significant progress in Central Europe and highlights ongoing challenges to long-term development in parts of Eastern Europe and Eurasia. Central Europe country reports demonstrate continued progress in financial viability stemming from increases in the availability and diversity of domestic funding. However, reports from Eastern Europe and Eurasia show some declines, as select countries placed additional legal and financial restrictions on civil society activity. Other regions of Europe covered in the index remained relatively unchanged. ★



President George W. Bush recognizes South African youngster Baron Mosiima Loyiso Tantoh during a speech at USAID’s headquarters at the Ronald Reagan Building and International Trade Center May 31. The 4-year-old’s mother, Kunene Tantoh, coordinates a USAID-supported mentoring program for mothers with HIV in Cape Town. The president highlighted several other initiatives in which USAID plays a leading role, including those related to malaria and education in Africa. Bush also called on the Congress to provide \$525 million over the next five years to expand the education initiative to include an additional 4 million children across the globe.

“We help the least fortunate across the world because our conscience demands it. We also recognize that helping struggling nations succeed is in our interest. When America helps lift societies out of poverty we create new markets for goods and services, and new jobs for American workers. Prosperity abroad can be translated to jobs here at home. It’s in our interest that we help improve the economies of nations around the world.”

– President George W. Bush

Small, Creative Development Projects Vie for Grants

by Ben Barber

Innovative development workers from around the world brought 104 of their projects to the annual Development Marketplace (DM) competition in May 2007 at the World Bank in Washington, seeking small grants to continue work fighting malaria and malnutrition or to slow population growth.

The projects ranged from making charcoal fuel pellets from

sugar cane wastes in Haiti to using water buffaloes in the Philippines to lure malaria mosquitoes away from humans.

The innovators from 42 countries set up booths May 22-23 in the World Bank atrium where hundreds of development experts, along with judges from USAID and other institutions, reviewed their work and selected the 22 best projects to receive grants.

“I thought it was great, very positive – I loved to see the new energy and ideas,” said Elizabeth Fox, one of the judges and deputy director of USAID’s Office of Health, Infectious Diseases and Nutrition at the Bureau for Global Health.

“USAID has been working on many of the projects and put some money into them,” she said, citing projects on soap, guinea worm, and therapeutic feeding. “USAID is involved in this research and picking up some of the ideas.”

The 104 finalists brought to Washington were chosen from 2,900 entries.

The 22 winners will split \$4 million in grants from the World Bank and the Bill & Melinda Gates Foundation. This year’s theme was improving results in health, nutrition, and population for the poor. The typical award will be about \$170,000.

One project had produced a \$300 kit to modify polluting two-stroke engines that power minicabs in Asia so they save gas and oil and reduce emissions. Other projects included training Kenyan women to make yogurt; diagnosing and treating tuberculosis in Russian prisons; first aid training for youth in the West Bank and Gaza; and using mobile phones to provide health education to the poor in Bangladesh.

The competition aims to help small groups obtain attention and financial assistance for their projects, said Fayezul Choudhury, a World Bank vice president.

“There is a community out there of educated, creative people who are committed to grassroots development and who come up with some remarkably creative ideas,” he said. ★

The innovators from 42 countries set up booths May 22-23 in the World Bank atrium where hundreds of development experts, along with judges from USAID and other institutions, reviewed their work and selected the 22 best projects to receive grants.

VEGETATION INCREASES ON ONCE BARE SAHEL FIELDS



Gray Tappan, USGS/EROS

Larwanou Mahamane, a Nigerian ecologist from a USAID assessment team, points out a detail on an aerial image of the surrounding area to a village elder (right) and onlookers. Such images show dramatic environmental changes over several decades in Niger.

Stokes, geospatial information technology advisor with the Natural Resources Management Office, part of the Bureau of Economic Growth, Agriculture, and Trade (EGAT).

“USAID supported a team to translate the new code into the major languages spoken in Niger, and communicate the message via radio, television, and other media,” Stokes explained. “Once the code was widely known, farmers began to encourage natural regeneration of trees and shrubs on their farms, with a resulting increase in production of forest and agricultural products.”

To learn whether investments in Niger have been effective, EGAT is working with the U.S. Geological Survey’s Center for Earth Resources Observation & Science and USAID/West Africa. A team of specialists in remote sensing, ecology, forestry, and economics from Africa, Europe, and the United States is using geospatial information tools to assess changes in land use and land cover over time.

Recently completed remote sensing and field studies backed by USAID show that higher tree density areas correspond with higher population density. This positive change – more people, more trees – had largely gone unnoticed until the recent USAID-supported effort.

Satellite images show that farmers are promoting natural regeneration on 5 to 7 million hectares, equivalent to the land area of West Virginia. Many farmers are convinced that local rainfall has increased due to the “re-greening” of the landscape.

In Batodi village, the ground water rose from a depth of 20 meters in 1992 to 3 meters in 2005. Women there invest in dry-season vegetable gardens that they irrigate by hand from a shallow well. There are new local markets for vegetables, firewood, and forest products. Farmers are also buying and selling degraded plateau land since they see the potential for rehabilitation.

At another study site, farmers say crop production has increased in fields with trees, providing fruit, fodder, traditional medicines, and firewood. ★

Aerial and satellite images of decades of changes in the landscape of the Sahel of western Africa reveal an environmental success story.

In Niger, for example, a comparison of images from 1975 to 2003 show once bleak and sandy fields now dotted with trees.

Many of these changes in Niger have been supported by international aid programs and expertise. USAID has played a major role with communities in the region to address environmental degradation and desertification since the hard drought years of the 1970s and 1980s. The Agency supported physical investments in the land to control soil erosion and reduce water runoff, and promoted practices like tree planting.

When in the 1980s and 1990s people in the region faced economic and governance barriers to widespread adoption of these practices, USAID supported financial incentive programs in sustainable forest management to encourage commerce in forest products and national policies to reform forestry codes.

“By 1993, Niger officially adopted a new tenure policy and formally recognized the rights of farmers to manage trees on their land. But the dispersed rural population didn’t know the rural code had changed,” said Carrie

AT A GLANCE

HURRICANE STAN DISASTER RECONSTRUCTION



Hurricane Stan destroyed this building and many other structures in Central America and Mexico during the 2005 hurricane season, the most active on record.

- ▶ October 4, 2005, Hurricane Stan hit Mexico and generated separate tropical storms across southern Mexico and Central America, spawning torrential rains, flooding and mudslides.
- ▶ Guatemala experienced the highest death toll and suffered more than 900 landslides, some burying entire villages.
- ▶ Approximately 3.5 million Guatemalans – nearly 30 percent of the population – suffered loss of life, property or access to basic

- services, according to the Guatemala government.
- ▶ Guatemala’s Ministry of Education reported 485 schools were damaged or destroyed.
- ▶ Efforts from USAID’s Guatemala Reconstruction Program are paired with emergency food assistance and private-sector funds raised through the Hurricane Relief Fund (www.hurricaneaction.org).
- ▶ USAID provided \$6 million to assist an estimated 900 families

living in temporary shelters in the Department of San Marcos by providing land, permanent housing, and other assistance to reestablish their livelihoods. Site preparation and design work for the houses is ongoing.

- ▶ USAID provided maternal and child health services, addressed nutrition, and increased coverage of basic health services. To address any potential outbreak of diseases immediately after Hurricane Stan and to mitigate outbreaks in any future disasters, the Agency provided technical assistance to develop and strengthen epidemiology, surveillance, and disease control in Guatemala.
- ▶ Through the Alliance for Social Investment program, three alliances involving more than 30 public and private partners supported disaster relief and reconstruction efforts through a variety of projects. USAID provided \$1.4 million and alliance partners contributed \$3.4 million.
- ▶ Total estimated amount of USAID/OFDA support to date is over \$38 million. ★

THE REGIONS

AFRICA

Zanzibar Program Helps Educate 100,000 Children

by Angela Rucker

ZANZIBAR, Tanzania – The name of the program is as direct as it gets – *Mradi wa Kuendeleza Elimu Zanzibar* (MKEZA), or Improving the Quality of Education in Zanzibar.

The results of the 2½-year-old program, which recently ended, are also quite clear – MKEZA has reached 102,400 children in 300 schools across the Zanzibar archipelago. About 1,000 teachers received professional training, 20 new community-managed pre-school madrasas were established, and 324 teachers along with 1,830 community members are now using new skills to advocate for inclusive education for children with disabilities. That, in turn, has led to 486 children with disabilities being mainstreamed in Zanzibar's classrooms.

The Agency launched MKEZA in 2004 with Zanzibar's Ministry of Education and Vocational Training and USAID partner Aga Khan Foundation to boost student performance in science, math, and English. The effort focused on the students and teachers in the classroom, as well as the tools both groups needed, such as laboratory equipment and text books.

Prior to USAID's support, it had been 20 years since Zanzibar's Ministry of Education and Vocational Training had received any new science equipment for secondary schools.

"On Zanzibar, 18,000 secondary school children received their first science book and gained access to a chemistry laboratory," said Tom Bayer, democracy and governance team leader at USAID/Tanzania. "We've introduced young learners to the wonders of science, we've helped make math exciting to learn and teach, and we're building more creative minds in both teachers and students – especially girl students, something we consider fundamental to seeing improved education indicators."

Though MKEZA, which cost \$5 million, has technically ended, USAID's Tanzania education efforts on Zanzibar are far from over.

A follow-up program called CREATE (Completion, Retention and Access for Tanzanians to Education) is expanding the MKEZA efforts to the southern mainland of Tanzania for another 100,000 pre-primary, primary, and secondary students.

In addition, plans also call for establishing about 100 community learning centers for isolated communities in Zanzibar and mainland Tanzania.

Science camps for girls will continue through 2008. By the end of CREATE's run, the program will have introduced about 450 girls from Zanzibar and 200 girls from Mtwara and

Lindi on mainland Tanzania to biology, chemistry, physics, and math courses designed to spur their interest in math and science careers. Of the girls who have already attended science camps during the past two years, 79 percent passed their exams and are continuing science studies in upper secondary schools.

In the short term, Tanzanian education leaders hope the USAID-backed efforts will mean more girls completing primary and secondary schools. What that could mean for the long-term, however, is more teachers, scientists, and doctors for the East African country. ★

LATIN AMERICA & CARIBBEAN

Honduran Woman Farmer Breaks Stereotype

By Héctor Medrano and Carlos Solís

LA PAZ, Honduras –

Making a living by running a farm full time was not exactly what Clementina Fernández had in mind for her future. But she did hope that someday she would work some of the land she owned in northern Honduras.

After she made contact with a technician from USAID's Rural Economic Diversification (RED) program, "someday" came sooner than anticipated. RED provided the technical assistance she needed to begin growing manioc, sweet potatoes, and plantains on her property.

Fernández, who had been studying business administration, is considered a risk-taking entrepreneur in an agri-business environment that is usually hostile to women. Most agriculture in Honduras is managed by men.

"In the beginning my friends and family told me I was crazy for doing this, but I can't see myself doing anything else," Fernández said.

RED is a four-year initiative to increase incomes and employment in rural communities in Honduras. The focus is on growing and nurturing micro, small and medium-sized enterprises by expanding their local sales, exports, and investments. This includes all aspects of agricultural production – from plant propagation to irrigation equipment to processing plants. RED assists more than 10,000 producers and agricultural



With help from USAID, Clementina Fernández is making a go of farming in what is typically a male-dominated profession in La Paz, Honduras.

processors. Approximately 7,000 new full-time jobs have been created as a result of the program.

Fernández said she is enthusiastic about running a farm despite an initial harvest that was less than stellar. Due to adverse weather conditions, she barely met her manioc and sweet potato production targets. However, she did succeed in paying off a \$1,900 loan and now owns a drip irrigation system for cultivating plantains.

She said the manioc and sweet potato harvests will improve – and she is diversifying just in case they don't. With the assistance provided by USAID/RED, Fernández is now breeding more than 1,700 plantain seedlings that she expects to cultivate and harvest in one year to make a profit of approximately \$3,500 – three times the annual minimum wage.

She's also overcome other obstacles with atypical solutions. The shortage of male employees – many rural men have migrated to the United States in search of work – has not become a problem for Fernández. She said she prefers to employ women because, in her opinion, they are more efficient in performing agricultural work than men: they follow directions better, are sensitive to detail in pruning and harvesting, and are more disciplined.

The upshot is that her entrepreneurial efforts are helping poor women and families with stable employment at a time when women are, more often than not, the heads of their households.

Fernández also shares employees, agricultural inputs, equipment, and her expertise with other producers in the area on an informal basis. ★



Two young women participate in a 2006 Girls Science Camp at the Kitogani School in Zanzibar, Tanzania.

EUROPE & EURASIA

American Baker Helps Russian Region Produce More Bread



Maurice Kalisky, a baker and businessman from California, works on a new recipe with a Georgiev bakery employee in February 2006.

STAVROPOL, Russia—While record cold February temperatures held Russia in its wintry grip, the ovens at the Georgievsk bakery in this city in the North Caucasus region were burning hot.

Maurice Kalisky, a professional baker and successful U.S. businessman from California, worked with local bakers, project managers, and production staff to make an assessment of the Stavropol-based bakery. Then Kalisky made recommendations on adopting new industry technologies, taught new recipes, and introduced innovative marketing strategies to help the Georgievsk bakery grow.

“The director and managers of the bakery were really happy with the advice—so much so that they asked me to return next October, but they made me promise I wouldn’t advise another bakery within 200 kilometers,” quipped Kalisky.

He is one of numerous U.S. professionals brought to Russia through the North Caucasus Rural Credit Cooperative and Agribusiness Development Program. The \$2.9 million,

two-year initiative builds on the success of two other USAID-funded projects, the Rural Credit Cooperatives (RCC) and the Rural Credit Cooperative Development Fund (RCCDF). As such, the new project is tapping into a now self-sustainable network of more than 800 rural cooperatives. Likewise, the RCCDF has built partnerships, and made loans valued at about \$38 million since 2000.

USAID is now turning towards providing Russian businessmen with advice from counterparts in the United States, such as Kalisky, on how to grow their businesses. The approach is the hallmark of the project implementer, ACDI/VOCA, which provides the expertise of short-term volunteers to developing countries.

The North Caucasus has been historically isolated by geography and decades of political unrest. Although the majority of local districts are relatively peaceful, business development and the growth of civil society are overshadowed by the negative impact of post-conflict issues in Chechnya and, more recently, the

2004 terrorist attack on a school in Beslan.

The new development program is designed to alleviate the region’s historic isolation through its links to RCCs in other regions, which facilitate ongoing collaboration, training and support.

More than half of the North Caucasus population works in agriculture and agribusiness while Stavropol and Krasnodar—two of the larger territories in the area—serve as the agricultural centers.

The USAID-funded project aims to encourage growth in this region, dubbed the “grain belt,” by enhancing access to credit for rural businesses in the region and strengthening local enterprises through training and practical, expert consultations.

In December 2005, the program conducted training courses on the fundamentals of credit and financial analysis for 27 credit cooperative managers from various regions. The training encouraged the integration of credit cooperatives in the North Caucasus with credit cooperatives operating in other geographical areas. ★

ASIA AND THE NEAR EAST

Parents Get Involved in Jordanian Kindergartens

AMMAN, Jordan – For the first time, parents at Jordan’s government-run kindergartens are being actively encouraged to take part in the lives of their children while at school.

The Parent Involvement Initiative is part of the ERfKE Support Project (ESP), which is funded by USAID. ERfKE is short for the Jordanian Ministry of Education’s Education Reform for the Knowledge Economy program, begun in 2003. The goal is to fundamentally change the relationship between parents and the educational system, with children as the ultimate beneficiaries.

Because Jordan’s teachers are already stretched thin in kindergarten classes that average 25 children per class, they need assistance to effectively implement the kindergarten curriculum.

The Parent Involvement Initiative seeks to get parents actively involved in kindergarten education. A by-product of the parent’s increased involvement is that teachers are able to spend more quality time with each child.

It began with open house workshops for parents at each school. After a few training sessions, mothers and other family members were encouraged to volunteer as teachers’ aides. Mothers, grandmothers, and aunts participate as their schedules permit – some are a daily presence

in kindergarten class while others may stop in every other week to help out. Their duties run the gamut: from supervising play-ground activities, reading or telling stories, and keeping classrooms tidy to providing a hug.

“Volunteers have an important role inside the kindergarten classroom,” says Sabha Al Ajouri, a teacher in Al-Jawasrah School in Shouna, South Jordan. “They assist the teacher in implementing different activities and tend to individual children’s needs and group processes.”

This pilot program has been welcomed by Ministry of Education officials who are planning to roll out the initiative to all 400 public kindergartens in Jordan in the coming year. Their views are echoed by parents who are very keen to ensure their children get the best possible start in life through early education.

“I started understanding how important it is to give attention to my children’s education and how important their education in the kindergarten really is,” says Fatima Ismael Salim, a parent volunteer from Al Jabal School School in Jordan.

Ola Ali Abu Tooq, another parent volunteer from Hafsa School, says, “My daughter is pushing me to come every day. She is so proud of me!” ★



This Jordanian mom and daughter learn together as part of a USAID-backed effort to encourage parental involvement in kindergartens.

FOCUS ON EGYPT



Amal Hegazy, 27, with her youngest child, says she is thankful for the computers and other U.S. aid provided to the school her children attend in Minya Governorate.

Egypt's Children and Education Minister See Improved Schools

MINYA GOVERNORATE, Egypt

The children wore an air of excitement the day the Minister of Education came to open a new project in El Baraka village elementary school.

It was not even a school day but the children arrived to greet the minister and to show off their new computers, library and clean corridors, adorned with posters and artwork.

U.S. contracts paid for many of the improvements and for training of teachers and the librarian so that children could learn in a modern way – not just the old rote memorization of facts used in previous decades.

“The education is good at the school, our children know how to read and they are polite,” said Amal Hegazy, 27, whose children aged 9 and 6 attend the El Baraka school.

“My husband is a farmer. He attends the parents association,” she added as she stood in one of the town’s streets, surrounded by her neighbors and their children.

USAID has promoted the creation of parents associations to involve the community in education and to encourage parents to send children to school.

“We know that the United States provided the computers and the school because the United States wants to help us,” said Hegazy.

“We are grateful for it. My child wants to be a doctor.”

During a tour of El Baraka and other village schools in June, 2006, Egypt’s Minister of Education Yousry El Gamal said at a meeting in the Minya Governorate capital: “I believe that there is no way we can reform education without the support of the community and civil society.”

“No real development in any country is possible without the



Riham Ahmed, 11, attends El Baraka Primary School in Minya Governorate, built and equipped with U.S. assistance. Her father and mother are teachers and she wants to earn a Ph.D.

focus on education – especially primary education from 6 to 18 years of age.”

He noted that he too had benefited from USAID training in seven governorates. That was before he ascended to minister in charge of 16 million Egyptian children in the nation’s public schools.

In his speech, the minister said that to reach a goal of education for all, in a time when the population increases by 2 percent each year, some 4,000 new schools must be built nationwide – adding to the 39,000 already in use. Illiteracy remains at 28 percent.

In Minya Governorate about four hours drive south of Cairo along the verdant Nile Valley, USAID has funded construction of 45 new schools since 2000, about 3 percent of the area’s schools. U.S. programs also trained 3,000 teachers. Nationwide, USAID has given about 22 million Arabic publications to 16,000 primary schools.

“I have learned to use the computers and can use [Microsoft] PowerPoint, Word and Paintbrush – but we don’t have internet yet,” said Riham Ahmed, 11, a fifth grade student at El Baraka Elementary School.

“I like studying Arabic, English and math – I want to get a Ph.D.,” said the girl, whose parents are both teachers. ★

Doctor and Imam Promote Family Health

GALATMA, Giza – In this crowded village an hour’s drive from Cairo, Egyptian doctors, nurses, and imams work in a renovated clinic that provides both high quality health services and a wide array of community activities.

Saad Mohammed Ali, 31, is an imam, a Muslim cleric, who helps raise funds, monitor cleanliness, and support the improved access to voluntary family planning services.

“I am with family planning because it affects the social and economic status, and most important, the health of families,” he said.

“After training, we got scientific and medical explanations about family planning,” said the imam. “Then I found supporting verses in the Koran. I gave seminars in the mosques and in the clinic. We started to raise awareness of the women and they are receptive, thanks, God, to this.

“At first, many were against family planning,” he recalled. “But after a three-day training for Christian and Muslim women

together – and monthly meetings to discuss new topics such as mother and child health – most became convinced of the benefit of family planning.”

He was especially moved when he saw that several, closely-spaced pregnancies affected the health of women and reduced the attention and care given to each child in the family.

“They were so poor they could not send their children to school,” said Imam Ali. “This has a bad effect on the whole community. Our religion is against this.”

He is studying for a Ph.D. at Al Azhar University, the highest Sunni Muslim theological institute in Egypt and the Muslim world. Al Azhar has long supported family planning, he noted.

After U.S.-funded renovation, the walls and rooms of the clinic are bright, white, and clean. Patients sit on benches waiting to see the doctor or the nurses and receive treatment.

In one room, women are learning to read from colorful picture books displaying simple health messages for those who can-

not read or write. These literacy classes help women in their family and business affairs. In some families, children help their own parents learn to read.

Dr. Hassan Said Wady, 55, is the general practitioner at the clinic these past six years. “Everything is new here since the clinic was renovated under the development program,” he said, taking a short break from the steady flow of patients.

“Our professional staff had training -- the nurses, the lab technicians, the management, and the clinic board. I got training in reproductive health and family planning.”

Many people in the village are poor and he treats malnutrition, anemia, protein deficiency, hepatitis, diarrhea, and a few cases of typhoid.

Some of the villagers admitted that they were afraid the United States did not like Muslim people. “But as a result of U.S.-supported projects,” recalled the imam, “people started to change their mind to a better view of the United States.” ★

FrontLines Editorial Director Ben Barber visited Egypt recently and wrote this collection of articles.

Drains Save Ancient Cairo Mosque, Church, Synagogue

OLD CAIRO – Creeping slowly down an ancient stone staircase beneath a church, an engineer used his flashlight to point out the marks on the walls above his head where the water once stood, eating away the foundations of the massive building above.

Since Roman times, Old Cairo has consisted of a cluster of stone forts. Ancient builders also erected churches, a mosque, and even a synagogue. For 2,000 years, Old Cairo stood, resisting the tides of history that swept over Egypt.

But in recent years, the ground water rose, in part from leaking sewers, urbanization, and rise and fall of the Nile, and threatened the structural integrity of the foundations of buildings and monuments in the area.

This ancient heritage – which includes some of the oldest churches in the world, dating back to the third century, the oldest synagogues in Egypt, and the oldest mosque in Africa (built in the seventh century) – was saved from destruction by a U.S.-funded drainage project that lowered the groundwater.

Now thousands come each day – high school students from Cairo, families from Alexandria and Minya, and tourists from

Europe, Asia, and America to visit the monuments in this area.

“Around 1978 we started seeing ground water in the area of the monuments damaging the structures,” said an engineer

This ancient heritage – which includes some of the oldest churches in the world, dating back to the third century, the oldest synagogues in Egypt, and the oldest mosque in Africa (built in the seventh century) – was saved from destruction by a U.S.-funded drainage project that lowered the groundwater.

who worked on the USAID drainage project. The project began in 2000, after USAID completed a 20-year, \$1 billion wastewater project for greater Cairo. The program to lower the

groundwater in Old Cairo ended in 2006.

Micro-tunnels and shafts 10 feet in diameter conveyed collected groundwater to the nearest sewage collector about 1.7 kilometers away. The work cost \$15 million – from USAID and the Egyptian government.

At the Ben Ezra Synagogue, a five-minute walk from St. Georges Church, visitors listen to a guide. It was rebuilt in the 19th century on top of medieval ruins and once housed a massive library of documents about Jewish life in Cairo during the Middle Ages known as “the Geniza.” The documents were in Hebrew words spelled out in Arabic script.

Although few Jews remain in Cairo to hold services at Ben Ezra, Muslims use the nearby Amr Ebn El-Ass Mosque several times each day for worship.

After the melodic chant of the call to prayer echoes out across Old Cairo from its minarets, a few dozen men arrive, wash hands and feet, and then say their prayers. It’s a scene little changed for more than 1,000 years.

Thanks to the lowering of the groundwater, tourists and visitors can now visit the lower levels of these historic monuments for the first time since 1978. ★



A U.S.-funded women’s literacy project is held at a clinic in rural Giza near Cairo.

U.S. Aid to Egypt Totals \$28 Billion In Three Decades

CAIRO – In the three decades since 1975, when the United States began its foreign assistance to Egypt, the most populous Arab country has made enormous progress. While its population rose from about 40 million to more than 70 million, incomes also rose and the standard of living has greatly improved.

At the 30th anniversary celebration of the U.S. aid program in 2005, the aid given totaled \$28 billion, by far the largest amount of development aid given to any country in the world by the United States.

USAID assistance really took off after 1979 when the leaders of Egypt and Israel agreed to a peace accord at Camp David. Egypt recovered all of the Sinai Peninsula and the two countries have remained at peace. Since then USAID has assisted Egypt in developing its economy, education, health, democracy, and agriculture.

A visitor to Egypt in 1980 saw a country facing difficult times. Poverty was widespread. In the fertile, green Nile Delta, thin farmers walked in circles as their thin cows and donkeys turned water wheels and slowly irrigated their fields. Education was not readily available to all children. And the cost of doctors and medicine meant that many did without health care.

Today, as a plane brings that same visitor back to Egypt, row

upon row of new housing blocks spread out into the suburbs. Elevated highways speed traffic in from those flats to the jobs in town. The shops are filled with goods and the country has clearly stepped up the development ladder. In the countryside, diesel pumps replace animal-powered water wheels. But new problems emerge.

To fight urban air pollution, USAID helped convert 40,000 vehicles to clean burning fuels. It promoted conservation of Nile water resources, protected coral reefs and islands in the Red Sea, and preserved Egypt’s antiquities in Luxor and Cairo.

USAID also helped meet power needs by replacing giant electric turbines at the Aswan High Dam, renovating power plants and extending power lines. It improved telephone service and water and sewerage systems reaching most of the population.

Current USAID strategy focuses on helping Egypt participate in the global economy by creating jobs and helping train Egyptians for the modern economy.

The main areas of assistance include trade, investment, education, health, family planning, infrastructure, democracy, the justice system, and civil society such as Egyptian non-governmental organizations. ★



Worshippers in Cairo’s Old City assemble for prayer at the Amr Ebn El-As Mosque, the oldest mosque in Egypt and in all of Africa. The historical structure has a new drainage system, provided through a USAID project, to preserve its foundations.

WHERE IN THE WORLD...

APRIL 1, 2007 – MAY 12, 2007

REASSIGNED

Timothy H. Anderson
DCHA/FFP/EP to Afghanistan/OA

Edward W. Birgells
Iraq/FSTB to Pakistan/OD

Freddy A. Blunt Jr.
M/PMO/OD to M/CIO/BCCS

Mary L. Carlson
COMP/NE/OJT to Mali/AD

Jeffery Cohen
COMP/NE/OJT to Dominican Republic/PDO

Judith Ann Coker
PPC/DEI/DIS to M/CIO/KM

Leslie B. Curtin
COMP/FS to DCHA/OMA

Richard Diciurcio
M/PMO/ISMM to M/CIO/DM

Michael E. Doctor
M/PMO/BTIP to M/CIO/IOM

Brenda A. Doe
ANE/TS to GH/OHA

Beth P. Dunford
Afghanistan/OA to Africa/EA

Paul W. Eavy
M/PMO/ISMM to M/CIO/DM

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

Natalie J. Freeman
COMP/Detail/SUP to Africa/WA

Carol S. Fukumoto
M/PMO/ISMM to M/CIO/BSE

Stephanie J. Garvey
COMP/NE/OJT to Cambodia/PFPN

Gene Vincent George
Bangladesh/DIR to M/HR/OD

Ronald Lee Glass
Colombia/PFPN to Afghanistan/PFPN

Michael D. Glees
COMP/NE/OJT to Nigeria

Catherine Green
M/OAA/CAS to M/CIO/CMS

Jean M. Hacken
M/PMO/BTIP to M/CIO/ICIO

Sean P. Hall
Jamaica-CAR/OEG to COMP/FS

Shirley E. Hendley
M/PMO/BEA to M/CIO/BCCS

Stephen F. Herbaly
Nigeria to Lebanon

Erik G. Janowsky
Uganda/GD to LAC/RSD

Charles G. Knight
Senegal/EXO to Sudan/EXO

Thomas J. Kress
COMP/NE/OJT to Senegal/PROG

Joann Feldman Lawrence
Africa/SO4-5 to LAC/SA

Brian Lee
M/PMO/ETI to M/CIO/DM

Marissa G. LeMargie
LAC/SA to DCHA/DG/EPP

Li Ping Lin
M/PMO/ISMM to M/CIO/DM

Samuel M. Lukschander
M/PMO/ISMM to M/CIO/BSE

Celida A. Malone
PPC/DEI/DIS to M/CIO/KM

Michael Metzler
ANE/SAA to A/AID/COO/PAC

Bernadette M. G. Mitchell
Africa/SD to A/AID/COO/M

Patrick T. Mullen
M/MPBP to M/CIO/CE

Anne Patterson
West Bank/Gaza to Iraq/GPRT

Oscar R. Pereira
M/PMO/ISMM to M/CIO/BIE

Eric L. Picard
ANE/SAA to DCHA/DG/CS

Neil G. Price
Ukraine/D to West Africa/RAAO

Janet L. Rudasill Allen
LAC/SPO to COMP/LT TRNG

Sharon D. Sadler
PPC/DEI/DIS to M/CIO/KM

Dean Pietro Salpini
COMP/FS to LAC/CAM

Joel B. Sandefur
West Africa/OMD to Iraq/OMD

Veeraya K. Somvongsiri
COMP/NE/OJT to Indonesia/DDG

David Allen Soroko
EGAT/AG/AM to Iraq/FSTB

Sandra A. Sozio
M/PMO/BEA to M/CIO/BCCS

Joseph Charles Sterling
M/PMO/ISMM to M/CIO/DM

Michael B. Stewart
Albania to Iraq/MGT

Scott R. Stiens
M/PMO/BEA to M/CIO/ICIO

Theresa M. Stoll
PPC/RA/SBI to EGAT/EG/EDFM

Nicole Ann Uzzle
M/PMO/BEA to M/CIO/BCCS

Peter A. Wiebler
Wes Bank/Gaza to Ukraine/ODG

Theresa D. Williams
M/MPBP/OD to M/CIO/BCIP

Patrick Joseph Wilson
Bangladesh/RAA to RDMA/ROP

Marquita A. Wise Williams
LPA/PL to AA/GH

William R. Wood Jr.
M/PMO/BEA to M/CIO/KM

Sovanna Danny You
M/PMO/BTIP to M/CIO/BSE

Jessica H. Zaman
Mozambique/DI to O/S LANG TRNG

Sharon L. Zavestoski
M/CIO/BCIP to M/CIO/CMS

RETIRED

Gordon Bertolin

Roxanna Bowers

Carolyn A. Carroll

Lynn D. Gorton

Richard J. Joy

Edward L. Kadunc Jr.

Andrew M. Maxey

Fred McDonald

Emily Baldwin McPhie

Vera H. Meenan

Diana L. Swain

Randal Joy Thompson

Clyde E. Woods

MOVED ON

Sylvia Bryant Moten

Ann Cataldo

Scott Christiansen

Stephen B. Kaplitt

Brian D. Larsen

Deborah F. Oliver

Andrew R. Olson

Farah A. Pandith

Joan A. Riley

Francisco Rivera

Cecilia Sun

Wilbur G. Thomas

Randall Lee Tobias

James O. Watson

Shelby A. Watts

Martina Wills

IN MEMORIAM

As space allows, **FRONTLINES** will run obituaries for **USAID** colleagues whose deaths occurred when the publication was suspended. The first group of obituaries, which were scheduled to run a year ago, is included here. If you have information about a death of a colleague that happened between **May 2006 and June 2007**, please send an e-mail to **FrontLines@usaid.gov**.

Peter Benedict, 67, died May 16, 2006, in Chapel Hill, N.C. Benedict retired from USAID in 1997 after a career with the Agency that covered more than two decades. He served as Mission Director in Zimbabwe, Cameroon, Niger, and Mauritania, and held positions at USAID headquarters in Washington. Before joining USAID, he worked at the Ford Foundation, which included work for the United Nations' UNICEF program. After he left the Agency, Benedict joined RTI International, an institution in Research Triangle Park, N.C., which is implementing development programs in Iraq. Benedict had been the senior program director and country manager for RTI's program in Iraq since 2003. He was chief of party for the first Iraq Local Governance Program (LGP) from 2003 to 2004, and the home office technical manager for the second LGP, which began in 2005. His work in Iraq included helping Iraqis develop institutions of local governance. In a statement, RTI said that Benedict considered the assignment his most challenging, but also one of the most important.

Robert B. Black, 85, died April 6, 2006, in Biddeford, Maine. Black worked as an economist with USAID from 1953 to 1972. During his career with the Agency, he held positions as chief of the military assistance division and director of the Latin America population programs and civic development office. He also spent time with the Organization for Economic Cooperation and Development in Paris, serving in the social development and demography office. Black was also a coauthor of the 1975 book *Inside Foreign Policy: The Department*

of State Political System and Its Subsystems.

Raymond Einhorn, 91, died April 9, 2006, in Washington, D.C. Einhorn set up the internal auditing system at the Economic Cooperation Administration (ECA), a predecessor of USAID, and served as chief of the internal auditing branch there from 1950 to 1954. Before coming to the ECA, Einhorn did similar work for the U.S. Atomic Energy Commission. He also worked at the General Accounting Office, now the Government Accountability Office, and NASA. Einhorn left the federal government after 30 years to become a professor at American University. There he founded the Institute for Applied Public Financial Management, a two-year graduate program designed for financial managers in the federal government.

Donald L. Goodwin, 84, died Jan. 6, in Harrisonburg, Va. Goodwin retired from USAID in 1974 with a Distinguished Service Award for his work with refugees in Southeast Asia. After serving in World War II, Goodwin worked as a teacher and baseball coach in Maine. He began work with the federal government in 1947, serving in several agencies over the next 26 years, but primarily USAID and the State Department. His major assignments with USAID were in Iran, Liberia and Vietnam. He later worked at the American Red Cross as an assistant director for disaster planning and training.

Hasan Awadallah Hasan, 75, died May 8, in Washington, D.C. A civil engineer and Foreign Service Officer, Hasan worked

WHERE IN THE WORLD...

for USAID from 1963 to 1989 at posts in Laos, Panama, Pakistan, and Jamaica. He was the director of USAID's Office of Urban Administration and Development in Egypt. After his retirement, Hasan continued to work with USAID as a consultant.

Elizabeth "Libby" Holman, 81, died April 24, 2006, in District Heights, Md. Holman retired from USAID in 2004 after 29 years as a secretary. She spent part of her career working in the Office of Democracy, Governance, and Social Transition within the Bureau for Europe and Eurasia.

John Harper Kean, 84, died May 25, 2006, in Sandy Spring, Md. Kean joined the State Department in 1952 and a year later took an assignment in the Agency that would become USAID, becoming a Foreign Service Officer. Over the next 28 years, he supervised education and agriculture programs in Turkey, Pakistan, Egypt, Afghanistan, Ghana, and Swaziland. He retired in 1978, but continued working as an international development consultant.

Howard Spring Kresge, 92, died Feb. 4, in San Mateo, Calif. Kresge headed the Executive Placement department for USAID, was the director of Voluntary Foreign Aid Service and served as executive director of the Advisory Committee on Voluntary Foreign Aid, coordinating U.S. private-sector overseas contributions and programs with federal efforts. Before coming to USAID, Kresge was an Army captain during World War II. He helped pioneer the use of audio-visual materials for army training, and directed the European Cooperation Administration (ECA) film project, which produced 6,000 films about agriculture and industry to help European countries rebuild after World War II. Six hundred of those, with foreign-language soundtracks added, were sent to Europe, where Kresge supervised their distribution to help war-ravaged countries jumpstart their economies. After seven years with the ECA and the Marshall Plan, he returned to Washington, D.C., as director of orientation for federal employees posted overseas.

Charles Montrie, 83, died June 9, in Potomac, Md. Montrie worked as an economist with USAID from 1961 to 1980. Montrie came to Washington, D.C., in 1952 to join the State Department. He was among the first staff members of the agency that preceded USAID, which was formally established in 1961. Once at USAID, he served in the Near East and South Asia Division. After retiring, he did private consulting work in economics, which took him to many parts of the world.

Mario Pita, 70, died March 8, in Miami, Fla. Pita, a Foreign Service Officer, worked at USAID for more than 25 years before retiring in 1998. He served in a number of countries throughout Latin America and helped to create independent municipal governments and judicial systems after civil wars in Central American countries.

Robert Bruce Pooley, 69, died Dec. 27, 2006, in Mobile, Ala. Pooley did two tours of duty in Vietnam as a relief and rehabilitation advisor with USAID before joining the World Food Program. As a project manager and director with the WFP, Pooley headed aid programs in Afghanistan, Bhutan, India, Nepal, and Pakistan covering a wide range of activities that provided food, clothing, shelter, and education for millions of refugees. In 1979, Pooley returned to USAID, serving a number of years as the chief of voluntary and humanitarian programs until his retirement. Even after his official retirement, he continued to serve others doing emergency relief and disaster management in the former Soviet Union and in the Middle East after Desert Storm.

Lahya Shiimi, 37, died April 30, 2006, in Windhoek, Namibia. Shiimi was the senior HIV/AIDS technical advisor at USAID/Namibia and considered an expert in her field. In her position, she helped lead the expansion of U.S. assistance to Namibia's HIV/AIDS prevention, control, and treatment program under the President's Emergency Plan for AIDS Relief. She had extensive experience

in several aspects of the disease, including prevention, care, and treatment. She worked as a nurse, counselor, trainer, supervisor, and evaluator, visiting households, villages, clinics, hospitals, classrooms, and government ministries. Before joining USAID in 2002, Shiimi worked for the Namibian Ministry of Health.

Phillip D. Smith, 84, died Feb. 22, in Springfield, Va. Smith served as USAID agricultural development officer in South America and Asia. He joined USAID in 1960 as an agricultural cooperative/credit advisor. His work took him to Bolivia and Brazil, where he served as agriculture/rural development officer for Northeast Brazil. Smith was based for five years in Washington, D.C., where he served on the Brazil and Argentina/Paraguay desks, as well as in the Near East-South Asia Bureau. He worked on agriculture and rural development programs in South Korea, the Philippines, Thailand, and Indonesia. In the 1970s, he served as agriculture/rural development officer in USAID missions in Nepal and Colombia. In 1978, he retired, but returned to USAID for one final assignment in Lima, Peru, from 1984 to 1987.

James C. Stanford, 67, died June 12, 2006, in Land O' Lakes, Fla. He worked at USAID for 23 years before retiring in 1995. During his time at the Agency, Stanford served as controller in the Philippines, REDSO/West Africa, Botswana, and Laos.

Daniel Steiner, 72, died June 11, 2006, in Boston, Mass. In 1965, Steiner, who had been practicing law in New York for several years, became the assistant general counsel for legislation and then chief of legislative programs at USAID. He later moved to the Equal Employment Opportunity Commission and then to Harvard University, where he served as general counsel for more than two decades. At the time of his death, Steiner was president of the New England Conservatory, the first non-musician to head the prestigious music school.



Loret Miller Ruppe
*AAAS Fellow and
Climate Change Science Advisor*
by Ian MacNairn

Loret Miller Ruppe, 45, died of breast cancer May 27 at her home in Cabin John, Md. Ruppe was an American Association for the Advancement of Science (AAAS) fellow at USAID from 2003 to 2005. She worked as the climate change science adviser on USAID's global climate change (GCC) team in the Bureau for Economic Growth, Agriculture, and Trade, and was the Agency's lead on interagency climate science activities.

William Breed, GCC team leader said, "Loret was always willing to pitch in where needed, such as handling the Group on Earth Observations work as that initiative progressed, helping explain the science and monitoring system during the tsunami response, applying her engineering background, and developing country experience to getting the Agency's first adaptation pilot off the ground."

Ruppe was born in Houghton, Mich., but moved to Potomac, Md., as a child when her father, Philip E. Ruppe, was elected in 1966 to the first of his six terms in the U.S. House of Representatives. She received a bachelor's degree in mechanical engineering from Yale University, a master's degree in mechanical engineering from the University of Virginia in 1990, and a doctorate in environmental engineering from the University of California at Davis in 2005.

Inspired by her mother, Loret Miller Ruppe, who was director of the Peace Corps from 1981-1989, and who later was the U.S. ambassador to Norway, Ruppe served as a Peace Corps volunteer in Nepal from 1985 to 1987. She married another Nepal Peace Corps volunteer, Peter Parsons. Her sister, Adele E. Ruppe, was recently a senior advisor to Under Secretary of State Karen Hughes and is currently on assignment at the National War College.

Ruppe returned to the Washington area in 2003 to work at USAID, where in addition to her role on the global climate change team, she also provided technical support on a range of climate-related issues to missions in Asia and the Near East. She was also a U.S. delegate to negotiations on the United Nations Framework Convention on Climate Change.

IN HOUSE BRIEFS

USAID Celebrates Asian Pacific American Heritage Month

by Mary Jane Cotter

In one of her first speaking engagements as acting administrator, Henrietta Fore paid tribute to diverse Asian cultures and their contributions to society during the annual Asian Pacific American Heritage Celebration at the Ronald Reagan Building on May 23, 2007. Fore told the audience about her previous work at USAID as the assistant administrator for the Asia Bureau when she came to know and appreciate the rich variety of cultures in the Asian region.

"I witnessed first-hand the tremendous contributions Asian Pacific Americans make to our country," said Fore.

She noted that President Bush has appointed more Asian Pacific Americans to positions in his Administration, nearly 290, than any other president in history. These appointments include Secretary of Labor Elaine Chao and former Secretary of Transportation Norman Mineta, plus 94 other political appointees confirmed by the Senate who serve in the highest ranks of the Administration.

Keynote speaker Vellie Sandalo Dietrich-Hall, commissioner of the White House Initiative on Asian American and Pacific Islanders, told the audience: "Adversity tests our ability to persevere. Adversity creates and shapes our goals." She related her personal story coming from the Philippines to the United States, including how she struggled to build her life and reach her dream. As a new resident, she formed three attitudes that would serve her well: 1) a willingness to adjust to any situation; 2) a willingness to learn and continue learning; and 3) perseverance in the face of all obstacles.

"We are no longer invisible," she said about Asian Pacific Americans. "We are no longer migrant workers buried in the fields of harvest. We are no longer foreigners. We have made our homes in America. With each generation, Asian Americans have stood up to be counted. They have earned their right to proudly pursue their dreams in the land of the free."

Dietrich-Hall concluded by saying: "Harmony, unity, diver-



U.S. Department of Commerce

Vellie Sandalo Dietrich-Hall, commissioner of the White House Initiative on Asian American and Pacific Islanders.

sity, tolerance, compassion, and goodwill make up the intrinsic legacy that we hand down to our children and generations to come. Diversity in our communities strengthens the fabric of our nation." ★

IN HOUSE BRIEFS

Former USAID/Nepal Employees Honored

Margaret Alexander, the former deputy director of USAID's mission in Nepal, was honored during the American Foreign Service Association memorial plaque ceremony at the State Department on May 16. The event honors members of the Foreign Service who lost their lives while serving their country in the line of duty or under heroic or other inspirational circumstances.

Alexander was among the 25 people killed in September 2006 after the helicopter they were traveling in crashed near Ghunsa, Nepal, in the Himalaya Mountains. The crash also claimed the life of Bijnan Acharya, a Foreign Service National employee of USAID. Both of their names were to be added to the Agency's Memorial Wall, located in the lobby of USAID's headquarters in the Ronald Reagan Building.

Agency Seeks Volunteers for Iraq, Afghanistan, Pakistan, and Sudan

USAID is seeking volunteers to staff critical priority posts in Iraq, Afghanistan, Pakistan, and Sudan. The posts require management of huge programs and offer responsibility and experience that may be springboards to career advancement.

USAID works with the Department of State to improve the benefit packages for those who serve. For example, families can either remain at the current post while their spouses serve in a critical priority country (CPC) or find other ways to mitigate their separation. The Agency continues to make efforts to ensure that CPC staff get priority consideration for future assignment bids.

All USAID employees are encouraged to consider serving in

a CPC for six months or a year. By talking to officers who have served in these positions, employees may learn firsthand about the rewards of serving those in urgent need through programs on the cutting edge of development and foreign policy.

Information on all CPCs and assignment opportunities, including six-month temporary duties, can be found on the USAID intranet website, or by contacting Bill Carter in the Office of Human Resources.

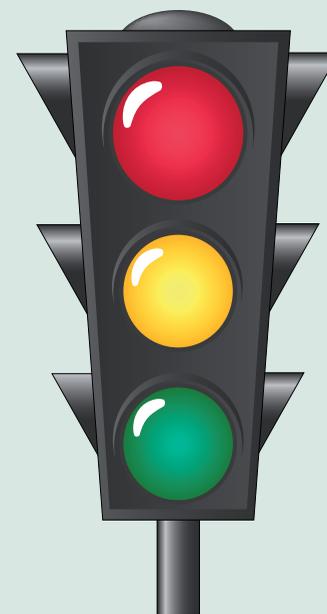
IG Wins \$34 Million Judgment Against Construction Firms

The USAID Inspector General's Office announced May 16 that it had won a \$34 million judgment in a civil suit filed against five companies and one person. A jury

see **IN HOUSE BRIEFS** on page 13 ▶

USAID SCORES GREEN ON FINANCIAL MANAGEMENT

USAID MOVED UP to the top rung of **"green"** for financial performance on the Office of Management and Budget's (OMB) "traffic light" management score card for the third quarter of FY 2007.



This successful score on the President's Management Agenda for Financial Performance is based on the Agency's improved ability to track and control spending in both the Washington headquarters and over 80 missions worldwide.

Clay Johnson, deputy director for Management of OMB, who joined USAID Acting Administrator Henrietta Fore at a brief ceremony at USAID headquarters in Washington, June 8, said that "when you adopt a new-world management system . . . yet still earn 'green,' what an impact this will have for USAID's future."

However, while having Missions around the world complicates the effort to manage funds for USAID, Johnson concluded that going green "has [not only] made this a better place to work," but also assures excellent service "for those who receive U.S. aid." It signifies that "financial information is timely, reliable, and is being used by USAID managers to make smart decisions on behalf of the American people."

USAID first received a clean bill of health in its audits four years ago and since then has continued to receive "clean" audit opinions, while reducing the number of material weaknesses.

USAID and OMB officials both noted that the Agency's success in moving up to "green" was accomplished in spite of the fact that it was implementing Phoenix, a world-wide core accounting system covering all financial transactions in Washington, D.C., and 51 overseas locations.

In 2002, USAID scored "red" or "unsatisfactory" in all the status areas on the President's Management Agenda. Now, only five years later, only one is "red" – competitive sourcing. The Agency has moved up to "yellow" for human capital, e-government, and property management; and earned "green" for budget performance and integration and for faith-based and community initiatives. ★

Fore Calls for Workplace that Looks Like America

The push to recognize and support diversity in the USAID workforce received a strong endorsement recently when Acting Administrator Henrietta Fore addressed the May 24 meeting of the Agency's Executive Diversity Council.

Fore said that "all personnel must be vocal as well as visible in support of diversity and inclusiveness," and called for "a workforce that looks like America."

A transcript and web cast of the meeting is available on the Agency's intranet.

nal penalties, civil restitution, and civil judgments from this investigation now total \$291 million.

USAID Earns Top Grade for IT Security

USAID received an A+ in information security – the third time in as many years – from the U.S. House of Representatives' Committee on Oversight and Government Reform.

USAID was one of only four government agencies to receive an A+, out of a total 24 agencies rewarded. The award was based on USAID's efforts to build and manage its information security program.

"We are thrilled to again be rated at an A+ level by the House of Representatives," said Philip Heneghan, formerly USAID's chief information security officer. "Our team has worked very hard to build the processes and technologies that help the agency manage the risks inherent in today's networks."

The Federal Information Security Management Act (FISMA) is a set of laws and regulations that require federal agencies to develop information security programs to help protect important agency systems from compromise. All federal agencies are required to report annually on their ability to comply with FISMA, and agency inspectors general are also required to produce a report on FISMA compliance. The Oversight Committee produces an annual report card to raise awareness of agency compliance with these laws and regulations.

Senior Foreign Service Promotions Announced

President Bush approved USAID's recommendations for employees to be promoted into and within the Senior Foreign Service in early June.

Staffers promoted to minister counselor were: Edward Birgells, Carleene Dei, Michael Fritz, and William Jeffers.

Staffers promoted to counselor were: Stephen Callahan, Robert Cunnane, Alexander Dickie, Karl Fickenscher, Stephen Haykin, Janina Jaruzelski, Elisabeth Kvitashvili, David McCloud, Kevin Mullally, Gary Newton, Herminia Pangan, Susan Reichle, Denise Rollins, Marilynn Schmidt, Elzadia Washington, John Winn, and Andrea Yates.

Microenterprise Program Awarded, Featured in KM World Magazine

USAID's microenterprise development knowledge sharing program was recently honored at the Federal Computer Week eGov Institute's 8th Annual Knowledge Management Conference in Washington.

The program, managed by the Bureau of Economic Growth, Agriculture, and Trade's Microenterprise Development office, was also featured in the June issue of *KM World Magazine*, which cited microLINKS for innovative strategies.

USAID's Microenterprise Development program aims to broaden economic opportunities by providing poor entrepreneurs and households with capital and training to build businesses, incomes, assets, and the ability to cope with crises. The program's microLINKS website connects practitioners with each other and conveys cutting-edge research in microenterprise development.

The site houses a state-of-the-art library of more than 1,000 reports, briefs, case studies, curricula and interactive learning tools. An e-newsletter distributed monthly to 5,800 practitioners in 90 countries connects specialists in the field with information and resources. A "Speaker's Corner" hosts on-line discussions led by experts.

The website also hosts forums on topics like micro-finance amid conflict and microenterprise development in post-disaster settings.

Wilson Center Names Altaf as Pakistan Scholar

A former USAID health specialist in Islamabad, Dr. Samia Altaf, was named by the Woodrow Wilson International Center for Scholars June 5 as the Wilson Center's 2007-08 Pakistan scholar.

Dr. Altaf will spend nine months in residence at the Wilson Center, beginning in September 2007, carrying out research and writing for a project titled "Improving Aid Effectiveness: A Case Study of the Health and Population Sectors in Pakistan."

Dr. Altaf is a public health physician whose career has focused on the management of complex health delivery systems for low-income populations. She has worked in Pakistan, India, Indonesia, and the United States. In Pakistan, she has served on the faculty at Aga Khan University Medical College and as a primary health care program officer for UNICEF, as well as consulting for international aid agencies. She recently finished a four-year assignment with the USAID mission in Islamabad, working as acting director and then as senior advisor, Office of Health.

AFSA Re-Elects Top USAID Officers

The American Foreign Service Association (AFSA) announced the results of its 2007 Governing Board election June 3. Current USAID Vice President Francisco Zamora and AFSA's USAID representative Michael Henning were re-elected to serve two-year terms beginning July 15. Among other officers elected to the board are: president: John Naland; State Department vice president: Steve Kashkett; Foreign Commercial Service vice president: Donald Businger; Retiree vice president: Robert W. Farrand; secretary: Tex Harris; treasurer: Andrew Winter.



Francisco Zamora

AFSA represents approximately 26,000 active and retired Foreign Service employees at USAID, State, the Foreign Agriculture Service, the U.S. and Foreign Commercial Service and the International Broadcasting Bureau. For additional information, go to www.afsa.org. ★



Iraq DOC Samir Zedan Reflects on His Two Years

By Rachel Evans

With dynamic hand gestures and a mustachioed smile, Samir Zedan openly discussed his past two years of service with USAID/Iraq as a development outreach and communications specialist during a June 12 brown bag luncheon at USAID's headquarters in Washington.

"These experiences are something I'm going to keep with me for the rest of my life," Zedan said.

Zedan worked as a journalist in the Palestine region for nine years where he reported for sources such as *Newsweek* and the *Los Angeles Times* before leaving the field to work with USAID in Iraq. Having recently completed his service in Baghdad, he now dons a bright yellow visitor's badge for the first time in 26 months.

Zedan singled out economic growth and agriculture as USAID's most important programs in Iraq, heralding the successes of Iraq's move to a private banking system including the opening of 23 banks, a stable currency, and capacity building program achievements.

Many challenges also line the path to a stable Iraq, Zedan said. The nation is experiencing a time of national identity transformation. "Iraq is not a country known to identify itself as sects," he said, noting that this evolution has the possibility of affecting current development policy.

Overall, he describes his time in Iraq as "professionally frustrating." "The U.S. government is spending a lot of money in Iraq," he said, "but receiving little gratitude." Zedan stresses that the public in both the United States and Iraq need to be informed about policy successes within the country, yet many are reluctant to provide such information to the media – largely for security reasons.

"I would like to sit down with my grandchildren and be able to tell them about my time in Iraq," Zedan said. ★

Your Voice

by Darren P. Bologna

Your Voice, a continuing **FRONTLINES** feature, offers personal observations from USAID employees. Darren Bologna worked as a human resources specialist and recently took a position at the State Department.

A Quiet Drama Unfolds in HR Records Room

The Office of Human Resources (HR) is cleaning out the Records Room on the second floor of USAID's space in the Ronald Reagan Building. This requires going through current Official Personnel Folders (OPFs), and sending them to be scanned and digitized. This seemingly humdrum work is done on Saturdays with a team of around four or five USAID HR employees when the building is calm, and the Records Room is even more so.

However, a quiet drama unfolds inside that room each week. I spend Saturdays reading gripping, non-fiction life stories at their best. As I sift through retired employee OPFs to remove irrelevant documentation prior to sending the files to permanent storage in St. Louis,

When you read through the list of so-called "subversive organizations," you see organizations that history suggests were fighting an uphill battle for civil rights, ethnic identity, and peace during a time of societal upheaval and war.

I have discovered a treasure trove of history. In the oldest ones, you see obsolete punch cards from the early 1940s and 1950s, mostly from employee war-time military service. You see birth certificates from around the world. Then, as the clock moves forward, you begin to see heavier involvement in Vietnam.

Photos stapled to applications of earnest, young employees when they were junior officers or newly appointed civil servants jar my vision of how I knew them. Then I get a twinge of guilt as I remember later in their careers being annoyed having to wait an extra millisecond as they ambled through the security turnstiles and greeted the guards they had known for years. And yet, here they were in black-and-white, my age and eager to start their careers.

All employees of the agency had to sign a Certificate of Non-Membership in Subversive Organizations from 1958 until

well into the late 1960s. When you read through the list of so-called "subversive organizations," you see organizations that history suggests were fighting an uphill battle for civil rights, ethnic identity, and peace during a time of societal upheaval and war. Though I did not live through the 1960s, the list seems surprising since many were seemingly attempting to improve the lives of fellow citizens and promote peace.

Looking at the names of these organizations on the train ride home, I realized that the word "subversive" technically means upsetting the status quo; not necessarily intrinsically evil. For example, in the early sixties, Dr. Martin Luther King Jr. might have been considered by some as subversive to the status quo, but history has applauded this subversion.

On these Saturdays, I also handled the records of employees who have died or were killed in service. I knew that I would be the last USAID employee to handle their OPF before it was stored permanently in St. Louis. Paper was removed a little more gently, care was taken not to lose any personal items, and folders were placed in the shipping

box with a moment of silent gratitude. Mentioning this to my boss, she took me to the wall of names of those we lost in action at USAID's 14th Street entrance; a place I had walked by countless times before without a thought. I realized that I can reconnect with them, if only for a second, each time I enter the building. Their names are on the wall with the country in which they were lost: Many Vietnams in the early years, more Middle Eastern countries as time moves forward; continuity and evolution of our work and sacrifice.

When I first began working in the Records Room and a 40-year old photo of a young Asian wife slid out of the jacket of its folder, I realized that these were not only SF-52s, TSP forms, and promotion documents; they were the working lives of our colleagues. These people were us, me, you. Gently handling these OPFs was like sitting on the porch with grandpa and knowing that he was once young, he struggled just like me, and that we are all connected to our history.

And so it is a connection to our history that will guide us through USAID's only true constant: change. ★

Snapshots from Iraq



The bead market in Erbil, Iraq, was busy with buyers and sellers a few months after U.S. forces removed Saddam's regime in 2003 and U.S. aid programs began for health, education, and local government.



In 2007, a small boy stands in the historic Abu Nawaz neighborhood of downtown Baghdad along the Tigris River as construction workers dig up the street to repair water pipes and electric cables. Improved security has ended much of the violence in the area.

Response Team (DART) could also be called to action.

“We will prepare in a very serious way, regardless if the forecast for a hurricane season is for 22 storms, 15 storms, or five storms,” said Tim Callaghan, OFDA’s senior regional advisor for the Latin America and the Caribbean (LAC) region.

“NOAA’s forecast for this year is 13 to 16 named storms. It only takes one major hurricane to impact a country in a negative way, and good preparedness activities can mitigate the impact,” he said.

“This is the message I discuss with colleagues throughout the LAC region – review your emergency plans, fully stock your warehouse as appropriate, know evacuation routes, have family plans, have a communication plan, review contact lists, and practice using communications equipment.”

USAID also manages a network of people in the field who can relay details of a storm’s aftermath back to the Agency. And, if warranted, USAID may pre-position people and supplies in areas where a disaster is expected to strike. Relief supplies – such as water containers, blankets, plastic sheeting, hygiene kits, and medical supplies – are pre-positioned in a USAID warehouse in Miami.

In 2006, USAID wasn’t called on to provide humanitarian assistance in any countries where storms made landfall, yet OFDA remained busy. “The time to conduct all disaster preparedness work is ... when things are quiet,” said Callaghan, “not right before or during an emergency.”

But the prior year, 2005, was the most active hurricane season on record with 28 named storms.

“We responded to storm-related impacts in Costa Rica, Guatemala, Mexico, Honduras, Nicaragua, El Salvador, Grenada, the Bahamas, and Haiti,” Callaghan said. “At one point I was managing four small ‘Dartitos’” – OFDA’s nickname for smaller DARTs – “at the same time in Nicaragua, Guatemala, Mexico, and El Salvador. USAID’s hurricane/tropical storm assistance in 2005 was more than \$25 million in emergency assistance and reconstruction.”

OFDA offers year-round training in disaster management to people living in countries most likely to be hit by hurricanes and other natural disasters. And the office conducts workshops and meetings with key USAID staffers to help them better prepare for their roles during a response.

NOAA says several factors are responsible for its

FORE from page 1

visited many Agency offices and introduced herself to hundreds of employees. She’s held a listening tour with representatives of many USAID partner groups and advocacy organizations, including the Advisory Committee on Voluntary Foreign Aid, InterAction, and the Society for International Development. And Fore has met with former administrators Andrew S. Natsios and Peter McPherson.

In meeting with these people and others—including members of Congress—Fore said the message has been consistent: USAID is central to the long-term success of the United States’ foreign policy and national security.

She has also come out as an advocate for better collaboration with partner organizations at the multilateral, bilateral, country, and local levels.

“If I have the honor of being confirmed,” Fore said during her confirmation hearing, “I will be returning to an agency of remarkable and extraordinarily capable people.”

Fore is no stranger to USAID or international development. She previously served as USAID

assistant administrator for private enterprise and for the former Asia Bureau from 1989 to 1993. During this time, she founded and served as the first chairman of the United States-Asia Environmental Partnership, a coalition of business, government, and community organizations from the United States and Asian nations. Fore also was a founder of the Financial Services Volunteer Corps.

Fore has already laid out her early priorities: to introduce herself to USAID’s staff after months of lagging morale, to ensure prompt allocation of funds to the field, and to continue to explore what is working and how USAID can improve the way it carries out its mission. She also wants to shore up the ranks of USAID employees in the Foreign Service and civil service ranks, and provide increased training and career development opportunities.

“Probably the greatest challenge at hand is that of getting the balance right between field expertise, overall administration objectives, and congressional intent,” Fore said during the

earlier Senate hearing on foreign aid reforms. “Often this is a difficult balancing act with State and USAID staff being pulled in competing directions. We need a process that figures out a way to balance those sometimes competing perspectives.”

“In America today, old divisions between those who saw foreign aid as a tool to influence strategic partners and those who viewed it as a means of doing good in the world are giving way to a new unity of purpose,” Fore said. “There is a growing consensus that global development is both a moral ideal and a national interest.

“From community leaders to corporate leaders, religious leaders to movie stars to college students, Americans recognize that if we—as members of the global community—are to address the most difficult challenges of our time, we must all work together.” ★

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Jeffrey Grieco

*Acting Assistant Administrator
for Legislative and Public Affairs*

FRONTLINES STAFF

Ben Barber, *Editorial Director*

Claire McIntyre, *Production Editor*

Angela Rucker, *Writer*

Mary Jane Cotter, *Human Resources Coordinator and Employee Liaison*

CORRESPONDENTS:

AFGE – Lawrence Williams; **AFR** – Ranta Russell; **AFSA** – Francisco Zamora;

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2007 hurricane season predictions, including ocean and atmospheric conditions in the Atlantic, warmer-than-normal sea temperatures, and the apparent end of the El Niño weather cycle. ★

RETREAT CHARTS from page 1

Several retreat participants gave the exercise high marks, noting the renewed energy and focus on the Agency’s mission, and the introduction of tangible steps to lead USAID into the 21st century.

“For decades, USAID has been a technical leader in key development areas, such as health, economic growth, and education,” said Gloria Steele, deputy assistant administrator for Global Health, who participated in the retreat. “From a technical bureau’s perspective, the affirmation of the important role of technical leadership by the acting administrator and the retreat participants was particularly welcomed.”

“Global Health Bureau’s staff, whom I briefed on the major outcomes of the retreat, was equally enthusiastic about the more participatory way that the Agency is now being run,” Steele added. “They strongly supported the importance of having an Agency vision that we could all use to identify appropriate strategies and priorities. The emphasis on leveraging resources and ideas from other partners – traditional and non-traditional – and ensuring that we did an effective outreach effort was received quite well.”

Fore said that in addition to her overarching vision, she has some specific items she wants to accomplish in her time leading

USAID. They include: a “Blue Revolution” to improve access to clean water, a greater emphasis on education, a Middle East initiative focusing on education and jobs, the creation of a national development strategy on par with the Bush administration’s national security strategy, and an on-line development tool, or “virtual” knowledge-sharing facility, open to people in and outside the Agency. Other issues of concern to Fore include deforestation and Mexico’s continuing social and justice challenges.

Retreat attendees were also informed of the acting administrator’s intention to retain personnel staffing in Missions around the world (with the exception of those Missions that have reached their objectives) and to develop a plan to deploy small teams of experts to regional centers in countries for short terms. The establishment of such regional centers would help counteract the long time period currently required to get personnel to areas in need, in keeping with Fore’s goal for the Agency to operate in more “real time.”

For details on the retreat, go to Agency Notices on the USAID intranet, and select USAID Senior Leadership Retreat Readout (August 16). ★



Dr. Theophile K. Houndekon, left, SOS Clinic medical director, who is shown here with his x-ray technician, said his office functions without brown outs or power fluctuations and can use x-ray, ultrasound, sterilizers, EKG, and air conditioners without power rationing.

Liberia Powers Up

When Liberian President Ellen Johnson Sirleaf took office a little over a year ago, electricity services in her country were virtually non-existent. After 14 years of civil war, the entire power grid was broken. Except for diesel generators owned by a handful of individuals, all power supplies were gone. The state power company, Liberia Electricity Corporation (LEC), was moribund – no infrastructure, no fuel source, no customers.

The president promised that she would launch an emergency power program in Monrovia, the capital city, to begin re-establishing electricity. “Small light today, big light tomorrow” became the government’s slogan.

A coalition of international donors provided funding and other help. With Liberia’s government and the LEC, they imported generators, rebuilt distribution networks, installed new streetlights, and began commercial service. USAID provided funding for fuel for the first several months of operation as well as technical and financial support to the LEC.

The Emergency Power Program restored electricity to Monrovia and helped rebuild

LEC’s operations. By the end of 2006, LEC was serving over 300 customers, mostly small businesses, hospitals, schools, and other institutions.

“Energy is fundamental to creating economic growth opportunities in post-conflict societies,” said former Liberia Mission Director Wilbur Thomas, who has since retired. “A self-sustaining electricity supply is critical to Liberia’s future. The Emergency Power Program is a significant first step.”

The stories and photographs on this page were provided by USAID partner International Resources Group. To learn more about the group, go to www.irgld.com. ★

Monrovia Street Lights Aid Shops and Students



Roseline Dennis is the proprietress of Sardis Place, a bistro in downtown Monrovia located in one of the first city districts to receive electricity. Now patrons can stop in for an evening meal of potato greens with fufu on the side and listen to a little Liberian hip-hop music in the background. She had been relying on a generator to keep the bistro humming. “I am very happy that I can once again benefit from a reliable power supply,” said Dennis, who returned to Liberia from the United States last year to reopen her family’s business.

Night-time street commerce is thriving in downtown Monrovia following years when shopkeepers were forced to close up not long after sundown.

During more than 14 years of a brutal civil war, when rampaging teenage soldiers pumped up on drugs tore down power cables and ripped up water pipes for scrap metal, Liberia’s economy was shattered. Street commerce almost stopped at night for those who could not afford private generators, and crime flourished.

But today, that story is changing. Last July, Liberia President Ellen Johnson Sirleaf kept an election promise to begin re-establishing electricity services in the country. By throwing a ceremonial switch, she turned the lights on again along Tubman Boulevard, one of the city’s main thoroughfares, and for an initial group of hospitals, schools, and other public buildings.

Before electricity was returned, nonfunctioning electricity poles towered over traffic on Tubman Boulevard. Shopkeepers with lanterns stayed open after sundown but kerosene was expensive.

Tenneh Rennie, a war widow, supports three children with her



This mural helped shed some light on Liberia’s plans to bring back reliable electricity services to the country and introduce what would become a popular slogan: “Small light today; big light tomorrow.”

night-time vending in Monrovia’s Sinkor district. “I have been selling collard green fritters and fried fish on this street for almost four years, cooking by lamp light,” she said.

“But that cost me too much money to buy kerosene, and I used to close up by 9 p.m. because it was pitch dark, especially during the rainy season.”

“Now, thanks to the street lamp here on Tubman Boulevard, I have free light and I can sell to 2 a.m. without extra cost. It’s safer, too and not so lonely. I wasn’t lucky enough to go to school myself but now I can finally earn enough money to educate all my children.”

Eighteen-year-old Angie Morris also sells fried fish at night to

pay her school fees at Monrovia’s God of Mercy School, where she attends classes during the day. Angie’s parents are old and sick and cannot afford to help her. She hopes to become a nurse.

“I started selling here two months ago,” said Morris. “It’s from this business that I pay my school fees. I sell from evening to 1:00 a.m.”

Small traders are not alone in maximizing the use of the free street lights. Students in the Sinkor neighborhood come out to the street at night to study.

“I am happy that LEC [Liberia Electricity Corporation] has brought current on this 24th Street,” said Moses Kiah, an eighth-grade student at the

Wells-Hairston High School. “I do not have current at my house and cannot afford to always buy candles to study my lesson. But now I come under the street light to study.”

Sekou Kamara, a seventh-grade student of the Liberia Islamic Unity Foundation School, said: “I don’t have to worry as to when the candle or kerosene will finish burning because the street light is on up to the morning.”

Boima Dennis, 45, told a reporter from the *Washington Post*: “My last daughter did not even know what a street light was.” When the lights on Tubman Boulevard were switched on last July, and “she first saw it, she did not want to leave.” ★