

Special Report

U.S. DEPARTMENT OF STATE

MARCH 2004

# State

MAGAZINE

## State and USAID

Agencies Cooperate  
for a Better World





## IN OUR NEXT ISSUE: What's Cooking in Copenhagen?

# State

MAGAZINE

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*A restored airplane wears the nose art of the famous "Flying Tigers."*

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## Our Exchange Program: Investing in People

Two dramatic encounters I had last month demonstrated the importance of our exchange programs. I had the extraordinary experience of attending the inauguration of Georgia's new president, Mikheil Saakashvili. Mr. Saakashvili, a 36-year-old lawyer by training, is a proud alumnus of our Edmund S. Muskie Fellowship and International Visitors programs. He credits his legal study in the United States for helping to shape his view of democracy and the rule of law.

Just a few hours after Mr. Saakashvili took the oath of office, he invited me to a town hall meeting with enthusiastic young Georgians who had participated in the "Rose Revolution" that led to his election. The room was festooned with Georgian and American flags. Many of the democratic reformers in the audience had participated in exchange programs with the United States.

At the State Department a week later, I had the pleasure of greeting 25 Fulbright pioneers from a newly free Iraq, who will study law, business, public health, journalism, public administration, education and environmental science in some of our best universities. They were full of hope for the future and are determined to return to their country and contribute to its reconstruction.

I reminded the Iraqis that Fulbrighters just like them had risen to the challenge of leadership when their nations made historic transitions to democracy.

Fulbright scholars stood at the forefront of Poland's first post-communist government. Poland's foreign minister is a Fulbrighter as is the ambassador to the United States. A Polish Fulbright alumnus serves as the Coalition Provisional Authority's director of economic development in Iraq.

A Fulbrighter helped to lead East Timor's struggle for independence. He served as one of the two Timorese on the commission responsible for the elections that established East Timor as the first new nation—and first new democracy—of this millennium.

Alejandro Toledo, a shoeshine boy turned economist, was a Fulbright scholar at Stanford University. He led Peru's democratic opposition and is now the first person of Indian origin to be elected president of Peru.

There are many wonderful stories from our Fulbright and other exchange programs. More than 200 International Visitors program participants have become heads of state or government, including Tony Blair, Anwar Sadat, Megawatti Sukarnoputri, Indira Gandhi, Alpha Oumar Konare and Oscar Arias Sanchez. It is likely that tomorrow's world leaders are among the 30,000 men and women who participate each year in State Department exchanges.

Perhaps the next generation of leaders from the Arab and Muslim world will be found among the students selected for our Partnerships for Learning Initiative, an outreach effort established in the wake of Sept. 11, 2001. More than 130 young people from predominantly Islamic countries are now studying at American high schools and living in American homes. And starting this month, promising undergraduates from outside of capital cities will come here for two years of English training and academic study.

Engaging the world one person at a time is a mission for all of us, not just our dedicated public affairs and cultural affairs officers. I urge all members of our State Department family—and that includes

retirees—to help us identify candidates for exchanges. Help us find the promising young man or woman from Leeds or Lahore who may someday become a prime minister or a Nobel laureate.

You and your families also can help stateside by becoming volunteers and making exchange visitors welcome. We work with some 1,500-partner organizations across our nation and appreciate the help of 80,000 citizen volunteers.

Meeting 21st century challenges will require unprecedented international cooperation. The personal and professional relationships developed during exchanges can form a foundation of understanding and lasting partnerships between nations.

As has been true in the past, I am sure that in the future alumni from our exchange programs will make important contributions to the advancement of democracy, prosperity and peace in their own countries and throughout the world. ■



*Secretary Powell with Fulbright Scholars from Iraq.*

**Credit Where Credit Is Due**

Your November feature, "Marine Ball Carries on 80-Year Tradition," appears to credit the wrong individual for last fall's successful Marine Ball in Lomé, Togo.

The credit should go to Sgt. Freda Woods, who is responsible for planning all of the parties and functions the Marine detachment hosts for embassy personnel. When I joined the detachment last September, she was working diligently on the event to make it the best ever. Not a day passed that she wasn't doing something, from selling tickets to arranging for photography, related to the Marine Ball.

Her countless hours made this past year's ball perfect.

**Cpl. Christopher L. Atwell**  
*USMC*  
*Lomé, Togo*



**Corrections and Comments**

What a nice surprise to see retiree Maggie Westmoreland and her grandson, Claude Ferebee, in your

January coverage of the retirement ceremony. I would like to add and correct a few details.

First of all, Claude is a private first class, not private, in the United States Army Reserves.

And his unit, the 299th Engineering Co., not Battalion, was deployed to Kuwait some six months before the invasion of Iraq. I have a son in the 299th, and Maggie and I ran into each other over a year ago when the unit's family support group was packing Christmas boxes destined for Kuwait.

I'm pleased to report that all 170 of these "citizen soldiers," who were among the first to dip their toes in the Euphrates, have returned safely to resume more normal lives.

**Larry Carnahan**  
*Interagency Policy Coordination*

**For the Record**

I have to say that the January issue of the magazine was the most interesting and informative I have ever read.

Keep up the good work!

**Rod Hallen**  
*Retired FSO*  
*Tombstone, Ariz.*

**LETTERS TO THE EDITOR**

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at [statemagazine@state.gov](mailto:statemagazine@state.gov).

**FROM THE EDITOR**

The State Department and U.S. Agency for International Development have shared much over the years, but in recent months efforts have been under way to strengthen and formalize the relationship. As our cover story reports, a new strategic plan calls on the two agencies to continuously review policy and programs to eliminate redundancies and to ensure their work produces results. Diplomacy and development assistance together can make the world safer, freer and more prosperous. The special section, the second in a series, begins on page 24.

Bill Stewart has a wife and six kids and enjoys his family's company and home-cooked meals as much as anyone. The veteran Foreign Service officer said goodbye last June to his family and left for Iraq, where for the next six months tribal leaders and military commanders became his family and MREs (the military meals ready to eat) his food. Mr. Stewart's experience

in Iraq is highlighted in our first profile in a series starting this month. Meet Bill on page 9.

It's no easy job serving millions of refugees, but the Office of Assistance for Africa is working with others to see that the continent's refugees are repatriated, integrated and resettled. Currently, the office and its partners are planning for the return of Sudan's 570,000 refugees and 4 million internally displaced persons. For more, turn to page 18.

Finally, of the many threats to our nation, tuberculosis is one, especially along our long border with Mexico. The U.S. Consulate General in Ciudad Juarez, the world's largest U.S. immigrant visa processing center, has the lead in diagnosing, treating and tracking persons with TB moving between Mexico and the United States. See page 32.

# Just for KICKS

## Soccer Is Venue for Cheers and Jeers

After having its tournament postponed because of the war in Iraq, the U.S. Soccer Team finally competed at the World Youth Soccer Tournament in the United Arab Emirates.

The Thanksgiving holiday event, where thousands of predominantly Arab spectators jeered the team and booed the U.S. national anthem, gave the U.S. Embassy in Abu Dhabi an opportunity to play host, organize a pep rally and cheer on the young athletes.

“Blending both my consular and soccer roles was fun and provided a way to show the flag while speaking the international language of football,” Mark Marrano, the embassy’s consular chief, said.

The Americans defeated Paraguay and Korea but lost to Germany and Argentina as they vied with 24 other teams with players no older than 20 and some as young as 14.

“When I first met the team, I spoke to them of their roles as sports ambassadors for the United States to the UAE,” Mr. Marrano said. “However, when I looked at their faces, the majority of them were focusing on the turkey and gravy that was simmering nearby and not on their new jobs.”

He encouraged them to focus on the basics—eating, sleeping and practicing. “But in reality, I was just another talking head standing in between them and the turkey.”

Others at the pep rally included soccer legend George Weah, sometimes known as the Lion King or King George, who offered pointers and encouragement to players like soccer prodigy Freddy Adu and top scorer Eddie Johnson. All the presence and support assured the team they were proudly representing the United States, Mr. Marrano remarked.

The sports ambassadors appreciated all the attention, too. As embassy staff, family and friends waved American flags and shouted themselves hoarse during the games, the team would occasionally walk over to their American supporters and applaud them in return.



*U.S. soccer team.*



## COMBINED FEDERAL CAMPAIGN CLOSES NEAR GOAL

The Department of State's Combined Federal Campaign officially ended Jan. 31 with pledges and donations totaling \$1.7 million—or 98 percent of the goal.

The actual amount collected, \$1,737,414, was shy of the \$1.8 million goal set for the campaign. The average gift per State employee was \$464. Participation rate, normally around 30 percent, was

27 percent this year, according to CFC officials.

The annual campaign, which is part of the National Capital Area fund drive, supports some 3,000 charities and nonprofit organizations in the Washington, D.C., area and around the world.



**1964** The first Combined Federal Campaign is tested in six cities.

## Embassy Pilots Skills Program for Orphans

The U.S. Embassy in Moscow recently conducted a pilot vocational skills program designed to provide real-world exposure and social adaptation skills to selected students ages 16 to 19 from a nearby orphanage.

Under the program, five students—two girls and three boys—were approved for compound access to unclassified areas. They worked directly with locally employed staff for six hours daily to observe support activities. These included everything from office management and drafting to greenhouse and groundskeeping, carpentry, plumbing and electrical work.

The students received certificates when they completed the program. The International Women's Club of Moscow furnished the students with daily metro transportation to and from the embassy along with a small daily stipend and lunch.

As in many of the states of the former Soviet Union, the social status of Russian children living in orphanages is very low. Once institutionalized, they become victims of a long-held belief that abandoned children are in some way “defective.”



*FSN instructs orphaned youth.*

Because these children are largely isolated from the rest of the community and lack positive role models, they are ill prepared to enter society. They also tend to gravitate toward substance abuse, develop poor relationships and have poor working and family lives.

The embassy is exploring ways to help orphans find work they are qualified to perform and inspire others in the international community to undertake similar campaigns.



*Victoria Rivers, a California artist and professor of textiles at the University of California-Davis, demonstrates her technique for fusing gold leaf onto textiles for workshop participants.*

## An Artist's Work Glitters on the Gold Coast

All that glitters is not gold, even on the Gold Coast. That was especially true for Ghanaian participants in a recent workshop by California-based artist Victoria Rivers. The gold in her classroom was gold leaf, and the glitter ranged from sequins and metallic thread to shiny, multicolored strips of foil.

She carefully arranges items and fuses or pastes them onto textiles, creating artwork that exhibits a unique, gem-like quality.

Ms. Rivers demonstrated her technique to 45 third-year textile design students from the Kwame Nkrumah University of Science and Technology in the south-central city of Kumasi, Ghana's second-largest city. For many, it was their first opportunity to see and participate in creating art in the style of Ms. Rivers and other U.S. artists who use textiles as their canvas.

She was the guest of honor at a presentation and reception hosted by Ambassador Mary Carlin Yates for

80 participants, including some of Ghana's leading artists, gallery directors, art teachers and researchers. Ambassador Yates, working with the Department's Art in Embassies program, chose works by Ms. Rivers and other contemporary U.S. artists to exhibit in the ambassador's residence in Accra.

At a lecture at the National Theater in Accra, Ms. Rivers introduced art instructors and professional artists in Ghana to current trends in the U.S. art world and led a lively discussion on copyright laws and how best to protect their work. She also spoke on the challenges globalization poses for indigenous art and artists before an audience of nearly 100 art teachers and students at the University College of Education in Winneba.

Ms. Rivers visited Ghana last fall as part of the Department's American Artists Abroad initiative administered by the Art in Embassies program.

PHOTOGRAPHS: (ABOVE): U.S. EMBASSY IN ACCRA; (OPPOSITE PAGE TOP): AGNIESZKA NOWAK; (BOTTOM): BRIAN MAJEWSKI



# Directory Assistance at Your Service



*Michal Molka searches the employee directory.*

There would appear to be little corporate memory in a consular section with dozens of Foreign Service National employees and 10 officers rotating through the section every six months. To correct that, Julie Stufft at the U.S. Embassy in Warsaw used the section's digital camera and word

processing software to compile a photographic directory of the section's 42 FSNs, including their first and last names, nicknames and specific duties.

The directory is distributed to all new officers and to FSNs, who admit having trouble knowing colleagues in a section with so many duplicate names. The directory also includes the date that each FSN began working in the section. Currently, their combined service time totals 496 years. The number reminds officers that the true "experts" in visa procedures are sitting at the desks behind the interviewing windows.

During the compilation of the photographic directory, officers discovered that section FSNs have quietly maintained a handwritten journal of noteworthy events in the lives of section employees since 1995. The journal records the arrivals, departures, marriages, childbirths and retirements of officers and FSNs alike, as well as major policy events in the life of the mission and section—including the introduction of the machine-readable visa.

Meanwhile, an embassy-wide photographic employee directory is in the works.

During a recent temporary duty assignment in Baghdad, Brian Majewski, a senior Foreign Service assignments officer in the Bureau of Human Resources, visited with his daughter, Army 1st Lt. Christina Majewski. The Army officer is deployed with the 759th Military Police from Ft. Carson, Colo. She arrived in Iraq in early December for the year-long assignment with some 1,200 fellow military police.



## CREDIT UNION SCHOLARSHIPS AVAILABLE

The State Department Federal Credit Union Scholarship program has announced its 28th annual scholarship competition. Awards totaling \$20,000 will be distributed among applicants demonstrating financial need. A scholarship committee will select the winners.

To further qualify, students must have an account in good standing, be enrolled in a degree program, have completed 12 credit hours of coursework at an accredited college or university and maintained a 2.5 grade point average backed by official transcripts.

Applications are available at all five credit union branch offices, including those in B641 of the Harry S Truman Building and Room 1505 of the Federal Center Building. Interested applicants may also call the Member Service Center at (703) 706-5000. All application materials must be received by April 9, 2004, by 3 p.m. Eastern Standard Time.

AMBASSADOR W. ROBERT PEARSON



## Making History by Volunteering to Serve

At the end of January, I visited our State colleagues in Afghanistan, Iraq and Pakistan. This was my second trip to Baghdad in three months. And I will return, as circumstances require. My

one overriding impression is that our people, despite tremendous challenges, are upbeat about the work they are doing. And their morale is high. More than anything, their commitment reflects the character and the dedication of our employees worldwide.

As we all know, successful democratic transitions in Afghanistan and Iraq are among the Department's highest priorities right now. In Pakistan, I saw how pivotal the Department's work is in advancing American interests. We all should be proud of those who are serving our country and the cause of freedom in those regions. We have friends serving at other dangerous posts around the world as well and they, too, deserve our thanks and support.

On July 1, 2004, a new U.S. Embassy in Baghdad will assume full responsibility for representing U.S. interests and programs in Iraq. Approximately 1,500 American direct hire employees will come under chief of mission authority at the embassy. The Department alone will field what soon may be the largest number of employees in any country in the Middle East. In early February, I issued a cable seeking bidders for 150 positions. The list will be updated as requirements become more refined. We will need people with the attitude and the aptitude to do whatever it takes to get the work done.

This will be the most complex transition the Department has undertaken since World War II. Getting Iraq right, of course, is central to U.S. interests. It must be, and will be, a government-wide effort. But it also is an unprecedented opportunity for the Department. While we have responded to complex and challenging situations before, Iraq is unique. It is more difficult, more interesting, and more complex and more challenging than any other operation we have undertaken in recent years.

A stable and democratic Iraq would be a model and an anchor for the region. We are grateful for Congressional

support. And, as the Coalition Provisional Authority has said, \$18.6 billion authorized in the supplemental for Iraqi reconstruction is now being allocated. How we help manage those funds in creating a new nation represents an intellectual and political challenge that comes along only rarely in the course of a Foreign Service career. So much is at stake, so many sacrifices have been made and so many resources have been committed that it will take a cadre of people just as dedicated as their predecessors to manage the next critical stage of the process.

In Afghanistan, we face another enormous and historic challenge vital to U.S. interests. In a country that has been wracked by war for the past quarter century, we have a highly motivated embassy team, including employees assigned to Provincial Reconstruction Teams throughout Afghanistan. They are committed to alleviating the suffering of the Afghan people and playing a major role in bringing peace, security and justice to a country making a momentous transition to a constitutional democracy. The work is challenging but also enormously exciting and gratifying.

Living conditions in Kabul and in Iraq, including Baghdad, are spartan and dangerous. In Kabul, the working compound has 110 metal containers covering every square foot of available space, except for the chancery and protective bunker. And there is little opportunity to leave the compound. In Baghdad, some of our people are sleeping on double bunk beds in a palace ballroom where lights burn constantly and snores echo off the walls. Their adaptability, tolerance and sense of humor are an example for all of us.

Finally, a word about the practical benefits of accepting such assignments. We have assembled Iraq and Afghanistan Service Recognition packages. They include R&Rs, paid consultations to Washington, fulfilled fair share obligations, administrative leave and special differentials. The procedural precepts that govern the boards that recommend promotions also emphasize superior performance under unusually difficult or dangerous circumstances—no matter where the posting.

Ultimately, those who volunteer for such assignments, I know, do so out of a sense of commitment and purpose. The same is true of our colleagues serving in other difficult places like Pakistan, Sudan, Burundi and Liberia. They all deserve our thanks and our admiration. ■

# Bill Stewart

IRAQ REKINDLES DIPLOMAT'S PASSION FOR MAKING A DIFFERENCE **BY DAVID STAPLES**

For William R. “Bill” Stewart, diplomatic True Grit is working in a war zone and being part of a national rebirth. So when the Department called for volunteers to serve in Iraq, the 20-year Foreign Service veteran found his niche: the perfect temporary job before starting his next assignment as consul general in Bucharest.

“I needed to fill up six months between leaving Muscat and starting Romanian language training,” he said. “Frankly, it was just a fabulous opportunity, and it certainly sounded more appealing than walking the halls in Washington. Anybody who has a drop of old-line Foreign Service adventure in their blood would jump at a chance like this.”

Mr. Stewart bid his wife and six kids good-bye last June and headed for Iraq. He said his overnight stay in Kuwait was memorable for a sumptuous dinner “where they fed us like fattened calves.” Except for a 10-day break in September to visit his family, he spent the next six months without a home-cooked meal on the front lines of democracy building relations with tribal and government leaders, advising military commanders, delving into Kurdish politics and winning local hearts and minds with a \$50,000 monthly discretionary fund.

Assigned to the Coalition Provisional Authority for the first six weeks, Mr. Stewart was assigned to Northern Iraq, where he worked with two large Kurdish political parties. As the political adviser under Dick

Nabb, the authority’s regional director, his goal was setting up local governments. “Reintegration into Iraq,” he called it. “We were talent-scouting for the governing council. It was straight political work and very, very interesting.”

Then in mid-July Mr. Stewart’s diplomacy got kicked up a notch when he received a message from Ambassador Ryan Crocker: “Just to keep your life from getting too boring, we’re sending you to Tikrit.”

Saddam Hussein’s hometown, Tikrit, is in the infamous “Sunni Triangle” and remains one of the most dangerous locations in Iraq. For four months Mr. Stewart was the authority’s senior diplomat in the region, working closely with Hussein bin Jasim al-Jiburi, the governor of Tikrit, and many local government and tribal leaders. He also forged close ties with the 4th Infantry Division commanded by Maj. Gen. Raymond Odierno. The division provided Mr. Stewart and his staff of four the necessary security—at least two vehicles and two shooters—when the group visited the local Iraqi movers and shakers.



*Bill Stewart back in Washington.*

## PROFILES IN SERVICE

“If you’ve got only four people on your staff, every mission requires every person,” Mr. Stewart explained. “There was no room for slackers. We were always on the go, driving nearly 2,000 miles a week. Since we didn’t have to fiddle with coordinating a lot of people, we would set out our missions for the day and then just hit the road.”

The group’s James Bond/Indiana Jones lifestyle was in fact a diplomatic dilemma. Always surrounded by Bradley Fighting Vehicles and concertina wire, the diplomats could easily be mistaken for part of the military.

“It was important to draw a clear distinction between the authority and the 4th Infantry Division because Iraqis reacted differently to coalition military forces,” Mr. Stewart said. “We wanted to establish that we were different. We all had the same final goal—a free, democratic and prosperous Iraq. We were there to help reconstruct their country’s economy and rebuild their country’s democratic foundation and lasting institutions.”

The message was getting through. Take Ghazwan al-Sharif, Mr. Stewart’s translator.

“Ghazwan was more than just an interpreter,” he said. “He was much more like a political assistant who filled me in on the issues and personalities of the region.” Although he was from Tikrit, he was devoted to working with the authority, even after surviving several attempts on his life, including a bombing attack on his home that seriously injured his sister.

“While we were all in danger, none were more vulnerable than the Iraqis who risked their lives to help us.”

The biggest challenge was finding local Iraqi leaders dedicated to honest and able government. Residents considered them either Ba’athist leftovers or coalition

puppets. And they had very little experience with local government. Under Saddam, local government was tightly controlled from Baghdad. People weren’t used to going to their representatives for their needs. “That didn’t exist,” Mr. Stewart said.

Making things happen, from local relief efforts to school improvements, takes money and the coalition ensured there was plenty. The diplomat and his fellow coordinators received \$50,000 monthly to find and fund projects.

“We would go into a village, town or neighborhood, gather the local leaders and ask them what their people needed most urgently. We got requests for sweaters, heaters for the schools or glass for the windows of mosques. I often had the cash in hand and we could fund the project on the spot,” Mr. Stewart recalled.

During Ramadan, for instance, his group delivered 100 bags of food to each member of the eight major city councils throughout Salah ad Din. For less than \$50,000, they distributed 53 tons of food to thousands of needy people, generating goodwill for both the local councils and the coalition.

“I always felt this was the best way to win over the people in the Sunni heartland, as well as the rest of Iraq,” Mr. Stewart concluded. “I found that the Iraqi people really responded when they saw us in their neighborhoods and villages.”

Working in a nation ravaged by war and looters made for some unpredictable living conditions. In northern Iraq, Mr. Stewart stayed at the Khanzad Hotel, an “honest to goodness three-star hotel, probably the best in all of Iraq.” In Mosul, he stayed at the Nineveh Palace hotel. “It had been completely looted and I remember sleeping on a 1940s-style hospital ward steel cot.”



Displaying the flag are, from left, David Cabra, Sgt. John Ward, Maj. Kenneth King, Bill Stewart, Maj. James Valenzuela and Ghazwan al-Sharif.



Bill Stewart helps distribute winter clothes to the schoolgirls of Tuz, Iraq.

## PROFILES IN SERVICE

In Baghdad, he preferred sleeping on the floor of the Governance Office in the palace used by the Coalition Provisional Authority. In Tikrit, it was on the floor without air conditioning at Saddam's sprawling palace complex, complete with gardens and four-mile-long man-made lakes.

Food was mainly Meals Ready to Eat, MREs in military parlance, or a social event at the home of a local official, feasting on smoked fish and roasted goat or lamb on rice.

Occasionally there was time for sightseeing, a trip through the spectacular Kurdish mountains or a jaunt to the Iranian border.

Security, as expected, was always an issue.

"We tried to know our area, know our people, get whatever intelligence we could from the military and other sources so we knew what was going on," Mr. Stewart said. "The key was to be always aware of our surroundings and never to set patterns. If you stayed still, the bad guys would call in their hit teams and have a good chance to attack you."

Surprisingly, Mr. Stewart received no security training before deploying. "I didn't get anything—no training, no vests, no weapon. I was a bit of an anomaly. I was one of the first State officers in the field in northern Iraq and the only one in Tikrit. I guess I was a bit of a pioneer." Employees bound for Iraq now take a week-long course that prepares them for working in high-threat environments.

Perhaps Mr. Stewart's most shocking moment came when he met Saddam Hussein's double. He was visiting a horse-racing sheikh just a few miles from where the dictator was captured Dec. 13 in Al-Daur. A whole stream of friends, relatives and tribesmen kept dropping

by the sheikh's home that day to socialize. Since Mr. Stewart was by the door when another pair of visitors walked in, he stood up to greet them.

"As I faced the first guy and held out my hand, my jaw hit the ground. I couldn't believe my eyes—the man was a dead ringer for Saddam Hussein. The only thought running through my mind was, 'I'm holding \$25 million in my hand!'"

Mr. Stewart said the man sat down calmly and joined the group. He didn't say much, but just sat there listening with a big grin.

So I asked him, "Who are you?"

The man laughed. "I'm just a farmer."

You could tell from his hands and the way he looked that he wasn't a farmer. "C'mon, you're no farmer."

He laughed again. "You're right, I'm actually a retired Air Force officer."

"What was your rank?"

"Let's just say that I was very high ranking," the look-alike responded.

Mr. Stewart reported the incident, but never found out what happened to the surprise visitor.

Mr. Stewart's six-month stay gave him a fresh career perspective. In fact, it prompted him to forgo his European assignment and remain in Muscat. "I've got too much experience and too much invested to walk away from the Middle East."

Anyone interested in serving in Iraq should call Anthony Spakauskas at (202) 647-2168 (spakauska2@state.gov) or Annette Cocchiara at (202) 647-2181 (cocchiara2@state.gov). ■

*The author is a public affairs officer in the Office of Iraq Reconstruction.*

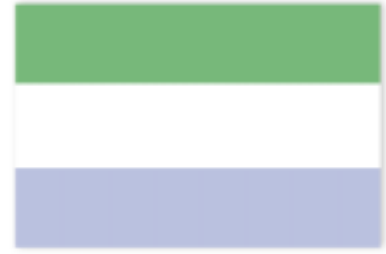


"Thumbs Up" from the girls of Ayn al-Faris, where the CPA rebuilt the village school.



One of the 16,000 Ramadan food bags distributed by the CPA in Tikrit.





# Freetown

Lush green mountains that rise dramatically from the sea. White sand beaches that stretch for miles. World-class fishing. Forest reserves a half-hour drive from a city inhabited by chimpanzees and miniature antelope. Admittedly, these are not the images associated with Freetown, Sierra Leone. But they describe the Freetown peninsula and Sierra Leone's coastline.

By Larry E. Andre

*Below: Ambassador Peter Chaveas greets local leaders during tour of US-funded assistance projects while Pakistani UN peacekeepers and Sierra Leone troops look on. Right: An open diamond mining pit. Bottom: Mama Beach, on the Freetown Peninsula.*



Unfortunately, the images most commonly associated with Sierra Leone are those from the shockingly brutal civil conflict that so devastated this small nation from 1991 to 2002. Now, two years since the formal end of the conflict, the people of Sierra Leone are returning to their homes and rebuilding their lives.



who gave Freetown its name. Still later, Africans freed from slave ships by the British Navy were settled in villages surrounding Freetown. The Freetown peninsula became the birthplace of the Krio language and its culture as these various groups of settlers sought to build new lives. The interior of Sierra Leone eventually became a

The U.S. Embassy is assisting Sierra Leone citizens in sustaining the peace, rebuilding their economy and protecting their society from a new threat: the HIV/AIDS pandemic. To accomplish these goals, the embassy is re-engaging a host of issues, relationships, programs and institutions that were put on hold during the years of conflict when Americans were repeatedly evacuated, local staffing reduced to a minimum and security issues all consuming.

British protectorate. The Freetown peninsula and “the provinces” were merged in 1961 into the independent country of Sierra Leone.

Freetown was founded by a British charitable trust in 1787 to resettle both Britain’s liberated African slaves and London’s poor. The initial settlement was later augmented by liberated American slaves who had fought with the British in the American War of Independence in return for grants of freedom. It was these Americans

Sierra Leone’s economy and social institutions declined severely throughout the 1970s, 1980s and 1990s under corrupt governments, brutal and arbitrary military dictatorships and a sadistic “rebel” movement more interested in “liberating” the country’s diamonds than in promoting its people’s welfare. In the mid-1990s, as the situation became increasingly dangerous, Peace Corps volunteers pulled out after 30 years of helping the people of Sierra Leone. Then, after 21 years, the Centers for Disease Control and Prevention was forced to end its Lassa Fever research, prevention and treatment activities.

PHOTOGRAPHS: (LEFT); ABDULAI JALLOH; (RIGHT); BOTTOM: LT. COL. WILLIAM GODBOUT



In 1997, when a group of Sierra Leone Army officers overthrew the elected government, switched sides and joined the rebels, war came to the capital. The U.S. Embassy, along with most other foreign governments, evacuated the city. Freetown descended into chaos as West African peacekeeping troops, Sierra Leone rebels and rebel soldiers all slugged it out while also engaging in looting, arson, rape and murder. The embassy's local staff took great risks to protect the chancery, embassy residences and the belongings of their American colleagues.

Once the elected government was restored in 1998, a small contingent of American staff returned to Freetown. Only a few months later, however, in January 1999, Freetown suffered a rebel invasion that destroyed much of the eastern part of town and took many lives. When American staff deployed to nearby Conakry, local staff once again kept the embassy open while they and their families endured great suffering. After nine months, Americans returned to Freetown. While there was another rebel attempt to take the city in May 2000, resulting in a temporary drawdown of American staff, the government and its United Kingdom and United Nations allies prevented the rebel forces from reaching the city. As the UK increased its military engagement on behalf of the Sierra Leone government and as the UN forces became increasingly effective and numerous, the rebels sued for peace and the country entered a period of disarmament and recovery. The war was formally declared over in January 2002.

Today, the government is reestablishing itself throughout the country. As the UN peacekeeping forces withdraw, the much-reformed Republic of Sierra Leone Armed Forces and Sierra Leone Police have assumed greater responsibility for keeping the peace. The U.S. military contributes three "boots on the ground" advisers to the British-led effort to retrain the Sierra Leone military. The embassy's security office has assisted local police with in-country training programs as well as opportunities for their "best and brightest" to train at the FBI Academy in Quantico, Va.

Sierra Leone's diamond wealth played a key role in fueling the conflict. Diamonds can be found in widely dispersed alluvial deposits and can be mined with low capital investment. It does, however, require abundant manual labor. The U.S. Agency for International Development is engaged in a variety of activities in the diamond fields to increase incentives for legitimate mining and marketing of diamonds and to increase benefits to miners and local communities. The agency is

## AT A GLANCE



**Country name:** Sierra Leone

**Capital:** Freetown

**Government:** Constitutional democracy

**Independence:** April 27, 1961 (from the United Kingdom)

**Population:** 5.7 million

**Life expectancy at birth:** 43 years

**Religions:** Islam, Christianity and other indigenous beliefs

**Land mass:** Over 44,500 square miles

**Approximate size:** Slightly smaller than South Carolina

**Languages:** English, Mende, Temne and Krio

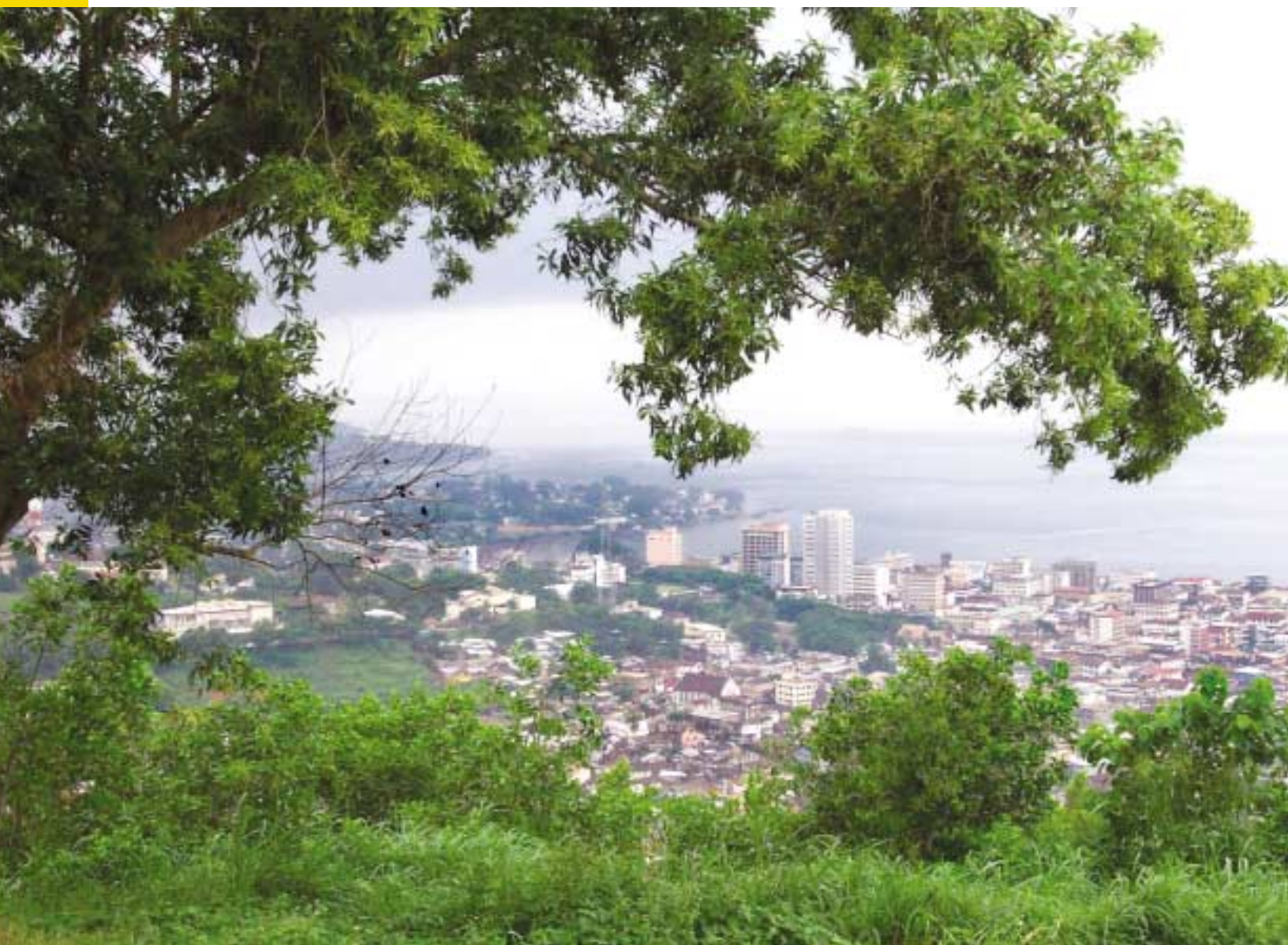
**Currency:** leone (SLL)

**Per capita income:** \$500

**Exports:** Diamonds, cocoa, coffee and fish

**Literacy:** 45% of males and 18% of females can read and write

SOURCE: CIA World Factbook 2002



also helping rebuild the war-devastated infrastructure, including clinics, hospitals and schools, and providing essential nutrition as farmers return from refugee camps and urban centers to find their fields returned to “bush.” Increasing agricultural production is a major aspect of the overall economic recovery program.

In addition to reporting on developments in the Special Court, Truth and Reconciliation Commission, refugee affairs, peacekeeping operation and economic



*Above: A scenic view of Freetown from Leicester Peak.  
Right: Defense Attaché Bill Godbout displays his barracuda in front of Freetown's Aberdeen bridge.*



*Among FSNs who kept the mission open during the war years are, from left, Mustapha Koroma, Abdulai Jalloh, Foday Bangura, James Taylor, Margaret Sharpe and Ernest Anderson.*

recovery, the embassy team has also re-engaged on the environmental front. In cooperation with the U.S. Fish and Wildlife Service and the Bureau of African Affairs, resources were identified to assist a chimpanzee sanctuary and activities aimed at chimpanzee preservation in the wild (see related story in July/August 2003 issue).

The embassy was put to the test in the summer of 2003 as the situation in neighboring Liberia became ever more dire. U.S. citizens in Monrovia were evacuated to Freetown, an unthinkable move in the recent past. Vastly improved conditions in Freetown, however, made this feasible.

In the meantime, land has been acquired and the design phase is proceeding for a new embassy on a hill overlooking the city. It will replace a bullet-scarred leased chancery downtown.

The embassy's information resource center reopened in January, long dormant exchange programs have been renewed and speakers have been dispatched to every corner of the country.

Embassy officials are using every opportunity to raise the cry throughout the country and at every level of society that the people of Sierra Leone must act now to prevent a dramatic spread in the HIV/AIDS pandemic. Post-conflict societies seem to be especially prone to increased infection rates. The CDC has returned to Sierra Leone after a decade to assist in building laboratory capacity as one element in the struggle against HIV/AIDS. Defense has launched an awareness and prevention program for the local military and civilians living near barracks and deployments, enlisting everyone from the president and minister of defense to local musicians. USAID has begun a condom social marketing program to complement the efforts.

Sierra Leone is a country on the mend, and it is rewarding to serve at the U.S. Embassy and to help the people of this beautiful country rebuild their lives. ■

*The author is deputy chief of mission in Freetown.*

# OFFICE OF ASSISTANCE FOR AFRICA

BY MARY LANGE

Mayukwayukwa. Hol-Hol. Jimmi Bagbo. Walanhiby.

You might think these are luxury spas in the Caribbean. But you would be wrong. They are just a few of the refugee camps State Department employees from the Bureau for Population, Refugees and Migration visit regularly.

The bureau's seven-member Office of Assistance for Africa staff, together with its refugee coordinators and assistants in Abidjan, Addis Ababa and Kampala, work with international organizations like the Office of the United Nations High Commissioner for Refugees and nongovernmental organizations to ensure that Africa's 3 million refugees receive adequate assistance and protection. They also help promote durable solutions for refugees, including repatriation, local integration and third-country resettlement.

While humanitarian in nature, the office is on the cutting edge of U.S. foreign policy. One of the Department's primary objectives in Africa is to support the promising peace process in Sudan. The office is working with the Bureau of African Affairs and the U.S. Agency for International Development in planning for the return of Sudan's 570,000 refugees and 4 million internally displaced persons.

PHOTOGRAPH: CORBIS



For Todd Stoltzfus, a program officer who worked in Sudan 10 years ago with World Vision and later as a State desk officer for Sudan, this is a particularly exciting challenge. “The return of half a million refugees to Sudan, following 20 years of civil war, will be one of the most difficult operations in UNHCR’s history.” He’s excited “to see the possibilities for a new chapter to begin.”

Angolan refugees are already on their way home. Since the initial convoys of returnees began rolling in June 2003, nearly 200,000 of Angola’s 450,000 refugees have returned home. The bureau provided more than \$13 million to support Angolan refugee repatriation through the United Nations, the International Organization for Migration and nongovernmental organizations. Life is certainly not easy for those who have come back to war-ravaged villages in Angola, but as one returnee in Cazombo, Angola, said, “This is our home and we are so happy to be back.”

The office also offers challenging opportunities for new State Department employees. Megan Larson-Koné and Andrea Doyle came to the bureau straight from their A-100 class to cover West Africa and the Horn of Africa, respectively. Within months, they were in the field, meeting with refugees and relief workers and suggesting ways to improve the lives of those most in need. The former Peace Corps volunteers were accustomed to rough travel and food of questionable origin. Discussing refugee policy with senior government officials and managing budgets of \$40 million to \$50 million, however, has been a new experience—one they’ve both welcomed enthusiastically.

“I could not imagine a better first position for a new junior officer,” Ms. Larson-Koné said. “It’s been a great introduction to the State Department,” according to Ms. Doyle.

Perhaps no one has traveled more in his one year with the office than Shane Hough, a Presidential Management Fellow. After an initial field visit to Burundi and Tanzania (where he was a Peace Corps volunteer), he served as the bureau’s representative on the U.S. government’s Disaster Assistance and Response Team in Monrovia. There, he monitored the situation of

refugees and internally displaced persons and approximately \$20 million in emergency funding the bureau provided to international organizations and nongovernmental organizations.

Once back from Liberia, Mr. Hough participated in a National

Security Council led team exploring Iraq’s Oil for Food program. He had worked for the World Food Program before joining the Department, making him a natural for the job. His next job is a rotation assignment with the United Nations Development Program, where he will be working to bridge the gap between humanitarian relief and development aid.

Of course, constant travel is not always possible, and the office’s program officers are dependent upon the three refugee coordinators and their assistants to keep the office apprised of the latest developments in the field. In this business, there are always new developments. Just when the bureau thought the refugee situation in Ethiopia was fairly quiet, Addis-based coordinator Jon Eklund reported escalating ethnic tension in Gambella, home to some 85,000 Sudanese refugees. Not only were the refugees at risk but so were UN staff and other relief organizations forced to evacuate their staff. Sadly, the security of refugees and relief workers is a constant concern not only in Africa but worldwide. The situation eventually calmed down in Gambella, but Mr. Eklund noted that the underlying tensions remain and could very well threaten security in the future.

Coordinator Matt McKeever, who covers Central Africa and the Great Lakes region, will be moving on this summer. Before he goes, however, he wants to be sure that refugees in his region are included in HIV/AIDS planning at the country level (for the Global



*Top: Program Officer Todd Stoltzfus with USA Food Aid in Tanzania. Above: Director Margaret McKelvey with health personnel in Rwanda.*



Fund and the World Bank Great Lakes Initiative on AIDS) and through President Bush's Emergency Plan for AIDS Relief. Uganda and Tanzania alone host more than one-third of Africa's 3 million refugees, including some 150,000 Sudanese, 140,000 Congolese and more than 800,000 Burundi refugees. Mr. McKeever has been meeting with governments and aid agencies to press for equal access to prevention, care and treatment programs for the refugees.



*Top: New school opens in Burundi. Above: Program Officer Shane Hough with a refugee carpenter in Burundi*

Life in West Africa has never been calm for Coordinator Greg Groth, who arrived in Abidjan at the height of the Liberia crisis in mid-2003 and during a time of continued turmoil in Côte d'Ivoire. Besides working with UN agencies and NGOs to respond to new refugees in the region, Mr. Groth also helped to resettle some 10,000 Liberian refugees who could no longer be safely protected and assisted in Côte d'Ivoire. The bureau-run program offers hope for a new life in the United States for many refugees who would otherwise face an uncertain future.

One Liberian refugee resettled in Chicago wrote the bureau recently to say, "It has been a long time and a long way for us.... Thanks a million!"

The opportunity to help individual refugees and large populations in need makes the Office of Assistance for Africa an exciting and rewarding place to work. ■

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*The author is deputy director of the Office of Assistance for Africa in the Bureau of Population, Refugees and Migration.*



The aim of this strategy is to help make the world not just safer but better. Our goals on the path to progress are clear: political and economic freedom, peaceful relations with other states, and respect for human dignity.

*—President George W. Bush in  
the National Security Strategy*



SPECIAL REPORT:

# State and USAID

Agencies cooperate for a better world.



# State and USAID Cooperate for a Better World

By Donald Steinberg and Jody Buckneberg

A typical day at a U.S. Embassy invariably includes both diplomacy and development goals that are often indistinguishable from one another. That's because foreign policy and development assistance are interdependent.

U.S. and global security, stability and economic growth all depend upon the ability of countries to govern well. Weak institutions, corruption, closed economies and inadequate investment in people can make states vulnerable to terrorist networks and traffickers in persons and drugs within and beyond their borders. Poverty, famine and disease often lead to crisis, instability and violence. Diplomacy alone cannot solve these problems, but neither is development assistance enough. In partnership, they can make the world safer, freer and more prosperous.

Recognizing that diplomacy and development must act in constant alignment toward a better world, the State Department and USAID recently collaborated in an intensive year-long review to produce the first unified Strategic Plan for 2004/2009. Their common mission: to create a more secure, democratic and prosperous world for the benefit of the American people and the international community.

The strategic plan is based on a simple principle: making the world a better place is good for America as well as for the world. Security, stability and growth depend not just on the United States but on all nations. The plan highlights America's goals of achieving global peace and security, advancing sustainable development and global interests, promoting international under-



*A food distribution station in Liberia.*

standing and strengthening diplomatic and program capabilities.

State and USAID bring unique and complementary skills and resources to this mission. Daily, their combined efforts produce a seamless blending of diplomacy and development at U.S. missions abroad. But now—for the first time—their efforts are reflected in the mission and vision of both agencies in Washington, D.C.

To see the new Joint Strategic Plan, visit [www.state.gov/m/rm/rls/dosstrat/2004/](http://www.state.gov/m/rm/rls/dosstrat/2004/). As the plan makes apparent on every page, the State Department and USAID share the same goals in nearly all aspects of foreign affairs. The strategic plan acts as a guide to set priorities that allow managers to direct resources to the programs best suited to accomplishing the mission. The plan calls on the two agencies to continuously review

policy and programs to eliminate redundancies and ensure that their work produces results.

“Plans are good,” Secretary Powell said in Johannesburg, “but only actions can put clean water in the mouths of thirsty girls and boys, prevent the transmission of a deadly virus from mother to child and preserve the biodiversity of a fragile African ecosystem.”

Action is needed to breathe life into the plan. To ensure cooperation at the highest levels, State and USAID have created two new councils. The Joint Policy Council, chaired by Deputy Secretary Richard Armitage and USAID Administrator Andrew Natsios and coordinated by Under Secretary Marc Grossman, ensures that resources are fully aligned with foreign policy goals and objectives. The Joint Management Council, chaired by Under Secretary Grant Green and USAID Deputy Administrator Fred Schieck, provides consistency and eliminates redundancies on management issues.

Cooperation is key at all levels. In launching the plan, Secretary Powell placed the responsibility for achieving

these objectives in the hands of all the people who work at the two agencies. “The employees of the Department of State and USAID serving here at home and in our 260 diplomatic missions in 163 countries around the world are responsible for carrying out this strategic plan with the highest degree of integrity and professionalism,” the Secretary stated. He highlighted the core values that guide this effort: loyalty, character, service, accountability and community. Every employee of the State Department and USAID—in Washington as well as in the field—contributes to creating a better world.

To learn more about the State/USAID Strategic Plan, Joint Policy Council or Joint Management Council, contact Jason Foley at (202) 647-2687 or via e-mail at [FoleyJM@State.gov](mailto:FoleyJM@State.gov).

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*Mr. Steinberg is the State director of the State-USAID joint policy council. Ms. Buckneberg is a Presidential Management Fellow in the Bureau of Resource Management.*

## Joint Policy Council

State and USAID have established a Joint Policy Council to ensure that development programs are fully aligned with U.S. foreign policy goals.

The JPC is composed of an executive committee, 12 policy groups and a directors’ office. The Deputy Secretary of State and USAID Administrator co-chair the JPC Executive Committee. The committee includes the under secretaries for Political Affairs (who also serves as the JPC’s overall coordinator); Global Affairs; Economic, Agricultural and Business Affairs; the director of Policy Planning; and a number of senior USAID officials.

State and USAID officials co-lead the policy groups representing six regions (Africa, East Asia, Europe and Central Asia, Western Hemisphere, Near East and South Asia) and six key functional areas (humanitarian response; democracy, human rights and justice; social and environment issues; economic development and reconstruction; security and regional stability; and public diplomacy). These policy groups recently prepared joint work plans that highlighted key policy goals and resources, reviewed existing coordination mechanisms and identified priority policy coordination issues for future action.



**Deputy Secretary Richard Armitage, left, confers with USAID Administrator Andrew Natsios.**

Donald Steinberg from State and Letitia Butler from USAID head a directors’ office that serves as a liaison between the policy groups and the executive committee. They receive assistance from State’s Office of Strategic Planning and USAID’s Policy and Program Coordination office. The directors’ office helps the policy groups identify priority issues for executive committee consideration; addresses crosscutting issues; ensures that collaboration issues are included in Foreign Service Institute training programs; and coordinates JPC issues with the Joint Management Council.

# Cooperating to Save Lives in Liberia

By Megan Larson-Koné

How do you help rebuild a country that has experienced 14 years of violence and instability; has seen its social, physical, economic and political infrastructure torn apart; has sent 280,000 of its citizens into refuge in unstable neighboring countries; has received 50,000 refugees from those same neighbors; and has 500,000 internally displaced persons with little access to food and potable water?

These are the questions facing the United States today in Liberia—a country that has suffered periods of extreme violence from armed advances and counter-offensives by rebel factions and government militia troops. This violence has had a wide-ranging impact on

civilians, causing approximately 70 percent of the Liberian population to flee their homes. Children are recruited as combatants (an estimated 50 percent of the fighting force is under 18). Women and girls are raped and abused. The country's natural resources have been ravaged.

In Liberia, the answers to these questions begin with an organized humanitarian assistance program that provides life-sustaining aid as quickly as possible. Close cooperation between State and USAID is essential for an emergency response that meets basic human needs. But how do we translate the lofty goal of cooperation into results on the ground?

The two agencies do it by talking with their international and nongovernmental organization partners early and often, sharing information and providing complementary funding for programs to provide for basic human needs. As State's primary representative for humanitarian assistance programs, the Bureau of Population, Refugees and Migration supports predominantly international organizations and serves as the lead agency for refugee assistance and protection.



*A young girl gets vaccinated at a refugee camp in Liberia.*



*Children wait eagerly at food distribution station.*

Meanwhile, USAID leads U.S. assistance to internally displaced persons and provides most of its support through nongovernmental organizations.

To respond to the humanitarian crisis, the bureau funded international organizations like the Office of the UN High Commissioner for Refugees and the International Committee of the Red Cross to support UN security coordination, supply non-food items (tarps, blankets, cooking pots, utensils), upgrade or install latrines and water points in camps and communities hosting refugees and internally displaced persons and store vital vaccines. USAID funded complementary water/sanitation needs and emergency health care and vaccination programs through its nongovernmental organization partners. USAID also provided critical food supplies. Together, the two agencies helped to meet the basic sustenance and hygiene needs of a population living under desperate conditions.

When the USAID-led Disaster Assistance Response Team was deployed in Monrovia, representatives from the Bureau of Population, Refugees and Migration joined the team to help meet the emergency. This on-the-ground presence allowed both agencies to quickly assess the needs and respond appropriately. The team did this through field missions to internally displaced persons and refugee sites, gathering information, mon-

itoring programs and verifying reports from partner agencies. The team also reported the information, as well as the perceptions of other donor governments and nongovernmental organizations in Liberia, to decision-makers in Washington, D.C.

By staying in close contact with the field, State and USAID staff in Washington were able to meet the most urgent needs, close critical gaps and avoid funding the same activities in the same places. The two agencies worked together within the interagency process to push important policy stances on establishing a secure perimeter for humanitarian organizations to do their vital work and the need for access to Monrovia Freeport so that food and fuel supplies could enter the country. Thus, the mandate to secure Monrovia Freeport was included as a first order of business for troops arriving in Liberia.

Deputy Assistant Secretary Mike McKinley, who also provided on-the-ground perspective from a trip to Liberia in August, described State-USAID cooperation as “a defining factor in saving Liberian lives.” He said the coordinated approach “jump-started humanitarian assistance at a crucial moment” and served as a model for aiding Liberia that other donors have followed.

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*The author is a refugee program officer in the Bureau of Population, Refugees and Migration.*



Dominican voters confirm their names on electoral lists one day prior to national elections.

## The View from the Dominican Republic By Elena Brineman



State/USAID coordination is in high gear in the Dominican Republic. We have learned that good coordinating mechanisms based on clearly defined common objectives and a willingness to work closely together generate the results we want to further both U.S. foreign policy objectives and political, social and economic development in the country.

The basis for close coordination was laid in 2001/2002 with the design of the new USAID/Dominican Republic Strategy for 2002/2007. The strategy was developed to support the most important U.S. foreign policy issues and the country's most critical development issues. Multiagency embassy working groups communicate regularly and facilitate meeting common U.S. objectives.

In addition, issue-specific groups deal with urgent issues as they arise. A recent sub-working group helped Dominicans investigate and prosecute complex bank fraud cases that had created a major economic crisis. The group also supported the opening of related investigations in the United States to track lost assets.

Another sub-working group helped the country address a serious trafficking in persons problem, resulting in the country's moving from Tier III to Tier II status in the U.S. Trafficking in Persons Report.

Joint State-USAID efforts also forged a strong trade capacity-building program that has helped prepare the Dominican Republic for the opening rounds of bilateral trade negotiations with the United States that began in January. Joint efforts to ensure free, fair and participatory elections in the face of an election year political crisis have successfully engaged other major embassies in a unified dialogue with the government, the political parties and the National Elections Board on the importance of transparent and credible presidential elections.

State/USAID collaboration has also played a key role in helping the country reach an agreement with the International Monetary Fund to begin mapping a plan for sustainable electricity sector reform, another critical step in addressing the serious economic crisis the country currently faces.

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*The author is mission director for USAID in the Dominican Republic.*

## The View from Indonesia By W. Lewis Amselem



After 26 years in the Foreign Service, almost all overseas at posts with USAID missions, I've become a believer in the "How to Become a Millionaire" approach

that starts, "First, you make a million dollars, then you . . ."

The underlying secret to good State-USAID coordination and collaboration is, "First, you get some really great people committed to achieving U.S. objectives, then you . . ." "Our coordination in Jakarta is by far the best and most collaborative State-USAID relationship I've seen. We all view highly effective collaboration as central to advancing our foreign policy and management goals in Indonesia. This begins with the USAID director's participation as a key member of the embassy's senior staff who participates in daily staff meetings with the ambassador and weekly meetings with me.

Our number one goal is doing our part in the war against terrorism, including working to strengthen Indonesia's role in that war. State and USAID have developed an overall program to combat money laundering and financial crimes, coordinated through a formal interagency counterterrorism committee that meets regularly. Attended by most every agency at post, the meetings serve to update and coordinate interagency counterterrorism activities, anticipate approaching obstacles and recommend courses of action—all in the interest of avoiding misunderstandings and duplication. This process works well and has resulted in the development of critical anti-money-laundering legislation and the establishment of an Indonesian unit to prevent terrorism financing and other financial crimes.

With President Bush's announcement last October of a new education initiative for Indonesia, State and USAID are jointly designing programs to improve the quality of basic education and deepen U.S.-Indonesia exchanges in higher education. The two agencies are cooperating on an Education Initiative Coordination Group that includes FSNs. They are also collaborating on providing \$24.7 million in assistance for next year's first-ever direct presidential elections; disaster response, including assistance to the victims of the terrorist attacks in Bali and the Jakarta Marriott Hotel; combating trafficking in persons; HIV/AIDS awareness programs; and private-sector dialogue with the Indonesian government to increase trade and investment.



*Indonesian soldiers stage a mock hostage rescue in Jakarta.*

Finally, State and USAID anticipate participating in a pilot project in 2004 to consider combining selected administrative support functions to increase efficiencies and reduce costs. ■

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*The author is deputy chief of mission at the U.S. Embassy in Jakarta.*

# New Delhi Health Fair Celebrates Change

By Grant Ludwig

The times, they are a changing—in booming India. At the time of Independence in 1947, the average Indian could expect to live to the age of 28. The major killers were infectious diseases like measles, tuberculosis, tetanus, typhoid, malaria and hepatitis.

Now, particularly in the past few years as India has opened its doors to trade, the standard of living is rising. Although those infectious diseases still take their



*As embassy employees and their families queue up for finger sticks, health unit staff check blood sugars of 474 attendees in four hours.*

toll, the emerging health problems are all too familiar to us in the United States: heart disease, diabetes, lung, breast and other cancers and HIV/AIDS.

While India has a relatively low HIV/AIDS infection rate, with a population of more than 1 billion, there are probably more than 4 million infected Indians. This makes India second only to South Africa in the total number of cases.

The concepts of preventive health and wellness promotion are often neglected, just like back home. People see their doctors when they are sick, not for preventive screening when well. The U.S. Embassy in New Delhi is trying to do something about this not-so-benign neglect.

Last year, when the embassy launched its first health fair, many were surprised to see 600 Indian staff members show up in the chancery basement for blood pressure screening, height and weight measurement and breast exams by local gynecologists and to pick up brochures on diabetes, hypertension, smoking cessation and HIV.

This past year the embassy took the fair aboveground in a very big way. Festive tents spread around the central embassy grounds like a scene from “Monsoon Wedding,” offering a variety of health services and information.

Of the 560 people who had their blood pressure taken, 175, or 31 percent, crossed the 140/90 borderline for high blood pressure. They were referred to the seven cardiologists on-site, for EKGs and echocardiograms.

Of the 447 persons who had their fingers pricked to test their blood sugar levels, 23 were found to have levels over 200, either diabetes poorly controlled or newly diagnosed.

More than 600 had their vision screened.

Following local custom, heights were given in feet and inches, weights in kilograms, and body mass index scores were calculated to determine obesity. All of these health indicators were documented on a single card and issued to individuals for their own records and to take to their own physicians for further evaluation if needed.

Other tents and booths served as venues for education on HIV/AIDS, gynecological breast exams, nutrition, immunization, diabetes, podiatry screening of feet for neuropathy and other foot problems and stress management.

“Ask the Doctor Anything,” physical therapy and computer programs for personal health promotion were among the fair’s more popular booths. Experts spoke on current health topics and fielded questions from the crowd. A pediatrician interviewed a four-year-old to demonstrate the importance of nutrition and fitness for children, healthy discipline and other issues of parenting.

The American Women’s Association provided light, healthful snacks and volunteers. The Indian employees’ organization contributed funds and flower displays. The embassy at large contributed to the fair’s success.

The times they are a changing in India—and the entire staff of this large mission is working together to do something about the health risks emerging in this rapidly developing society and looking forward to next year’s health fair. ■

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*The author is a Foreign Service nurse practitioner at the U.S. Embassy in New Delhi.*





*People gather in Kathmandu at a meeting organized by Maoists.*

# Maoists Threaten Nepal's Tourism and Economy

By Katya Ilieva-Stone

Cars, buses and motorcycles jammed a downtown Kathmandu intersection, stopping my cab.

After speaking to another cabdriver stuck in the gridlock, my driver turned to me and said, "Madam, no New Road."

New Road was my destination, but not this time. I paid, got out of the cab and started walking. Then I could hear the chanting.

After living in Nepal's capital for more than a year, the chants had become common. Maoists and their student

supporters were holding a rally. As I was about to turn the street en route to the embassy compound, I encountered a big crowd (Nepalese like to watch everything).

About 100 yards away, police and demonstrators were engaged in a fierce fight. Sticks and stones hurled through the air and black, dense smoke from burning tires curled around the rioters.

I couldn't help wondering if these Maoist students ever studied or understood history. Maoists want communism in Nepal. I grew up in a communist nation, Bulgaria, and marched against that regime when I was a student.

What these demonstrators are fighting for failed in so many countries across Eastern Europe, and it's slowly destroying what drives Nepal's economy—tourism.

Here, the tallest peaks in the world—Everest, Nuptse, Annapurna—annually draw thousands of backpackers seeking the magnificent vistas. Kathmandu, with its numerous stupas, temples and monasteries, is a magnet for students of Buddhism and Hinduism. Add to the mix the beautiful handicrafts, pashmina, tankas and carpets. In short, visitors fuel Nepal's economy.

But since the Maoist insurgency started in 1996, many tourists are avoiding the country, shuttering shops, restaurants and hotels.

The Maoists now control whole regions in Nepal. The orphanages are crowded with kids whose parents were killed by Maoist terrorists. Maoists murdered Kathmandu's chief of police and his wife as they walked down the street.

Maoist violence is a concern among embassy families and staff. As a community liaison officer, I'm often asked how we cope with the violence. It's not as serious as, say, Tel Aviv, but for those who recall the once peaceful Nepal, this can be upsetting.

Still, we take precautions. Members of the U.S. Mission cannot leave the valley without permission from the regional security officer. Certain regions are off-limits, including the mountains around Annapurna.

Nevertheless, Nepal remains a land of enchantment. I recently visited a Tibetan nun monastery and observed the puja, or service. I found a hermit living in a cave willing to pose for photos. And there's that one-hour trip of a lifetime flying through the Himalayan peaks. The flight attendant points out every ridge.

As a so-called "trailing spouse," I didn't expect an easy life here. But it's sure rewarding. ■

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*The author is the community liaison officer at the U.S. Embassy in Nepal.*

# TB

## On Our Border

BY SUSAN QUINTANA

The Centers for Disease Control and Prevention declared 2003 the year of tuberculosis awareness.

Communicable diseases are the most common public health problem in the world today. Though AIDS commands media attention, TB remains a leading cause of death for both young people and adults. One million new cases and between 2 to 3 million deaths occur annually. The World Health Organization estimates that 2 billion people have latent TB. Yet only about 40 percent of TB cases worldwide are identified in time for lifesaving treatment.

In recent years, migration has been an increasing source of TB in the United States. Approximately one-third of all new TB cases in the United States can be traced to Mexican migrants.

The U.S. Immigration and Nationality Act requires all applicants for immigrant visas to be tested for communicable diseases. In 1989, the State Department centralized the processing of all immigrant visas for Mexican nationals at the U.S. Consulate General in Ciudad Juarez. The panel physicians on contract to the consulate became the only doctors performing medical examinations for Mexicans emigrating to the United States. In 2002, the U.S. Consulate General in Tijuana began adjudicating a limited number of V visas, with a local panel physician conducting medical exams.

The consulate in Juarez is the world's largest U.S. immigrant visa-processing center. As such, it has a primary role in the diagnosis, treatment and tracking of persons with TB moving between Mexico and the United States. The rate of active TB infection within the general U.S. population is 5.2 per 100,000, according to the CDC, versus 15.1 per 100,000 for Mexico, according to the Mexican government. TB rates in Mexican border states are higher, however, ranging from 17.3 per 100,000 in Coahuila to 48.1 per 100,000 in Baja California Norte. although the number of U.S. immigrant visa cases adjudicated in Juarez varies from year to year, in 2002 it reached a high of 106,000.



From left: Dr. Oscar Todd Escobar, Dr. Anibal Acosta Loya, Consul General Maurice Parker, Dr. Luis Aurelio Todd Romero, Dr. Cheryl Alston, Dr. Gerardo Barrera Moreno and Dr. Roberto Assael Potremolli.

There are waivers of ineligibility available for applicants diagnosed with active TB. Before a waiver can be granted, however, a health care professional must be identified in the United States who agrees to evaluate the applicant following arrival. The applicant continues on recommended treatment and is provided medication sufficient for travel plus 30 days.

The consulate has two clinics: Servicios Medicos and Clinica Medica International. Staffed by highly competent panels of U.S.-trained physicians who have served the consulate for more than 25 years, the clinics have developed expertise in diagnosing patients with TB—as well as other conditions such as HIV, syphilis and mental disorders. The clinics are an important barrier against the spread of TB in the U.S. through immigration.

Last July, the CDC hosted a teleconference on TB awareness to refine guidelines on preventing the spread of TB in the United States and tracking the treatment of migrating persons identified as TB carriers—whether their place of residence is the United States or Mexico.

Through the screening process that takes place in Juarez, immigrant applicants with active TB are immediately referred to the CURE-TB program in San Diego. The program establishes contact with and follow-up of TB patients on both sides of the border. Begun in 1997 to address the needs of patients moving between San Diego and Tijuana, the program has since grown to provide referral services throughout the United States and Mexico. Funding comes from state and federal sources.

With this TB tracking and treatment program in place, tuberculosis may be eradicated on our borders and in our nation in our lifetimes. ■

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*The author is a consular officer at the U.S. Consulate General in Ciudad Juarez.*

# When Tigers Ruled the Air

PILOTS AND PATRIOTS COMMEMORATE HEROIC STANCE **BY GEORGE KENT**

The exploits of perhaps history's most effective aerial combat unit, the Flying Tigers, were remembered by British, French and Thai veterans as well as a few of the Americans who formed the volunteer unit that flew under the Chinese flag more than 60 years ago.

Supported by the U.S. Embassy in Bangkok, the Nov. 11 ceremony at Chiang Mai, Thailand—America's Veterans Day and Britain's Remembrance Day—also recognized more than a half-century alliance between the two nations.

To deter Japanese aggression, President Roosevelt allowed servicemen to resign from the U.S. armed forces to join a secret expeditionary combat group in April 1941, nine months before Pearl Harbor.

Best remembered for their innovative combat tactics that gave the flyers an edge on the more maneuverable Japanese planes, the 99 American pilots and 186 support personnel also forged a reputation for ferocity and valor.

When Chinese newspapers referred to the pilots' exploits as "fighting like tigers," the moniker stuck and Flying Tigers became an American household word. Soon, cartoon tigers graced the tails of the squadron's P-40 aircraft along with a snarling shark face painted on the aircraft's nose.

"The Flying Tigers kept the port of Rangoon and the Burma Road open for two months and had one of their most daring raids here in Chiang Mai and Lampang," Ambassador Darryl Johnson said. "Ten pilots were asked to make surprise pre-dawn attacks against two of the main air bases of the Japanese...despite the obstacles: no navigation aids, radio silence, no lighting and no weather forecasting."

One pilot, Charles Bond, now 88 and a retired Air Force major general, recalled that memorable morning.

"We took off at 4 a.m. with smoking oil pots lighting the runway. We didn't have any intelligence about the Japanese defenses, we simply had our objective: take out the Japanese planes parked at Chiang Mai airfield and possibly at Lampang.

"As we cleared the haze, a lovelier sight for a fighter pilot couldn't be imagined: Japanese planes lined up wing tip to wing tip. As I made my first pass strafing with my plane's machine gun, I was so close I could see the heads of the Japanese pilots on the ground ducking—a sight that will stay with me as long as I live."

Only one P-40 was lost during the raid. The pilot was captured by the Japanese, but later saved by the Seri Thai, the resistance fighters of Thailand, according to Mr. Bond. In 1991, Royal Thai Air Force volunteers recovered the aircraft's wreckage from the jungle.



*Flying Tigers and Seri Thai at the dedication ceremony in Chiang Mai.*

Some of those resistance fighters were part of the commemoration and were honored in a second ceremony celebrating America's long alliance with Thailand. In October, President Bush called Thailand a major, non-NATO ally during his visit to Bangkok.

"The United States is proud that we could play a role in helping the Free Thai," the ambassador remarked after unveiling a new memorial at Chiang Mai. Their story is equally as bold in the pursuit of peace. The cooperation that we established then forms our close partnership today." ■

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*The author is a political-military officer assigned to the U.S. Embassy in Bangkok.*



# HAVANA

Interests Section in Cuba  
Faces Many Difficulties

Story by Paul Koscak



**D**espite years of sanctions, travel restrictions and no official relations, more than 50 employees staff the U.S. Interests Section in Havana. It's tough work.

Imagine dealing with a government that rides roughshod over free speech or where harassment is sometimes the official response to diplomacy, explained James Cason, chief of the interests section. "It's a totalitarian regime," he said. "I don't think there's anything in the Foreign Service like Havana."

## "The Castro regime remains a dictatorial anachronism stuck

Interests sections are established in lieu of relations and are really embassies "in all but name," said Kevin Whitaker, coordinator of the Office of Cuban Affairs. They provide an American presence and a place where two nations can conduct business. More substantial ties in the future hinge on Cuba's willingness to enact democratic and economic reforms. Housed in the former U.S. Embassy and headed by a principal officer, the interests section allows the United States to deal with the communist nation just 90 miles from Florida.

"We recognize that the Cuban people will be best served by an end to the dictatorship, followed by a full transition to democracy, open markets and the respect for human rights," Roger Noriega, assistant secretary of State for Western Hemisphere Affairs, told the Senate Foreign Relations Committee. "The Castro regime remains a dictatorial anachronism stuck in a bankrupt Marxist past, suffocating in its own rhetoric."

So far, interests between the United States and Cuba focus on two issues: migration and drug trafficking.

Cubans with families living in America and others who qualify can apply for a travel document to the United States, Mr. Whitaker said. "We agreed to take in

20,000 per year." While the policy mandates "safe, legal and orderly migration," Cubans who reach America illegally can be paroled into the United States. Illegal immigrants from other nations face deportation.

In fact, leaving the country, along with economic survival, could be national pastimes, the interests section's Mr. Cason said. "In 1998, we had a lottery for visas—541,000 applied in 30 days. If we had another one, I think millions might want to leave."

After the United States, Italy and Spain are popular destinations for Cubans seeking new lives elsewhere. "There are always huge lines outside those embassies," he said.

Cuban and American law enforcement officials also share information on drug traffickers, but it's not always a two-way street. Cuban authorities may telephone the Coast Guard liaison officer assigned to the interest section when they spot a suspicious vessel. At

*Opposite Page Top: Public Affairs Officer Kelly Keiderling and Media Technician Fidel Requeijo discuss TV Marti programming. Bottom: Deputy Public Affairs Officer Nick Giacobbe and Distribution Coordinator Ricardo Goldar process supplies.*



in a bankrupt Marxist past, suffocating in its own rhetoric."



other times, officials may need to prod the Cuban police for vital case information. "It's a very structured and controlled relationship," he said. "Sometimes they respond. Sometimes they don't. They define the parameters."

An interests section is also about reciprocity, Mr. Whitaker continued. Working with the Office of Foreign Missions, the Office of Cuban Affairs grants the same freedoms and privileges to Cuban officials living in the United States as U.S. diplomats receive in Cuba.

But interest section staff face constant psychological and physical harassment by Cuban authorities who go to any length to impede the section's work as well as intimidate Cubans who seek the section's services.

"Cuban agents routinely enter U.S. employee residences to search belongings and papers and enter computers," according to an interest section report. "No effort is made to hide the intrusions."

Electronic surveillance is pervasive, too. Personnel have had living room conversations played back to them by strangers and unknown callers. Shortly after

President Reagan resumed the travel ban, warned Castro that another mass exodus wouldn't be tolerated and forced the return of thousands of violent criminals.

Currently, the United States expects Cuban relations to improve when there's a transition to democracy. That isn't expected during Castro's rule. Last October, President Bush formed the Commission to Assist Free Cuba, headed by Secretary Powell and managed by Assistant Secretary Noriega. The commission is expected to submit its report in May and address how the United States can help accelerate Cuba's transition to a democracy.

Recently, 75 journalists and librarians were "rounded up, sent before a kangaroo court and thrown into prison," according to Mr. Cason.

"We will define what we can do for a free Cuba," Mr. Whitaker said, "such as helping with voter rolls or assisting in developing electoral law. We can work to establish open markets and other institutions of democracy."

Cuba is sometimes perceived as a country where there are jobs and free education and where nobody

## "Everyone in the section has a Cuban surveillance team

one family discussed the susceptibility of their daughter to mosquito bites, they returned home to find all their windows open and the house full of mosquitoes.

Staff assisting Cuba's peaceful but illegal pro-democracy groups have had their car windows smashed, tires slashed and parts pilfered. Employees experience house alarms triggered in the middle of the night or being called home for fake emergencies, the report states.

"Everyone in the section has a Cuban surveillance team assigned to them," Mr. Whitaker said. "It's a police state not only for Cubans but for our staff as well."

Diplomatic relations with Cuba ceased Jan. 3, 1961, shortly after Fidel Castro seized power and his communist regime expropriated U.S. banks and other businesses. The United States ceased trade with Cuba and restricted travel to the island.

During the 1970s, President Carter lifted travel restrictions. Later, the Castro regime unleashed the Mariel boatlift, sending thousands of Cubans to Florida on anything that floated. Castro sought to rid Cuba of his most violent prisoners and the mentally and terminally ill and others deemed "unfit" by the "revolution."

goes without. In reality, unemployment is high and staples such as sugar, rice and cooking oil are rationed and sold in government stores. With average monthly incomes of just \$10, Cubans must steal, scrounge or go hungry.

It's common for high school teachers and doctors to quit and become taxi drivers or for high school students to teach in elementary schools to earn precious dollars, Mr. Cason explained.

"The 'haves' have dollars. The 'have-nots' have pesos," he said. "Most goods worth buying are marked up 260 percent. A cheese ball may cost \$60."

Cuba may seem a quaint anachronism, but political, economic and social repression is very real and has cost the lives of thousands of Cubans. The Cuban government undertakes fierce, unceasing efforts to silence civil society, control livelihoods and present a single view of the world to its own citizens, said Mr. Cason. ■

*Opposite Page Top: Cpl. Brandon Grooms, the newest member of the U.S. Marine Corps Detachment, Havana, reports to Gunny Sgt. Steve Rice. Bottom: Consular Officers Geoff Shadrack and Janelle Hironimus help U.S. Coast Guard Officer Ron Pailliotet demonstrate a flotation device.*





assigned to them. It's a police state for our staff as well."



# When You Play, Play Safely

By Ed Zehler

Whether we are fortunate enough to have two weeks of leave or our time is limited to just an afternoon, we all look forward to a break from the daily grind. Even young children, whose only work is play, look forward



to a change in routine. Recreation renews, refreshes and recharges our physical and mental resources.

Before you head out, you need to be aware that what begins as an adventure may turn into a miserable, or even deadly, outing. More than 6,000 people are killed annually in the United States during recreational activities. Over the years, recreational activities have claimed the lives of or injured a number of Department employees or their family members. The list includes skiing accidents, boating fatalities, drownings and motor vehicle accidents, many of them fatal.

In the doctrine of the rugged individual, we often pit ourselves against the environment and take a recalcitrant attitude toward personal safety. Our attitude may be that we don't need to consider seriously the ramifications of our actions or be concerned with personal safety. Each of us has done this and many of us have the scars to prove it. The laws of probability allow us to get away with unsafe acts or to play under unsafe conditions. But eventually an injury will occur. We like to call it an accident, but after evaluating what happened, we may realize that it was predictable. If it was a predictable event, then it may have been preventable.

If you couldn't swim well, would you get into a canoe on a swift moving river without a life vest? Something as simple as failure to wear life vests during a canoeing expedition cost two young men at an African post their lives. Neither was an accomplished swimmer. If you went for an off-road ride in a sport utility vehicle with an inexperienced driver at the wheel, would you fail to wear a seatbelt? A young man did at an overseas post and paid with his life.

Several Internet resources help us play safely. They include the Consumer Product Safety Commission ([www.cpsc.gov](http://www.cpsc.gov)), the Children's Safety Network (<http://www.childrenssafetynetwork.org/>) and the safety web site at <http://home.cfl.rr.com/safetyresource/recsafe.html>. Alternatively, you can do a general search on the Internet on your topic of interest with the word "safety" added.

Ultimately, recreational safety becomes an exercise in problem solving and, to a large degree, resembles a crossword puzzle. Consider the activity and each potential hazard or condition associated with that activity. If you can identify the hazards, then you can probably control them. How? By using proper equipment, trying a different approach or waiting until your skill and physical condition are at the desired level. In the overseas environment, where emergency resources and support may be limited, completing the puzzle becomes even more critical. Before you "head for the hills" next time, stop for a moment and find the hazard before the hazard finds you. ■

*The author is a safety professional in the Office of Safety, Health and Environmental Management.*

# Artists Range From Classical to Popular

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series hosted a number of talented artists during recent months, including a contralto, classical pianist and holiday vocal group.

Hyo-sook Lee, visiting professor at Catholic University and guest artist at the Kennedy Center, entertained employees with Debussy's *Arabesque* and Chopin's Piano Sonata No. 3, Opus 58, displaying warmth and sensitivity.

Returning for a repeat performance, Argentine pianist Fabian Faccio presented a program of rarely performed Scarlatti compositions. An ardent series supporter, the musician was selected in 1994 as one of the top 10 artists in the State of the Arts Cultural Series.

The women's a cappella septet, Venus d Minor, offered a colorful holiday selection with their dynamic sound and unique brand of humor and helped offset the absence of holiday regulars Nick and Mary Greanias, who are in Athens.

To bring in the New Year, contralto Sylvia Fubini and pianist Carol Ann Johnson presented arias by Handel, Moore and Barber. Ms. Fubini began her second mid-life transition into the world of classical solo singing



*Pianist Fabian Faccio performs in the Dean Acheson Auditorium.*

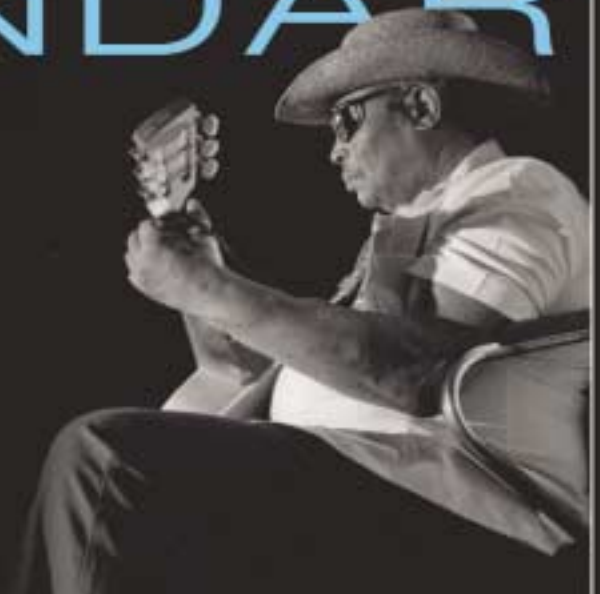
after many years as a health economist. Ms. Johnson is a local tax attorney and accountant who has studied piano for seven years. ■

*The author is a computer specialist in the Executive Secretariat.*

## CALENDAR

March 31	Archie Edwards Blues Heritage Foundation
April 7	Tavani Family Ensemble
April 21	Wayne Dorsey, all Liszt piano program
May 5	State Department and Georgetown University piano student recital

Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.



# Life of the Party

ACTIVE RETIREE STILL ENJOYS A PARTY **BY PAUL KOSCAK**



*Shirley Thorpe in front of the Watergate.*

Just before World War II, Shirley Thorpe carved out a life for herself in Washington, D.C. A 1940 graduate of an all-girls high school in Elizabeth, N.J., she dreaded trading hometown comfort for the big city a year later when pondering a position at the State Department.

“I took the test and got a telegram to come for an interview in Washington,” she recalls. “My mother came with me. I didn’t want to take the job.”

But she did. Now, 20 years after retiring with 40 years of service with the Department, Ms. Thorpe is still shaping her life in Washington.

She frequents the Kennedy Center for the Performing Arts, which is only steps from her apartment. She also enjoys organizing discussion groups at her Watergate residence. Salons, Ms. Thorpe calls them. Some in her klatch were once Washington movers and shakers—a former director of the Smithsonian, a military attaché, a corporate chairman, a think-tank director.

What helps stoke these social gatherings are Ms. Thorpe's high-end treats—homemade egg salad sprinkled with Bulgarian paprika, French pâté and smoked salmon, among other delicacies.

"They're all interesting," she remarked about the glitterati group. But celebrity and even notoriety are common at the Watergate, where Ms. Thorpe has lived for 28 years.

Former Secretary of State George Shultz and Defense Secretaries Casper Weinberger and Robert McNamara are among her neighbors. Just down the hall from Ms. Thorpe's apartment live the Doles, former Senator Robert and current Senator Elizabeth.

Once just another upscale Washington residence, the complex made national news in 1972 when the so-called "plumbers," on orders from the White House, broke into the office of the Democratic Party's National Committee in the Watergate. The burglary and the cover-up that followed made Watergate a household word during the 1970s. The complex drew attention later when Monica Lewinsky hid from the media in her mother's apartment there.

Ms. Thorpe first honed her society skills in high school.

"We had teas," she remarked with pride about her early protocol instruction.

Propriety went hand in hand with the Department's high expectations, according to Ms. Thorpe, who performed administrative duties in the executive offices.

"There was a dress code," she said. "Ladies wore hats and gloves. Men kept their shoes shined." And the work was just as polished, with flawless memos and other documents being the norm. "You couldn't make a mistake. All the girls knew perfect grammar."

But with fewer than 800 employees assigned to the old State, War and Navy building next to the White House (now the Executive Office Building), a close formality prevailed where everyone, including the Secretary, seemed to know each other. "I saw Cordell Hull every day," she said. During the 1940s, the staff was

a mix of civilian and military workers. "Many World War II generals had offices upstairs."

Years later, when Secretary George Shultz visited her office, she gave his detail an earful on familiarity. "The Secretary stayed with us longer than expected, so I told his security agent, 'The only time you see him is on television. He needs to go downstairs and have lunch with the employees.' That afternoon everyone was talking about how the Secretary was spotted eating lunch in the cafeteria."

Conforming to the times, Ms. Thorpe spent her first few months in Washington living in a convent before

moving to a hotel for women where she shared a residence with four others. She recalls riding horses through Rock Creek Park and the riding academy where the Watergate now stands. An Irish pub stood where there's now a gas station at the end of Virginia Avenue. "They had the best corned beef and cabbage for \$1.25," she said.

Ms. Thorpe didn't spend all her time in Washington. She lived more than eight years in Brussels, working with a delegation charged with rebuilding Europe.

Like today, this outgoing lady spent many of her early years in Washington socializing

and meeting her share of bigwigs. "I was a party girl," she said. "We had a lot of parties at my house. We didn't have much money so we had a lot of beer and deli food."

At one Halloween party, some pilots and the head of Pan American Airlines stopped by. A colonel arrived dressed as a child and his wife sported a nurse's uniform. Someone even borrowed a bikini top from her dresser drawer, she said.

I was a party girl. We had a lot of parties at my house. We didn't have much money so we had a lot of beer and deli food.

# EDUCATION & TRAINING

## WHAT'S NEW?

Student Records Online. Need to know your class schedule or want an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office web page on the Department of State OpenNet at <http://www.fsi.state.gov/admin/reg>.

## The Department's Mandatory Leadership and Management Training Requirements

The Secretary of State has mandated leadership training from mid- through senior-grade levels for Foreign Service officers and Civil Service employees to prepare them for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other courses for all FS and GS employees.

### Mandatory Courses

- FS 3/GS 13: Basic Leadership Skills (PK245)
- FS 2/GS 14: Intermediate Leadership Skills (PT207)
- FS 1/GS 15: Advanced Leadership Skills (PT210)
- Newly promoted FS-OC/SES: Senior Executive Threshold Seminar (PT133)
- EEO Diversity Awareness for Managers and Supervisors (PT107)

## Some Non-Mandatory Recommendations for All FS and GS Employees:

- Employee Relations Seminar (PK246)
- Managing People Problems (PT121)
- Teambuilding (PT129)
- Performance Management Seminar (PT205)
- Creative Problem Solving Workshop (PT212)
- Managing Conflict Productively (PT214)
- Influence by Design (PT224)
- Valuing Diversity in the Workplace (PT225)
- Productively Managing Stress (PT251)
- Managing Up (PT252)

For more information, contact FSI's Leadership and Management School at (703) 302-6743, [FSILMS@state.gov](mailto:FSILMS@state.gov) or <http://fsiweb.fsi.state.gov/fsi/lms/>.

Dates for FSI Transition Center courses follow. For information on all the courses available at FSI, visit the FSI Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. FY 2004/2005 dates are now available in the online catalog. See Department Notices for announcements of new courses and new course dates and periodic announcements of FSI-sponsored external training opportunities.

Security	APRIL	MAY	Length
SOS: Security Overseas Seminar (MQ911)	5,12,26	3,10	2D
ASOS: Advanced Security Overseas Seminar (MQ912)	20	18	1D
TDY SOS: Security Overseas Seminar (MQ913)	5,12,26	3,10	1D

Foreign Service Life Skills	APRIL	MAY	Length
Regulations, Allowances and Finances (MQ104)	20		3D
Deputy Chief of Mission Spouse (MQ110)		10	3D
Making Presentations: Design to Delivery (MQ111)		18	3D
Explaining America (MQ115)		8	1D
Protocol and U.S. Representation Abroad (MQ116)	24	22	1D
Going Overseas Without Children (MQ200)		15	1D
Singles in Foreign Service (MQ203)	17		0.5D
Going Overseas for Families (MQ210)		15	0.5D
Going Overseas Logistics for Adults (MQ220)		15	2.5H
Going Overseas Logistics for Children (MQ230)		15	2.5H

Length: H = Hours, D = Days, W = Weeks

Foreign Service Life Skills (continued)	APRIL	MAY	Length
Encouraging Resilience in the Foreign Service Child (MQ500)	28		2.5H
Targeting the Job Market (MQ704)	7		1D
Communicating Across Cultures (MQ802)		28	1D
Realities in the Foreign Service Life (MQ803)	23		1D
Personal Finances and Investments in the Foreign Service (MQ852)	7		2.5H
Legal Considerations in the Foreign Service (MQ854)		26	2.5H
Traveling with Pets (MQ855)	21		2.5H
Emergency Medical Care and Trauma Workshop (MQ915)		26	1D
A Safe Overseas Home (MQ916)	14		2.5H

Career Transition Center	APRIL	MAY	Length
Retirement Planning Seminar (RV101)	20		4D
Financial and Estate Planning (RV103)	22		1D
Annuities & Benefits and Social Security (RV104)	21		1D

Length: H = Hours, D = Days, W = Weeks

### School of Language Studies

Increased language enrollments from the Diplomatic Readiness Initiative have required FSI's School of Language Studies to change class schedules. Classes are being run in double sessions. The morning session may begin as early as 7:30 a.m. and the afternoon session may end as late as 5:30 p.m.

### FasTrac Distance Learning Program: Learn at Your Own Pace, When and Where You Want!

All State Department employees, LEs and EFMs are eligible. FasTrac offers more than 3,000 courses. Training is conducted online through the Internet and the Department's OpenNet. Students may complete courses to be included on their official

FSI transcript or take a course module they need to "get the job done." Course lengths vary from two to eight hours and knowledge preassessments may shorten learning plans. To view the complete FasTrac catalog, visit the FasTrac web site at <http://fsi.state.gov/fastrac>. For additional information, please contact the distance learning coordinator in the Office of the Registrar, (703) 302-7497.

NOTE: Smartforce courses originally offered through the School of Applied Information Technology are now a part of the Skillsoft library, identified as "Skillsoft IT." Be sure to review these courses when taking advantage of the FasTrac program!

For additional information, please contact the Office of the Registrar at (703) 302-7144.

## PERSONNEL ACTIONS

### FOREIGN SERVICE RETIREMENTS

Acs, Frank J.	Hirn, Clyde M.	Perry, C. Richard
Amos, Regina F.	Jones, Sheila M.	Sanchez-Carlo, Maria
Ash, Barbara Maslak	Kraske Jr., Leonard M.	Smith, Carolyn P.
Booth, Edward D.	Lawrence, Norman B.	Smith, Catherine Munnell
Brenner, Barbara J.	Levenhagen, Kristine W.	Smoot, Robert D.
Catrickes, Constantine P.	Macias, Sally K.	Sototerrazas, Arturo R.
Cole, Janey D.	McLarney, Patrick E.	Turek, John E.
Gaiani, Richard L.	Milliren, Thomas L.	Yett, Beverly R.
Hayden, Rebecca J.	Neil, Bette J.	

### CIVIL SERVICE RETIREMENTS

Beale, Deloris	Hilley, Carol R.
Brophy, Michael J.	Logan, Verlene P.
Brown, Laura Maria	McDevitt, Elaine
Charles, Kathleen J.	McRae, Delores M.
Connell, Pia Renner	Rockmaker, Sigrun
Crawford, Christopher O.	Salvaterra, Catherine B.
Delcastillo, Oilda	Truly, Steve R.
Eichler, Thomas E.	Whiteman, Mary E.
Guillory, Mildred H.	

## APPOINTMENTS



**Deputy U.S. Permanent Representative to the Organization of American States.** Timothy J. Dunn of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new Deputy U.S. Permanent Representative to the

Organization of American States, with the rank of ambassador. He directed the Office of Regional Security and Arms Transfer in the Bureau of Political-Military Affairs and was consul general in Guayaquil. He was political adviser to the U.S. Southern Command and chief of the political section at the U.S. Embassy in Buenos Aires. Mr. Dunn also served in Ottawa, Beijing, Guyana and Santo Domingo. He and his wife Denise have three daughters.



**Alternate Representative of the United States for Special Political Affairs to the United Nations.** Stuart W. Holliday of Texas is the new Alternate Representative of the United States for Special Political Affairs to the United Nations, with the rank of ambassador. He coordinated the Department's Bureau of International Information Programs and was principal deputy assistant secretary for Public Affairs from 2001 to 2003. Mr. Holliday was special assistant to the President and associate director of presidential personnel at the White House from 2000 to 2001. He advised the President on foreign affairs and defense appointments to the executive branch. He was a policy adviser to vice presidential candidate Dick Cheney during the 2000 Presidential campaign and assistant policy director to Governor George W. Bush in Texas from 1998 to 2000. He was executive director of the Dallas Council on World Affairs from 1996 to 1997 and regional director for North Africa, the Middle East and Turkey at the International Republican Institute from 1993 to 1995. Beginning in 1988, Mr. Holliday served on active and reserve duty as an officer in the U.S. Navy. He and his wife Gwen have two sons.

**U.S. Ambassador to the Republic of Tunisia.** William J. Hudson of Virginia, a career member of the Senior



Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Tunisia. He has been the executive director of the Bureaus of Near Eastern Affairs and South Asian Affairs since 2000. He was chief of the administrative section at the U.S. Embassy in Paris

from 1996 to 2000 and executive director of the Bureau of African Affairs from 1993 to 1996. Mr. Hudson directed the Office of Overseas Employment in the Bureau of Human Resources from 1989 to 1991. He was chief of the administrative section at the U.S. Embassy in Belgrade and deputy chief of mission in Lomé. He has also served in Tehran and Lubumbashi.



**U.S. Ambassador to the Transitional Islamic State of Afghanistan.** Zalmay Khalilzad of Maryland is the new U.S. Ambassador to the Transitional Islamic State of Afghanistan. Mr. Khalilzad was special presidential envoy to Afghanistan and served as special assistant to the

President and senior director for Islamic outreach and Southwest Asia initiatives at the National Security Council. Prior to that, he was special assistant to the President and senior director for Southwest Asia, Near East and North African Affairs at the National Security Council. He has also been a special presidential envoy and ambassador at large for the Free Iraqis. Mr. Khalilzad headed the Bush-Cheney transition team for the Department of Defense and has been a counselor to Secretary of Defense Donald Rumsfeld. From 1993 to 1999 he directed the Strategy, Doctrine and Force Structure program for RAND Corporation's Project Air Force. While at RAND, he founded the Center for Middle Eastern Studies. From 1991 to 1992, he served as assistant deputy under secretary of Defense for Policy Planning. He served as a senior political scientist at RAND and associate professor at the University of California at San Diego from 1989 to 1991. From 1985 to 1989 he served as special adviser to the under secretary of State for Political Affairs, working on policy issues and advising on the Iran-Iraq War and the war in Afghanistan. From 1979 to 1986, he was assistant professor of political science at Columbia University.



## APPOINTMENTS



### **U.S. Ambassador to the Republic of Djibouti.**

Marguerita D. Ragsdale of Virginia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Djibouti. From 2002 through 2003, she was deputy chief of

mission at the U.S. Embassy in Khartoum, helping to reestablish and manage embassy operations there. She headed the political section at the U.S. Embassy in Pretoria from 1999 to 2002 and was deputy director of the Office of Arabian Peninsula Affairs in the Bureau of Near Eastern Affairs. From 1992 to 1995, Ms. Ragsdale was chief of the political section and deputy chief of mission at the U.S. Embassy in Doha. She also served in Kuwait City and Mogadishu.



### **U.S. Ambassador to the Kingdom of Morocco.**

Thomas T. Riley of California, a leader in international business, industrial engineering and energy management, is the new U.S. Ambassador to the Kingdom of Morocco. Mr. Riley served as president of Active Photo, an

online digital photo services company in Mountain View, Calif. Previously, he was president of Web State, Inc., an online training company, and Unity Systems, an automated building controls firm. He co-founded General Resources Corp., an equipment distribution company, and established partnerships with local service companies in Kenya, Djibouti, Somalia and Sudan. He spent four years abroad with TRW in Northern Ireland, England and France, becoming manager of the corporation's European operations. He and his wife Nancy, a tax attorney, have two daughters.



### **U.S. Representative to the Conference on Disarmament and Special Representative of the President for Nonproliferation of Nuclear Weapons.**

Jackie W. Sanders of Ohio, former deputy assistant secretary of State in the Bureau of International Organization Affairs, is the new

U.S. Representative to the Conference on Disarmament in Geneva and Special Representative of the President for Nonproliferation of Nuclear Weapons, with the rank of ambassador. Her 20-year federal career includes nine years on Capitol Hill with both the U.S. Senate and the House of Representatives. She was a deputy assistant secretary of State from 1990 to 1993 and associate director for national security in the Office of Presidential Personnel at the White House from 1987 to 1989. Ms. Sanders served as White House liaison for the Department of State from 1985 to 1987 and special assistant for congressional affairs in the Bureau of Near Eastern and South Asian Affairs from 1984 to 1985. Earlier, she was vice president of the National Policy Forum, a think tank in Washington, D.C. She is married to R. Carter Sanders.



### **U.S. Ambassador to the Syrian Arab Republic.**

Margaret Scobey of Tennessee, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Syrian Arab Republic. She was deputy chief of mission at the U.S. Embassy in Riyadh from

2001 through 2003 and, before that, directed the Office of Arabian Peninsula Affairs in the Bureau of Near Eastern Affairs. She served as deputy chief of mission in Sanaa and headed political sections at the U.S. Embassy in Kuwait and the U.S. Consulate General in Jerusalem. Her earlier assignments included Lima and Peshawar.



### **U.S. Ambassador to the Republic of Peru.**

J. Curtis Struble of California, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Peru. He was acting assistant secretary for Western Hemisphere

Affairs from November 2002 to September 2003. Before that, he was principal deputy assistant secretary, overseeing U.S. relations with the Andean region, Brazil and the Southern Cone. In a 25-year career with the Department, Mr. Struble has also served at U.S. Embassies in Ecuador, Thailand, Honduras, Spain, Russia and Mexico.



*Clement E. Conger*, 91, former curator of the Diplomatic Reception Rooms, the White House and Blair House, died Jan. 11 of pneumonia at a hospital in Delray Beach, Fla. Mr. Conger joined the State Department in 1947 and served in many capacities, including

two tours of duty as assistant chief and deputy chief of protocol. As assistant chief of protocol, he advocated official reception rooms in the new State Department building. He initiated the program of securing prestige furnishings for the rooms by gifts and loans. After 30 years, the collection of fine period American furniture, historic American paintings and decorative arts in the Diplomatic Reception Rooms are valued at more than \$100 million. Mr. Conger also raised the White House furnishings and art to the preeminent collection of 19th century Americana. With First Ladies Nixon, Ford, Carter and Reagan, he refurbished 27 rooms, restoring most of them to the elegance they may have had in the first quarter of the 19th century. He also refurbished Blair House, the presidential guesthouse. He retired in 1992. During World War II, Mr. Conger served in the Army and was assistant secretary for the combined U.S. and British chiefs of staff.

*Lula Cole Dawson*, 72, wife of retired Foreign Service Officer Horace G. Dawson Jr., died of cancer Jan. 14 at Howard University Hospital in Washington, D.C. She accompanied her husband to Uganda, Nigeria, Liberia, the Philippines and Botswana, where he was ambassador. Overseas, Mrs. Dawson was active in women's organizations both as a teacher and fund-raiser. In the Philippines, she helped found a cultural center modeled after the Kennedy Center support group and helped organize Botswana's first nationwide charity to build a youth center. In Washington, she was active in public education and church work.



*John "Jack" Getchell*, 82, a retired Foreign Service officer, died Dec. 28 in Ankara, Turkey, of complications from Parkinson's disease. He joined the U.S. Information Agency in 1953, served two tours in Jakarta and one each in Bordeaux, Saigon, Phnom Penh, Bangui and

Ankara. While serving in Ankara, Mr. Getchell met and married a Foreign Service National employee named Keriman. The couple moved to Marin County, Calif., after he retired in 1978. In the latter stages of her husband's illness, Mrs. Getchell arranged 24-hour care for him in Ankara. He joined the Army in 1942 and served as an officer in Normandy, Germany and the Galapagos Islands.



*Barbara McLerran*, 59, wife of retired Foreign Service Officer Greg McLerran, died of breast cancer Dec. 2 at her home in McLean, Va. Born in Germany, she met her husband in 1964 when he was stationed in Frankfurt. They married in 1966 and she accompanied him on assignments to Libya, Madagascar, Curaçao, Barbados, Algeria, Bulgaria and Mauritania. She managed a public service project for the American Bar Association and volunteered at the White House and the Meridian International Center. After receiving a diagnosis of breast cancer 17 years ago, Mrs. McLerran participated in almost every Komen Foundation Race for the Cure.



*Sidney A. Rand*, 87, U.S. Ambassador to Norway from 1980 to 1981, died Dec. 16 at Northfield Hospital in Northfield, Minn., where he had served for many years as president of St. Olaf College. His Majesty King Olav V of Norway decorated him with the Knight

First Class, Order of St. Olav, and the Commander's Cross, Royal Norwegian Order of Merit. His Majesty King Harald V, the current king of Norway, bestowed on him the Commander's Cross with Star of the Royal Norwegian Order of Merit. The King Olav V Chair in Scandinavian-American Studies was founded at St. Olaf College during his 16-year presidency by gifts from the people of Norway and friends of the college. "Sidney Rand was one of Minnesota's truly remarkable men. He was a great president of St. Olaf College, a highly respected educator throughout the state and the nation and a wonderful human being," said former Vice President Walter F. Mondale, who worked with him on the Nobel Peace Prize Forum conference, which Mr. Rand helped establish.

SOME RANDOM RESPONSES FROM THE EMBASSY EREHWON CUSTOMER SATISFACTION SURVEY

WENDY SPRINGER, OMS, SAYS: "WELL, SINCE OUR OFFICE WAS RELOCATED UNDER THE MANHOLE COVER BEHIND THE CHANCELLERY THE DAMPNESS HAS BEEN A LITTLE HARD ON THE FILES AND THE VERMIN ARE A BIT AGGRESSIVE, BUT I'M NOT COMPLAINING...."



AGGIER 2004

POLITICAL OFFICER NILES VAN SPLEEN SAYS: "YOU KNOW, IT'S A LOT HARDER TO GET HAMSTER MILK HERE THAN IT WAS AT MY LAST POST. ALSO, PEOPLE HERE DON'T FULLY APPRECIATE THE COLORFUL LOCAL GARB I BROUGHT FROM MY LAST POST..."



ECONOMIC COUNSELOR WILLOW SPATULA SAYS: "WHY CAN'T WE FIND THE DIAL FOR OUR OFFICE TWISTER GAME?"



REGIONAL PERFORMANCE ARTIST RICHARD DICKEL SAYS: "THERE WAS A VERY POOR TURNOUT FOR MY PANTOMIME PRESENTATION OF THE MISSION PROGRAM PLAN."



AMBASSADOR BLUESTONE SAYS: "PEOPLE IN MY OFFICE FACE THE CHALLENGE OF SUPPORTING ONE OF THE MOST BRILLIANT STRATEGIC THINKERS OF OUR TIME."



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