



FRONTLINES

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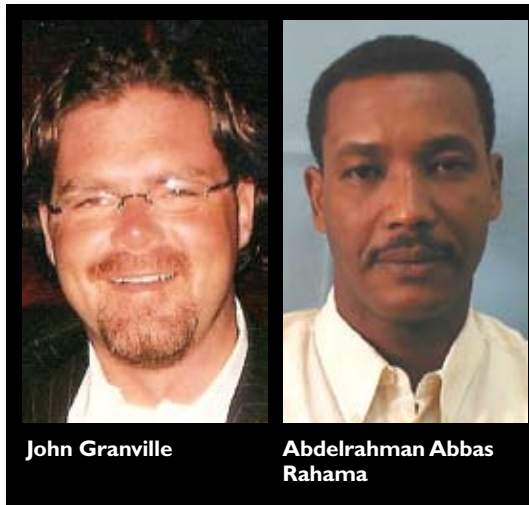
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2 USAID Staff Killed in Sudan

John Granville, a democracy and governance officer serving in USAID's Sudan mission, and Abdelrahman Abbas Rahama, a Sudanese Foreign Service National, were both shot and killed in the early morning hours of New Year's Day in Khartoum when at least one gunman fired on their vehicle. Sudanese and FBI investigators were continuing to investigate the case, but have not made any arrests since the slayings.



John Granville

Abdelrahman Abbas Rahama

Memorial services for Granville were held Jan. 9 at St. John Vianney Catholic Church in Orchard Park, near his hometown of Buffalo, N.Y.

Following the tenets of his Muslim faith, Rahama was buried Jan. 1 in Khartoum. Memorial services were held for the men in Khartoum and Juba the weekend of Jan. 12.

"The work and character of both of these individuals epitomized the goodness of the human spirit when it is focused on bettering the lives of those in need," said Africa Bureau Assistant Administrator Kate Almquist, who flew to Sudan shortly after the shootings to escort Granville's body to the United States. "I can think of no better way to honor their lives than to rededicate our efforts to implement USAID's mission in Sudan and around the world."

Fore Africa Trip Focused on Public-Private Aid

The urban gardening project in Addis Ababa is the kind of effort USAID Administrator Henrietta Fore would like to see expanded. The gardeners are HIV-positive and their crops provide them with nutritious foods to eat and to sell for additional income.

"What they need are more customers," said Fore, back from her first overseas trip as administrator, which included a two-day stop in Ethiopia.

If these gardeners can scale up production, then link to export companies that buy their produce, Fore theorizes, these small-time gardeners can grow into agricultural entrepreneurs.

"Plus, it's sustainable," she added. "Everyone should be getting behind our public-private partnerships." Fore has asked mission directors to triple the number of public-private partnerships they initiate.

During her November trip to Ethiopia, Kenya, and Sudan, which included a quickly arranged visit to Bangladesh, Fore said ensuring that the

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Fore Sworn In as USAID Leader

Henrietta Holzman Fore was sworn in as the 15th administrator of USAID Dec. 13, marking the first time a woman has served as leader of the foreign aid agency.

Secretary of State Condoleezza Rice, who administered the oath of office, said that Fore would lead an agency that is "a dedicated partner to people all around the world who are trying to lift themselves out of poverty."

Fore told 600 foreign diplomats, officials and USAID employees in Washington at the Ronald Reagan Building amphitheater that the moment was, for her, a "homecoming." She



With husband Richard L. Fore at her side, Henrietta Fore, left, is sworn in as USAID Administrator by Secretary of State Condoleezza Rice Dec. 13.

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INSIDE DEVELOPMENT

Disaster Preparedness Saves Thousands from Bangladesh Cyclone

In mid-November, Tropical Cyclone Sidr formed in the central Bay of Bengal, strengthened to reach peak sustained winds of 155 miles per hour, and headed directly for Bangladesh.

The government in Dhaka began a large-scale evacuation, hoping to avoid a repeat of the disastrous 1991 cyclone that struck the Chittagong district in the southeast – that cyclone killed more than 138,000 people.

Since then, with USAID support, Bangladesh has invested in disaster preparedness and mitigation programs. The government built many concrete, two-story buildings that normally serve as schools, but can be readily converted to shelters. USAID pre-positioned zodiac boats, water treatment systems, and water ambulances in Bangladesh to provide rapid assistance in a crisis. All were in place before Sidr reached Bangladesh's shores. As a final preparation, USAID partners pre-positioned emergency survival materials and food for distribution after the storm passed.

So when the cyclone made landfall Nov. 15 in southern Bangladesh, officials were well prepared. About 3,500 people died, but hundreds of thousands survived.



U.S. military medical teams worked with Bangladeshi military and civilian doctors to provide direct patient care following Tropical Cyclone Sidr.

U.S. Chargé d' Affaires ad interim Geeta Pasi declared a disaster the day after the cyclone hit, and USAID began providing emergency assistance. A USAID Disaster Assistance Response Team (DART) was dispatched in coordination with the U.S. Embassy, the USAID mission in Dhaka, the U.S. Department of Defense, and the Bangladesh government.

USAID provided more than \$19 million for relief and early recovery activities, including shelter, water, sanitation, and health programs. The assistance includes \$15 million from USAID's Food for Peace program.

Through NGOs and other partners, the Agency provided 15,000 blankets, 2,500 hygiene kits, and 4,900 water containers

serving nearly 45,000 people. In addition, USAID provided eight water purification units, four 10,000-liter water bladders, and 300 rolls of plastic sheeting.

The U.S. military airlifted nearly 330 metric tons of relief supplies from Dhaka to Barisal before operations ended on Dec. 6. U.S. helicopters flew 118 sorties from Barisal to various sites, transporting a total of 115 metric tons of goods and over 54,000 liters of water. U.S. military medical teams also worked with Bangladeshi military and civilian doctors to provide direct patient care.

Support for early recovery activities is now the priority for Sidr response efforts with a focus on livelihoods, shelter, food, water, sanitation, and hygiene. ★

Global Development Commons Aims to Link Aid Community

By Amy Koler

WASHINGTON – International aid experts and officials attended a USAID forum on Nov. 27 to discuss the Global Development Commons (GDC), a plan to use technology and public-private partnerships to enhance access to information about international development.

The GDC concept, introduced recently by Administrator Henrietta Fore, would open communication between donors, beneficiaries, nongovernmental organizations, foreign governments, corporations, and civil society. Once fully implemented, it is expected to make development projects more efficient and effective.

The forum at the National Press Club brought together development leaders to hear speakers from companies and organizations working on similar projects. Participants then joined working groups to discuss how the GDC might work.

Taking a cue from Wikipedia – the popular online, user-generated encyclopedia – the Commons initiative is designed to be a “shared responsibility” of all who use it. USAID will, however, monitor its implementation, publicize its existence, and encourage new partners to join.

The forum's keynote speaker was James H. Billington, the Librarian of Congress, who is undertaking a project to digitize the world's cultural resources and make them available in multiple languages.

Other speakers involved in projects similar to the GDC

included Mark Fleeton, chief executive officer of the Development Gateway Foundation; John Steffens, executive director of the Public Service Institute and Infopoverty Institute; Helga Leifdottir, chief coordinator of the U.N.'s ReliefWeb; Corey Griffin, director of Microsoft's International Development Aid Agencies; and William Reese, president and CEO of the International Youth Foundation.

Working groups discussed overcoming challenges facing the GDC; finding ways to enhance the effort; and plotting key steps forward.

Organizers of the forum expect more information about the GDC concept – and opportunities for input and feedback – in January and February. In addition, Fore will introduce the idea to bilateral partners around the world over the next six months. ★

—Washington File contributed to this article.

WHAT THEY ARE SAYING ...

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

Is Our Aid Making Us Safer?

By Jim Kolbe

From the work of celebrities such as Bono to large charities such as the Gates Foundation, unprecedented global attention has been focused recently on reducing poverty in Africa.

While images of Africa are effective in raising awareness of the issue, little attention has been paid to the problems in our current efforts to alleviate poverty. It is increasingly apparent that our aid - and trade - policies are not really supporting economic growth in impoverished countries. Nor are they enhancing our own security.

And while some presidential candidates have spoken of how they would enhance U.S. civilian and military capacities to address global threats, economic development remains a bottom-tier issue in the campaign despite its potential to mitigate a whole range of threats and make us safer. After January 2009, we risk continuing the same old foreign policy strategies that are failing to deliver.

Having served as chairman of the Appropriations Subcommittee on Foreign Operations in the U.S. House of Representatives, I believe this risk is serious. In an interconnected world, global poverty and failed states are fertile ground for conflict, migration flows, pandemics, and terrorist activities. While China, India, and others are emerging from poverty, about 60 countries remain economically stagnant and are sources of insecurity. Yet our foreign economic policy tools are uncoordinated and in some cases run counter to our goal of alleviating poverty and spurring growth abroad.

The basic problem is that our development policy lacks coherence. With more than 20 different U.S. departments and agencies engaged in

development work, at least 56 other bilateral donors and more than 230 international organizations, funds and programs, the aid field is indeed a crowded one. A growing number of new actors - vertical funds, foundations, corporate philanthropists, and nongovernment organizations - add to the fragmentation, redundancy, and waste.

Donors and developing countries alike are facing higher transaction costs, more red tape, and pointed questions from their citizens about just what is being accomplished with this huge machinery of aid.

Trade policies often fail to achieve - and sometimes undermine - our development goals. In 2003, Sens. John McCain, an Arizona Republican, and Max Baucus, a Montana Democrat, introduced legislation that would extend duty-free status to non-oil products of many Muslim nations. The legislation has languished. The Pakistani textile industry, that country's largest employer, faces stiff U.S. tariffs, even though Pakistan is the epicenter of al-Qaida.

Despite preferential trade agreements such as the African Growth and Opportunity Act, oil still accounts for 90 percent of African exports under this program. ...

To read the entire article, please go to: www.baltimoresun.com/news/opinion/oped/bal-op-aid02jan02,0,2422656.story

Jim Kolbe is a senior transatlantic fellow at the German Marshall Fund of the United States and former chairman of the U.S. House Committee on Appropriations, Subcommittee on Foreign Operations, Export Financing, and Related Programs. ★

MISSION OF THE MONTH



Workers install new potable water pipes for the Jermanis-Vedi pipeline in Ararat Valley, Armenia.

ARMENIA



in tariff rates, collections, monitoring, and financial oversight.

“Now that the sector is back on its feet financially, USAID is helping to build a national water utility regulatory program to set fair prices for services,” Eisendrath said.

Results

Already these reforms have produced significant results. Three of Armenia’s five water and sewage companies are recovering their operations and maintenance costs and have begun restoring regular water services.

These systems are also “beginning to rehabilitate their defunct sewage collection and treatment systems,” Eisendrath said. “Once these are working again, this will dramatically reduce discharge of untreated sewage.”

The Armenia Water Company, which serves 40 towns and 300 villages, increased the amount of water it disinfects from 68 percent to 80 percent between 2005 and 2006.

Water supply in Yerevan has increased from seven to 18 hours a day. The city’s water company is now trying to recommission wastewater services that quit operating over 10 years ago.

Armenia’s experience shows that reforming the national water and sanitation sector is cost-effective, and can lead to major improvements, Eisendrath said. “The Armenia example shows that supporting broad national reforms is not expensive relative to mission budgets, and that, when it is supported by key local stakeholders, it has sustainable results in terms of both quality and broad coverage ... of services.”

The Armenia experience is helping USAID reform water and sanitation utilities in Afghanistan, India, Georgia, Montenegro, and several other countries. ★

Development, and the German government’s KfW Bank provided loans and grants for capital improvements and for management contracts, USAID focused on making the services financially sustainable.

“The reforms were strongly supported by key government of Armenia and water company officials. This reflected the serious problems facing the sector when USAID, the World Bank, and KfW began providing support,” said Allen Eisendrath, the senior infrastructure finance specialist in EGAT’s Office of Infrastructure and Engineering.

In Armenia’s water sector reform program, USAID and other donors worked closely with the government to establish five effective water and sewerage companies covering almost all towns and cities in the country.

“USAID provided capital funding and technical support to help these utilities set up bulk metering and financial management systems,” said Eisendrath.

A new water code and policy were developed, along with supporting regulations and a National Water Program aimed at protecting water resources. Water and sanitation utilities were restructured, performance-based operating contracts were put into use, and wide-ranging reforms were implemented

Armenia Reforms Water and Sanitation Systems

Problem

After the fall of the Soviet Union, Armenia’s water and sanitation services suffered a major decline. Water services were available just seven hours a day in the capital, Yerevan, and only two to five hours a day in surrounding areas.

Raw sewage began to flow into local water resources as all of the country’s 22 wastewater treatment plants stopped mechanical and chemical operation. The utilities that operated these services had no funds for maintenance and capital improvements. Revenues collected throughout the national system covered only around 15 to 20 percent of operations and maintenance costs.

Innovative Response

Recognizing the health and economic implications of failed water and sanitation services, USAID experts have been working for the past seven years with Armenia’s government and major donors to improve this sector.

While donors such as the World Bank, the European Bank for Reconstruction and

INSIGHTS

FROM
HENRIETTA H. FORE



A little more than a week after my confirmation as Administrator, I was on my way to Kenya, the Sudan, and Ethiopia – three countries whose development is critical to the peace and security of the Horn of Africa and vital to the national security of this country.

While there I met with heads of state, pan-African officials, delegates from the UN and other international organizations, ministers, and provincial governors. I also met with our contractors, international and indigenous NGOs, and local partners, as well as leaders from the private sector. And, I met with local staff to hear directly from them about management and programming concerns as we undertake an expanded development mandate in the region. I saw firsthand the great range of our humanitarian and development programming, from emergency relief efforts to health and educational programs; from trade capacity building to conflict mitigation initiatives.

What I observed in this array of partners and innovative programming is a perfect illustration of information sharing among partners that spurs development at every level. This is the heart of a Global Development Commons that defines our best contributions. In the Commons, we share ideas and best practices while drawing on the respective strengths of all stakeholders. The Commons is the best way to synergize our development work in today’s world.

I personally thanked USAID officials on the continent for their efforts as well as the FSNs for the remarkable work they do – in what can be dangerous and trying circumstances. I was happy to break bread with some of them when we celebrated an American Thanksgiving at our Juba post.

A last-minute change in my African itinerary found me heading to Bangladesh to observe the devastation and initial response in the wake of Cyclone Sidr.

According to current estimates from the UN’s Office for the Coordination of Humanitarian Affairs, the material damage to the country is even more severe than first reported. Nearly 564,000 houses have been completely destroyed while another 885,280 houses have been damaged. Flying over the scene, I observed the devastation: whole villages flattened, felled bridges, and destroyed croplands. Nearly 3,300 people were killed.

I want to salute USAID, its Disaster Assistance Relief Team, the Office of U.S. Foreign Disaster Assistance and the Office of Food for Peace for actions that minimized the loss of life and delivered needed relief supplies.

I came back from my trip even more convinced of the importance of getting our story told. This is a question of making sure that USAID and our partners in the Commons get proper recognition. It is also a question of bringing home to Congress and the American people the importance of investing in our humanitarian and development work so that we can continue making progress in improving the lives of countless millions around the world. ★

BRIEFS

Smart Power Report: Aid Can Improve U.S. Image

WASHINGTON—The United States needs to replace some of its military muscle around the world with development aid, public diplomacy and other aspects of “smart power” said a group of current and former U.S. officials and lawmakers.

“America’s image and influence are in decline around the world,” said the Commission on Smart Power in its report released Nov. 6 in Washington.

“To maintain a leading role in global affairs, the United States must move from eliciting fear and anger to inspiring optimism and hope,” said the report. The Commission was set up by the Center for Strategic and International Studies (CSIS), a non-partisan think tank.

“The United States should establish a Cabinet-level Department of Development” and “increase the financial commitment to global development,” said Commissioner George Rupp, president and CEO of International Rescue Committee.

The report lists five ways to improve U.S. image and influence: alliances, partnerships, and international institutions; increased development assistance; public diplomacy to build relationships among people, especially youth; extending free trade to those left behind from the global economy; and using technology and innovation to face energy and climate change issues.

Survey Finds Afghans’ Moods Mixed

SAN FRANCISCO and KABUL – A public opinion poll of Afghans’ attitudes about their country in the post-Taliban era shows a mixed bag of improvements and lingering difficulties in the country.

The survey, released Oct. 23 by the Asia Foundation, found 42 percent of respondents think the country is headed in the right direction, down from 44 percent in 2006 and 64 percent in 2004. Nearly a quarter of respondents now say Afghanistan is moving in the wrong direction and about an equal number have mixed feelings.

Reconstruction was the biggest reason cited for the country going in the right direction. Insecurity was the leading worry for those who think the country is moving in the wrong direction, followed by bad governance and the economy. Respondents did, however, express a great deal or fair amount of confidence in Afghanistan’s army and national police. Also, 51 percent said access to schools had improved when compared with two years ago.

The Asia Foundation polled a random sample of 6,263 Afghan men and women from all 34 of the country’s provinces. This is the third survey – the first were in 2004 and 2006 – conducted by the Asia Foundation. Three additional opinion polls are slated to take place before 2010. USAID is funding the surveys. To read the key findings from the 2007 poll, go to www.asiafoundation.org/pdf/AG-survey2keyfindings-eng.pdf.

Family Planning Handbook Updated

WASHINGTON – USAID, in collaboration with the Johns Hopkins Bloomberg School of Public Health and more than 30 organizations around the world, has launched an update of the publication *Family Planning: A Global Handbook for Providers*.

The book provides clinic-based health care professionals from developing countries with the latest guidance on voluntary family planning. The book also serves as one of the World Health Organization’s four cornerstones of family planning guidance. The first edition was written 30 years ago; the latest edition was released Sept. 27.

Gloria Steele, the senior deputy assistant administrator in USAID’s Bureau for Global Health, said the handbook “represents USAID’s continued dedication to and focus on family planning.”

“Family planning has been shown to be a strong contributor to all development efforts. It provides critical health benefits, including reducing the need for abortion ... enhances quality of life by reducing infant mortality and improving maternal health ... reduces population pressure on development, environment, and political stability ... and contributes to advancing women’s role in society, giving them a means to enlarge their life options.”

Lebanon Oil Spill Clean-up Continues

WASHINGTON – USAID has launched phase two of an oil spill clean-up program in Lebanon with a \$740,000 contract awarded to Promar Marine Contracting. The firm will continue efforts to remove the remaining oil residue

from sites along a nearly 50-mile stretch of the northern Lebanese shoreline.

The oil spill took place in July 2006. That year, USAID helped to complete phase one of the clean up – removing more than 123,600 cubic feet of oil and pressure washing economically important areas such as the Byblos Marina, a World Heritage site.

For more information on USAID’s efforts in the region, as well as before and after photos of the oil spill clean up in Lebanon, go to www.usaid.gov/locations/asia_near_east/middle_east/.

World Bank’s Zoellick Affirms Poverty Role

WASHINGTON—World Bank President Robert Zoellick said aid agencies must help those missing out on globalization’s benefits, especially the poor in growing middle income countries such as China, India, and Mexico.

“Nearly 300 million people have escaped extreme poverty,” he said at the National Press Club Oct. 10. “Yet many remain on the fringes and some are falling further behind.”

Zoellick pledged to maintain assistance to eliminate poverty, fight corruption, and keep the Bank engaged as a major world economic force. The United States is the largest contributor to the Bank.

He called for “inclusive and sustainable globalization” – spreading the benefits of global trade and information to deprived groups; and helping governments ensure that corruption and poor governance don’t derail economic growth.

He listed the costs of fixing some of the world’s most pressing

problems: \$3 billion for malaria; \$30 billion per year to cut carbon from new power plants; \$30 billion per year for safe water and sanitation; \$130 billion a year for transport and trade infrastructure; and \$7 billion a year to educate 80 million children.

USAID Assists with Flooding in Haiti, DR

WASHINGTON – In the wake of Tropical Storm Noel at the end of October, USAID responded to flooding in Haiti and the Dominican Republic with over \$1.25 million in assistance.

USAID rapidly deployed an eight-person disaster assessment team to the Dominican Republic to work alongside local officials to identify needs and ensure that assistance quickly reached those in need. The USAID team worked with colleagues in the U.S. Embassy in Santo Domingo, U.S. Department of Defense, and U.S. Coast Guard to provide relief assistance.

Continuous rains for six weeks prior to Noel exacerbated flood conditions in Haiti. A four-person USAID assessment team, coordinating with the Agency’s mission in Haiti, the U.S. Embassy in Port-Au-Prince, and Haitian government officials, surveyed affected areas and assisted with relief activities.

USAID provided nearly \$2.4 million in fiscal year 2007 to countries affected by hurricanes Dean and Felix. Since 2000, USAID has provided more than \$145 million in response to hurricanes and tropical storms throughout Central America and the Caribbean.

U.S. Pledges \$555M for West Bank

At a Paris donors’ meeting Dec. 17, Secretary of State Condoleezza Rice pledged \$555 million in aid for the Palestinians in 2008, bringing total donor pledges to \$7.4 billion over three years in support of the Palestinian Authority government.

Administrator Henrietta Fore visited the West Bank two days before the conference. During her trip, she discussed private sector and humanitarian assistance in Gaza.

For a look at USAID projects in health, agriculture, and roads in the West Bank, see pg. 16. ★



Children play in a Jordan Valley village in the West Bank where USAID has improved the clinic and set up a well-baby system of preventive checkups.

Ben Barber/USAID

SHOE VENTURE TAKES GIANT STEP IN NICARAGUA

By Gideon Culman

By the time Santos Reyes was 7, he was shining shoes for a living in Nicaragua. Eager to improve his life, he learned how to make shoes by hand and started his own small business.

As an adult and father of two, Reyes returned to school, earned a high school equivalency degree and then an undergraduate degree in international business.

While finishing his studies, Reyes's faculty thesis advisor urged him to contact Agora Partnerships, a nonprofit organization with offices in Washington, D.C., and Managua, Nicaragua, that provides socially responsible entrepreneurs with the tools, networks, and access to growth capital to improve their chances of success.

Not long after, Reyes began working with a team of Agora's volunteer MBA consultants to refine his plan to grow his small shoemaking company, Calzados Reyes. He spent over 200 hours with consultants from top business schools including the University of Virginia and Columbia, Georgetown, and Duke Universities.

Now he is connected to a distributor that he expects will triple his sales volume, and his company has received over half of a \$90,000 investment commitment in both equity and debt.

The help Reyes received is part of Launching New Ventures in Nicaragua, a \$1.7 million Global Development Alliance (GDA) between USAID, Agora Partnerships, TechnoServe, the Fundación Roberto Terán, and the Agora Venture Fund. It provides education, financing, and ongoing support to competitive businesses committed to growing themselves and their communities.

The alliance identifies specific areas that each entrepreneur needs to work on to improve operations and then assembles teams of MBA students to consult with the entrepreneurs. The students get valuable hands-on experience and the entrepreneurs come away with skills and knowledge.

Since companies often need more than consulting, Agora created a venture fund that invests in small businesses –



Santos Reyes (front row, center) stands with some of his employees at Calzados Reyes, a shoemaking company that is expanding with help from the Global Development Alliance.

those requiring between \$20,000 and \$250,000 in capital – capable of creating economic and social value. “We invest in companies that need long-term capital and that are too big for microfinance and too small for traditional venture capitalists,” says Ricardo Terán, who heads Agora's Managua office.

Almost half of Nicaragua's 5.6 million people are unemployed or underemployed. Against this backdrop, the alliance partners aim to create a culture of entrepreneurship by helping aspiring business owners overcome four key barriers to success: market entry, education, financing, and execution.

“When entrepreneurs don't have the right network, the education, or the vision to start a business,” says Agora Managing Partner Ben Powell, “they don't even try, even though they might be successful. Too many entrepreneurs are on the sidelines.”

Already, Reyes has built a new shoemaking factory and hopes to triple the number of employees who work there.

“When I thought about growing my company, it made me nervous and I lacked the confidence,” explains Reyes. The alliance “helped give me the skills and the vision to lift my company to a new level.”

Over the past two years, Agora has worked with dozens of entrepreneurs, including a

manufacturer of bamboo houses, a producer of salt licks, a podiatrist's clinic, and a taxi company. Every new formal sector job provides employees with social benefits that they could otherwise not access. Many new employees find themselves able for the first time to afford tuition for their children, buy medicine for relatives, or invest in the future of their families.

“The CAFTA-DR [Central America-Dominican Republic] Free Trade Agreement opens the door to new markets for Nicaragua,” said Alex Dickie, USAID/Nicaragua mission director. “The goal of this alliance is to help increase the productivity and competitiveness of Nicaragua's small- and medium-size enterprises to take advantage of the opportunities of CAFTA-DR. These businesses can play a catalytic role in their community by creating jobs and being a role model.”

Added Reyes's wife Jacqueline: “We can show Nicaraguans who use very rudimentary production processes that there is another way, and that they, too, can be successful if they are willing to grow.”

With the help of the alliance, Calzados Reyes hopes to “change our business from a simple shoemaking workshop into a modern shoemaking factory.” ★

HELP Commission Says Double Aid, Merge Agencies

The HELP Commission on foreign aid created by Congress two years ago released its final report “Beyond Assistance” Dec. 7, calling for doubling aid and revamping the foreign assistance system, which it described as “broken.”

The HELP Commission — its name stands for Helping to Enhance the Livelihood of People Around the Globe — said development should be elevated to the same status as defense and diplomacy, and suggested creating a combined defense and international affairs budget.

As much as 10 percent of that would be devoted to international affairs. “This proposal would result in a doubling of current foreign aid levels,” said the report.

A minority of the 22 unpaid commissioners called for elevating USAID to independent, Cabinet-level status.

But most of the commission went the other way. The majority called for rewriting the Foreign Assistance Act of 1961, which created USAID, and creating a super-foreign affairs agency to be known as the International Affairs Department (IAD). It would merge State, USAID, and most other groups funded by the International Affairs Budget.

“Those favoring the IAD prefer as much consolidation and integration as possible,” said the report.

The HELP report called for increased USAID hiring to make up for decades of steady workforce cuts and handle the rising workload. Foreign assistance budgets have more than doubled since 9-11.

It also called for better professional training in foreign languages, culture, and “methods for implementing change.”

The commission endorsed linking aid to a country's willingness to reform, fight corruption, and move towards democracy – all required for grants from the Millennium Challenge Account launched in 2001 by President Bush.

USAID has already said it needs to increase aid resources and staff, and improve training. The Agency also supports efforts for greater partnerships with NGOs, foundations, private business and other non-governmental institutions.

The report said the government should abolish the separate budget account for USAID operating expenses, which sets funds aside to run the agency. That sum is often inadequate to oversee the complex web of programs run by more than 80 USAID missions around the world.

“Long-term economic growth and job creation contribute the most to sustainable development.”

—HELP Commission Report, page 10

Many other recommendations are shoe-horned into the 100-page report, such as allowing poor countries duty-free access to the U.S. economy and cutting U.S. farm subsidies that harm foreign growers.

The commission endorsed public diplomacy efforts already carried out by USAID, such as polling foreign publics to assess awareness of U.S. aid and then using public information campaigns to spread knowledge of U.S. assistance. And the report suggested all U.S. government agencies adopt one core brand or message such as “From The American People,” the Agency slogan.

The full report is available online at www.helpcommission.gov. ★

THE REGIONS

AFRICA

Education and Law Deter Early Marriages in Ethiopia



These young girls from rural Amhara Region all had their impending marriages postponed due to interventions backed by USAID.

EAST GOJJAM, Ethiopia – Lule Fetene and Teferra Belay, both young men in their 30s, were each married when they were only 14 years old – to brides that were even younger. Both were fathers before age 18, and now each has four children.

Early marriage between boys and girls is a deeply-rooted tradition in their communities, but the practice can produce large families, poverty, medical complications due to early childbearing, increased vulnerability to HIV/AIDS, high rates of divorce, and interruption of education.

Both men have now been trained by Pathfinder International and its local partner, Ethiopian Aid, to provide reproductive health and family planning services to others in their community. Early marriage, say the two new health agents, is one of the greatest challenges they address.

The practice, common in Ethiopia, is used to balance debts and establish social and financial ties. Some parents believe early marriage will protect their daughters' honor by preventing out-of-wedlock sex and pregnancy. Nonetheless, early marriage has proved damaging, especially to girls who are sometimes married before they reach puberty.

USAID is supporting a variety of efforts to combat early marriage in the country. In October, the Agency announced it would provide a \$1.3 million, three-year grant to CARE to combat child marriage in Ethiopia's Oromiya region. World Learning and the Population Council are also implementing programs with USAID backing, though currently Pathfinder is operating the largest of these efforts.

In October 2007, PBS premiered the documentary "Child Brides: Stolen Lives" in the United States. The film takes a look at the impact of child marriages and estimates in the next 10 years 100 million girls around the globe will be married before they turn 18.

Today in Ethiopia the legal age for marriage is 18, increased from age 15 in May 2005. The new rules seem to be having an impact in urban areas, and while statistics indicate that the age at first marriage in rural areas has not changed much, there has been improvement.

"The efforts of the entire community, coupled with our support, have helped stop over

10,000 early marriages in the Amhara region alone," said Dr. Kidest Lulu, a reproductive health specialist with USAID/Ethiopia. "I am extremely proud about the extensive collaboration among the community – from girls' clubs to women's associations to the justice and education system – to curb early marriages."

Fetene and Belay say they want their children to have options they did not. Each has a 14-year-old daughter who is in school and is not engaged. Those teens and their siblings are being encouraged to stay in school. Both fathers say they want all their children to develop their own capacity first.

When the pair hears of an engagement, they approach the parents to determine the age of the bride and groom. They counsel families to spend money they would have used for weddings to instead keep their children in school. In discussions with parents, the health agents stress the lack of land

and resources available to young couples, who have limited opportunity to improve their lives once burdened with many children.

If parents persist, the two health workers report them to the child's school director or to the Amhara Women's Association, which will bring the case to the woreda (or district)

court. Parents or guardians who are found breaking the law can receive up to three years imprisonment.

Since 2004, Pathfinder's programs have helped defer or cancel 14,000 early marriages. In addition, several thousand community and religious leaders and law enforcement officials are now educated about laws against the practice. ★

LATIN AMERICA & CARIBBEAN

Hurricane Felix Survivors Receive Assistance

By Jan Howard

KRUKIRA, Nicaragua – This fishing village, located on the banks of the Krukira Lagoon on Nicaragua's Caribbean coast, was nearly destroyed when Hurricane Felix crashed ashore Sept. 4. The category five hurricane, with 165-mile-an-hour winds, splintered wooden clapboard homes, uprooted trees, and toppled concrete buildings, including the community's only school.

With Krukira located close to the eye of the storm, villagers here sought refuge in what they thought were the safest structures, including the cement-wall home of the Rev. Bayardo Rivera Romero of the Moravian Church.

"There were many families sheltered in my house when the entire roof was blown off and the concrete wall began to collapse," the religious leader said. "We huddled under sheets of zinc for three hours. It sounded like we were in a war. People were screaming, crying and praying – one more hour and I don't think we would have survived."

Others were not as fortunate. Felix affected nearly 200,000 people in Nicaragua's North Atlantic Autonomous Region, known by the Spanish acronym RAAN, mainly populated by Miskito and Mayagna indigenous groups. The death toll stands at 102, with 133 people missing. More than 86,000 hectares of cropland and 20,000 homes were damaged or destroyed.

The American people responded immediately, with U.S. Ambassador Paul A. Trivelli mobilizing embassy and USAID staff. An 11-person disaster team from the Office of U.S. Foreign Disaster Assistance arrived the same day to assess the damage and begin joint efforts with Nicaraguan military and civilian organizations as well as U.S. armed forces to distribute food and water, and to provide shelter for the thousands of families left homeless.

USAID provided \$1.4 million in emergency assistance, delivering food, blankets, hygiene kits, cooking utensils, plastic sheeting for temporary shelters, water, and medicine. The U.S. military made 115 relief flights to deliver supplies to 37 hurricane-affected communities, many only accessible by air. USAID/Nicaragua



Aid recipients carry supplies following Hurricane Felix destruction in Nicaragua.

also sent seven doctors to the Regional Hospital in the RAAN capital of Puerto Cabezas.

"USAID was there for Nicaragua," said Herman Lakut, pointing to the white vinyl sheeting stamped with the USAID logo that he used as a temporary roof for his family of 10. "We received food right away – rice, beans, soy, and water."

Still, like others in this Miskito community of 2,500, where poverty was high even before Hurricane Felix, Lakut, a fisherman, is concerned about when and how he can go back to work. "Everything was destroyed here – our homes, crops, and our fishing boats."

With the immediate emergency relief phase completed, USAID is now providing over \$5.1 million for reconstruction and to restore economic livelihoods, bringing the total amount of Hurricane Felix relief assistance to more than \$6.6 million. Residents are receiving tools and construction materials, fishing boats, and seeds for planting. USAID will continue to distribute food while communities recover.

"When I visited the communities affected by Hurricane Felix it was heartening to see that our emergency assistance reached the people in the RAAN. Now as these communities begin to rebuild, USAID will be there to help," said Alex Dickie, USAID/Nicaragua mission director.

Meanwhile, the sound of hammering and the buzz of chainsaws can be heard throughout Krukira, as the people here clear out tree trunks and debris and use salvaged pieces of wood to rebuild their homes.

Said the Rev. Rivera: "We want USAID and all the organizations that have helped us to know that we give thanks to you in our prayers for all the help we have received." ★

EUROPE & EURASIA

Quality Education Reaches Remote Areas of Tajikistan

GORNO-BADAKHSHAN,

Tajikistan – As USAID’s project to transform primary schools got underway here four years ago, this community was still healing from Tajikistan’s civil war. Education simply had not been a priority since the war ended.

“We all lived behind closed doors, safety was the main concern. I didn’t have high hopes that this place would ever improve,” says Khafiz Azoraev, a parent and chairman of the Parent-Teacher Association. “It’s completely different now.”

His village school in Yazgulam, one of the remotest areas of Tajikistan, has been transformed into a model educational institution that actively engages teachers, students, and parents.

“Everything we have now, everything we are proud of today, came with the support of the USAID project,” says Odinasho Mardov, director of Yazgulam School #22, which is part of the Gorno-Badakhshan Oblast (county).

The Improving Basic Education in Tajikistan (IBET) project, a joint effort between USAID and the Aga Khan Foundation, started by retraining primary teachers to build lessons around their students and introduce critical thinking, analysis, self-reflection, and teamwork.

For many teachers, the changes required substantial effort to step away from old, traditional teaching to modern methods. Rearranging desks into clusters instead of rows, letting children talk while solving a problem, using visual teaching aids, handing out group assignments, and making sure everyone stayed engaged – these were just a few of the changes that had to take place. But word spread quickly, and soon all 20 teachers in the school wanted to use the new techniques.

IBET also taught school administrators to better manage the school, helped to set up a Learning Resource Center with donated books and teaching materials, and worked with parents to get them more engaged with school life. A small grant paid for classroom repairs.

Step by step, the teachers and their students came to appreciate the learning process and the time spent in class. Through community outreach activities, parents became more involved in school, changing their attitude from passive attendance at parent-teacher meetings to enthusiastic partnership with the school. Parents help address issues such as school infrastructure, contribute to curriculum development, and work to prevent student dropouts. They’ve also established a fund to collect

community contributions for school development needs.

Four years from the start of the project, the school has been transformed into a model school and community center. Since IBET began, none of the school’s 280 students needed to repeat grades, and last year for the first time several of the graduates entered university.

Yazgulam School #22 is one of 18 IBET resource and development hub schools in remote communities of Rasht, Gorno-Badakhshan, and Khatlon regions of Tajikistan. Each hub school serves as a center of teacher and administrator professional development for three surrounding schools, extending quality education at both primary and secondary levels to more than 22,000 students. From 2003-2007, IBET provided training to more than 1,400 teachers and nearly 600 administrators in the target schools.

Local government has taken note of the improved schools. “They offered me a job at the rayon hukumat [district administration] three times over the past couple of years,” says Mardov, Yazgulam School #22’s director. “But I can’t leave the school just as we are doing these great things. Our lives have been changed.” ★



A teacher at Yazgulam School #22 in Tajikistan shows the teaching aids he uses during his lessons.

ASIA AND THE NEAR EAST

Technical Training Improves Student Performance in Morocco

By Karima Rhanem



Sarah El Malki, a student at Moulay Ismail Middle School in Morocco, used her new technical skills to create an antiterrorism web site.

SETTAT, Morocco – Over 70 percent of students at Moulay Ismail Middle School in Settata, about 35 miles from Casablanca, passed their exams this year – by far the highest rate in the region compared to the average success rate of less than 50 percent for other middle schools.

The institution is one of 110 middle schools helped by USAID to incorporate information communication technology (ICT) into the classroom.

Sixty teachers at Moulay Ismail learned to engage their students with the new ICT tools, introducing hands-on learning activities that boost students’ technical skills and improve their performance.

Najib El Bahlaoui, Moulay Ismail’s director, said that the multimedia lab provided by USAID has stimulated student interest. “Today, with team work, students do not receive knowledge anymore, but start to build it,” he said.

“The project also gave us an opportunity to change our opinion about our students’ capacities. Personally, I was surprised to see that students are capable of creating extraordinary projects,” El Bahlaoui added.

In addition to improved academic performance, the ICT-based lesson plans have offered Moulay Ismail students alternative means of self-expression. Sarah El Malki, a 16-year-old student, created a web site exploring the history of terrorism and its incongruity to Islam’s

values of peace and tolerance.

Using her web site to present her research and express her own insights, Sarah advises that terrorists should “stop using religion to express ideologies or messages” and instead to express themselves peacefully, for “what they do does not help them, nor does it help their countries develop.”

Other students have chosen to create web sites, blogs, and podcasts on topics that interest or concern them, such as drug trafficking, addiction, environmental protection, and poetry.

For both students and teachers, ICT has diversified teaching methods, increased educational resources, enhanced communication skills, and improved the overall relationship between students and teachers.

“Providing students with opportunities to express their own ideas helps those who are left behind – those that are shy and have social difficulties,” said Fatima Lektaoui, a French teacher at Moulay Ismail. “It is truly rewarding when you can see that these students are responsive in the classroom. Even our own behavior changed towards reticent students. It is no longer a relationship of teacher-student, but we are one team.”

USAID has provided 15 other middle schools in the Chaouia-Ourdigha region (located between Casablanca and Marrakech), as well as 12 girls’ dormitories and four ICT training centers, with computers or full multimedia labs. ★

TSUNAMI ANNIVERSARY COVERAGE

INDIAN OCEAN TSUNAMI: THREE YEARS LATER

The 9.1 magnitude earthquake struck the day after Christmas 2004, under the Indian Ocean, just off the coast of Sumatra, Indonesia. The resulting tsunami was devastating – more than 280,000 dead or missing, miles of roads washed away, and numerous homes, schools, businesses, and other buildings shredded like confetti.

As part of the worldwide response, the United States pledged \$656 million for recovery and reconstruction efforts.

Today, the U.S. government continues to support programs identified by the affected communities themselves: rebuilding roads; helping individuals return to their livelihoods; training (particularly women) to develop new skills; strengthening community governance and political infrastructure; and supporting host government-led early warning/disaster preparedness efforts.

For more information on what USAID has been doing in the Indian Ocean region since the tsunami, go to http://www.usaid.gov/locations/asia_near_east/tsunami. ★

FAST FACTS:

Total U.S. Government Humanitarian Assistance and Recovery Funds

Tsunami Recovery and Reconstruction Fund: \$656.0 million*

Assistance provided to each country:

India: \$ 17.9 million

Indonesia: \$405.7 million

Maldives: \$ 12.0 million

Sri Lanka: \$134.6 million

Thailand: \$ 5.3 million

Regional, other countries: \$ 31.8 million

Program management: \$ 17.4 million

*\$656 million was approved for Tsunami Recovery and Reconstruction Fund, but \$31.3 million is committed to Avian Flu.



With an emphasis on quality and timely completion, USAID has funded the reconstruction of houses and roads in the village of Babah le, Banda Aceh, Indonesia. Residents pose in front of their newly constructed home.



School children enjoy a new playground in tsunami-affected Nagapattinam, India. The playground was designed with local input and built by community volunteers. It is part of a USAID-funded effort to rebuild community spaces in the hardest-hit cities of the Indian state of Tamil Nadu.



Sudath, a jeweler in Hikkaduwa, Sri Lanka, is back at work after receiving a grant—from a USAID-funded livelihoods restoration program—to rebuild his tsunami-devastated workshop.

TSUNAMI ANNIVERSARY COVERAGE

NEW INDIAN OCEAN WARNING SYSTEM SOUNDS ALERT FOR TSUNAMIS, OTHER HAZARDS

The monstrous tsunami that struck the Indian Ocean region in December 2004 caught hundreds of thousands of people off guard and cost them their lives.

Within months after that devastating wave struck Indonesia, Sri Lanka, Thailand, and other countries, work began on a multinational warning system designed to relay reports of an undersea earthquake – and potential tsunami – to country officials who can pass the warning on to everyone in the storm’s expected path.

The two-year, \$16.6 million U.S. Indian Ocean Tsunami Warning System (US IOTWS) Program is being implemented by a USAID-led consortium of five U.S. government agencies in support of the Intergovernmental Oceanographic Commission (IOC), part of the United Nations, which leads the international effort. More than 100 U.S.-funded experts and scientists worked on the project.

With many critical components in place by 2007, the system has already been put to use.

A magnitude 8.4 earthquake off the coast of Sumatra, Indonesia, on Sept. 12, demonstrated just how far the region has come. Sensors provided information within seconds and international tsunami bulletins were issued minutes after the earthquake, alerting experts to a potential basin-wide tsunami. National warning systems sprung into action, analyzing data, assessing risk, issuing warnings, and – just as importantly – cancelling them. Local communities responded by remaining alert or evacuating.

“The event showed that critical benchmarks in the Indian Ocean have been achieved in a relatively short time compared with similar efforts elsewhere in the world,” said Olivier Carduner, mission director for the Regional Development Mission in Asia (RDMA).

At the outset, the plan was to design an “end-to-end” tsunami and multi-hazard warning system for the 28 countries in the Indian Ocean region. That means the system needed to take into account everything from initial detection of an earthquake and tsunami at sea, to processing data and disseminating warning



A Deep-ocean Assessment and Reporting of Tsunamis detection instrument, part of the Indian Ocean Tsunami Warning and Mitigation System.

USAID/RDMA

information, to preparing local communities for rapid response.

Since tsunamis can strike within hours after an undersea earthquake or in as little as 15 minutes, every step in a warning system must operate precisely, quickly, and continuously on an around-the-clock basis.

“Considering the challenge of developing tsunami warning capabilities in the region, where governments need to detect tsunamis and then alert citizens in as little as 15 minutes or less—not to mention the complex coordination involved among 28 governments and multiple international donors—progress has been impressive,” said Orestes Anastasia, the US IOTWS program manager who is based at USAID/RDMA.

“Strong coordination has been a theme from the start, and USAID and its USG partner agencies have greatly benefited from working through a single program managed by USAID,” he added.

The United States provided the initial design for the regional warning system and provided critical equipment, including coastal sea-level gauges, seismic stations, enhanced communications systems, and two deep-ocean tsunami detectors known as tsunameters, or DART (Deep-ocean Assessment and Reporting of Tsunamis) buoys.

U.S. experts also assisted in setting up national disaster warning centers in Indonesia, Thailand, Sri Lanka, and the Maldives, and provided training to government specialists.

Tens of thousands of people have participated in disaster

trainings, evacuation drills and other community-focused interventions as part of USAID’s efforts to increase the resilience in tsunami-vulnerable areas.

“Because a tsunami is a rare event, ensuring that national governments and communities do not become complacent is critical,” RDMA’s Carduner said. ★

To date, U.S. assistance has provided over 2.3 million person days of work; restarted over 2.6 million businesses; distributed over 11,000 loans totaling more than \$13 million to small businesses; dispersed economic restoration grants to over 1.7 million recipients; rebuilt more than 11,600 community buildings; and trained over 22,000 communities in disaster preparedness.



Sinhalese and Tamil communities in the Trincomalee District in Sri Lanka—overcoming tensions fostered by extremists on both sides—come together to clear debris from a tsunami-damaged canal under a USAID-funded infrastructure grant.

USAID/Sri Lanka

WHERE IN THE WORLD...

IN MEMORIAM

Marilynn A. Schmidt

E&E/ECA to SM/DIR

Wendy V. Seth

OIG to OIG/AIG/I

Dennis Sharma

West Bank/Gaza to ANE/EAA

Kristine K. Smathers

Ethiopia/CONT to GH/SPBO

Keith C. Smith

RIG/Frankfurt to OIG//LAC-E&E-A

David Allen Soroko

Iraq/FSTB to EGAT/AG/AM

Donna R. Stauffer

PPC/DEI to FA/COO/PM

Loren O. Stoddard

Afghanistan/OA to India/EG

Natalie J. Thunberg

O/S LANG TRNG to Bolivia/AAO

Karen Turner

COMP/FS to ODP/OD

Aneda L. Ward

COMP/NE/OJT to Philippines/OFM

Alonzo A. Wind

Angola to Nigeria

Andrew Winters

COMP/NE/OJT to Honduras/DP

Terry G. Youngblood

RIG/Baghdad to El Salvador/CONT

RETIRED

Susan C. Brunner

C. A. Carrino

Donald B. Clark

Lee Jewell

Nancy L. Lawton

Richard W. Layton

Harry Manchester Jr.

Keith Simmons

Richard Steelman

Raymond W. Waldron

Maxine L. Walton

Linda T. White

MOVED ON

Erik L. Dorman

William J. Garvelink

Shelly S. Gebhardt

Bronwyn E. Hughes

Janet E. Kerley

Brian M. King

Leslie M. McClam

Daniel F. Runde

Jessica L. Schubel

Florence Steinman

Susan C. Wallace

Sharon L. Zavestoski

Herbert L. Beckington, 87, died Oct. 14 in Arlington, Va. Beckington served as USAID auditor general from 1977-1980 and as the Agency's inspector general from 1980-1994. Before joining USAID, Beckington spent 32 years in the military, earning the rank of lieutenant general. As auditor general, Beckington testified in support of creating Agency inspectors general at U.S. Senate hearings of the Committee on Governmental Efficiency and the District of Columbia. He later oversaw the implementation of the Inspector General Act at USAID during his 17 years at the helm of that office.

Joseph R. Crapa, 63, died Oct. 25 in Alexandria, Va. He served as USAID's assistant administrator for Legislative and Public Affairs during the Clinton Administration. After leaving USAID, Crapa spent a year as chief of staff to Sen. Charles E. Schumer (D-N.Y.), during the time of the Sept. 11 terrorist attacks. In 2002, Crapa became executive director of

the U.S. Commission on International Religious Freedom, a congressionally-funded body that reports on religious persecution abroad.

Marguerite Rose "Mara" Galaty, 38, died Nov. 3 in Washington, D.C. Galaty was a democracy specialist for USAID/Jordan. A former Peace Corps volunteer and Bosch Fellow, Galaty joined USAID in 2004 as a senior democracy and conflict advisor in the Bureau for Europe and Eurasia. Galaty's forte was developing bridges between people who were traditional enemies, working at the grass roots level from Central Asia to Central America. Most recently, she developed more than \$30 million in new programs that assisted communities throughout Jordan. Her last major initiative supported Jordan's upcoming elections.

Laura Bean Hughes, 94, died Nov. 8 in Washington, D.C. Hughes worked at USAID from 1962 until she retired in 1971 as senior staff assistant to the head

of the bureau for agricultural commodities and local currency matters. For most of her time at USAID, she was director of the Office of China Affairs and South West Pacific Affairs. In the 1940s, Hughes joined the Institute of Inter-American Affairs and the International Bank for Reconstruction and Development. She was also part of the China program in the Economic Cooperation Administration which administered the Marshall Plan after World War II. From 1950 to 1955, Hughes served on the Far East bureau planning staff of the Foreign Operations Administration and Mutual Security Agency, then was chief of the China division of the International Cooperation Administration from 1955 to 1962.

Mildred "Milly" Slate Hammond Johnson, 78, died Oct. 1, in Washington, D.C. Johnson worked at USAID in the Office of Data Management from 1966 to 1985. During Johnson's career at USAID, she

was acting chief and supervisor in branches of the Computer Operations, Schedule, and Control section.

Martin McLaughlin, 89, died Nov. 27, in Arlington, Va. McLaughlin, considered an expert on food policy, joined USAID in 1965 and retired from the Agency in 1973. Before joining USAID, McLaughlin worked at State Department postings in Bonn, Germany, and at NATO headquarters in Paris from 1957 to 1960. McLaughlin published and lectured widely on the global food situation and issues surrounding international development.

Richard "Dick" Warin, 73, died Nov. 9 in Washington, D.C. Warin joined USAID in 1967 after serving with the U.S. Marine Corps in Korea. He served as a controller and in other financial positions at various posts, including Vietnam, Indonesia, Yemen, Syria, Barbados, Morocco, Kazakhstan, Rwanda, and the Democratic Republic of Congo. ★

Seven Take Top Positions in Bureau for Management

By *Jahmal Sands*

A new assistant administrator, deputy assistant administrator, and five other officials have been sworn in at USAID's Bureau for Management.



Sean R. Mulvaney, assistant administrator, Bureau for Management

Sean R. Mulvaney was confirmed by the Senate Nov. 1 as assistant administrator of the bureau. He worked on Capitol Hill for 10 years with a focus on

foreign trade, appropriations, and the federal budget process. Mulvaney was most recently the policy assistant to the Speaker of the U.S. House of Representatives. From 2001 to 2005, he served as an advisor to the Chairman of the House Appropriations Subcommittee on Foreign Operations, James Kolbe (R-Ariz.).

Drew W. Luten is senior deputy assistant administrator for the Bureau. Luten served in the same capacity for the Bureau for Europe and Eurasia since April 2005, serving much of the time as acting assistant administrator. A senior career employee, Luten previously served as the Agency's deputy general counsel, and in various other legal posts in the Caribbean, Middle East, and Washington.

David C. Anewalt has been selected to head the recently reorganized Office of the Chief Information Officer (CIO). Prior

to coming to USAID, Anewalt served in the U.S. Air Force for 32 years, in civilian and military roles, and was responsible for the management of information infrastructure programs that spanned the Air Force.

Doug Arbuckle has been the director of Overseas Management Staff since August 2007. He has been with USAID since 1989, serving as executive officer in Zambia, Tanzania, Ethiopia, and Honduras.

Angelique M. Crumbly has been selected as the director of the newly established Office of Management Policy, Budget, and Performance in the bureau. She has worked at USAID for over 15 years, including as chief of the Policy and Technical Division in the Office of Food for Peace and, most recently, as senior advisor to the Agency counselor and acting supervisor of the bureau.

David D. Ostermeyer accepted the position of chief financial officer for USAID late in 2007, removing the "acting" reference from his title that he held since June 11. From 2000 to 2006, Ostermeyer oversaw the deployment of the Agency's new web-based Phoenix Financial Management System to USAID headquarters and 51 controller missions worldwide. This led to USAID achieving a green status for improved financial performance on the President's Management Agenda in April 2007.

Maureen A. Shauket, formerly the Office of Acquisition Assistance deputy director for operations, is the new director of acquisition and assistance and the procurement executive. A seasoned Foreign Service Officer, Shauket has served in Pakistan, Botswana, Bangladesh, and in the Regional Services Center in Budapest. ★

Agency Extends Reach to Global Disability Community

By Anne Hayes and Rob Horvath

As Dec. 3 marked the International Day of People with Disabilities and Dec. 10, International Human Rights Day, USAID continues to work on several fronts to address disability issues globally.

For example, the efforts of USAID's Office of Democracy and Governance in Albania, Ghana, Sierra Leone, and Nicaragua have significantly increased participation from people with disabilities in recent elections through accessible voting stations, tactile ballots, media campaigns, and dialogue with political parties and candidates.



A woman who is blind exercises her right to vote at a polling station as part of the USAID-funded "Tienen Derecho a Votar" campaign in Ecuador.

In March 2007, the Bureau of Economic Growth, Agriculture and Trade's (EGAT's) Microenterprise Development Office hosted a three-day online forum with finance partners and the international disability community to discuss new ways to increase participation of people with disabilities in micro loans, credit, and small businesses.

The Europe and Eurasia Bureau recently devoted a training session on disability issues during an Investing in People Workshop in Tbilisi, Georgia.

USAID/Ecuador, in partnership with Microsoft Corp., has equipped four telecenters with accessible IT technology allowing Ecuadorians to access information and education.

And, in Vietnam, a USAID-funded program has led to passage of a disability ordinance modeled on the American with Disabilities Act as well as changes to construction laws and

university curricula for architects and engineers.

In 1997, USAID crafted a policy stating that the Agency will not discriminate against persons with disabilities and will work to ensure their inclusion in its activities and programs. The policy also calls on USAID missions to lead collaborative efforts with partners, host-country counterparts, and other donors to end discrimination and promote equal opportunities for persons with disabilities.

"Efforts to integrate all people into programming have made a tremendous impact not only on the lives of persons with disabilities, but also on their families, communities, and society as a whole," said USAID Disability Coordinator Lloyd Feinberg.

"I have had the opportunity to visit several missions that have successfully integrated persons with disabilities into their core programs and activities," he added. "By working closely with Disabled Persons Organizations, missions and their partners have found that these inclusive development practices can be achieved with minimal additional cost or management burden."

As many as 400 million of the 600 million people with disabilities live in the developing world. They often face barriers such as discrimination and stigmatization, as well as physical obstacles that hamper their ability to access education, employment, and civic activities.

The Agency's disability team also provides interactive training on mainstreaming people with disabilities; links partner agencies with disability leaders and experts throughout the world; and provides technical advice and materials to USAID staff, donors, and organizations working to include people with disabilities. ★

Asian Americans at USAID and State Form Association

Sichan Siv, who survived Cambodia's killing fields to become the first U.S. ambassador of Southeast Asian heritage, addressed a meeting of USAID and State Department officials Dec. 10 to launch the Asian American Foreign Affairs Association (AAFAA).

USAID's Asian Pacific American Employee Committee participated as well as representatives of other government and non-government groups. The event was aimed at East Asian, South Asian, and Pacific Islander Americans.

Sichan Siv told of his harrowing escape from Cambodia, the deaths of 16 family members, and his work as a taxi driver and an apple picker after arriving in America. He later studied at Columbia University and volunteered for the 1988 campaign of

George H.W. Bush, who then appointed him to the White House and State Department. Sichan Siv also served the current president as ambassador to the United Nations Economic and Social Council until 2006.

Sichan Siv introduced Administrator Henrietta Fore, who told the 80 attendees at the State Department Delegate Lounge that she had created "diversity councils" to encourage more recruitment of Asian Americans and other minorities, and greater transparency in promotion at the Agency.



ASIAN MEETING: From left, Ambassador Sichan Siv, Administrator Henrietta Fore, AAFAA Chairman Benjamin Chiang (State Department), USAID Senior Policy Advisor Anne Ralte.

Fore noted that while Asian Americans are only 3.6 percent of the national civilian labor force, they are 5.9 percent of USAID's workforce. Increasing numbers of Asian Americans are joining the foreign service, but more work remains in creating a workforce to reflect America's racial and ethnic diversity, she said. ★

Agency Observes National Disability Employment Awareness Month

By Gloria Greene-Blackwell

Juliette Rizzo, director of exhibits and events planning for the U.S. Department of Education and Ms. Wheelchair America 2005, presented the keynote address to USAID employees at an Oct. 17 event in Washington to observe National Disability Employment Awareness Month.



Juliette Rizzo

Rizzo spoke to employees about her struggles to overcome people's perceptions and biases about those with disabilities. She still remembers the day a former employer asked her to hide her wheelchair before the start of a meeting because he

didn't want clients to know she was disabled.

"I had an equal amount of potential, but I was stuck in a rut because of other people's prejudices," she said, recalling other incidents where she was demoted, rejected, or devalued because of her physical limitations.

During her speech, she spoke to this year's theme, "Workers with Disabilities: Talent for a Winning Team," and encouraged employees to throw away misconceptions about people with disabilities and allow them to prove their capabilities in the workplace. Rizzo quoted former NFL football coach Vince Lombardi, who said, "People who work together will win. Whether it be against complex football defenses or the problems of modern society."

"It's a win-win to hire people with disabilities," she added.

Rizzo recalled meeting Green Bay Packers' CEO and Chairman Bob Harlan, who escorted her on a once-in-a-lifetime, behind-the-scenes tour of the accessible Lambeau Field in Wisconsin – taking her through the player's tunnel and helping

her do her own "Lambeau Leap" into the stands.

What did she learn? That the Green Bay Packers were all about working together and teamwork. On a team, each individual has a commitment to the group effort, she said. Borrowing from Lombardi again, Rizzo said that kind of commitment is "what makes a team work, a company work, a society work, a civilization work" – and she added "that's what makes a federal agency work."

"Working together to hire and empower people with disabilities, we can start to dispel the myths and stereotypes that still perpetuate society and build a momentum that can grow and roll across this country conquering the unemployment of people with disabilities," she said.

USAID's Office of Equal Opportunity Programs sponsored the event along with the U.S. Department of Commerce and the U.S. Customs and Border Protection. In addition to Rizzo, presentations included musical performances by members of the Association of Adult Musicians with Hearing Loss. ★

Hunt Award Goes to Official for Work with Yemeni Women

Salwa Sarhi, leader of USAID Democracy and Governance team in Yemen, has received the 2007 Swanee Hunt Award for Advancing Women's Role in Policy Formulation. Sarhi, the Agency's first Foreign Service National to receive this honor, accepted the award from then-Acting Administrator Henrietta Fore Nov. 7 in Washington.

Sarhi was recognized for her efforts to expand women's political participation, advance

women's leadership in the public arena, strengthen the advocacy power of women at the grassroots level, mobilize activists around policy initiatives of concern to women, promote women as peace builders, and increase economic opportunities of women in Yemen.

In nominating Sarhi for this award, Mike E. Sarhan, mission director of USAID/Yemen, said that she set an exceptional

example of dedication and hard work for a noble cause.

Sarhi manages all USAID-funded activities under the Agency's Governing Justly and Democratically objective in Yemen. She is also the first USAID/Yemen gender officer, ensuring that gender issues are addressed in all USAID programs. An active member of the

largest Yemeni women's network established in January 2007, Sarhi and other members promote women's issues, create a channel for exchange of information and work as watchdogs for women's rights violations, some of which are currently before the country's courts.

"This award is dedicated to all the Yemeni women who are

striving for the betterment of their families, communities, and the attainment of their political, legal, and economic rights," Sarhi said after receiving the award.

USAID has been operating in Yemen since 1958, and is currently working in five governorates: Shabwa, Mareb, Al-Jawf, Amran, and Sa'ada. ★

Volunteerism Award Goes to Paul Sabatine

By Sumaya Ullah

Paul Sabatine, director of the program office at USAID/Bangladesh, was honored as one of five recipients of the Secretary of State's Award for Outstanding Volunteerism Abroad at a Washington ceremony Dec. 4.

The award recognizes outstanding volunteer service performed overseas by employees and family members. Sabatine was honored for his efforts to empower children and women through education in the impoverished country of Bangladesh.

Outside his USAID duties, Sabatine volunteers at a small school close to the U.S. embassy in Dhaka. The school, called ABC School, was founded by the wife of an USAID officer to educate underprivileged street children in the city. It provides care for children from some of the poorest families of Bangladesh, many of whom

have migrated to Dhaka in the hopes of improving their lives.

Along with education, the school provides food, healthcare, and sanitary washing facilities. It also provides life skills and vocational training. Rice allowances are given to families as an incentive to encourage attendance.

Sabatine has helped increase the enrollment rates at the school, and founded a program through which poor women have been able to sell hand-made crafts. This program now provides support for 50 women. Sabatine was unable to attend the ceremony because he remained in Bangladesh to help in the aftermath of the devastating Cyclone Sidr that had just ravaged the nation. His mother, Karen Sabatine, received the award on his behalf, saying: "I am honored to receive this on behalf of my son. I know he is



Paul Sabatine, who works at the USAID mission in Bangladesh, was recently awarded the Secretary of State's Award for Outstanding Volunteerism Abroad for his off-duty efforts at a school in Dhaka.

honored because if and when he leaves Bangladesh, a piece of him will be left there." ★



USAID/Yemen's Salwa Sarhi (left) recently won the 2007 Swanee Hunt Award for Advancing Women's Role in Policy Formulation. Administrator Henrietta Fore presented Sarhi with the award at a State Department ceremony in November.

IN HOUSE BRIEFS

Contractor Honored for Iraq Marsh Restoration

WASHINGTON – Peter Reiss of Development Alternatives Inc. (DAI), a USAID contractor, has been awarded the Lourdes Arizpe Award for his work on the Agency's Iraq Marshlands Restoration Program (IMRP).

The biennial honor recognizes outstanding achievement in applying anthropology to environmental issues.

From May 2003 to November 2006, DAI worked to restore the marshlands of Iraq – reputed to be the site of the biblical Garden of Eden – that had been drained during Saddam Hussein's regime. The U.N. called it one of

the three worst environmental disasters of the 20th century. The regime ordered the slaughter of thousands of Marsh Arabs who lived in that region after the Shiite revolt of 1991, displacing the survivors and causing a humanitarian crisis for them.

IMRP "developed the first hydrologic model for the Tigris and Euphrates river basin, established a marshlands monitoring system, created a national database, re-established water and soil laboratories in the Ministry of Water Resources in Baghdad and at the University of Basra, and assisted the government in articulating a comprehensive marsh restoration policy," according to a DAI press release.

Kenyan Wins Right Livelihood Award

STOCKHOLM, Sweden – Dekha Ibrahim Abdi of Development Alternatives Inc., USAID's partner in its Peace in East and Central Africa (PEACE) program, is one of four recipients of the 2007 Right Livelihood Awards. The award is widely known as the Alternative Nobel Prize.

The prize, presented annually here, honors those "working on practical and exemplary solutions to the most urgent challenges facing the world today."

Abdi grew up in Northern Kenya when the district was under emergency law. Lost lives and conflict between clans and

religions painted a bleak picture for the area's future. She worked with local women to start a grassroots peace initiative to unite clans. The resulting Wajir Peace Committee assembled different factions, including clans, government officials, religious leaders, and NGO representatives, to seek a resolution to the violence.

The Wajir model, which uses inter-faith dialogue, has been successfully replicated in conflict situations elsewhere in Kenya and in Uganda, Ethiopia, Sudan, and South Africa.

Abdi has worked as a consultant/trainer in a number of conflict torn countries such as Somalia, Sierra Leone, Sudan, and Cambodia and has taught in Canada, the Netherlands, and the UK.

Mali Mission Recognized for AIDS Work

BAMAKO, Mali – USAID/Mali received top honors from the Mali National Council to Fight AIDS in an event marking World AIDS Day here Dec. 1.

The Agency – along with the Health Policy Initiative Project and Population Services International, which are both funded by USAID – were recognized for their collaborations with the Malian government, civil society, and other partners. Officials say the efforts have helped to reduce the rate of HIV/AIDS from 1.7 percent to 1.3 percent over a five-year period. ★

CONTINUED...

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James Kunder, USAID's acting deputy administrator, spoke during a Jan. 4 memorial service at Dulles International Airport as USAID/Sudan Democracy and Governance Officer John Granville was returned to the United States after being killed in Khartoum four days earlier. Kunder was joined by USAID Administrator Henrietta Fore, other Agency officials, representatives from the State Department, and colleagues and family of Granville, who was later flown to his hometown of Buffalo, N.Y.

Sudanese and U.S. officials say the pair was returning home from a New Year's Eve party before dawn when another vehicle blocked their path. Someone in that vehicle opened fire, killing Rahama, who was driving, and critically injuring Granville, who died later at a Khartoum hospital.

Colleagues, family, and friends say the deaths are not only tragedies for those closest to the men, but are also a loss for the wider community where the two lived and worked.

Granville's mother, Jane Granville, said her son told her: "I am doing what I love every day of my life. How many people could ever say that?"

Granville, 33, moved to Khartoum in October 2007, but had previously worked with the USAID/Sudan field office based in Nairobi. He was interested in humanitarian assistance as far back as his high school years at Buffalo's Canisius High School. After graduating from Fordham University, he joined the Peace Corps in 1997 in Cameroon. He returned to the United States to earn a master's degree from Clark University in international development before returning to Africa as a democracy fellow with USAID/Nairobi in 2004.

As a democracy officer, Granville worked with the Sudan Radio Service to broadcast news and programs to Southern Sudan and worked extensively to bring solar and wind-up powered radios to the region. He also helped the government of Southern Sudan to prepare for a nation-wide census – the first in 25 years – as ground-work for future national elections.

"John was one of our brightest stars," Almquist told the *Buffalo News*. "His intellect, his people skills – he had just the right touch in dealing with sensitive issues."

USAID Administrator Henrietta Fore, speaking at his funeral in Buffalo, hailed Granville for his ability to work with regular citizens and those at the highest levels of government to promote democracy and just governance.

"John Granville represented the best of the spirit of America — a love of country, a passion for adventure, intelligence, compassion, and an abiding desire to make this a better world for the less fortunate," she said.

Rahama, 39, known as "AR" at the mission, served with USAID/Sudan as a driver since 2005. He was a driver for the Darfur DART (Disaster Assistance Response Team) in 2004. Rahama was born and raised in Southern Sudan, attending primary and secondary school in Juba, the region's capital,

brother-in-law, Katie and Sean McCabe.

Granville's family has asked that contributions in his honor be sent to a scholarship fund at his high school. Scholarship recipients will be selected on the basis of good character, financial need, and scholastic endeavor. Checks may be made out to "The John Granville '93 Memorial Scholarship" and sent to The John Granville '93 Memorial Scholarship, Canisius High School, 1180 Delaware Avenue, Buffalo, N.Y. 14209-1494. A second scholarship fund will be established at Clark University to support graduate students pursuing development work in conflict-affected areas.

Contributions to support Rahama's family may be sent via U.S. dollar checks payable to the "American Embassy Khartoum." Checks will be converted to Sudanese pounds for the family. If mailing your donation from the United States, address it to: Michael Bradley, Controller, 2200 Khartoum Place, Dulles, Va. 20189-2200. If sending a donation from a non-U.S. address, send it to: Michael Bradley, Controller, USAID/Sudan, P.O. Box 699, Khartoum, Sudan. ★



An honor guard participated in the mass for John Granville Jan. 9. Abdelrahman Abbas Rahama was buried Jan. 1 in Khartoum in accordance with his religion's traditions.

before moving to Khartoum to attend trade school.

He was among the nearly 5,000 Foreign Service Nationals who are essential to the Agency's development efforts worldwide. "I never had a quiet or jokeless ride with him," said Doug Balko of the Washington-based USAID/Sudan team.

Rahama is survived by his wife, Fatma Mohamed Ali Osman, a one-year-old son, Mugtaba, and his father. In addition to his mother, Granville is survived by his sister and



High school classmates and friends of John Granville attend his funeral service outside Buffalo, N.Y.



USAID Administrator Henrietta Fore presents the U.S. flag to Jane Granville, mother of slain USAID Foreign Service Officer John Granville.



John Granville, center, worked to get solar and wind-up powered radios into the hands of Sudanese citizens.

FORE from page 1

previously served in USAID as assistant administrator for private enterprise and then for Asia under the first President Bush.

Just back from a visit to the relief efforts in Bangladesh after a cyclone killed more than 3,000 and left many more in need of shelter and food, Fore said, "I could see the human spirit ... I saw USAID at its best" delivering immediate humanitarian relief.

"We carry out the generosity of the American people. We work with our heads and our hearts. We work for results."

The Agency works with people at all levels — from presidents to poor farmers, in war and in peace — and is the largest bilateral donor agency in the world, she said. She also pledged to increase public-private development alliances, which in the past five years have leveraged \$5.8 billion in private investment from a government contribution of \$2.1 billion.

"This Administration is committed to bringing more resources and a more diverse workforce to our Agency, to reinvigorate our intellectual leadership across all sectors," she said.

"I am honored to have the opportunity to be your leader," she concluded. ★

Calm Allows Aid Workers, Iraqis to Expand Development Programs

When USAID's John Seong heads out beyond "the wire" of the Green Zone to survey development efforts in various parts of Iraq, he's capitalizing on the recent decline in violence. Now he can go more often and get wider Iraqi participation in economic and other programs.

For the past four months he's been director of the Agency's Economic Growth and Agriculture (EGA) Office in Iraq. EGA programs offer micro-loans to Iraqis for small business development.

"Look at the numbers," he says when asked if micro-loans are having an effect. "We've given out 65,000 loans. That speaks for itself. We've created thousands of jobs. The demand for micro-loans is endless."

He began his tour of duty in the summer as violence was declining.

Army Maj. Gen. Mark P. Hertling, the top U.S. commander in northern Iraq, said Dec. 20 that the number of roadside bombings in his area had decreased between 40 and 50 percent since the summer.

The USAID rebuilding of Iraq is the largest U.S. reconstruction effort since the Marshall Plan,

with budgets of \$550 million in 2006 and \$1 billion in 2007.

David Bailey, a USAID advisor at a Provincial Reconstruction Team (PRT) near Tikrit, Saddam Hussein's home town, agrees that the decline of violence in his mainly Sunni area has allowed development to go forward.

"There is a substantial increase in local people willing to interact with coalition forces," he said in Washington for a visit in December. "Now is the time for reconciliation and development."

A veteran of 15 years work with USAID in the West Bank, Egypt, Lebanon, Jordan, Ukraine and Russia, he recently signed up for a second year in Iraq.

"Experience on the PRTs will be key for future civilian-military cooperation," Bailey said, noting that USAID civilian aid workers are learning to understand the military and work with military officers.

Seong, also on a visit to Washington, said that after 16 years serving in Bosnia, the former Soviet Union and East and Southern Africa, "working in Iraq is a once-in-a-lifetime opportunity for foreign service people" to be in a key country undergoing major changes. ★

AFRICA from page 1



During a recent trip to Sudan, USAID Administrator Henrietta Fore visited children living in a camp for internally displaced persons in North Darfur. Fore also made stops in Ethiopia and Kenya during her time on the continent.

Agency's and the country's long-term interest.

Since 2002, USAID has provided \$2.1 billion to more than 600 public-private alliances. Businesses, foundations, and other groups have contributed \$5.8 billion to development projects in that same time period. In Africa, the Agency is spending \$420 million to leverage \$2.1 billion in partner money.

Tripling the overall public-private figures is no small order. However, Fore says the timing is right for forging more of these alliances which promise to advance global development and spur innovation. In Africa, they focus on: agricultural modernization, trade, and small- and medium-size business development.

On her trip, Fore toured USAID projects related to HIV/AIDS, women's empowerment, democracy, education, humanitarian aid, and economic development.

In Ethiopia she met with Prime Minister Meles Zenawi to discuss several issues, including providing food aid to people living in the Ogaden region and lingering tensions between the country and neighboring Eritrea. [In late 2007, the United States dispatched a team of experts from USAID and the U.S. Centers for Disease Control and Prevention to the region to assess the humanitarian situation.] Fore also made several aid announcements, including more than doubling assistance from \$19 million to \$45 million for the Ogaden region.

In Sudan, Fore visited the camp in El Fasher, North Darfur, where U.S. aid helps house, feed, and train some of the millions of Sudanese displaced by the four-year Darfur conflict. And she met with government leaders in Juba to discuss continued aid for efforts in Southern Sudan.

The Kenya stop highlighted the President's Africa Education Initiative, which provides scholarships for 3,000 girls, as well as anticorruption programs and public-private partnerships.

"I have been extremely impressed by what Kenyans have accomplished to consolidate democracy and to foster economic growth," Fore said. "Working together, we are saving lives by improving health care in Kenya, promoting good governance and democracy, enhancing regional stability, boosting economic growth, and improving security."

Extending her trip to Southeast Asia, Fore also surveyed damage from Cyclone Sidr, which hit Bangladesh Nov. 15.

As a former assistant administrator for Asia at USAID, Fore was on hand during the devastating 1991 cyclone that killed 138,000 and left 10 million homeless. She noted the Agency's work after that disaster to help Bangladesh prepare for future storms may have helped lessen the damage and loss of life. Sidr killed more than 3,300 people and damaged more than 1.5 million houses.

"The country is much better able to deal with this this time around," Fore said. ★

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SPOTLIGHT

U.S. Beefs Up Aid to West Bank Clinics and Farms

JERICHO, West Bank –
In the world's lowest city,
820 feet below sea level,
machines convert muddy
paths into paved roads.

“I take my handi-
capped son for treatment
at the Red Crescent
Society – this road will
make it easier to travel,”
said farm worker Khalil
Jalaith, 50.

A half hour north,
USAID trains nurses and
provides medicine at
Jiftlik Village clinic which
serves 20,000 Palestinians
in the Jordan Valley.



Two Palestinian children look out from their courtyard in Jiftlik Village in the West Bank, where USAID has provided the clinic with training and medicine.

And in the flatlands nearby, greenhouses cover 2,500 acres of peppers and tomatoes, growing to supply European markets this winter.

In Jericho, 10 kilometers of new or rehabilitated roads are improving transport and the economy.

In Jiftlik, Dr. Yussef Khader Saada, 36, and his medical assistants have been trained through the U.S.-funded Hanan project to improve health through educating families and regular checkups.

“Twelve years ago we went to the homes to invite women to come to the clinic,” he said.

“Now they come on their own and infant mortality is reduced.”

Not far from Jiftlik, the large cement floor of a new agricultural processing house has been poured. USAID is providing \$400,000 worth of packing equipment in the West Bank.

Elsewhere in the West Bank, USAID is supporting democratic training for judges and civil society groups; skills training at youth centers in Nablus, Hebron and Ramallah; media training for 24 broadcast outlets; and providing food for over 300,000 people through the World Food Program. ★



A smiling health worker, Khitam Abu Hanieh, presides over shelves stocked with drugs and supplies provided through a U.S.-funded health project to Jiftlik Village in the West Bank.



A mother brings her healthy child for a checkup at the USAID-assisted clinic in the West Bank village of Jiftlik, in the Jordan Valley. Training of health workers in community education helped teach mothers to bring children in for vaccines and other care that prevents illness.



A Palestinian surveyor helps build a road in the West Bank city of Jericho, the lowest city on earth and one of its oldest. USAID is building 10 kilometers of roads in the city.



Farm worker Khalil Jalaith, 50, watched road construction near his home. He said that moving his disabled, 14-year-old son to treatment will become smoother and easier once the road is paved under the USAID-funded project.



An official with the USAID-funded Palestinian Agribusiness Partnership Activity checks on peppers growing in a greenhouse in the Jordan Valley. When ripe, they'll be packed and shipped by an Israeli export firm to European winter markets.

FrontLines Editorial Director Ben Barber visited the West Bank in November. He wrote this article and captured these images.