

USAID Budget for FY 2003 Is \$9.4 Billion

The USAID budget for FY 2003 will be \$9.4 billion, an increase of 8 percent over the previous year's initial appropriation.

President Bush signed the FY 2003 budget bill on February 20, following its passage by the Congress February 6, more than four months into the fiscal year.

In FY 2002, the Agency's initial budget was \$8.8 billion, though it spent nearly \$1 billion more due to supplemental allocations made by Congress.

USAID will directly manage \$5.6 billion, including P.L. 480 food aid. The Agency will jointly manage another \$3.8 billion in aid with the Department of State. About \$652 million goes to USAID's operating expenses and capital investments.

Congress increased the administration's request by about \$500 million, mainly by increasing funding for child survival and health and food aid.

The budget also increases funding for HIV/AIDS, basic education, agriculture, and trade capacity building. At least \$590 million from the Child Survival and Health account will go to the fight against HIV/AIDS, including a \$250 million contribution to the Global Fund for AIDS, Tuberculosis, and Malaria and \$100 million for the President's proposed Mother and Child HIV Prevention Initiative.

The budget allocates the following amounts to USAID accounts: \$1.8 billion for Child Survival and Health; \$1.4 billion for Development Assistance; \$288 million for International Disaster Assistance; \$50 million for Transition Initiatives; \$1.4 billion for P.L. 480 Food for Peace; \$522 million for Eastern Europe and the Baltics; \$755 million for the Former Soviet Union; \$2.3 billion in Economic Support Funds; \$248 million for the Andean Counterdrug Initiative; and \$652 million for operating expenses and capital investments. ★

U.S. Begins Relief for Iraqi Civilians

USAID will deliver humanitarian aid such as food, water, and medical supplies to Iraqis following the conflict that began March 19. The Agency will also begin reconstruction of the country's damaged schools, clinics, roads, and bridges as soon as safety and security permit.

"We have an obligation to put food and medicine in place so the Iraqi people can live a normal life and have hope," President George W. Bush said March 23.

The administration has requested \$2.4 billion in supplemental funds for relief and reconstruction, with \$1.9 billion supporting post-war reconstruction.

USAID currently has more than \$200 million available to stockpile blankets, medical kits, and plastic sheeting in Turkey, Jordan, and Kuwait and to jump start other relief and reconstruction efforts. "We have never spent this much money in one country in the 40-year history of USAID," said Administrator Andrew S. Natsios.

The United States is also sending ships loaded with grain to Iraq, part of the U.S. pledge of 610,000 metric tons of food valued at \$300 million.

The Agency's Office of U.S. Foreign Disaster Assistance and the State Department's Bureau of Population, Refugees, and Migration have held talks

for more than four months with NGOs that deliver relief aid.

USAID dispatched a Disaster Assistance Response Team (DART) to Kuwait, Jordan, and Turkey to prepare to move into areas of Iraq made safe for the delivery of aid.

The 62-person DART, one of the largest ever fielded, will quickly determine how much food, medicine, or other assistance is needed and will fund NGOs and international organizations such as the World Food Programme and UNICEF to deliver relief.

The United States is also planning immediately to begin restoring Iraq's systems for electric power, water, sanitation, education, health, and ports. Efforts will also focus on agriculture, telecommunications, and local government institutions.

DART expert assessments will be made after testing water, checking food and medical supplies, and contacting cooperating local Iraqi officials to help determine levels of need.

The Agency is in the process of awarding eight major reconstruction contracts—the largest of which is for road, bridge, and other construction worth up to \$600 million over 21 months. ★

www.usaid.gov/iraq

"The country is moving slowly, slowly toward better stability and security."

HAMID KARZAI
President, Afghanistan



▼ SEE AFGHANISTAN ON PAGE 15

Agency Audit Much Improved

The Office of the Inspector General (OIG) issued its first "qualified" financial statement audit opinion on USAID since Agency-wide financial statement audits became a requirement under the Government Management Reform Act of 1994.

For the first time, the Agency received a clean opinion on four out of five financial statements. The fifth statement—the Statement of Net Cost—received a qualified opinion, resulting in the overall qualified opinion. To obtain a clean or unqualified opinion, all five statements must be clean.

The Office of Management and Budget (OMB) highlighted this milestone, stating that "USAID made substantial progress receiving a qualified opinion, an improvement from six consecutive disclaimers."

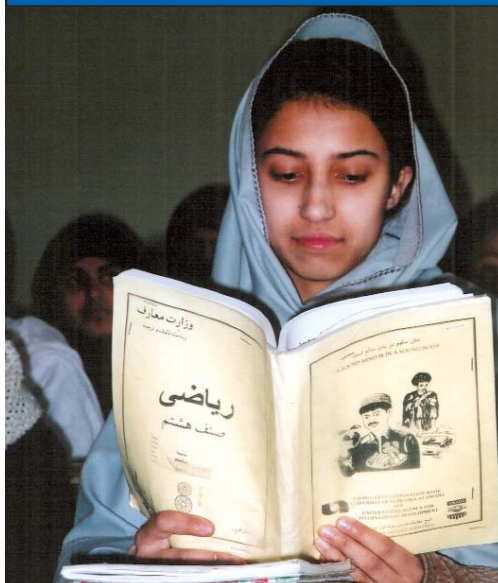
In previous years, the OIG was unable to issue an Agency-wide audit opinion because the Agency's accounting systems did not produce data that could be verified as reliable and accurate.

This year, the Agency's auditors tested the reliability of the financial data and found considerable improvement.

"This is a significant step forward for the Agency's financial management" noted Sandy Owens, USAID's Deputy Chief Financial Officer. "It marks a major milestone for USAID."

While USAID narrowly missed receiving an unqualified opinion, the Agency is well positioned for the OIG's audit in 2003. According to OMB, an unqualified opinion is essential to receiving a green rating on the President's Management Agenda scorecard under the goal "Improved Financial Management." ★

SCHOOL BELLS RING AGAIN THROUGHOUT AFGHANISTAN



USAID announced an initiative to rehabilitate and reconstruct 1,000 schools across Afghanistan over the next three years. The \$60-million project will train teachers and print up to 15 million textbooks—in sciences, languages, and other subjects.

The initiative also focuses on helping approximately 60,000 students, most of whom are girls.

www.usaid.gov/afghanistan

Photo by Maureen Dugan

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MCA Legislation Debated

As congressional leaders debate a bill to create the new \$5 billion a year Millennium Challenge Account (MCA), Agency officials said that four decades of USAID development expertise will be invaluable in carrying out the new program.

"We see USAID's role as key in the President's all-out campaign to attack the scourge of poverty by stimulating economic growth, promoting democracy, and investing in people," Administrator Natsios told the House International Relations Committee March 6.

"From the perspective of USAID, the MCA is a welcome and bold initiative that will complement and provide a model for our mission."

A bill submitted by the administration calls for MCA aid to go to very poor coun-

tries that have per capita incomes below \$1,435; demonstrate commitment to ruling justly, encouraging economic freedom, and investing in their people; and submit a proposal including objectives, a measurable plan, regular benchmarks, and a timetable.

The MCA is "the most sweeping development in foreign aid since the Marshall Plan and the Alliance for Progress," Natsios said. Under the new plan, the United States will increase foreign assistance, while recipient countries will create sound frameworks for development.

U.S. funding is expected to begin with \$1.3 billion in FY 2004 and stabilize at \$5 billion per year by FY 2006.

MCA is the direct outgrowth of lessons learned over the past 50 years: that good governance, economic freedom, and sound

investments in people determine a country's development success. Money alone will neither solve problems resulting from bad policy nor overcome corrupt local leadership.

"It is clear that this administration has taken development off the back burner and placed it squarely at the forefront of our foreign policy," Natsios said.

Since strict eligibility criteria will allow only a few countries to obtain MCA funds, the majority of developing countries will still need USAID assistance, such as

- ◆ countries that just miss qualifying for the MCA and need help to meet eligibility requirements
- ◆ countries that have the will to reform but need help in building local capacity and institutions that can support an

application for MCA assistance

- ◆ failed, failing, or conflict states that need post-conflict, transition, or humanitarian assistance

- ◆ countries of strategic national importance to the United States or with threats that cross borders, such as infectious diseases

Officials in selected countries will propose projects, negotiate contracts with U.S. officials, and manage the subsequent projects.

Given the lean staffing currently envisioned for the Millennium Challenge Corporation that will run the MCA, close coordination and detailed staff from USAID will likely be necessary. ★

www.usaid.gov/mca

International Women's Day: A Time for Reflection



Madame Bah, a businesswoman in Mamou, Guinea, first received a loan from a USAID-supported microcredit program in 1992 to improve her restaurant. Today she runs a restaurant, a video store, and a sewing school.

International Women's Day, observed on March 8, celebrates the contribution of women around the world to their societies. The day offers a "time to reflect on that contribution and to renew our commitment to improving the plight of women in the world, particularly in developing countries," said Administrator Natsios.

Natsios recalled that Secretary of State Colin L. Powell once said that women "go to the heart of what makes for successful, stable societies and global growth."

"Women's issues affect the future of families, societies, and economies, and of countries and continents," said Natsios. "We, as a world community, cannot even begin to tackle the array of problems and challenges confronting us without the full and equal participation of women in all aspects of life."

Despite the achievements of millions of women during the nearly 100 years since International Women's Day was first celebrated, the vast majority of the world's poor are women and children.

USAID has long recognized the need to improve women's lives—not only for the

sake of their families, but because they are key to promoting democracy and improving the living standards of their countries. Girls' education is another focus of development efforts. It provides direct benefits to families and the community at large by raising living standards and increasing agricultural productivity.

But traditions and poverty still block many women from full political and economic participation. Women's progress is also held back by HIV/AIDS, and when women and girls are trafficked into the sex trade or as domestic laborers.

Many USAID projects benefit women—from microcredit lending to healthcare to education—and the Agency issued a strategy in February 2003 on combating trafficking of persons for sexual or economic exploitation.

International Women's Day was first commemorated in the United States during the 1910s and 1920s, but its observance dwindled. In the 1960s, the commemoration was revived. In 1975, the United Nations began sponsoring the celebration. ★

Senegal Project Broadens U.S. Technology Assistance to Africa

During the next three years, 200 cyber cafés and 360,000 small businesses across Senegal will benefit from the \$6.5 million Digital Freedom Initiative (DFI), launched by the Bush administration March 4 at the White House.

In Senegal, Nigeria, and many other developing countries, access to the internet is spotty, frustrating, and time consuming. Even in major cities, a businessperson might wait several days to obtain a telephone connection to an internet provider, and then wait more hours as documents and images download at slow transmission rates.

Internet access and other computer technologies are needed to contact customers, order goods, check prices of farm and industrial goods, apply for loans, seek scholarships, and for thousands of other purposes.

Billions of people lack the skills, knowledge, and market access that high technology can provide. DFI will begin to help bring some of those people into the mainstream by sending volunteers to train them and by promoting a friendly business and legal environment.

USAID teamed up with the departments of Commerce and State; the USA Freedom Corps; the Peace Corps; leaders of Senegal; and Cisco Systems, Hewlett Packard, and other large U.S. firms to announce the DFI's Senegal pilot program—an example of public-private partnership for development.

The Agency will contribute \$2 million, and private U.S. companies will donate \$4.5 million in services in the form of four-month tours by computer experts who will train Senegalese. USAID will pay travel and lodging for each expert and for additional graduate business-school students who will help expand high technology applications.

The benefits of the program will go to low-income people such as banana farmers, market vendors, and small borrowers; to middle-sized firms such as

cyber cafés and telephone centers; and to larger information technology and software firms.

If the Senegal project goes well, DFI will expand to 20 more countries over the next five years.

Commerce Secretary Donald L. Evans said the initiative "reflects President Bush's determination to encourage innovative foreign assistance policies that encourage wealth creation, economic and political freedom, the rule of law, and human rights."

Evans and Administrator Natsios briefed the President at the White House just prior to the launch ceremony.

Cisco Systems Chairman John Morgridge recalled that even though his company once gave away free computer routers to African countries, some "never left the box because people did not know how to use [them]."

Hewlett Packard Chairman and CEO Carly Fiorina said her company got involved after the popular Senegalese singer Youssou N'Dour sought help for locally owned cyber cafés, windows onto the world beyond the village for millions of people in developing countries. ★

www.dfi.gov



Children are introduced to computers at a U.S. government-financed TechnoFair in Tambacounda, Senegal

Mission of the Month

KENYA

Challenge

In December 2002, the 24-year presidency of Daniel arap Moi was coming to an end. Kenya's political future was at stake, and speculation ran high that the ruling KANU party would resort to unconstitutional and undemocratic means to delay elections. Only a year earlier, the Electoral Commission of Kenya (ECK) had been judged as neither credible nor independent of the executive branch. Kenya has a history of serious pre-election violence, much of it with ethnic overtones. These dangers were heightened by a stagnant economy, government control over radio in rural areas, and gaps in electoral laws. Kenya's stability was in danger—the challenge was to support a peaceful, democratic transition.

Innovative USAID Program

The Kenya mission launched a program in 2000 to support a peaceful political transition and forestall political violence. Six regional organizations received training and support from USAID on monitoring areas prone to electoral violence. They reported regularly to a central depository unit that analyzed the data; shared findings with the ECK, media, members of Parliament, and law enforcement agencies; and publicly admonished perpetrators of violence.

Kenyan NGOs used radio, television, and print media to stage events for political parties to communicate their platforms and debate issues. USAID financed public opinion polls to reveal which issues were uppermost in voters' minds.

The biggest payoff for USAID was

its investment in the ECK, a formerly mistrusted institution. Technical assistance, persistent diplomatic efforts, and safeguards such as a communications system helped the electoral commission improve public security and secure transit for ballots and electoral results.

Members of the international community—in particular the U.S. Embassy—held press conferences and meetings with government and opposition officials, highlighting the importance of reforms and peaceful, free, and fair elections. The Kenyan NGO community pursued its own parallel lobbying campaign. The chair of the ECK later stated that he appreciated the support—feeling both encouraged and challenged to live up to the high expectations.

As the ECK's reputation improved, USAID facilitated the commission's request to other donors to support the media campaign to promote nonviolence and remind citizens of their responsibility to choose a good leader. In a subsequent evaluation, the campaign was praised by 88 percent of Kenyan respondents for encouraging a peaceful electoral process.

The achievement was crowned on election day, when domestic monitors, funded and trained by USAID and other donors, were present in every polling station in the country.



Results

The 2002 election—the most competently administered election to date—was a landmark event for Kenya. Across party lines, Kenyans expressed confidence in the ECK's independence and effectiveness. The low levels of election violence were unprecedented. The opposition National Rainbow Coalition won both the presidency and large majorities in Parliament.

The elections are being held up as a model in Africa. USAID's programs to support them could be replicated elsewhere.

Johnnie Carson, U.S. Ambassador to Kenya, said: "Although Kenyans—politicians, members of the election commission, and especially ordinary citizens who turned out to vote—deserve most of the credit for the success of this election, it would be a mistake to overlook the important role that USAID and the embassy played in making this election process run so smoothly and effectively." ★ www.usaid.gov/regions/af/country_info/kenya.html

Notes from Natsios

★★★★★★★★



IN CHALLENGING TIMES

As the world is swept by terrorist threats and transfixed by the Iraqi war, I am filled with pride at the abilities, skills, and courage of the employees of this Agency as they cope with these events.

Despite the risks and responsibilities of serving overseas—a risk that Larry Foley's tragic death brought home to us all—dozens of you have volunteered to serve on the DART and reconstruction team heading to Iraq.

The Emergency Working Group

I have asked the Agency's new Counselor, Bill Pearson, to reconstitute and direct the Emergency Working Group (EWG) created after the September 11 attacks. The EWG is working to expand existing safety measures at headquarters and at missions around the world and will make concrete suggestions on how to carry out the changes needed to cope with new threats.

Bill Pearson comes directly from a position as Mission Director in Cairo, where he has learned to deal with the threats and stresses that we now realize we all face throughout the world and at home.

The COOP Program

A Continuity of Operations (COOP) program has been set up under the direction of Roberto Miranda, Director of Administrative Services. The COOP program provides USAID with the critical resources to sustain its work both here and around the world, should USAID headquarters be under threat or should events in Washington impair the Agency's ability to work.

Primary objectives of the COOP program include protecting employees, maintaining communications with the missions and other federal agencies, continuity of critical USAID duties, and promoting a quick recovery and return to USAID headquarters.

Agency personnel with critical responsibilities in a COOP event have been briefed on their roles and responsibilities. Over the last few months, key personnel have participated in three training exercises designed to simulate necessary actions in a COOP event. All employees will be briefed on their roles and responsibilities under the COOP program.

The Challenge Ahead

Today USAID officers in the Middle East are ready to provide swift humanitarian relief support and then to launch the largest U.S. reconstruction effort since the Marshall Plan—rebuilding schools, roads, health clinics, and developing democratic local governments.

We have struggled and coped with immensely difficult issues in the past and I am confident that we shall make our country proud as we deal with whatever the coming months will bring. ★

FIRST PERSON



“Like any father, I want the best for my family. For many years, I worked hard to build a modest home for my wife and four children. When the *intifada* came and I lost my job, I had to stop construction on the house. The six of us lived in a house without a bathroom or kitchen—even without windows or doors. I didn't know where to turn for help. Then a neighbor told me about an advertisement he had seen in the local newspaper for low-cost housing improvement loans. That loan enabled our family to achieve our dream.”

ABU AWAD

Abu Awad's family qualified for a \$2,000 loan from the Cooperative Housing Foundation after he found employment with the municipality at a monthly salary of \$250 and because two family members cosigned the loan. The program is funded by USAID/West Bank and Gaza.

Focus on Relief Began Months Before Conflict

When the U.S. government foresaw the possibility of conflict with Iraq, plans went into motion immediately to prepare humanitarian relief and reconstruction for the aftermath.

The extensive preparation of humanitarian assistance—even before the conflict began—marks a change in the way wars are traditionally conducted. In World War II, Allied forces unleashed their military might without preparing humanitarian relief for civilians on the enemy side until after the conflict was won.

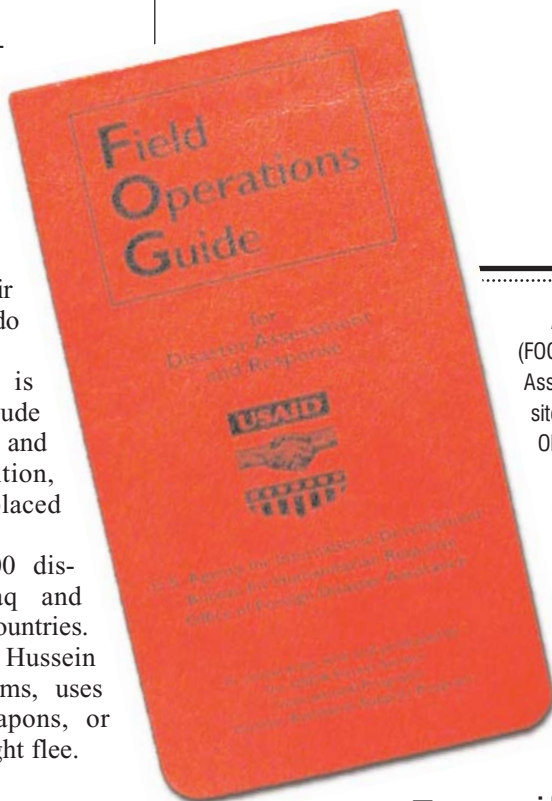
USAID, as the lead U.S. agency involved with overseas relief activities, organized a multiagency, multibureau Disaster Assistance Response Team (DART) with an expanded mandate.

Funding was committed for relief preparations well before any conflict broke out.

“We are not the only responders,” Administrator Natsios noted. “The International Committee of the Red Cross always responds in all conflicts. That is its mandate under the Geneva Convention. U.N. specialized agencies have their own warehouses with their own commodities, and so do the NGOs.”

The main areas USAID is expected to engage in include health and medicines, water and sanitation, food and nutrition, shelter, and internally displaced persons.

There are already 800,000 displaced persons inside Iraq and 740,000 refugees in nearby countries. If Iraqi President Saddam Hussein blows up oil wells and dams, uses chemical or biological weapons, or ignites ethnic strife, more might flee.



▼ www.usaid.gov/hum_response/ofda/resources/fog/fog_v3.pdf

U.S. Humanitarian Assistance to Iraq

USAID is committed to providing humanitarian assistance to the people of Iraq—to save lives, alleviate suffering, and mitigate emergency situations. Working in close coordination with other U.S. and international agencies, USAID has

- ◆ deployed a specially trained humanitarian response team
- ◆ pre-positioned stockpiles of emergency supplies and commodities
- ◆ coordinated with U.S. and international humanitarian organizations
- ◆ funded the planning and preparation efforts by international organizations and NGOs

USAID's contributions will focus on areas of greatest need:

- ◆ Health and medicines: to meet essential healthcare needs of the Iraqi people, USAID will assess local health infrastructure, focus on preventative and primary healthcare, fund international and nongovernmental organizations, and set up a national health information system.
- ◆ Water and sanitation: to ensure availability of potable water and waste disposal, USAID will assess damage to water and sanitation facilities, provide potable water, and fund water and sanitation experts and organizations.
- ◆ Food and nutrition: to address the population's nutritional needs, USAID will help ensure food availability and distribution by working to maintain the countrywide public food distribution system and support internally displaced persons.



Some of the relief supplies stored in Kuwaiti warehouses by USAID awaiting the end of hostilities, when they will be delivered to those in need in Iraq.

- ◆ Emergency shelter: to meet emergency shelter needs, USAID will provide plastic sheeting and tents and fund basic shelter needs for vulnerable populations.
- ◆ Protection against reprisals: to help prevent acts of reprisal and atrocity, USAID will assist efforts to prevent human rights abuses, work with U.S. military personnel on issues of concern and vulnerable populations, and serve as points of information and coordination on reprisal issues.
- ◆ Internally displaced persons (IDPs): to meet the basic needs of newly displaced populations, USAID will help ensure healthcare, clean water, nutrition, and shelter; fund assistance programs for displaced populations inside Iraq and in neighboring countries; and promote conditions enabling IDPs to return.
- ◆ Humanitarian assistance infrastructure: to facilitate humanitarian access and program implementation, USAID will ensure access to populations in need, provide transportation to move and distribute supplies, inform vulnerable populations where to get assistance, and support community infrastructure and reconstruction. ★

Disaster Assistance Response Team Mobilized

More than 60 members of one of the largest Disaster Assistance Response Team (DART) fielded by USAID have been deployed to the Middle East in case the conflict in Iraq creates urgent humanitarian needs.

“The DART team is the projection of American humanitarian power into the field in a major emergency,” said Administrator Natsios. “There are about 60 emergencies a year. We send DART teams only to the big ones.”

The DART oversees emergency relief, such as food, water, and medical care; carries out stabilizing activities; and sets the stage for long-term reconstruction of services, schools, roads, and hospitals.

“Our mandate is to save lives, alleviate

human suffering, and mitigate the impact of a disaster,” said team leader Michael Marx. “The DART is a tool that has been used throughout the world for more than 12 years to respond to humanitarian emergencies and natural disasters.”

The DART is split into four sections based in the Middle East that will go into Iraq as soon as security permits.

The DART assesses the needs of the civilian population, checks hospitals for epidemics, supplies food, and tests water for contamination. It also provides commodities, funding, and other inputs to the humanitarian response.

“We’ve gone through extensive training—everything from operational training to

administrative training, to first aid and other protective training,” said Marx. “We plan to go out, respond to the situation, and coordinate the U.S. government’s response.”

The team reports to decision makers on conditions among the civilian population. Once the DART experts determine how much food, water, shelter, or medicine is needed, they coordinate with major NGOs and with U.N. relief agencies and international organizations.

The NGOs, international organizations, and U.N. agencies deliver the relief supplies that have been stockpiled in four countries around Iraq during the past four months and carry out relief programs.

DART officials have the authority to spend

money on the spot to hire trucks, buy bottled water, pay for food, fund relief agencies, and cover the other up-front expenses of an emergency relief operation.

The DART can serve as a buffer between the military authorities and the relief agencies that normally distance themselves from direct interaction with armed forces.

The DART is housed within the Agency’s Office of Foreign Disaster Assistance, but it includes staff from the State Department, Public Health Service, Centers for Disease Control and Prevention, the Forest Service, and the Agriculture Department.

DART members also inform people where to get humanitarian assistance and provide other vital information. ★

DARTs DEAL WITH WARS, DISASTERS

Since 1990, USAID has spent \$2.2 billion on more than 870 disasters worldwide, including civil wars, acts of terrorism, earthquakes, volcanic eruptions, cyclones, floods, droughts, fires, and disease outbreaks.

To help countries respond to the most serious crises, USAID Disaster Assistance Response Teams (DARTs) have deployed across the globe. Examples of DART interventions include:

Afghanistan: to avert famine before September 11 and after the U.S. intervention

India: to aid victims of an earthquake in January 2001 that killed more than 20,000 people and affected nearly 16 million

El Salvador: in January and February 2001, after two earthquakes affected more than 1.5 million people

Turkey: when a 1999 earthquake killed 15,000 people and damaged or destroyed more than 100,000 homes

Kosovo: in October 1998, to coordinate relief for hundreds of thousands of ethnic Albanians expelled by Serbs

Central America: in October 1998, after Hurricane Mitch left up to 10,000 dead

Rwanda: responded to one of the largest population movements in recent history after the 1994 genocide

Somalia: dramatically helped halt famine in December 1992

Former Yugoslavia: provided emergency assistance during and after civil wars, 1992–97

Northern Iraq: provided relief to hundreds of thousands of Iraqi Kurds displaced by the regime and helped them return to their homes after the 1991 Gulf War

Agency Sets Out Reconstruction Agenda

USAID has deployed a core team of 25 reconstruction and development experts to Kuwait. The team is prepared to enter Iraq to lead the largest reconstruction task ever undertaken by the USAID, and the largest such effort since the Marshall Plan after World War II.

“The goal is to help the Iraqi people realize a more open society and build a more prosperous future,” said Wendy Chamberlin, Assistant Administrator of the Bureau for Asia and the Near East.

The expected reconstruction effort will help Iraqis regain control of their government after years of neglect by a repressive regime.

The reconstruction team, headed by Lew Lucke, former USAID Mission Director in Bolivia, Jordan, and Haiti, will enter Iraq

under the U.S. military security umbrella.

Among the team’s primary tasks will be to provide guidance for the rebuilding of health, education, and agriculture. Another focus will be on transportation, electricity, and telecommunications.

USAID will seek the participation of Iraqis, both in selecting reconstruction projects and leadership.

Contracts for many of these activities are under negotiation.

“We are attempting to do something unusual, which is to begin humanitarian assistance and reconstruction simultaneously,” said Administrator Natsios. “We have never done anything on this scale before.”

One example of how the reconstruction

teams may work is restoring the electric power system, which is critical for water, sanitation, hospitals, food mills, and factories.

The team expects to set up emergency power using pre-positioned generators, work with Iraqi electrical officials, assess damage, and repair and maintain generators. The goal is to restore power levels to those existing before the 1991 Gulf War.

Depending on Iraq’s needs after the conflict, USAID is undertaking proposals for projects related to:

- ◆ seaport and airport administration
- ◆ capital construction to repair the country’s infrastructure
- ◆ public health to ensure delivery of essential services

- ◆ primary and secondary education to upgrade schools, print textbooks, and train teachers

- ◆ local governance to encourage Iraqi participation in reconstruction and support establishment of self-governance activities

- ◆ agriculture and rural development to increase production and rural employment opportunities

- ◆ housing and shelter analysis, construction oversight and management, linkage of U.S. to Iraqi universities, and emergency telephone services

Additional programs will support civil society and higher education. ★

www.usaid.gov/iraq

Operations Center Coordinates Agency Response

In the USAID Operations Center, dozens of employees anchor the relief and reconstruction teams being sent to Iraq.

The Response Management Team (RMT) is staffing the Ops Center seven days a week to support teams deployed overseas.

The RMT is equipped to advise and assist members of the Disaster Assistance Response Team (DART) as it follows U.S. troops into secured areas of Iraq to provide relief assistance to civilians.

The RMT will also advise the reconstruction team which—for the first time in recent USAID experience—will begin work simultaneously with the relief team.

“We will be the focal point for everyone in the field,” said Kate Farnsworth, Response Manager of the RMT. “Our role is to avoid confusion in Washington, D.C., by having a point of contact for both the field and Washington to track and

respond to all needs, including requests for information from Congress, the White House, State, and the Defense Department,” she said.

The RMT includes staff from USAID bureaus and offices: the Office of U.S. Foreign Disaster Assistance, Food for Peace, Global Health, Transition Initiatives, Asia and the Near East, and Legislative and Public Affairs. Staff from the departments of Defense, State, and Health and Human Services will also work there.

Reports on the number of Iraqis needing medical care, food, water, shelter, or other aid will be sent into the RMT control room, where logistics and other experts will help the DART personnel on the ground make immediate decisions on how to provide the fastest and most efficient relief. ★



The USAID DART team, headquartered in Kuwait, is ready to enter Iraq when security permits. Also located in Kuwait City is the Humanitarian Operations Center, which offers a central point of coordination between civilian aid efforts, NGOs, international organizations, U.S. and coalition military forces, and host government officials.

ECONOMIC GROWTH, AGRICULTURE AND TRADE

Bringing Water and Sanitation to the Urban Poor



The Community Water and Sanitation Facility will bring safe drinking water to the urban poor in South Africa, India, and Panama.

ILLEMBE, South Africa—Only one in five of Illembe, South Africa's 116,000 households enjoy water out of the faucet at home. The rest must find water at dams, rivers, or public taps and wells. Sanitation is no better: one-third of Illembe households use pit or bucket latrines.

The Bureau of Economic Growth, Agriculture and Trade and USAID/South Africa are working to improve water and sanitation for the people of Illembe as part of a new, worldwide push to increase access to clean drinking water.

USAID's Global Development Alliance contributed \$2 million to the new Community Water and Sanitation Facility, which will fund improvements in Illembe and elsewhere in the developing world.

Illembe is a very poor urban neighborhood—like many others where 90 percent of the world's population growth is expected to occur over the next 30 years.

Fast-growing cities and towns surpass the ability of national and local governments to provide adequate water and sanitation.

Already, roughly one-sixth of the world's population—1.1 billion people—live in poor urban areas without access to safe water. Even more people—2.4 billion urban residents—do not have adequate sanitation.

The Cities' Alliance—a donor coalition supported by USAID—is running the Community Water and Sanitation Facility. Several USAID missions are already brokering public-private partner-

ships to take advantage of the facility's new funds.

For example, USAID/India is working with Shelter Associates, a community-based organization representing poor neighborhoods in Sangli, to upgrade services, improve drainage, and to construct toilets for thousands of households. The facility will be asked to fund technical assistance and construction materials.

In another example, USAID/Panama is brokering an alliance in Panama City to bring sanitation financed by the facility to 12,500 people. A partnership involving the Ministry of Health, the Panama Canal Authority, and the local community will construct sewerage lines and a treatment plant. The project will help protect the Panama Canal watershed.

The facility will fund projects designed with participation from benefiting communities, local authorities, and businesses.

Grants of \$500,000 or less will cover up to one-third of the total cost of the construction or financing activity.

The facility will increase access to water and sanitation in impoverished communities, and thus contribute to fulfilling a key goal of the World Summit for Sustainable Development—improving water and sanitation for the world's poor. ★

www.makingcitieswork.org
www.citiesalliance.org

GLOBAL DEVELOPMENT ALLIANCE

Peru Mining Company Funds Antipoverty Center

HUANCVELICA, Peru—Peru's largest mining company will invest up to \$1.1 million to create jobs and opportunities for some of the country's poorest people through a support center founded by USAID in Huancavelica, Peru's poorest province.

Already, two dozen women have been contracted to produce 12,000 hand-knit sweaters after the Peruvian firm TQM saw the high quality of their products. The new support center brokered the \$30,000 deal.

Under the agreement, Buenaventura Mining—which has already invested \$430,000 in community development and assistance activities in the area—will provide up to \$1.1 million for the establishment and operation of the new center. USAID will contribute \$140,000, much of it in the form of technical assistance.

Since 1999, USAID/Peru has focused on poverty alleviation in the economic corridors of Peru's highlands and jungle areas. Projects at the 10 economic service centers founded earlier stimulate employment and trade. The centers provide market information and access to financial and transport services, facilitate commercial contacts between buyers and local producers, and identify companies willing to invest capital in local enterprises.

Buenaventura General Manager Roque Benavides, former president of the National Association of Peruvian Private Enterprises, helped USAID launch the economic support centers in 1999.

After Benavides left the business association, he proposed that Buenaventura "purchase an economic service center franchise" and create an 11th center in Huancavelica, a hub for the mining company and Peru's most underdeveloped province.

The center is operated by a consortium formed by Lima-based Universidad del Pacifico and the PIRKA Center for Technological Innovation. A local NGO, San Javier, with strong roots in the area will strengthen the center's outreach to the community.

Buenaventura and USAID expect that the new center will help diversify Huancavelica's economy and increase employment and incomes.

Juan Robles, an economic growth officer at USAID/Peru, helped develop the alliance. Robles said the alliance was a creative approach to local economic development needs in rural areas. "Buenaventura, one of Peru's most important national companies, has taken a market-oriented approach to reduce poverty," he said. ★

www.usaid.gov/gda



A Peruvian enterprise, TQM, SA, recently ordered 12,000 sweaters for export after seeing the quality of sweaters knit by local women-owned businesses. The arrangement was brokered by a USAID-supported economic support center.

DEMOCRACY, CONFLICT AND HUMANITARIAN ASSISTANCE

Trade Unions Take Hold in Russia

MOSCOW—In the late 1990s, workers in the Berezovskaya mine in Siberia didn't earn much. Many had been laid off, and those remaining often went months without pay. The national agreement governing salaries and benefits for miners required wages to be indexed for inflation. And yet, despite a drastic drop in the value of the ruble and a huge spike in inflation in 1998, pay was not adjusted, nor were back wages paid.

Frustrated and desperate, the miners organized for the first time. They were concerned that the director was ruining the mine and successfully petitioned to have him replaced. After years of being ignored, the union also convinced the prosecutor's office to focus on the wage issues. In 2001, wages were finally raised in accordance with the law, and arrears were paid. Although wages remain low (\$90 to \$300 per month), they are now paid on time.

The American Center for International Labor Solidarity (Solidarity Center) and its long-time country director, Irene Stevenson, are helping Russian workers assert themselves. Despite the enormous difficulties facing workers and unions in Russia, Stevenson—whose return to Russia was recently barred by the government—says she would go back in a heartbeat: “the deck is definitely stacked against them, yet they continue. The smarts, the commitment, and the courage—the grace to resort to humor in response to an awful situation—I see those qualities over and over again.”

Throughout Russia, towns are disrupted by the transition to a market economy. With jobs scarce, employers have the upper hand. Some employers ignore the law because regulatory oversight is lax or nonexistent. The problems facing workers are part of a cycle that stymies much-needed economic growth. Employers, instead of restructuring to improve productivity, just stop paying wages. Workers,

instead of putting in a full day, hustle on the side to earn more money because their wages are too low to live on. And through it all, unsafe working conditions cause numerous work-related injuries.

In this environment, Russia's trade union movement is a grassroots experiment in democracy, part of a wider rebirth of civil society. Russia has a top-down, tripartite system that brings government, industry, and labor together to negotiate wages and benefits. It is up to the local union chapters, however, to ensure that agreements are honored.

Funded by USAID under the Freedom Support Act, the Solidarity Center's Moscow office tracks legislative developments such as the new labor code. It keeps a database on legal precedents and best practices in protecting Russian workers.

The services of six regional public interest law centers supported by Solidarity Center are in high demand. In the last half of 2002, the centers provided more than 5,000 legal consultations to unions and individuals, secured more than \$30,000 in back pay, and taught hundreds of union activists how to negotiate and understand enterprise accounting ledgers. The Solidarity Center's website secured more than 18,000 hits from visitors consulting its fact sheets on subjects such as the new Russian labor code and health and safety standards.

USAID, through the Office of Democracy and Governance, funds Solidarity Center programs in 26 countries. While the programs differ by region, they share a commitment to promoting citizen participation and respect for the rule of law. The Solidarity Center is dedicated to the adoption and enforcement of core labor standards and provides a wide range of education, training, research, legal support, and organizing assistance to help build democratic and independent trade unions. ★

www.usaid.gov/democracy/index.html



Irene Stevenson leading a panel discussion at the conference “Moscow Trade Unions: Strategy for Growth and Development,” May 2002.

GLOBAL HEALTH

Deadly New Challenges in the Fight Against TB



WHO/TBP/Falise

Tuberculosis causes over a third of all fatalities among HIV-positive people, including these patients in a women's ward in Thailand. When TB is not treated properly, it can spread quickly among other HIV-positive patients, healthworkers, and hospital visitors.

During the last 10 years, a new system of treating tuberculosis (TB) supported by USAID saved more than 2.5 million lives and prevented 100 to 150 million new cases. The system—Directly Observed Treatment Short Course (DOTS)—requires healthworkers to ensure that patients take a full four-month course of anti-TB drugs.

Ten years after the World Health Organization declared the disease a global emergency in March 1993, more than 10 million TB patients have been treated through DOTS.

Nevertheless, between now and the year 2020, it is estimated that nearly 1 billion people will be newly infected, 200 million will get the disease, and 70 million will die of TB.

Despite the effectiveness of DOTS, TB has spread because it attacks HIV/AIDS patients. There are also new virulent strains of TB that are resistant to previously effective drugs. This is, in part, because patients stopped taking medication when symptoms disappeared, allowing these new strains to survive treatment.

“People with HIV are particularly vulnerable to infection because their depressed immune systems offer no protection,” said Dr. E. Anne Peterson, MD, Assistant Administrator of the Bureau for Global Health. “It is often the infection which leads to, or contributes to, the death of HIV-positive patients.”

Half of HIV-positive people are infected with TB. It kills 30 percent of AIDS victims in Africa and Asia.

USAID is supporting the World Health Organization's ProTEST Initiative to assist patients struggling with TB and HIV infections with counseling and testing. Pilot project sites in South Africa, Malawi, and Zambia have served more than 70,000 patients over the past four years.

Tuberculosis kills more people than any other infectious agent in the world. Of the estimated 2 billion people infected, 8 million develop active TB each year and 2 million die.

The developing world has 95 percent of the world's cases and 98 percent of TB deaths.

The Agency has played an important role in helping develop global initiatives—such as the Global Partnership to Stop TB and the Global TB Drug Facility—to provide rapidly and efficiently the inexpensive anti-TB drugs essential to countries in need.

In 2002, the Agency worked in 35 countries, committing \$65 million to the international fight against TB. In addition, the U.S. government made a substantial contribution to the Global Fund to Fight AIDS, Tuberculosis and Malaria. ★

www.usaid.gov/pop_health/

Foreign Service Nationals Find New Frontiers

More than half of USAID's employees are citizens of the countries where the Agency works. Foreign service nationals (FSNs) provide vital understanding of local cultures and economies that enables the Agency to pursue development abroad. Their insight, talent, and dedication are often the secret ingredient behind USAID's successes. Their backgrounds are as diverse as USAID's programs.

Senior FSNs help negotiate policy reforms and design development programs. Many FSNs make lifetime careers at USAID. Others become activists, entrepreneurs, international development professionals, and even leading government officials.

While USAID benefits from the knowledge and skills FSNs bring to their work, those who graduate to other leadership posts take with them knowledge and skills gained at USAID. Among these are a thorough grounding in development, a wide array of national and international contacts, and familiarity with U.S. management practices, such as competitive procurement, performance measurement, and a participatory approach to problem solving. After they leave their FSN positions, they and their countries benefit from healthy recycling of their knowledge and experience.

Lada Strelkova

Lada Strelkova, a Bulgarian economics research fellow, was hired by USAID/Bulgaria just after the Cold War ended.

She helped with the first wave of privatizations initiated by opposition mayors in 1992 and 1994. Though socialists still held a firm grip over the central government, the cities auctioned off state-owned bakeries, groceries, and other retail shops.

"Nothing was happening with the big state enterprises," Strelkova told *FrontLines*. "Jerry Zarr, our Mission Director at the time, said we couldn't just stay idle. So we launched a very successful program helping 22 cities auction off small enterprises."

Strelkova's in-depth knowledge of privatization and financial sector reform led to a job at the World Bank's Sofia office in 1998.

A year later, she took over the duties of the departing deputy country representative, overseeing the loan portfolio and day-to-day operations in the office. When the job was advertised, she did not apply, thinking that as a new employee she didn't have a chance.

Later, she was invited to assume the job she had been doing on an acting basis. In 2000, she was formally promoted to



Deputy Country Manager, the highest-ranking local World Bank official in Bulgaria.

Strelkova is currently on a six-month World Bank assignment in Washington, D.C.

She said USAID was a "great place to work" and to learn about development. "USAID is as much or more about development than the World Bank," she said. "As a lender, there are limits to what the Bank can get involved in. USAID is more diverse and has the flexibility to work with the private sector and at a grassroots level without the explicit approval of the host country government." ★

Michaëlle Amédee-Gédéon

Dr. Michaëlle Amédee-Gédéon, a former health advisor to USAID/Haiti, became President of the Haitian Red Cross after serving as Haiti's Minister of Health from 1998 to 2001.

During her time at USAID from 1986 to 1997, Amédee-Gédéon was a leader and mentor within the mission and donor community. She fostered support for a decentralized health delivery system and did vital work on nutrition, immunization, HIV/AIDS, and malaria.

Amédee-Gédéon's outstanding performance earned her several meritorious honor awards and citations. She received USAID's prestigious Michael K. White Memorial Award in 1997 for reactivating maternity services to Haitian women and reducing child malnutrition.

As health minister, she worked hard to obtain reduced prices for drugs to fight



HIV/AIDS, still a serious epidemic in Haiti.

In 1983, Amédee-Gédéon received a scholarship from USAID to pursue a master's in public health at Harvard University.

She was appointed Director General of Haiti's Ministry of Health in 1997, soon followed by her appointment as Minister in 1998. ★

Edin Barrientos

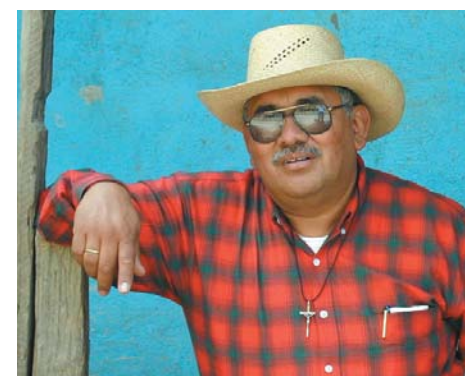
After more than 10 years as an FSN with USAID/Guatemala, Edin Barrientos left last year—to become Minister of Agriculture. His main interests in his new job are land, credit, and agricultural policy.

Barrientos was raised by his mother, a shopkeeper. He received a scholarship to the National Agricultural School in Barcenás, and became the first in his family to graduate from college.

He worked in the 1970s and 1980s on USAID-assisted projects with the National Agricultural Development Bank, the Ministry of Agriculture, and the National Coffee Association.

He was hired by USAID in 1992 as a senior rural development specialist and contributed to major institutional changes in the agricultural sector, such as the creation of a private rural development bank and a land credit institution.

Barrientos said his mandate from President Alfonso Portillo is to clean up the image of the ministry. In return, he



says the president promised him that he could keep out of political campaigning.

The former FSN has already requested an audit of the Agriculture Ministry by USAID to improve the efficiency and transparency of its operations.

Barrientos took USAID's three-week senior leadership course in early 2002, not long before he became minister. He was thus immediately able to apply what he learned in his new and demanding job. ★

Violeta Bermudez

During the last years of former President Alberto Fujimori's administration, Violeta Bermudez worked for USAID/Lima, helping to secure the release of hundreds of prisoners unjustly accused of terrorist activities.

She also helped manage the training of human rights promoters who became community leaders. After Fujimori resigned, Bermudez managed the mission's support to the national elections in 2000 and 2001.

In January 2002, Bermudez was appointed Peru's Vice Minister for the Advancement of Women and Human Development. She helped reform the ministry and define state policies on social equality in the National Accord. This agreement, defining a vision of development for Peru for the next 20 years, was signed in July 2002 by the govern-



ment, political parties, and representatives of civil society.

In August 2002, Bermudez resigned as Vice Minister and joined the Lima Office of Canadian International Development Agency. ★

Henda Ducados

From 1998 to 1999, Henda Ducados worked in the democracy and governance program of USAID/Angola, where, she recalled, she learned how to serve the poorest communities through a large institution.

Ducados is now working for Angola's Ministry of Planning as the Deputy Director for a national poverty alleviation program financed by the World Bank. She oversees a \$33 million fund that provides social services to the poor.

"My days at USAID certainly paved the way in enabling me to contribute to the reconstruction process of Angola," she said.

She is a founding member of the Angolan Gender Network and did field



work in Angola for her Ph.D. studies at the Gender Institute of the London School of Economics. ★

N'Diaye Fatoumata Coulibaly

Mme. N'Diaye Fatoumata Coulibaly, Mali's Minister of Social Development, Solidarity, and the Elderly, traces her career in development back to her work with USAID more than a decade ago.

From 1989 to 1992, Fatoumata Coulibaly was Coordinator of the Women in Development component of USAID/Mali's basic education project. She worked with NGOs and government officials to promote girls' access to basic education. To strengthen the commitment of communities, she involved them in defining children's education.

As Minister of Social Development, Fatoumata Coulibaly has championed a draft government strategy to increase girls' access to quality education. She is working with religious leaders to build support for its implementation.

Fatoumata Coulibaly actively cooperates with USAID/Mali on efforts to prevent HIV/AIDS and provide support to people



infected with and affected by HIV/AIDS, especially widows and orphans.

USAID Mission Director Pam White commented, "I always sit next to her at events because she is so dynamic. We always have so much to talk about. I didn't even know until recently that N'Diaye had worked for USAID!" ★

Otilia Lux de Coti

Otilia Lux de Coti, now Guatemala's Minister of Culture, was already a leading advocate of the Mayan movement when USAID hired her to help manage its education program.

In her USAID and Guatemalan government jobs, she's been known for her optimism, her regal Mayan clothing, and her dedication to advancing the status of women and indigenous people.

A teacher by training, Lux de Coti worked previously as Assistant Director of a USAID-funded girls' education project. In 1997, she was the only indigenous person appointed to Guatemala's Truth Commission, a body created to bring about national reconciliation after 36 years of civil war.

She worked at USAID part-time while serving on the commission and, with two other members, she published *Memory of Silence*, a five-volume document detailing the human rights abuses of the period.



Lux de Coti had returned to full-time work at USAID when she was appointed to President Alfonso Portillo's cabinet.

"There were virulent attacks against me from both the left and the right," she told a journalist at the time of her appointment. "They said I was only capable of carrying baskets and making tortillas." Three years later, she continues in her ministerial post. ★

Samidullah Zhumakov

Samidullah Zhumakov, one of the first FSNs employed in the Kazakhstan mission, went from helping USAID establish its program to being in charge of the construction of the country's first modern gasoline stations.

In the mission, Zhumakov assisted delegations working on energy, privatization, agriculture, health, and defense conversion. He traveled with the delegations around the country and in neighboring Kyrgyzstan, Uzbekistan, and Turkmenistan.

After a year with USAID, in 1994 Zhumakov became country director of the USAID-funded Farmer-to-Farmer Program.

In 1996, when the Kazakhstan government asked Chevron to build the country's first modern gas stations, the company's local representative office, Chevron Munaigas, hired Zhumakov.



After completing three stations he moved on to a Kazakhstani company, Helios, and in three years built a national network of 132 stations.

Zhumakov says that his year with USAID served as a springboard for his career. ★

Elita Sproge

Visitors to Riga, the Latvian capital, who are struck by the beauty of its Hanseatic architecture can thank Elita Sproge for preserving some of the city's historic buildings.

Sproge was USAID's senior FSN from the mission's start in 1991 to its graduation in 1999.

After the mission closed, Sproge moved to the private sector and worked to help renovate some of Riga's architectural gems, including the former residence of Russian Czar Peter the First, a 17th-century warehouse, parts of the old Riga shipyard, and an early 20th-century art nouveau apartment building.

Now Sproge is head of operations in Latvia for Pro Kapital Group. For the biggest real estate development company in the Baltics, she is currently developing the region's largest shopping center.



Sproge credits her time with the Agency with enabling her to establish contacts and gain a "global picture." Her work exposed her to all sectors USAID worked in and helped her "accumulate a lot of information on economic, sociopolitical, as well as business issues," she said. "I have been using all of that" she added. ★

Peter Odoyo

As USAID's chief economist in Kenya from 1984 to 1987, FSN Peter Odoyo analyzed economic policy. Now he has the opportunity to make it.

He has gone from analyst to Member of Parliament and Assistant Minister of Manpower and Labor.

He said he hopes to expand to the national level the support for small business development that he monitored while with USAID/Kenya.

Odoyo believes his early years with USAID advanced his career and encouraged his commitment to development.

After leaving the mission, he worked for Price Waterhouse, UNICEF, and the advertising company Spellman & Walker.

Odoyo won a seat in the National Assembly in 1997 as a member of the Democratic Party.



He was briefly Assistant Minister of Foreign Affairs in 2001-02. He joined Kenya's National Rainbow Coalition in 2002 and was reelected to the assembly in that year's historic elections, which shifted power to a new party for the first time since independence. ★

AFRICA

Malawi Women Stand Up for Their Rights

MZIMBA DISTRICT, Malawi—When Elizabeth Nhlema's husband died several years ago, she nearly lost her children and all of her property to her husband's relatives.

But a support group funded by USAID helped her stand up for her new constitutional rights to her belongings and her children.

Under the traditional patrilineal system of her native village's Ngoni ethnic group, the relatives of her late husband believed that the property was theirs. But Nhlema, a teacher, had heard about the new Malawi Constitution that protects women's rights.

With counseling from the Center for Advice, Research and Education on Rights (CARER), Nhlema was able to confront local authorities and persuade them, and her husband's family, to respect her rights.

She then decided to help other women learn about the law and to convince the traditional chiefs—still influential in local matters—to obey the new law.

Nhlema retired from teaching, requested training from CARER, and became a volunteer community-based educator (CBE), counseling anyone in the community in need of free legal advice. She is not paid but receives a bicycle, training materials, and copies of the constitution to assist her work.

She also spends time with children at the local school and has trained local agricul-



Dr. Vera Chirwa describes the origins of CARER to a community group in Ekwendeni, Malawi. USAID/Malawi Mission Director Roger Yochelson, Ivy Chipofya, CARER, and Kimberly Smuddy, USAID Democracy Advisor, look on. CARER is helping women stand up for their constitutional rights.

tural extension workers—primarily men—about inheritance rights. Many in the surrounding communities point directly to Nhlema as the reason why property grabbing is no longer successful in the area.

CARER was founded by Dr. Vera Chirwa. USAID supported the group from

its inception in 1995, shortly after Malawi's peaceful transition to democracy.

CARER's 14 trained paralegals in 10 locations reach out to thousands of Malawians throughout the country. Almost 400 CBEs have been trained. Conservative estimates are that more than 3,000 women

have saved homes and property as a result of the mediated settlements.

Another woman helped by CARER was Mary Maloya, 25, whose aunts and cousins came to take her land and possessions—even her father's carpentry tools—after her parents died.

The village headman ruled in Maloya's favor, but a higher chief said that she was the property of her maternal uncle in another district and that she should return there.

All of her parents' property was transferred to the aunt and cousins, and Maloya was left destitute.

CARER invited Maloya's relatives and the traditional authorities to a meeting at the CARER office, a four-hour journey away, where they learned that the traditional way of dealing with inheritance was unconstitutional.

All parties agreed that she was entitled to keep her property and possessions. The traditional authorities carried away bundles of CARER's brochures that explain in the local language the position of women in inheritance situations.

USAID/Malawi Mission Director Roger Yochelson commented on the growing acceptance of modern legal rights in the villages, "The very guardians of the old bias have become the champions of change." ★

www.usaid.gov/regions/afr/country_info/malawi.html

LATIN AMERICA AND THE CARIBBEAN

Community Management of the Maya Biosphere Reserve



Guatemala's Maya Biosphere Reserve includes the largest certified community-managed forest area in the world. USAID is helping communities living and working in the reserve to protect the forest's resources and future.

GUATEMALA CITY—Ten years ago, Guatemala's government predicted that the 2.2 million hectare Maya Biosphere Reserve—the largest tract of intact tropical forest north of the Amazon—would be destroyed by the year 2010, if trends continued unabated.

In 1997, USAID began providing technical assistance to help communities living and working within the reserve arrest the destruction of the forest.

Today, more than 500,000 hectares of the reserve are managed by 12 legally established community forestry concessions, eight community private lands, and two commercial concessions in the Asociación de Comunidades Forestales de Petén (ACOFOP), a Guatemalan nonprofit organization supported by USAID.

This area includes the largest certified community-managed forest area in the world, one that benefits more than 15,000 people directly and 60,000 people indirectly.

Close to \$4 million in wood sales are expected this year. Nearly all of this income comes from the sale of a few valuable species such as mahogany and Spanish cedar, but 17 other species now represent 30 percent of total sales. This share is growing quickly, as communities diversify from harvesting only the most valuable trees.

“Biodiversity will be protected when local communities have the knowledge, economic incentives, and legal rights and responsibilities to ensure that it is.”

GLENN ANDERS

Mission Director, USAID/Guatemala

Community-based ecotourism and non-timber forest products also contribute to locally generated income. In areas of the Maya Biosphere Reserve zoned for multiple uses, thoughtful use of natural resources reduces poverty while preserving the environment.

To build larger organizations with strong financial support, USAID is providing technical assistance directly to 19 communities involved with ACOFOP to improve their business organization and skills and help them follow national and international environmental regulations.

ACOFOP was nominated as one of 27 finalists for the 2002 Equator Initiative Prize, for achievement in poverty reduction through conservation and sustainable use of biodiversity in the equatorial belt. ★

www.usaid.gov/regions/lac/gt/ □

ASIA AND THE NEAR EAST

Aid for Pakistani Schools to Rebuild Failing Education System

ISLAMABAD—The United States dropped its seven-year ban on aid to Pakistan in 2002 and granted more than \$600 million to the South Asian country. A five-year, \$100 million program will help rebuild the failing educational system that has sent thousands of youths to religious madrassa schools where terrorists found some of their recruits.

“Bringing better primary education, healthcare, and more jobs to Pakistan’s growing poor is the best insurance for sustained support against Al Qaeda, and a direct assault on the recruiting grounds for the next generation of terrorists,” said USAID/Pakistan Mission Director Mark Ward.

Only 24 percent of Pakistan’s women and 50 percent of its men can read. One-third of the country’s children do not attend elementary school. For every 100 children who begin first grade, only six complete grade 12.

One farmer, repairing a mud wall around his small plot of rice plants south of Lahore, said he could not send his children to school because they had only torn clothing and could not pay for notebooks and pencils. They also have to pay fees to attend. Many public schools charge the equivalent of \$1 to

\$4 per month, too much for many families.

The farmer sent one son to a madrassa, where the boy received a free shirt and food but was taught to memorize the Koran in Arabic—which he did not understand. Nor did he learn to read and write Urdu, Pakistan’s national language.

A few madrassas also teach hatred of the United States and prepare students to fight jihad or holy war in Kashmir, Chechnya, Afghanistan, and other places.

The immense education sector in Pakistan is known for its resistance to change. Parents say the government schools do not teach very well and absentee rates for teachers are high. Some say salaries are so low it destroys the incentive to teach. Other reports say corrupt officials demand a portion of the teacher’s salary as a kickback to get the job—with the understanding that the teacher will not be fired if he or she does not show up at work.

Pakistan spends slightly more than 2 percent of its GDP on education, but most experts agree it should spend twice that amount to achieve its goal of universal primary school completion by the year 2010.



USAID/Pakistan Mission Director Mark Ward can't resist teaching math during a primary school visit in Quetta, the capital of the province of Balochistan

USAID reopened its mission in Pakistan in July 2002. Less than a month later, USAID signed a five-year \$100 million agreement with the government of Pakistan that resolved to take on educational reform. This will include improved training for teachers and administrators and expanded youth and adult literacy programs. Equally

important will be work with communities and local governments to increase oversight and parental participation in schools. ★

By Sarah E. Wright, Senior Education Officer, USAID/Islamabad

EUROPE AND EURASIA

Kazakhstan Issues First Mortgage-Backed Security in the Former Soviet Union

ALMATY—Oleg Petrovich Rayenko, his wife, and two children lived in a one-bedroom apartment. Rayenko and his wife recently decided it was time their daughter had her own room.

With his stable income, Rayenko approached several banks about a loan to purchase a two-bedroom apartment. Rayenko chose the mortgage company that offered the best repayment schedule, commenting that the “company’s employees were very attentive.”

Chances are, until USAID got involved three years ago, Rayenko and his family would have had to come up with cash to buy the apartment. The total annual amount of mortgages given out by all banks across the country was only \$1 million.

Today, homebuyers can obtain a five- to ten-year loan at 17.5 percent interest with a 30 percent down payment. Despite the high rates, mortgage lending has jumped to between \$50 and 60 million a year. By 2008, Kazakhstan’s National Bank projects mortgage lending will increase fivefold over today’s levels.

The benefits are already significant. Mortgage loans enabled more than 5,000 middle-class families to buy their own homes last year. Bank portfolios are more robust, thanks to a stable stream of income from residential lending. And as of November 18, 2002, investors—including

the National Pension Fund, which must invest most of its capital domestically—can buy mortgage-backed securities.

How did this happen?

A mortgage system is supported by a web of institutions and professions, including credit bureaus, mortgage insurance companies, loan officers, real estate appraisers, and real estate agents. Three years ago, USAID and the National Bank of Kazakhstan set out to build the infrastructure to support a mortgage industry.

USAID’s Financial Sector Initiative, adapting materials initially prepared for use in Russia, trained and certified 42 bankers in mortgage lending. Kazakhstani loan officers learned proper underwriting practices. Applying international standards, they decided as a group how they would calculate minimum down payments and maximum monthly mortgage payments. USAID also trained the country’s first appraisers.

The next step was to introduce the concept of secondary lending—selling mortgages to a wholesale “liquidity facility” (like Fannie Mae in the United States). Banks use the proceeds from selling mortgages or mortgage-backed bonds to negotiate additional mortgages. This increases the amount of capital available for lending, which, in turn, brings the price of mortgages down.

In November, the Kazakhstan Mortgage Company, a liquidity facility owned by the

National Bank, issued the first mortgage-backed security in the former Soviet Union. The USAID project pioneered virtually all of the major financial and legal provisions required.

The next steps to secure a robust and growing mortgage system include establishing a credit bureau and creating national mortgage insurance.

Credit reporting and mortgage insurance

will lower the risk of mortgage lending. This will make mortgage lending more attractive to banks, helping to make mortgages more affordable to more people.

Rayenko, busy renovating his new home, summed up the value of mortgages: “Despite the fact that the actual amount of repayments ... almost doubles the price, this is the only way to buy an apartment now and not in 10 years.” ★



Oleg Petrovich Rayenko and his family purchased a two-bedroom apartment, thanks to a USAID initiative that helped Kazakhstan create a home financing system.

January 12–February 22, 2003

PROMOTIONS

Angelique Crumbly
Carol Dabbs
Eirdis M. Davis
Frances Erby
Karen Ann Franchois
Mary T. Herbert
Juanita E. Jones
Christopher G. Klemm
Dagnija Kreslins
Laura Phillip Samotshozo
Arnisher Savoy
Joseph Schmidt
Richard Taylor

RETIREMENTS

Reginald Bellows
Herbert Hamby
Karen Poe
Catherine Allen Smith

MOVED ON

Phillip Amos
Ann Cataldo
Paul R. De Lay
Dalerie Franklin

REASSIGNMENTS

James Bever
COMP/FS/REASSIGN to ANE/SAA

Cathy Bowes
GH/RCS to Angola

Jon Brause
DCHA/FFP/EP to A/AID

Caroline Brearley
COMP/NE/OJT to Bosnia-Herzegovina

Roberta Cavitt
PPC/SPP/SPA to ANE/EAA

Judith Ann Coker
Tanzania/D to COMP/FS/REASSIGN

Julia I. Escalona
EGAT/WID to AFR/EA

Carl Gallegos
AFR/SD to AFR/SD/EGEA

James Goggin
CA/EW to CA/DO

Richard S. Greene
GH/HIDN/MCH to GH/HIDN

Martin Edward Hanratty
EGAT/PR/PASSN to EGAT/PR/MD

Gail Y. Harris
M/FM/A/OE to M/FM/CAR

Michael Harvey
CA/HP to CA/DO

Ronald Harvey
COMP/FS/REASSIGN to EGAT/AG/AM

Mai Huang
OIG/I/DD to RIG/Budapest

Alan Hurdus
EGAT/PR/MD to EGAT/NRM/W

Cheryl Kamin
COMP/NE/OJT to Malawi/HPN

Lynn Keeyes
Benin/D to COMP/LWOP

Carla Komich
AFR/DP/POSE to AFR/SD/CPDG

Ellen Leddy
PPC/SPP/SRC to LAC/SA

Amanda Levenson
PPC/RA to ANE/SPO/B

Susan Merrill
PPC/CDIE to COMP/FS/REASSIGN

Linda Morse
AA/E&E to AA/GH

Gary Newton
GH/OHA/SPER to GH/RCS

Thomas Michael Olson
COMP/FS/REASSIGN to EGAT/AG/ATGO

Lawrence Paulson
EGAT/ED/PT to EGAT/AG/ARPG

Gloria Marie Roye
M/FM/CAR/AMMR to M/FM/CMP

Ranta Russell
AFR/DP/POSE to AA/AFR

Scott L. Smith
M/FM/CMP to M/FM/CAR

Mary Valenzuela
EGAT/PR/PASSN to EGAT/PR/MD

Supply Meets Demand: USAID Courts AAAS Fellows

On April 6, the newly selected Diplomacy Fellows of the American Association for the Advancement of Science (AAAS) will learn which offices in the Department of State and USAID will recruit them.

The competition among the offices—and at times the candidates—will be intense. The candidates have proven track records and are quick and enthusiastic, and they bring new knowledge and insights to the table.

This year 153 people applied. AAAS peer panels met in early March to interview and choose 30 or so finalists to return to Washington, D.C., April 6–9 for placement interviews. AAAS staff, playing a “match-making” role, help candidates and offices reach agreement on placements.

The AAAS and State Department launched the “Diplomacy Fellowship” program, a postgraduate public policy fellowship for scientific and technically qualified Ph.D.s in 1980. USAID joined in 1982.

Since then, some 225 AAAS fellows have served in USAID, both in Washington, D.C. and overseas. Sixteen fellows currently serve in USAID/Washington, plus one in Egypt and another in Malawi.

“A USAID Diplomacy Fellowship,” wrote

Sharon Murray, who was an AAAS fellow from 1999 to 2001, “isn’t like an academic postdoctoral position, or a research assignment, or even a ‘regular’ government job. At its best, it represents an opportunity to mix a deep scientific interest with the demands of public policy and government practice.”

Josette Lewis, USAID’s lead agricultural biotechnology expert and a former AAAS fellow, reflects that USAID has been supporting agricultural biotechnology programs for more than 13 years: “We would likely not be a leader in this area among the development community had it not been for the AAAS fellowship program. The Agency’s first significant effort 13 years ago was designed by a former AAAS fellow. We are now on to a new generation of biotechnology programs, led by three technical staff in Washington and Nairobi, all of whom were fellows.”

Some 42 former AAAS fellows currently work in middle and senior positions within the Agency—a testament to the quality and relevance of the program.

USAID’s new AAAS fellows will start work in mid-September, after a two-week AAAS orientation. ★

Brown Anticipates New Challenges

Prior to his selection by USAID, Patrick Brown, the new Deputy Director for Human Resources, spent his entire human resources career with the Department of the Navy and the Marine Corps. Brown began his career in 1980 and worked for 18 years in most of the HR specialty areas, primarily at the Marine Corps Base at Kaneohe Bay, Hawaii, and at the Pearl Harbor Naval Shipyard.

In 1998 he became Director of Human Resources for the Commander, Naval Activities, Spain, and spent an exciting two years in Rota, Spain, dealing with political and labor issues involving the 1,300 members of the Spanish civilian workforce.

In 2000, Brown was selected as the Director of the Navy’s Human Resources Service Center, located at the Stennis Space Center in Mississippi, where he directed centralized HR services for 30,000 civilian employees of the Navy in a 10-state region.

After 20 years in the Department of Defense, Brown feels that moving to a somewhat smaller civilian agency like USAID



presents a whole new set of challenges and learning opportunities.

However, Brown contends, “Working with the seasoned foreign service officers and experienced civil servants in the Office of Human Resources for the past month has given me a great start.” ★

INSPECTOR GENERAL’S MANAGEMENT TEAM ANNUAL MEETING



The annual meeting of the Office of the Inspector General (OIG) is an opportunity to set goals and review operational policies. The Administrator and Deputy Administrator addressed staff at this year’s meeting, held March 5–7. At the planning conference that followed, the OIG adopted audit and investigation strategies to support USAID operations. Extensive annual coordination helps OIG direct resources strategically.

NEW ENTRY PROFESSIONALS SWORN

The eighth class of New Entry Professionals (NEPs) was sworn in on March 10, 2003. It includes:

Executive Officer

Robert Appiah

ControllersMichelle Cazier
Ramses Guthier
John Wagner**Procurement Officers**Ralph Koehring
Kyle Newkirk
Brent Omdahl
Michael Rossman**Program/Project Officers**Jeffrey Goebel
Lisa Magno
Nancy Shalala
David Thompson
Christopher Tocco
James Weatherill**Health Officers**James Browder
Laurel Fain
Sheri-Nouane Johnson
Melissa Jones
Karen Kasan
Akua Kwanteng-Addo
Khadijat Mojidi**Agriculture Officers**Mustapha El Hamzaoui
Daniel Miller
Kevin Sharp**Democracy Officer**

Erin Krasik

Food for Peace Officer

Daniel Bustamante

EconomistsPaul Bruning
David Gosney

NEPs start their careers at USAID with a four-week orientation program where they receive briefings on security, administrative procedures, ethics, and other practical topics, as well as an introduction to USAID's policies and programs. These new foreign service officers develop their own Individual Development Plans. They are mentored by retired foreign service officers.

IN MEMORIAM

Ileana Cecilia Alfaro, foreign service national (FSN) secretary for USAID/Nicaragua, died October 13, 2002, in a tragic accident in Playa de los Cocos, Nicaragua.

Alfaro joined USAID in 1999. She received four special awards during her tenure at USAID: two recognized her commitment to strengthening democracy in Nicaragua and her contributions to the mission's team effort to support free and fair presidential elections in November 2001. Among her many activities to support the elections, Alfaro organized a special effort for mission FSNs to attend USAID-supported civil society activities and act as elections observers, a first-time event for USAID/Nicaragua.

Alfaro is survived by three children, ages 17, 11, and 9. The children are living with their grandmother in Nicaragua while waiting for humanitarian immigration status so they can be adopted by their aunt and uncle in Miami.

William Robinson Dalton, 80, died February 3, in Fairfax, Virginia. Dalton joined USAID's predecessor agency in 1951 and served in Burma and Tunisia. Dalton was also the USAID liaison with President Lyndon B. Johnson's advisers on mutual security.

He served in the Navy in World War II in the Pacific, and after the war he went to work for the Navy Department in Washington, D.C., in personnel-related assignments for five years.

Dalton served on the Nicaragua task force after the 1973 earthquake in

Nicaragua. He retired from USAID in 1980 as Assistant Director for International Disaster Preparedness and Planning.

Robert Yearington Grant, 89, died January 19, 2003, after a long life of distinguished service to the United States and many other countries. He began his career with USAID's predecessor agency, and spent nearly 30 years working on development programs in Taiwan, Indonesia, Sri Lanka, Guatemala, Pakistan, Bangladesh, and Washington, D.C. Grant also served as Chief Population Officer with USAID/Pakistan and as Chief of the Asia and Far East Division, Office of Population, in USAID/Washington.

Grant contributed greatly to the successful implementation of the USAID's global population/family planning assistance program, now widely recognized—along with the Marshall Plan assistance for reconstruction in Europe—as one of the most importantly successful U.S. foreign assistance programs of the last 50 years. Grant retired from USAID in the late 1970s.

Thomas D. Lofgren, 62, retired USAID foreign service officer, died on November 23, 2002 in Arlington, Va. Lofgren joined USAID in 1969 and served as Country Affairs Officer in Vietnam, Kenya, Somalia, Malawi, and Moldova. Before joining USAID, Lofgren served as a Peace Corps volunteer, serving two years teaching history and English at the Malosa Secondary School in Zomba, Malawi.

Steven Mintz, 55, a retired USAID senior foreign service officer with 26 years of

federal government service, 21 years of which were with USAID, died in Cairo on January 29. Mintz was a member of a Development Associates, Inc. short-term consultant team working on a USAID contract when he died unexpectedly at DAI's Cairo office. He began his USAID career as an International Development Intern (IDI), and served in Tanzania, Zambia, Nepal, Mongolia, Philippines, Sudan, Kazakhstan, Egypt, Madagascar, Pakistan, Sri Lanka, and Ukraine. Before joining the Agency he worked as a Peace Corps volunteer in Iloilo City, Philippines, for three years. He retired from USAID after successive Deputy Director assignments in Thailand and India.

David M. Robinson, 53, died on February 4, 2001 in New Delhi, India, where he was the Director of USAID's Program Development and Economic Growth Office. Robinson joined USAID in 1987 and served in Senegal, Côte d'Ivoire, India, and Washington, D.C. He received USAID's Meritorious Honor Award for his

exceptional intellectual creativity. Before joining USAID, Robinson worked on irrigation projects in Indonesia. He was a Peace Corps volunteer and Fulbright scholar in the Philippines. Robinson is survived by his wife Mary, daughter Jennifer, and son Matthew, as well as his parents and three sisters.

Freeman Paul Smith, 90, a specialist in agriculture and rural development who retired from the USAID in 1969, died January 21, 2003. Smith worked 18 years for USAID before retiring as Chief of Agriculture and Rural Development in USAID/Brazil. He had served in similar positions in Ecuador, Argentina, Peru, and Costa Rica.

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

CFC Results

The 2002 Combined Federal Campaign has concluded after receiving a total contribution of \$400,673 from the employees of USAID. This was only 85 percent of the goal of \$473,759, but this amount was established during the 2001 campaign, after the attacks of September 11 prompted a high level of community involvement and charitable giving.

Contributions from overseas missions reached 89 percent of the target, while USAID/Washington achieved 82 percent. Six bureaus and offices—Asia and the

Near East; Democracy, Conflict, and Humanitarian Assistance; Latin America and the Caribbean; Policy and Program Coordination, Equal Opportunity Programs, and Security—exceeded their goals.

The overall U.S. government effort raised \$47 million—slightly less than the goal of \$50 million. Nevertheless, USAID employees' generosity compared favorably to some other departments, and provided critical funding to many worthwhile organizations. ★

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

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Haskell Indian Nations University Brings Indigenous People Together

Indigenous people from Haskell Indian Nations University in semiarid, central Kansas have come together with the Altai people of another semiarid land—Central Siberia, Russia.

Professors and students from the Haskell Indian Nations University and Gorno-Altai University visited each other for a cultural and scientific exchange under a USAID-funded outreach to minority-serving institutions.

Dan Wildcat of Haskell described the exchange as "Extraordinary! ... We share some very fundamental insights about the nature of the world and man's place within some very unique ecosystems."

In addition to cultural exchange, the program provided scientists at Gorno-Altai with state-of-the-art spectrometry equipment. It introduced simple water-testing technologies to students and teachers in remote villages and in the town of Gorno-Altai to monitor the safety of their drinking water.

The project made residents and scientists aware of the need to deal with the dependence of residents on untreated water.

The interaction between rural residents and urban scientists built trust, because the residents conduct many of the tests themselves. The scientists, with the help of equipment provided by their U.S. partners, can double-check the results and conduct tests for lead and other elements.

The connection between Haskell and USAID was made in 1997 by a member of USAID's Minority-Serving Institutions (MSI) committee.

The MSI program's staff and advisory committee—composed of representatives of each USAID bureau and office—ensure that minority-serving institutions, including Historically black colleges and universities, Hispanic-serving institutions, and tribal colleges and universities, are aware of opportunities to get involved in the U.S. foreign assistance program. ★



Students and faculty of Haskell Indian Nations University and Gorno-Altai State University show how to use simple water testing kits. The kits can reveal if drinking water sources have harmful amounts of the most common pollutants.

FRONTLINES FUTURE FEATURES

TOP THAT SHOT

FrontLines plans to run a feature on great photos taken by USAID staff. The photo should showcase how you get the opportunity to do amazing things in your jobs. Please include a caption with your photo that explains when and where the photo was taken and how it relates to your work at USAID. Photos should be prints, negatives or high resolution digitals (300 dpi or larger).

REMEMBER WHEN

Share your most memorable story working with USAID. *FrontLines* plans to run a feature on USAID employees' most memorable moments in a future issue. Your articles should be no more than 300 words.

Please send articles and/or photos to frontlines@usaid.gov or *FrontLines*, USAID, Ronald Reagan Building, Suite 6.10, Washington, DC 20523-6100.

SPOTLIGHT: THE PEACE MOVEMENT IN SUDAN

ABYEI, Sudan—Hundreds of people gathered in February to pledge themselves to peace—the first time in 20 years that some of them had seen and embraced their relatives from across the frontlines of war.

Made possible by local peace committees, the occasion also marked the visit of the State Department's delegation that included USAID Assistant Administrator Roger Winter and U.S. Chief of Mission Jeffrey Millington.

They talked about the causes and horrors of Sudan's 20-year civil war. The speakers represented culturally distinct communities, including members of the northern Messariya tribe and Dinka herdsmen and pastoralists, who live in an area where the frontlines of the civil war have been drawn. Too many have known the savagery of rape, murder, and enslavement.

The drama of the visit, which was punctuated by singing and shouts of people gathered on both banks of the Kiir River, which divides the north of the country from the south, was heightened by leaders from both sides actually risking crossing the river to their opponents' area of control. It was an act of trust, witnessed and affirmed by their American visitors. The same trust

will be required to forge an agreement for a just peace that can ultimately end the long agony of Sudan's civil war.

There are tensions between the peoples of Abyei over access to scarce natural resources, particularly water. Local conflicts here were heightened by the larger civil war and the government's arming of the Messariya tribesmen with automatic weapons.

The initiative to make peace has come from the people themselves. They have formed peace committees and have pursued often difficult and tense negotiations to address their differences. The urgency of their task is reinforced by the hope that relatives who fled the area in the past—as many as 80,000 out of the original 85,000 residents—will be able to return.

As part of U.S. assistance to the people of Sudan, USAID funds activities that support regional or area-specific initiatives to end conflict at the community level. Activities include accessing water, by drilling new boreholes or rehabilitating existing wells, and supporting local community organizations. Residents will continue their work to eradicate slavery. ★

By David Rhoad, USAID/Khartoum



Dinka women celebrate their reconciliation on the banks of River Kiir, the dividing line between north and south. The February meeting was the first time in 20 years that some people had seen and embraced relatives from across the frontlines of war. Made possible by local peace committees, the occasion also marked the visit of a U.S. delegation that included USAID Assistant Administrator Roger Winter and the State Department's Chief of Mission Jeffrey Millington.

AFGHANISTAN—The World Bank announced March 12 its first loan to Afghanistan in more than 20 years: \$108 million to help repair the country's ruined bridges, roads, tunnels, and the runway at Kabul airport.

The 40-year, no-interest loan will help rebuild transportation infrastructure ruined by 23 years of warfare.

The World Bank loan was its first since the former Soviet Union invaded in 1979 and Afghanistan went into arrears to international donors after discontinuing payments on foreign loans.

Also on March 12, USAID announced a \$60 million program to rehabilitate Afghanistan's school system. The money will go toward printing 15 million textbooks in the local Dari and Pashtu languages and help construct or reconstruct 1,000 primary schools throughout the country.

CHINA—On February 24, an earthquake of 6.3 magnitude struck Jiashi and Bachu counties in the northwestern province of Xinjiang, China. The U.S. Embassy reported that 268 people were killed, 4,000 injured, and more than 26,000 families were homeless. Xinhua news agency reported that the quake was the worst to occur in the region since 1949. A Chinese Red Cross (RCSC) team was in Xinjiang February 24 assessing damage and casualties from the earthquake.

USAID's Office of Foreign Disaster Assistance is providing \$100,000 to RCSC for food and nonfood commodities to assist earthquake victims.

KENYA—Four of the world's largest agricultural companies have agreed to create a foundation supported by USAID to freely share their patent rights, seed varieties, and other technologies with African scientists to increase food production.

The New York-based Rockefeller

Foundation and USAID are helping the companies set up a new organization in Nairobi—the African Agricultural Technology Foundation—to handle the high technology assistance.

The foundation will identify crop problems in Africa and negotiate with the Western companies for assistance and patent licenses.

Monsanto Co. of St. Louis and DuPont Co. of Wilmington, Del., which are supporting the new foundation, own many of the patented technologies that African researchers may want to use.

Syngenta AG of Basel, Switzerland, and Dow AgroSciences LLC of Indianapolis said that they, too, were committed to the project, which will focus on staple crops such as cowpeas, chickpeas, cassava, sweet potatoes, bananas, and corn.

KENYA & TANZANIA—On March 3, Undersecretary of State Grant S. Green Jr. opened the new U.S. Embassy office building in Nairobi, Kenya; the next day he traveled to neighboring Tanzania to open the new U.S. Embassy office building in Dar es Salaam. On August 7, 1998, terrorist bombs destroyed U.S. Embassy buildings, killing hundreds of people.

PANAMA—A three-year, \$5-million community development project in Panama's Darien region is being funded by USAID to provide against the spillover of violence and narcotrafficking activities from war-ravaged Colombia. Darien is a sparsely populated region of dense tropical rainforest, with its indigenous population of Embera, Wounaan, and Kuna communities living in isolated settlements scattered along numerous river valleys.

A major objective of the program, USAID officials said, is to build up com-

munities in the Darien where lawlessness often reigns due to frequent incursions from Colombia. Warring Colombian factions often accuse villagers of providing food and shelter to rival groups.

Community participation and self-help activities will include increasing supplies of drinking water and building latrines, footbridges, and appropriate waste disposal. Other goals are increasing the effectiveness of local government, improving agricultural production and marketing, fostering ecotourism, and increasing the efficiency of the riverine transportation system.

SEATTLE & PORTLAND—Three Pacific Northwest international aid groups are stepping up preparations to help tens of thousands of Iraqis. In mid-March, World Vision, a Christian humanitarian organization with offices in Federal Way, Wash., airlifted 40 tons of emergency supplies: 10,000 blankets, several thousand collapsible water containers, and plastic sheets for use as temporary shelters, along with three 10-ton trucks to distribute the material from its Italian warehouse to Amman, Jordan.

Northwest Medical Teams, a nondenominational Christian nonprofit organization, has two missions in northern Iraq. Mercy Corps, a Portland-based Christian aid organization, has staff in both northern and southern Iraq.

THAILAND—Thailand will receive \$209 million from the Global Fund to Fight AIDS, Tuberculosis and Malaria in the next five years, making it the world's third largest recipient, after Malawi and Ethiopia.

The government will use the money to increase from 10,000 to 60,000 the number of people receiving antiretroviral drugs.

The fund, established by G-8 countries in 2001, has already given the kingdom about \$20 million to combat the three diseases.

UGANDA—Concerned about the security and humanitarian situation in Uganda, the United States pledged in mid-February a contribution of 25,000 metric tons of food aid for the northern part of the country, according to Roger Winter, Assistant Administrator for Democracy, Conflict and Humanitarian Assistance. This contribution follows a contribution of 20,000 tons pledged in December 2002.

In meetings with President Yoweri Museveni and Prime Minister Apollo Nsimbabi on February 12, Winter, who was in Uganda to assess the humanitarian and security situation in the country, also discussed the \$15 billion emergency plan for AIDS relief announced by President Bush in his State of the Union address.

WEST AFRICA—The presidents of Benin, Ghana, Nigeria, and Togo signed a treaty January 31 for construction of pipeline to bring natural gas from Nigeria to five cities in Ghana, Togo, and Benin—gas that currently is simply burned off.

USAID gave the West African governments policy advice and technical assistance to help them negotiate with the natural gas industry and create an institution to oversee construction and operation of the pipeline by a consortium of oil companies.

The consortium, called the Commercial Group, includes Chevron Nigeria, Shell Nigeria, Nigeria National Petroleum Company, and the Volta River Authority, which is the principal customer for gas. A final decision on the project—which will reduce carbon dioxide and sulfur emissions—is expected in December. ★

Security Group Reviews Headquarters Safety Plan

An amplified voice pierced the afternoon calm of USAID's Washington, D.C., headquarters as security staff activated the public address (PA) system to familiarize staff with it in case it's needed in an emergency such as a terrorist attack.

Loudspeakers throughout the building alerted staff to the temporary shutdown of portions of Constitution Avenue that evening, and dispelled rumors that the national terrorist threat level had been raised to orange.

The decision to use the PA system more frequently was taken by the Emergency Working Group (EWG), formed in the wake of the September 11, 2001 attacks and reconstituted under the leadership of Agency Counselor Willard J. Pearson Jr.

"Everyone needs to be more security conscious at work as well as at home," said Pearson, who replaced Janet Ballantyne as Counselor and is the Agency's top-ranking career officer.

USAID has also ordered emergency hoods that provide protection against chemical and biological threats for all employees and visitors. Once the hoods are distributed, employees must keep them at their work stations.

Each employee is responsible for being familiar with the Occupant Emergency Plan, which has been provided to all bureaus and independent offices, and is posted on the USAID intranet.

Since running into the street may be the worst thing to do if chemical, biological, or other types of terrorism occur, a "shelter in place" exercise (staying put) will soon be scheduled to teach employees how to react properly.

Pearson and Domestic Security Chief Donald Bisom issued a series of suggestions in case of an attack. "It's important for people to get to know the building better," said Bisom. "They should not have just one way to get out."

Staff from several bureaus have been given tours of nearby stairwells. Security staff check the doors into and out of the stairwells daily to make certain they function and can open in an emergency.

Many bureaus have held all-hands meetings with representatives of the Office of Security and the Bureau for Management's emergency preparedness team. All will hold such meetings in the coming days to give individuals a forum to raise questions and concerns.

Staff are advised that they will not be able to rush to their cars in some emergency circumstances, but will have to evacuate the vicinity on foot. For such instances, staff are advised to have a comfortable pair of shoes close by.

However, if there is a chemical or biological attack in the city, it will likely be safer to remain in the building than to go out into the streets.

The security staff, working with law enforcement officials and other agencies in the building, will advise the staff on the best measures to take in particular circumstances.

It is also suggested that staff keep a supply of bottled water, food, medications, and personal hygiene items in the workplace in case it is necessary to remain inside for a length of time.

Bisom noted that the Ronald Reagan Building is known by fire safety experts to be exceptionally safe and well built; any fire would likely be contained on the floor where it breaks out.

If an alarm sounds—possibly followed by PA instructions—employees should end phone conversations, meetings, and other work, secure classified documents and lock safes, shut off electrical equipment, quickly pick up personal valuables, and walk to designated stairwells using evacuation routes assigned by monitors.

USAID overseas staff have been given specific advice on security tailored to each country's situation through special briefings delivered at every mission. Additionally, staff should check the daily security report on the intranet website at http://inside.usaid.gov/M/SEC/sec_report.doc.

Much of the guidance given to headquarters staff also applies to the overseas staff—such as being familiar with emergency plans, escape routes from buildings, and the locations of emergency equipment such as fire extinguishers and first-aid kits. And since routes to home might be blocked, it's wise to have alternate plans for pick-up, assistance, and communicating with dependents.

Check out the U.S. Office of Personnel Management website for their Emergency Preparedness Guides for managers and employees at www.opm.gov/.

USAID/Washington employees may also wish to see the following website for additional instructions relating to evacuation procedures: http://inside.usaid.gov/M/SEC/emergency_info/m_as_od_rrb_evacuations.html.

"Everyone has a responsibility to educate themselves and their families on the responses they should make if something happens," said Pearson, "both at the workplace and at home." ★

BE PREPARED FOR AN EMERGENCY AT WORK

Since emergencies can take place at any time and can take many forms, there are no universal guidelines. However, here are some basics for everyone to consider:

- ◆ Be familiar with emergency plans
- ◆ Know the primary and alternate escape routes from all parts of the building you work in
- ◆ Be familiar with the location of emergency equipment, e.g., fire extinguishers and first aid kits
- ◆ Remain calm and follow instructions from management, safety, and security officials
- ◆ Don't assume evacuation from the building is the best option—a more dangerous situation may await those running outside
- ◆ Stay in contact with one or more buddies who will know where you are; be especially watchful for coworkers with disabilities who may require your assistance
- ◆ Keep a personal emergency kit (water, snack food, medications, weather-appropriate clothing, and hygiene items)
- ◆ Ensure your supervisor knows where you are
- ◆ Don't assume that the communications systems will function normally, and don't clog them with unnecessary calls
- ◆ Don't assume you will be able to go directly home; some routes may be blocked
- ◆ Have alternate plans for pick-up, assistance, and communicating with dependents
- ◆ In addition, check out the emergency preparedness guides for managers and employees on the website of the U.S. Office of Personnel Management at www.opm.gov.



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