



“The most important issue... is generating strong national leadership—leaders... must stand up. Part of our effort in all countries is to do all we can to encourage bold leadership.”



RANDALL TOBIAS,
Global AIDS Coordinator,
Emergency Plan for AIDS Relief.

Tobias: USAID Role Vital

Global AIDS Coordinator Randall Tobias, in charge of the \$15 billion U.S. battle against the world AIDS pandemic, said he welcomes the opportunity to work closely with USAID to try to “turn the tide” and stop HIV/AIDS from claiming 100 million lives by 2020, as predicted.

The effort he leads, the President’s Emergency Plan for AIDS Relief, now covers all programs and activities of the U.S. government.

“Probably the most important issue to bring success is generating strong national leadership—leaders in every country must stand up,” he said. “Part of our effort in all countries is to do all we can to encourage bold leadership.”

In Uganda and Thailand, AIDS rates fell after leaders consistently communicated the message about how the virus is spread and urged people to take the appropriate steps to avoid risk.

Tobias, 61, is the former CEO of Eli Lilly and Co. He was named by President Bush to head the initiative in July 2003, and works out of an office in the Department of State.

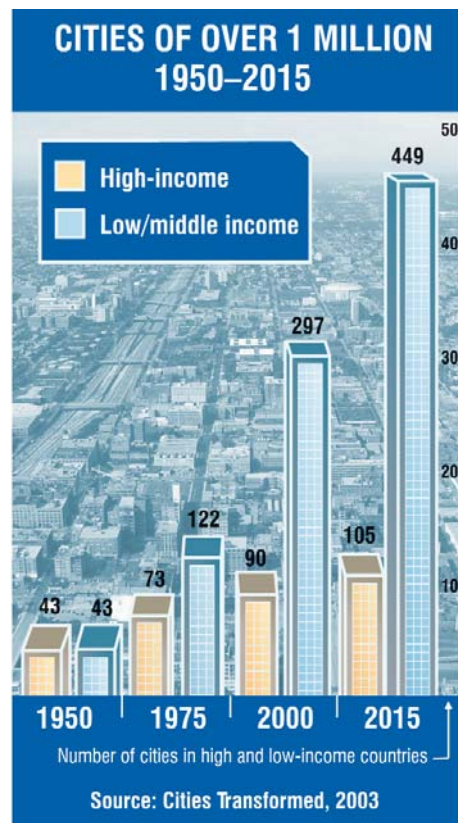
He said his job is to refocus and provide leadership for all of the U.S. government’s international HIV/AIDS activities, including efforts being administered through USAID.

“The Office of the U.S. Global AIDS Coordinator itself will, at the maximum, have fewer than 60 people, including a number of people from USAID and other U.S. organizations,” said Tobias.

“This is where we will establish policy, provide strategic direction, and monitor and evaluate the results. But much of the implementation will continue to be carried out through USAID and the other departments and agencies deployed in the field.

“USAID is going to continue to play a very important role going forward—but it

▼ SEE TOBIAS ON PAGE 13



▼ SEE URBAN PROGRAMS ON PAGE 2

Liberia Aid Set

NEW YORK—The United States and other donor countries pledged more than \$520 million at a U.N. conference February 5–6 to reconstruct Liberia, a West African nation shattered by 15 years of civil war, corruption, and neglect.

The U.S. government pledged \$200 million to support the country’s transition. More than 90 countries and 40 foreign aid groups attended the conference, sponsored by the United Nations, the World Bank, and the United States.

“We will help the Liberians build a country where children carry schoolbooks

▼ SEE LIBERIA ON PAGE 14

IRAQI KURDISH MARKET THRIVES



Ben Barber, USAID

A woodworker in the busy covered market in Sulaymaniyah shapes tool handles with an adze. A U.S.-British airshield permitted the ancient Kurdish city in northern Iraq to enjoy partial autonomy since 1991. After the 2003 fall of the Saddam Hussein government, fear of his army evaporated and business boomed. U.S. projects are helping the region set up democratic local governments, educate women, improve health, and recover from persecutions inflicted by Saddam’s regime.

Stephenson New Iraq Mission Head

Spike Stephenson has been appointed mission director for Iraq, replacing Lewis Lucke, as preparations are being made for the June handover of power by the Coalition Provisional Authority (CPA) to an Iraqi transitional government.

Stephenson, 57, has worked for USAID for 25 years, including assignments in Egypt, Barbados, Grenada, El Salvador, Beirut, and Serbia-Montenegro.

▼ SEE STEPHENSON ON PAGE 14

FY 05 Budget Request Is In

President Bush’s FY 2005 budget request includes \$8.8 billion for development and humanitarian assistance administered by USAID—roughly the same as the FY 2004 core budget.

The budget calls for the Agency to program and manage approximately \$5.1

▼ SEE BUDGET ON PAGE 14

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INSIDE THIS ISSUE

TWO GENERATIONS AT USAID
PAGES 8–9



Urban Programs	2
Notes from Natsios: Mass Graves	3
Trucker Gives OFDA Cutting Edge	6
Romanian Orphans	11
Dr. Martin Luther King’s Birthday	13



MARY LEWELLEN
PAGE 12

Urban Programs Team Focuses on Poverty, Health

People living in slums in Nairobi are in worse health than people living in the countryside, according to a study financed by USAID/Kenya and developed by the Urban Programs Team. Based at USAID headquarters in Washington, D.C., the team is collecting data on people living in city slums or “informal settlements.”

The study’s conclusions on health are an example of the team’s work, which is used by missions and other technical offices when designing programs.

The team offers a clearinghouse of information about USAID projects in urban areas.

The Urban Programs Team also shares knowledge across the Agency by organizing training and conferences around urban themes, such as urban poverty or community infrastructure in postconflict societies.

“The urban focus is not a sector, but a spatial concept,” said Alexi Panehal, head

of Urban Programs. “A lot of programs are more effective if they take urban characteristics into account.”

The program’s 11 staff work with specialists in other sectors to incorporate urban concerns.

For example, urban health specialist Stephanie Wilcock worked with the Bureau for Global Health and several USAID missions—including the Nairobi mission—to collect better data on the health of poor urban people.

Urban Programs staff also help missions design programs that use loan guarantees under the Agency’s Development Credit Authority in such areas as housing or municipal infrastructure finance.

The staff also pursue grants and private sector funding through the Global Development Alliance.

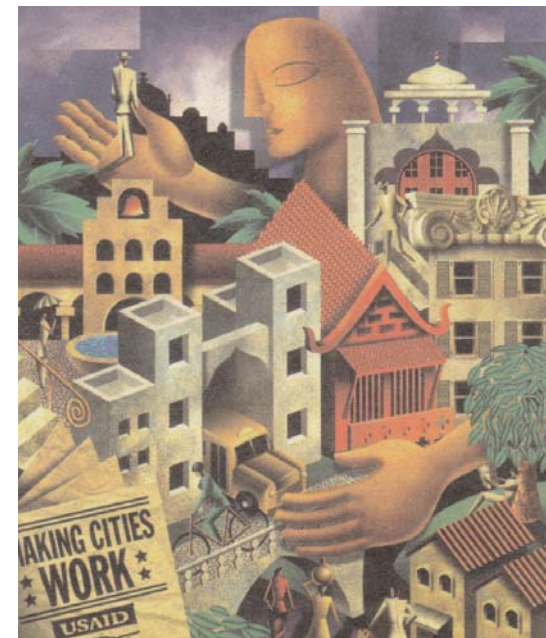
In 2003, the team leveraged more than \$25 million from the private sector for missions’ urban programs.

“We’re a really field-oriented office,” said Panehal, who recently returned from a tour in Ukraine. She added that the Agency has in-house expertise that should be tapped more systematically.

To this end, the urban team invites mission staff to present their work, in person or via teleconferencing, at its conferences and training sessions.

The events get wider distribution through webstreaming and video-taping.

The urban team is one of three in the Office of Poverty Reduction in the Bureau for Economic Growth, Trade, and Agriculture. The other two are poverty analysis and social safety net and microenterprise development teams (see *FrontLines*, June 2003). ★



The “Making Cities Work” strategy seeks to integrate cities into the Agency’s development programs.

Group Sees Youth as Leaders

Young people should not only be involved when the Agency plans new development projects but they should also be tapped as leaders, concluded an Agency roundtable December 17. The roundtable was held to discuss youth as a potential resource in USAID development programs.

“Our programs are presently concerned with benefiting youth but they’re not concerned with mobilizing youth. To do that, USAID really has to change its mindset, and that’s a challenge,” said John Grayzel, one of the roundtable organizers and director of the Education Office of the Bureau for Economic Growth, Agriculture, and Trade.

The youth employment initiatives

exemplify the participatory approach to programming espoused by the group, which organized a virtual platform—a community of practice—for continuing the discussion.

The new partnership with Nokia and International Youth Foundation in southern Africa “draws youth in as equal players in the program,” said Robert McCluskey, a long-time USAID officer who helped found the discussion group.

The youth community of practice is moderated by the Education Development Center under the USAID-funded EQUIP3/Youth Trust program. ★ http://equip123.net/equip3/index_new.html

Urban Programs Take on Social Ills



Reverie Zurba, USAID/South Africa

“Make a Connection” youth employment program graduates Mohau, Khanyi, and Lebo have good jobs and appreciate sponsorship from the Nokia company. USAID and Nokia have committed \$1.8 million to help 35,000 disadvantaged youth in South Africa, Malawi, Mozambique, and Rwanda find employment.

The Urban Programs Team works to improve housing, finance, and management in cities and also helps USAID missions attack social ills such as youth unemployment.

The Entra 21 project, launched in 2002 across the Latin American and Caribbean region, was the team’s first major foray into broader, urban development issues.

The idea was simple: young people would learn technical skills and get lifeskills training on topics such as hygiene, workplace ethics, personal finance, and communication.

Youths who completed the program might find it easier to get jobs. Under one agreement, members of the local Lions club agreed to place trainees in internships and jobs.

In Latin America, about 40 percent of the trainees are landing long-term jobs, defined as a minimum of two years.

“Business sector involvement in all aspects of the program is the key to its success,” said Alfred Nakatsuma, who manages the team’s youth employment initiatives.

Youth employment programs are tailored to meet different needs.

◆ In Guatemala, the underlying goal is to strengthen the Peace Accords. The program targets poor, indigenous, highland youth, many of whom are ex-combatants.

◆ In Sri Lanka, the underlying goal is preventive. By attracting young Sri Lankans to stable employment in tourism, USAID and its partners hope they will stay away from interethnic violence between the Tamils and Sinhalese.

In February 2003, the program expanded to four southern African countries where unemployed youth are susceptible to HIV/AIDS, drugs, prostitution, and crime. The training program includes HIV/AIDS awareness training and other guidance. ★

Why Cities Matter

- ◆ An estimated 25–50 percent of urban residents in developing countries live in slums and squatter settlements, with little to no access to clean water, sanitation, or trash collection.
- ◆ A fifth of the world’s population live in cities where air is badly polluted. High levels of air pollution are directly associated with increased mortality and respiratory disease, especially among children and the elderly. Acute respiratory infections have long been one of the most important single cause of infant and child mortality in developing countries.
- ◆ More than half of a country’s GDP generally can be traced to economic activities in urban areas. The ability to provide infrastructure, an educated labor force, security, and other government services determines whether cities attract and retain industry and contribute to national economic growth.

FIRST PERSON



Laura Lartigue, USAID

“We were able to resolve the matter because of the training we attended. Otherwise, I might have joined the crowd myself. The training helped me keep my emotions under control and gave me a better perspective on the situation.”

COURT ADMINISTRATOR ALY JAWARA
PARTICIPANT IN USAID NATIONBUILDING PROGRAM,
KABALA, SIERRA LEONE.

In January 2003, a Sierra Leone youth leader announced himself as the winner of local elections and organized supporters to throw stones at the opposition leader’s home. But Aly Jawara and other participants in a USAID-funded reintegration program stepped in. They applied what they learned to diffuse tensions, counsel patience, and convince demonstrators that the rule of law should be observed. As well as teaching people how to handle violence, the program provided training on identifying and curtailing corruption and strengthening the capacity of local communities to participate in democratic processes.

Mission of the Month

JORDAN

The Challenge

King Abdullah II of Jordan recently announced broad political and democratic reforms for the Middle Eastern kingdom.

“Our vision of the Jordan that will emerge in the future is based on a solid foundation, whose substance is that Jordan is a modern, democratic country,” the king said.

His main goals are promotion of democracy, participation of all groups in society, and strengthening the economy by creating jobs and attracting foreign investment.

Innovative USAID Response

To respond to the king’s request to help Jordan join the global economy, some of USAID’s programs in Amman offer support for political development and institutional strengthening and advise on how to reform the legal and regulatory framework to create a free market economy.

In 2003, for the first time, the mission also supported the parliamentary elections, rule of law, and civil society strengthening. By moving into the arena of political reforms, the mission is hoping to build upon its economic work in Jordan.

In coordination with the Department of State’s Middle East Partnership Initiative, new programs will focus on

- ◆ expanding early childhood education services to rural areas
- ◆ promoting transparent governance
- ◆ decreasing corruption
- ◆ improving the status of women
- ◆ liberalizing the operating environment for the media
- ◆ promoting improved court efficiency and management

From 1997 to 2003, USAID invested \$1.5 billion toward policy reforms, including introducing cost-based water services, improving the delivery of health services, modernizing capital markets, and launching the region’s most comprehensive e-government initiative.

The Agency is also helping promote and facilitate foreign investment. Extensive assistance helped establish the Aqaba Special Economic Zone, a free trade zone offering economic incentives to investors.

Assistance also helped establish a Jordanian-U.S. business association resembling a chamber of commerce, which is strengthening business ties between the two countries.

Currently, the U.S. government gives Jordan \$250 million annually in economic assistance.

In FY 2003, Jordan also received a supplemental \$700 million to offset the effects of the second Gulf War. In FY 2004,



USAID support for Jordan’s pharmaceutical industry focuses on intellectual property rights, international licensing, and market expansion.

the supplemental is \$100 million.

Of the annual U.S. aid budget, approximately half goes to support USAID programs. The rest is given to the Jordanian government as cash transfers to help cover international debts and boost development projects within its budget.

Results

Strong trade ties with the United States have increased Jordanian exports from \$11 million in 2000 to about \$600 million in 2003.

Today, Jordan has one of the most open economies in the Middle East. USAID provided technical aid to carry out policy reforms needed for Jordan to join the World Trade Organization in 2000 and become the fourth nation to sign a Free Trade Agreement with the United States in 2001.

Since 1998, Jordan has raised some \$1.3 billion by privatizing 36 state-owned enterprises. Most of these funds were used to reduce fiscal deficits; some supported further government reforms.

Privatization has also produced independent, competitive industries in such areas as telecommunications and power supply, creating some 6,000 new high-paying professional jobs for Jordanians who might otherwise have left the country.

“Jordan has emerged as a regional model for economic and political reform,” said Mission Director Anne Aarnes. “USAID/Jordan has been a catalyst for much of this success.” ★

www.usaid.gov Keyword: Jordan

Notes from Natsios

★★★★★★★



IRAQ’S MASS GRAVES

In a decade and a half of humanitarian work, I have witnessed the aftermath of much human tragedy, including the Rwandan genocide and the killing fields of Cambodia.

In June 2003, I visited Iraq’s mass graves, the most recent addition to mankind’s legacy of mass murder.

Rows of white bundles containing bones filled room after room. Families filed by, searching for signs of those who had disappeared, some stolen during the night, others taken in daylight. Even small children were not spared the butchery.

The graves that Saddam Hussein’s henchmen dug and filled with human beings are a bitter sign that mankind still has a long way to go before every person has the basic human rights promised by all our religions and cultures—the rights of life and liberty.

Iraqi Foreign Minister Hoshiyar Zebari told the United Nations that under Saddam Hussein, Iraq was “a murderous tyranny that lasted over 35 years.”

“Today we are unearthing thousands of victims in horrifying testament,” Zebari said.

Unless we deal with the mass graves left by 25 years of atrocities, the hidden scars of the past may leave Iraqis unable to deal with the future. Without a legal or judicial process, people may also turn to revenge killings.

Iraqis also want to find the people who committed the killing—shooting children with their mothers. They remain a danger to Iraqis, who don’t want them on the street.

Justice needs to be done to stabilize society and help bring democracy.

Finally, we are helping document graves because the rest of the world—in the Middle East, Europe, and beyond—has refused to acknowledge this monstrous slaughter of innocent civilians. Iraqis demand that the world understand what happened.

I walked across the sandy plains of Iraq and saw the mass graves that were just found and are beginning to yield their tragic secrets. The bones tell a story of horror and shame: arms bound together, skulls pierced from behind. Hundreds in one long trench.

Those who survived inside Iraq, and those who watched helplessly from abroad, have joined together to begin the long, painful process of accounting for the dead.

British Prime Minister Tony Blair said on November 20, 2003, that as many as 400,000 Iraqis lie in these mass graves.

They are Kurds, killed because of their ethnicity. They are Shiites, killed because of their religion. They are Sunnis, killed for their political views. They are Egyptians, Kuwaitis, and Iranians, killed because their lives meant nothing to Saddam Hussein,

Healthcare Reform in Kyrgyzstan Saves Money, Gives Patients Choices

ISSYK-KUL, Kyrgyzstan—In Soviet times, the deep, blue lake and snowcapped mountains of Issyk-Kul, Kyrgyzstan, were famous throughout the country. Today, the region has a new claim to fame—as the laboratory of the country's reformed health system.

Kyrgyzstan is one of the poorest of the former Soviet republics, and, like many of them, is vulnerable to corruption.

Because the landlocked Central Asian nation of 4.9 million faces the possible failure of such basic government services as the healthcare system, USAID and other donors have worked to preserve its publicly funded healthcare, while cutting costs and increasing the quality of primary healthcare.

Unlike the old Soviet system, which spent most of its resources on expensive specialists and hospital-based care, the new system emphasizes family practitioners and preventive healthcare.

The new system's innovations were first launched and refined in Issyk-Kul. Reformers changed how healthcare was financed and delivered, trained doctors and nurses in modern medical practices, and made the system patient-oriented.

Family group practices (FGPs) were first set up in Issyk-Kul in 1995, with U.S. aid. Since then, the region's infant mortality rate has declined faster than any other's.

This indicates that the new healthcare system can contribute to better health as well as cut costs, since low infant mortality rates signify good maternal health and prenatal healthcare.

Patients have choices

Nationwide, about 740 FGPs treat general ailments and provide checkups, vaccinations, and prenatal care.

FGPs generally have an internist, obstetrician-gynecologist, and pediatrician on staff; they refer patients to specialists if necessary.

People have choices in cities with several FGPs. Because they are funded by the government on a per-person basis, a dissatisfied patient who leaves one practice for another "takes the money with him," giving doctors the incentive to treat him well.

The rate of government payment is the same for all patients in a region. The healthy subsidize the ill. And because primary

healthcare is financed through payroll taxes, better-off urban areas subsidize the poorer countryside.

The per-person public funding of FGPs is one of several changes made to lessen suffering caused by the precipitous drop in public funding.

Health funding is still scarce

The problem in idyllic-looking Issyk-Kul was that Soviet tourism ended just as Moscow's subsidies to the healthcare system dried up. This left a costly and inefficient healthcare system that was too expensive for the Kyrgyz government to finance.

Public healthcare spending dropped from 4 percent of gross domestic product (GDP) in 1995 to 1.9 percent of a far smaller GDP in 2001.

The situation is better now. The payment is official and I was aware of it before I came. Plus, I'm getting all the drugs I need and I don't have to go to the pharmacy to get them myself. Everything's included.

PATIENT IN ISSYK-KUL OBLAST, KYRGYZSTAN

As elsewhere in the region, patients are paying the difference, even though family incomes have fallen.

In the former Soviet republics, patients often pay bribes for medical care. Doctors say they need the extra cash because their salaries are very low.

But with a new financing system in place in Kyrgyzstan since 2002, basic care remains free or low cost. The schedule of fees patients pay is publicized to keep corruption at bay.

Total annual spending on healthcare in Kyrgyzstan averages \$12 a person. Although this is inadequate, reformers decided that the health system needed to be more efficient before seeking more money.

Health sector slims down

Under the old system, hospital budgets were based on the number of beds and staff. The new schedule of fees and services pays hospitals and specialists based on the number and types of cases treated.

By revealing which hospitals and doctors are in demand, the new system is forcing the overbuilt healthcare sector to slim down.

For example, Karakol, a town of 60,000 in Issyk-Kul, had more than 10 hospitals with several specialties. Most of the budget went for heating half-empty buildings and paying underutilized staff—not for drugs or new medical equipment.

Administrators had very little flexibility. If money was earmarked for salaries or gas, that is what it had to be spent on.

When Issyk-Kul moved to the new financing system in 2001, politically difficult decisions finally became possible: more than



Olga Lysenko, ZdravPlus

A family doctor checks a patient's blood pressure at the Tunguch family group practice in Bishkek, Kyrgyzstan.

DIFFERENCES IN HEALTHCARE SYSTEMS

New System

Family medicine

Preventive healthcare in a primary care setting

Evidence-based medicine

Patient choice and responsibility

Money moves with patient

Former System

Specialized care

Curative healthcare in a hospital setting

Tradition-based practices

Doctor's authority unquestioned

Money based on number of beds and staff

Abt Associates has implemented the Central Asia Health Reform project since 1994. The program is also known by its Russian name, ZdravPlus. See www.zplus.kz



ZdravPlus, Abt Associates

A Kyrgyz father brings his children for a check-up at a family group practice.

30 percent of the buildings were closed and 13 percent of the medical staff was let go. For those who remained, salaries increased an average of 20 percent—a crucial step to retaining effective and qualified people.

System remains vulnerable

Despite its achievements, the new system is vulnerable.

The biggest threat stems from the country's poverty and the lack of reform elsewhere in the system, said Sheila O'Dougherty, chief of party of USAID's Central Asia health reform project and chief architect of many of the reforms.

For instance, in 2002, after the International Monetary Fund (IMF) expressed concern about its arrears, the Kyrgyz government began paying unemployment benefits from payroll tax revenues meant for the Health Insurance Fund.

The resulting gap in healthcare funding precipitated a crisis that led to urgent discussions on how to meet the needs of one sector within bigger macroeconomic goals set by

the IMF.

While this problem hasn't recurred at the national level, local officials who see dramatic savings in health costs are prone to cut health spending back to fund other, less efficient sectors—in effect, punishing the health sector for cutting out waste.

"If administrators and doctors aren't able to channel the savings they're making into drugs, new equipment, and incentive pay, the quality of healthcare won't improve and the whole point of the reforms is lost," O'Dougherty warned.

The most urgent task for Kyrgyz reformers is to continue to explain the reforms and publicize their results among parliamentarians, officials, health professionals, and the public, in the hope that broad-based political support can nurture the new, more equitable and efficient system, O'Dougherty said. ★ www.usaid.gov **Keyword: Kyrgyzstan**

Feature by Kathryn Stratos, acting director of the Central Asia health office, 1999–2000.

Kazakstani Clinics Improve Care



A doctor examines a child in a family group practice in Kazakhstan.

KARAGANDA, Kazakhstan—Kazakhstanis were so accustomed to abundant and free healthcare in Soviet times they sometimes called an ambulance when they needed to get an insulin shot or their blood pressure checked.

To break people of such expensive habits, clinics in Karaganda now get a monthly report on patients who call an ambulance or go to an emergency room for nonemergencies.

Karaganda, a windswept city on the Central Asian steppe, is home to some of Kazakhstan's first family group practices.

Its regional health ministry pioneered a management information system that monitors their performance. Health providers participate, monitoring themselves so they can improve quality and efficiency of care.

The system was designed by local specialists employed by Abt Associates, under its health reform contract with USAID. The monitoring system tracks 15 financial and

clinical indicators, such as number of people hospitalized for noncritical reasons and percentage of children immunized.

Now managers and doctors can compare their clinic's performance with the average established in the city or district. USAID helps research and address performance problems.

The system's data are considered objective indicators of performance, since some are collected and entered by other institutions such as hospitals. A working group of health officials and practitioners analyze the data quarterly to spot health trends and identify facilities that are performing below average.

Primary health clinics, many of them privately owned, were first set up in Karaganda and two other northern regions in the 1990s. The doctors who started these clinics are active in a national association that advocates for preventive healthcare and family medicine. ★

www.usaid.gov Keyword: Kazakhstan

Uzbeks, Donors Invest in Improved Primary Healthcare

TASHKENT, Uzbekistan—Uzbekistan, culturally and politically more conservative than its neighbors, stood back and watched reforms take hold in Kyrgyzstan and Kazakhstan for several years before embracing many aspects of the health reform model.

In 1998, the Uzbek Ministry of Health asked USAID to help it improve primary health care, including introducing per person financing, in three rural districts in the Ferghana Valley, the densely populated agricultural heartland of the country.

The ministry gave more autonomy to primary care clinics in those pilot districts, and USAID provided clinic staff with medical and management training.

There were just 45 rural health clinics in Ferghana in 1999, but now there are now more than 500 reformed clinics in Uzbekistan. More than 2.5 million people—10 percent of the population—have access to reformed primary healthcare.

The World Bank and Asian Development

Bank are financing the model's nationwide expansion, while USAID provides expert advice and technical assistance.

"The coordination among donors has been great in Uzbekistan. Everything is worked out together so there's no duplication," said Jennifer Adams, director of the Central Asia mission's health office.

While renovating clinics, retraining medical personnel, and calculating new benefit and rate structures all require close coordination with government finance and health departments, community groups and other organizations have been USAID's partners for educating the public about health issues.

In 2002, Ferghana Valley health groups—many of which got their start with U.S. aid—launched an NGO network to share information and work on issues.

For their first joint project, nine NGOs and seven specialists from the government-run Regional AIDS Center developed a public awareness campaign called "There is No Place for AIDS in Ferghana." It resulted

Turkmens Retrain Health Workers

ASHGABAT, Turkmenistan—Turkmenistan is the most closed of the Central Asian countries. The government rarely allows its people to go abroad, carefully weighs requests to visit, and monitors the movements of foreigners.

Such restrictions make it hard for Turkmen doctors, health officials, and medical schools to keep up with international standards in medicine.

Yet USAID's health reform project is quietly improving the quality of healthcare, offering continuing education to doctors and nurses throughout Central Asia.

In Turkmenistan, hundreds of health professionals have taken a course on how to spot and prevent common childhood diseases.

In two pilot sites, local health officials say the training reduced the number of children hospitalized by more than 50 percent.

Lack of basic information is another impediment to good health. For instance, a

USAID-funded household survey in 2000 found that 62 percent of Turkmen thought a child with diarrhea should get less than normal amounts of food.

To counter this misinformation, the Ministry of Information aired USAID-funded TV and radio spots and gave nurses brochures, flyers, and posters to distribute. Nurses visiting new mothers at home competed for cash prizes based on how much their clients knew about the topic.

After the information campaign, more than 76 percent of the population in the pilot sites knew that children should get as much or more food when they are ill with diarrhea.

"The nurses' view of families has changed—from simply patients to partners in the fight against disease," said Mary Skarie, one of the mission's health officers and a nurse practitioner herself. ★

www.usaid.gov Keyword: Turkmenistan

Tajiks Learn from Neighbors

DUSHANBE, Tajikistan—Delivery of U.S. aid to Tajikistan was constrained by aftershocks from the civil war that ended in 1997 and security threats posed by Islamic militants trained in Taliban-led Afghanistan.

But now U.S. assistance has doubled, security is improved, and the Tajik government has adopted an ambitious health reform agenda.

However, Tajikistan, the poorest of the former Soviet republics, is still struggling.

"The healthcare system is broke and broken" said Jennifer Adams, director of USAID/Central Asia's health office.

Until 2003, the health office and its contractors, unable to work freely in country, brought Tajik policymakers to conferences and training in other Central Asia countries.

Tajik physicians first saw Kyrgyz reforms in 1999, when they attended a Central Asia health reform conference. Tajiks have also participated in regional workshops on medical school curriculum reform and new information systems.

Sheila O'Dougherty, chief of party of the

health reform contract, said the Tajik government's 2003 decision to legalize paid healthcare can be traced to familiarity with the Kyrgyz, Uzbek, and Kazakh experiences.

The same is true of the new health minister's support for such reforms as per capita financing of primary healthcare and a new hospital payment system.

"But now [Tajik officials] are beginning to develop their own model," O'Dougherty said. "For example, they want to develop a blended public-private system of health providers that creates competition."

Clinical retraining in Tajikistan also has benefited. In July 2003, four Tajik doctors completed 11 months of retraining at the Family Medicine Training Center in Bishkek, Kyrgyzstan.

One of the first graduates became the director of Tajikistan's Family Medicine Training Center. In December 2003, this center graduated its first 20 medical trainers, who, in turn, will teach primary healthcare to doctors and nurses. ★

www.usaid.gov Keyword: Tajikistan



Nurses try out their clinical examination skills on each other in a health clinic in Uzbekistan.

ZdravPlus, Abt Associates

in volunteers and specialists talking to thousands of high school and university students about HIV/AIDS, its causes and effects, and

the importance of accepting and supporting people who live with the disease. ★

www.usaid.gov Keyword: Uzbekistan

ECONOMIC GROWTH, AGRICULTURE, AND TRADE

Liberia's Women to Share in Postwar Aid



Sahana Dharmapuri, USAID

These female ex-combatants, who came out of the bush a few weeks before the USAID team arrived in Monrovia, ended up in an interim care center run by Samaritan's Purse, an NGO. They are slated to stay for nine months, and receive healthcare, food, education, and vocational skills training. The center is not USAID-funded.

USAID wants to ensure that \$200 million in U.S. assistance for Liberia's reconstruction includes benefits for women and avoids problems encountered in other demobilization, disarmament, and reintegration programs.

A new assessment by the Office of Women in Development (WID) is concerned that USAID-funded programs in Liberia reach women and children who were abducted and forced into the conflict as fighters, porters, or "bush wives."

Commissioned by USAID/Liberia, the assessment team first visited two-year-old reintegration programs in Sierra Leone to find lessons learned and new approaches to reintegrating women and children into society.

Liberia's 15 years of war have destroyed much of the country's economy and infrastructure. A quarter of a million people died, thousands fled the country, and nearly half the population—some 1.3 million people—were displaced. Many were forced into the conflict against their wills.

The assessment team looked at the capacity of communities and NGOs in Liberia to take in ex-combatants. Ideally, they would stay four to six weeks in interim care centers, get medical care and counseling, and prepare to return home. Once home, the goal is to enroll them in vocational training or other educational programs.

The team paid particular attention to accelerated education programs—after-school or weekend programs that teach reading, writing, and arithmetic to teenagers and adults who missed crucial years of schooling.

Since enrollment in reintegration pro-

grams typically requires ex-combatants to give up their weapons, women are often left out because they are not necessarily armed, said Sahana Dharmapuri, women's legal rights advisor and gender specialist at WID.

In Sierra Leone, for instance, only about 4,000 women were among the 76,000 beneficiaries of national government disarmament and reintegration programs. To address women's needs, other programs were started.

In Liberia, the assessment team found that a significant number of former child and women combatants suffer from drug addiction, have little or no education, and have been sexually abused and tortured. Their families and communities are reluctant to take them back, and some are unwilling to return home.

As USAID/Liberia prepares to roll out ex-combatant programs, it will keep the findings of the assessment team in mind, said USAID/Liberia Coordinator Lowell Lynch.

"We need to get things up and running, just as soon as the money is available," Lynch said.

At a U.N. conference February 5–6, more than \$500 million was pledged, including the \$200 million in U.S. aid.

Administrator Natsios told the donors' conference that an immediate developmental goal is "addressing the effects of rampant violence against women and taking steps to ensure that women are equal partners in the new Liberia." ★

www.usaid.gov Keyword: WID

WID Fellow Sahana Dharmapuri contributed to this article.

GLOBAL DEVELOPMENT ALLIANCE

Fritz's Logistics Savvy Improves Relief Delivery

When natural disasters and war leave people in urgent need of food, medicine, and shelter, relief agencies around the world scramble to gather up supplies of corn, biscuits, blankets, and plastic sheeting.

Now aid groups are being helped by Lynn C. Fritz, who is applying his skills to delivering humanitarian relief, after decades spent building up the ability of his global logistics firm to deliver and track freight and packages.

After Fritz sold his company to UPS in 2001, he created the Fritz Institute to strengthen the infrastructure of public and private humanitarian organizations. It is linked to USAID through the Global Development Alliance.

"The Fritz Institute brings cutting-edge practices, resources, and the ability to convene stakeholders."

CRIS MUYUNDA, USAID/ZAMBIA

The institute brings CEOs and chief logistics officers from Fortune 500 companies to improve relief operations in natural disasters.

Fritz Institute sent teams to Zambia twice in the last six months to explore ways to improve the country's humanitarian relief infrastructure. Team members met with the USAID mission, the NGO community, and President Levy Mwanawasa, and also brought together NGO and business leaders.

The private sector was seen to be playing an important role in coping with emergencies, including bringing in food through commercial markets, while NGOs were seen as more effective in delivering food

rations or relief.

At the invitation of the USAID mission, the Fritz Institute sent its chief logistics officer to Ethiopia in early February to help improve the way relief has been supplied during that country's enduring food emergency.

The institute and the mission also agreed to develop ways to improve deliveries of medicines and other health supplies to rural clinics.

The Fritz Institute has supported research and curriculum development relating to complex emergencies at Georgetown, Oxford, and other universities. It has also funded case studies on humanitarian response at business schools and the development of a midcareer training program for NGO logistics professionals.

Private sector experts sent by the institute are evaluating and exploring alternatives to the logistics system of the Agency's Office of U.S. Foreign Disaster Assistance.

The institute's chief technology officer is also working with USAID to develop a website that tracks the Agency's stock of food and other emergency relief commodities.

The institute has created a sophisticated web-based system with the International Federation of Red Cross and Red Crescent Societies to track commodities for the World Food Program, Red Cross, and other relief groups.

The new system could reduce response times and save lives. After a hurricane or another emergency, the Fritz Institute's system—Humanitarian Logistics Software—allows an organization to issue an appeal and take in donations, either cash or in kind, and manage the flow of funds and commodities down to the ground level. ★

www.fritzinstitute.org



Wally Lee, Fritz Institute

The Fritz Institute is concerned with improving relief logistics. It has been reviewing processes and activities of several humanitarian organizations in southern Africa. The photograph shows villagers measuring and distributing monthly rations—50 lbs of maize and one scoop of beans—to each family.

DEMOCRACY, CONFLICT, AND HUMANITARIAN ASSISTANCE

Initiative Helps India Prepare for Disasters



UNDP/India

Villagers draw a map of their homes to speed emergency responses to natural disasters.

NEW DELHI—On January 19, the United States and India officially launched a program that will help India prepare for the natural disasters that often hit the subcontinent—cyclones, hurricanes, floods, and earthquakes.

India, the world's second most populous country with more than a billion people, will receive disaster management science and technology aid worth \$16 million.

USAID has been working with Indian officials and experts since the Orissa cyclone in 1999 and the Gujarat earthquake in 2001. Together, these disasters killed more than 22,000 people and damaged more than 3 million homes.

In July 2001, an Indian delegation visited U.S. emergency officials, including Roger Winter, USAID's Assistant Administrator for Democracy, Conflict, and Humanitarian Assistance.

"It's wonderful to see how far India has come in a very short time," said Winter, who traveled to New Delhi to help launch the five-year partnership.

The new initiative will expand and revitalize India's disaster management systems at national, state, and local levels.

Training of Indian trainers has begun for the Incident Command System, which takes charge of responding to an emergency.

The project also includes

- ◆ better climate forecasting to reduce the impact of floods, cyclones, and droughts
- ◆ stronger Indian support for local emergencies through preventive planning
- ◆ targeted community preparedness in high-risk districts

U.S. and Indian scientists will be looking at warning systems for weather-related dis-

asters. They will also focus on ways to reduce damage from disasters. These include building codes that require earthquake resistance, cyclone tracking, and guidelines for hazardous materials.

The plan also addresses business and industry preparedness, the startup of emergency operations centers, and setting standards for emergency decisionmaking.

"The agreement for the initiative was signed last September and activities are now underway," said Nina Minka of USAID/India.

Most of 2003 was spent designing the project, establishing relationships, identifying counterpart institutions, developing scopes of work, and getting agreements in place.

The disaster prevention strategy includes a \$4 million USAID grant to the United Nations Development Programme, which will help carry out community-based disaster planning in 20 multihazard-prone districts of Orissa, Gujarat, West Bengal, Uttaranchal, and Assam states.

Under this program, communities and states will prepare action plans that define what to do and where to go when a disaster strikes. The program also plans to build a network of 40,000 volunteers, form trained disaster management teams, and set up information centers in 17 field locations to raise community awareness.

USAID has drawn new U.S. partners into the effort, including the Federal Emergency Management Agency (now part of the Department of Homeland Security), the U.S. Forest Service, the National Oceanic and Atmospheric Administration, and the U.S. Geological Survey. ★

GLOBAL HEALTH

U.S. Aid Supports Smaller Guatemalan Families

GUATEMALA CITY—Although relatively new, reproductive health programs in Guatemala are having an impact. The use of contraceptives is rising, and women are bearing fewer children.

In the past three years, the average number of children in a family has fallen from five to 4.4. Between 1999 and 2002, the rate of contraceptive use has risen from 38 to 43 percent.

"Among the health indicators in Guatemala and other countries, maternal and child health are huge factors," said Sandra Jordan of the Bureau for Global Health's Office of Population and Reproductive Health.

"One of the ways of improving them is through family planning, which allows women to have children at optimal times for their health."

The use of contraceptives has helped prevent young women from conceiving before they are ready for motherhood. It has also helped decrease the incidence of pregnancy among women over 40.

"By educating people about the possibilities and modern methods of family planning we can help health improve," Jordan said. "It also means that people have more money—to spend on their children and their education and to break out of the cycle of poverty."

Guatemala's reproductive health programs have also reached Mayan women who often do not participate in such programs. Their use of contraceptives has risen from 10 percent in 1995 to 24 percent in 2002.

Guatemala—a country with a population of 11.2 million—has long had the highest fertility rate in the Americas. It also has the

second-lowest contraceptive prevalence rate, after Haiti.

Guatemala's high levels of poverty and illiteracy, cultural differences between the indigenous population and health providers, and civic unrest stemming from civil war have contributed to the country's traditionally high fertility rate and low contraceptive prevalence.

Contraceptives have been sporadically available through Ministry of Health (MOH) establishments. But contraception has never been publicized, and family planning has generally been ignored.

But a change of government in 2000 brought in a health minister who made statements in the media about the need for the MOH to offer complete family planning information and services.

In early 2001, Guatemala launched a new reproductive health program. The MOH updated family planning norms, began training personnel, published new family planning counseling materials, and aired media spots advertising the program. The government also passed a law that mandated provision of family planning services and required the Ministry of Education to teach sex education in public schools.

In 1999, USAID invested \$5.4 million in Guatemala's reproductive health programs. Funding has grown, spiking in 2002 at \$9.5 million and leveling out to \$6.5 million in 2003.

Besides providing technical and financial assistance to support these efforts, the Agency ensures the supply of contraceptives. ★

www.usaid.gov Keyword: Global Health



Patricia Poppe, CCR, courtesy of Photoshare

People educated about modern family planning methods can improve their health and better provide for their families' basic needs.

Like Parents, Like Children

Over more than four decades, thousands of USAID employees and their families have gone overseas to help develop poor countries, and thousands have supported that work in Washington, D.C.

Many USAID employees saw their children develop an interest in international

assistance. Quite a few of these offspring joined the Agency. One example is Spike Stephenson, the new mission director in Iraq (see page 1).

These pages present a sampling of other second-generation USAID families.

From Dairy Farm to Foreign Service

When Bob Armstrong was offered a job as an agricultural officer with USAID in Kenya, he and his wife Sandy had been raising their two daughters on a dairy farm in western Pennsylvania.

"I guess ever since we gave up the cows, we've been an international family," Sandy said. The move meant that the Armstrong daughters partly grew up in Africa.

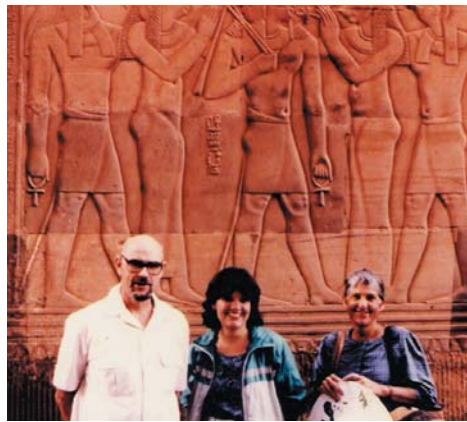
After Bob retired from USAID, he and Sandy stayed on in Zimbabwe, where Bob proceeded to establish an agricultural business department at the Africa University in Mutari.

"Our family always had an interest in development work," says Heather, the youngest daughter, who worked as a Peace Corps volunteer in the Philippines in the mid-1980s.

When, later, she was a USAID contractor in Kenya, her father was an agriculture officer there and her mother was secretary to the Foreign Agricultural Service in Nairobi.

Heather earned a master's degree from United States International University in Nairobi before returning to the United States to resume work for the Peace Corps.

That is when Bob Armstrong encouraged



Bob, Heather, and Sandy Armstrong in Egypt, 1987

Heather to apply for the International Development Intern program. She did, and was hired in 1995.

Heather has since worked at USAID missions in El Salvador, Budapest, and, most recently, Belgrade, where she serves as executive officer.

Sandy Armstrong says: "A lot of people we knew used to say, 'Oh, you're Bob Armstrong's daughter.' And now they are saying to him, 'Oh, you're Heather's father.'" ★

A High School Ambition Fulfilled

Helen Gunther was a junior in high school in Addis Ababa when her father, Jack Gunther, thought it was time she decided her future. He had long encouraged Helen to follow him into development work with USAID, so he had her meet and talk with some of his colleagues.

"I was interested in my father's work," said Helen, who grew up in Asia and Africa, where Jack was a USAID contractor in the area of infrastructure and, later, an executive officer.

Helen pursued agricultural and African studies at Michigan State University. She plunged into the Agency's agricultural work through the International Development Intern program in 1979.

Today, she is acting mission director in Zambia, where she has lived for the past three and a half years.

In 2000, while her parents were visiting her in Zambia, Jack Gunther died. "It was very traumatic in many ways, but we also took comfort in the fact that he died in Africa, where he spent so much of his career," Helen said.

Perhaps the most important aspect of being a second-generation employee, however, is that parents fully understand the lives their offspring have chosen.

"Mom was always very good at sending care packages because she knew there were



Marie and Jack Gunther, with daughter Helen in summer 2000.

things we couldn't readily access," Helen said. "I also appreciated the fact that when they retired and moved back to San Antonio, Texas, they got a very large house, so there was a wing for us when we came back for home leave. They knew how important it was for us to have a home base, rather than sleep on friends' couches and in hotels.

"And probably the most important aspect is when you talk to them about what you do," Helen adds. "Many people are not very interested in necessarily hearing about developing countries, or their issues, but my parents were very aware of the issues and could engage on a technical level." ★

Returning Home a Culture Shock

In the summer of 2003, Lee and Christian Hougen went to Bolivia for Christian's 20th high school reunion. It reminded them just how early Christian began to consider following his father into a career in development.

"I can remember him as a high school student, interviewing the mission director about parastatal industries in Bolivia for a school debate," said Lee, who retired from USAID eight years ago.

Christian grew up in Latin America before coming to the United States to attend college. The culture shock was huge, he said.

"My adjustment was going from a 33-person high school class to a freshmen college class of 9,000," Christian said. "I wasn't well prepared for that. So the cost of being raised overseas was the process of readjusting to my own country."

After college, Christian taught in Japan. He worked as a USAID contractor for three years before getting a graduate degree. He also worked for the Congressional Research Service and the General Accounting Office for four years.

He was a bit hesitant about joining the foreign service. "All that moving around" just didn't appeal as much as settling down for a while, which Christian did when he married and bought a house that needed renovation.

"We nested...and it was very relaxing," he said. "But my wife, who comes from China,



Christian and Lee Hougen returned to Bolivia for Christian's 20th high school reunion. Lee was very involved in the school and well remembered by Christian's classmates.

and I felt that at the core we are international people. So even though we'd settled successfully in America, it was nevertheless time to go overseas again."

Christian joined USAID as a program officer through the New Entry Professional program in March 2002.

He has just completed his rotations in Washington D.C., and, with his wife and daughter, is on his way to a post in New Delhi. ★

Two Alexander Dickies at USAID

Alexander Dickie, the fourth generation to carry the name, followed his father's footsteps into development work at USAID.

The first, known to his colleagues as Alex (but pronounced Alec), was head of the congressional affairs office in the late 1960s. He went on to hold other positions at the Agency, taking his family—including seven children—to Kenya, Sierra Leone, and Guyana in the 1970s and 1980s.

As the children grew up and moved back to the United States, their parents urged, and at times paid for, their children and grandchildren to travel, especially to poor countries.

"I was a Marine in China during World War II and stayed on for a year after," says Alex, who lives his wife, Marilyn, in Woodson, Texas. "I saw unparalleled misery and poverty in China then...they had nothing. So I got my indoctrination early that there was trouble in this world, and that something needed to be done about it."

Alex Dickie retired from the Agency in 1990 after serving as mission director in Guyana.

Son Alexander, known as Lex, first worked with USAID in the late 1970s as a contractor on a range livestock development project in Tanzania. He went on to work as personal services contractor in Senegal in the early 1980s.

He earned a master's degree and a Ph.D. before joining USAID as a foreign service officer in 1983.



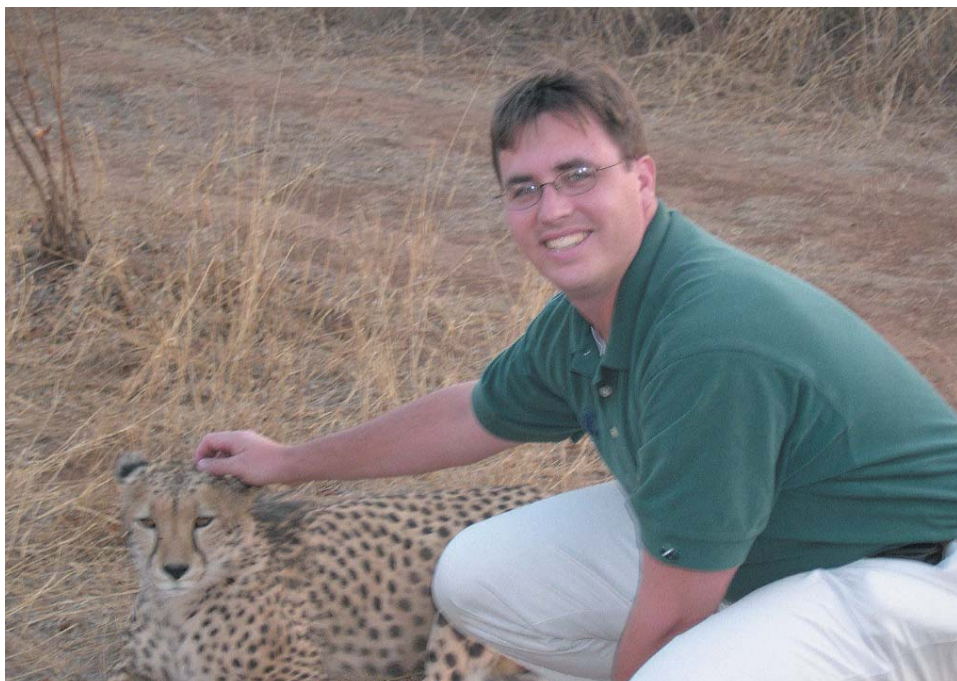
The Dickie family in Nairobi, Kenya, Christmas 1970. Left to right: Lex, Martha, Mary, Joe, Alex, Carolyn, Sarah, Marilyn, and Kate.

Today he is deputy mission director in Honduras.

Lex said: "The children of the foreign service grow up to become citizens of the world and most of us are very proud of that. I thought it was wonderful, growing up in Kenya...but my son reached a point when he said, 'Dad, I need to live in a developed country for a while,' so he is at a boarding school in Texas now."

Lex's wife and daughter live with him in Honduras. ★

Koehring Grew Up Overseas



Ralph Koehring lived with his family in the Ivory Coast, France, Kenya, Cameroon, and Sudan

In part, Ralph Koehring joined USAID because of his fond memories of growing up in Africa while his father, John Koehring, worked for the Agency. Ralph also felt that he really had something to contribute to the foreign service.

"I didn't want to do it unless I had something to add to the equation," he said.

Ralph joined USAID through the New Entry Professional program in 2003 as a procurement officer. He has been doing rotations in Washington, D.C., and expects to be sent overseas this summer.

"All three of our boys always had an affinity for economic and social development," said John. "We lived in Africa for a long time, and I think the family would return there now, if we could."

The oldest Koehring son is a beekeeper in Hawaii, after doing similar work for the Peace Corps in Tunisia. The middle son is a Baptist minister and missionary in the Czech Republic.

Ralph was born while his father served as development assistance advisor for the U.S.

mission to the United Nations. The family also lived in the Ivory Coast, France, Kenya, Cameroon, and Sudan, where John Koehring served as the last mission director for USAID before the Agency closed its operation.

After college, Ralph worked for a congressman and the Department of Veterans Affairs.

"One of the things that really influenced my decision to apply to USAID was that, being within government already, I saw how unique the instrument of procurement is, and I realized how important procurement is for the work of AID," Ralph said. "I realized I could add a significant amount of value not only by having grown up overseas, but also having some knowledge of the procurement office function."

"Not many follow what their parents have done anymore," he added.

"But in the world of development, I think there's great value in doing so, because we do have something to learn from the last generation of foreign service officers at AID." ★

From Rural Oregon to Rural Nigeria

Eighteen years after his father retired from USAID, Delbert "Del" McCluskey did the same thing.

A third generation—two of Del's children in college—may be considering an Agency career. But, Del said, "I doubt it."

"One was born overseas, and two grew up mostly overseas. Two of them like to travel, but I don't think they will want to join AID. They have other interests and like to be settled."

USAID hired Del's father in 1963 to help create a land grant university system in Nigeria.

When Del was 10, the family moved to a small town in the eastern region, 400 miles from Lagos, where they were one of 13 U.S. families.

"We went from rural Oregon to rural Nigeria in about a week," he said, laughing. "It was a big change, to say the least."

The McCluskeys later lived in Brazil, Bolivia, and Laos.

Del came to the United States to attend college and studied forestry. "I was reading about deforestation in Brazil and Asia," he recalled.

After working for the U.S. Forest Service and attending graduate school, he joined USAID in 1983.

Del worked as a rural development officer in Latin America and the Philippines before joining the Bureau for Asia and Near East in 1997.

"My father left a university position to join AID, and by the time the Nigeria project was finished he had caught the development bug and stayed on," Del says.

"I think I've always had it. It seemed like a challenging and rewarding career, with lots of interesting work to do. I saw my father's frustration, but I also saw his excitement—and he was never bored."

Del soon begins a consulting job, backstopping environment programs in Latin America and Asia. ★



Delbert "Del" McCluskey retired from USAID 18 years after his father did.

Father's Field Visits Helped Inspire Diana Putman's USAID Career

As a livestock specialist for USAID in the Caribbean and Africa during the 1960s and 70s, Warren Putman roamed the bush a lot. And he often took his three children along.

"We'd leave school for a while and go off," says Diana, the middle child, who now works for USAID. "I used to think cattle and sheep are boring. I was more interested in the people and what was going on in their heads."

"Diana was just very self-motivated," Warren says. "She constantly was pushing somebody to let her do work in the field."

Diana's desire to pursue anthropology was cemented in the summer of 1973, when Helen Gunther, another "USAID brat," visited her in Tanzania.

"I first met Helen in Niger in about 1967 or 1968," recalled Diana. "I spent two weeks at her home in Ethiopia and she came to mine in Arusha, Tanzania. The summer of 1973... That was the year Helen decided to become an agricultural economist and I

decided to become an anthropologist."

Diana became a USAID International Development Intern, writing her dissertation while on rotation in Washington, D.C.

She feels her training in anthropology has proved immensely useful when working in a range of sectors and with stakeholders of many nationalities, and in her regional job as director of the Food Security Office, where she works on agriculture, trade, environment, and gender.

Diana has designed and managed projects in Indonesia, Tunisia, Tanzania, and Kenya.

In 1991 she took a leave of absence for research on Japanese women, part of an interest in women's issues that began during her 1978 field work in Mali.

"I did my first consulting work for AID while I was in undergrad in Mali, and later Rwanda and Somalia," she said. "Each time I did that work it convinced me I wanted to be out there helping people." ★



A gathering of girls in Niamey, Niger, 1968. Diana Putman is second from left, back row, and Helen Gunther is on the right. Diana's sister Alexandra is in the front row, left.

AFRICA

Zambia's Teachers Cure Students of Parasites

LUSAKA, Zambia—Sixth grade was not going well for Chiluvya. She often missed school because of frequent stomachaches. When she did attend, she could not concentrate, rarely asked questions, and seldom answered when called on. She did poorly in sports and dropped out of extracurricular activities.

But a new USAID program that trains teachers to spot health problems in children changed things dramatically for her.

Chiluvya received medicine to kill off two common parasites in the region—hookworm and bilharzia—and her stomachaches disappeared.

She could attend school more regularly, and her performance improved so much that she tested at the head of her class.

The middle school Chiluvya attends is one of hundreds in Zambia's Eastern Province that participate in the School Health and Nutrition (SHN) program.

SHN, which started in 2001, is part of a larger USAID-funded project relating to communities, health, and education. The program trains teachers to diagnose worm infections and administer deworming medicines and vitamins.

In Zambia, teachers rarely concerned themselves with student health or referred their pupils to clinics. But the SHN program aimed to change this by combining the efforts of Zambia's education and health ministries.

It was logical to use teachers to deliver basic healthcare, such as medicines to fight parasites that sap the energy of students. After all, Zambia has more teachers than health workers, and teachers see students much more frequently.

This expanded role of teachers is overseen by head teachers and Ministry of Health standards officers, who make occasional monitoring visits to participating schools.

Teachers and rural healthcare workers are trained together by the SHN team, although this task is gradually shifting to the government.

Parasitic diseases are rampant among school children. For instance, bilharzia infects as many as 70 percent of students in some rural schools.

Zambia also faces a very serious HIV/AIDS crisis, and has a prevalence rate as high as 20 percent. Famine makes these problems worse.

Sick and malnourished children cannot walk the long distances from home to school. If they arrive, they lack the ability to concentrate and may fall asleep at their desks. Absenteeism due to illness is soaring, according to a 2003 United Nations Development Programme report.

The SHN program began in the Eastern Province because it is one of the areas hardest hit by epidemics of malaria, malnutrition, and parasitic infections.



Gershom Musonda, CHANGES

Parasitic worm diseases infect as many as 70 percent of students in some Zambian rural schools. Children at the Chinika Basic School in Lusaka are now being treated for such diseases by their teachers.

The program involves some 120 schools, reaching more than 40,000 students and hundreds of teachers and health workers. It will expand to another 60 schools in the region and then to three other districts, covering a total of 240 schools.

The SHN program is a partnership between USAID, the Zambian government, Creative Associates International, the Japan International Cooperation Agency, and others. ★

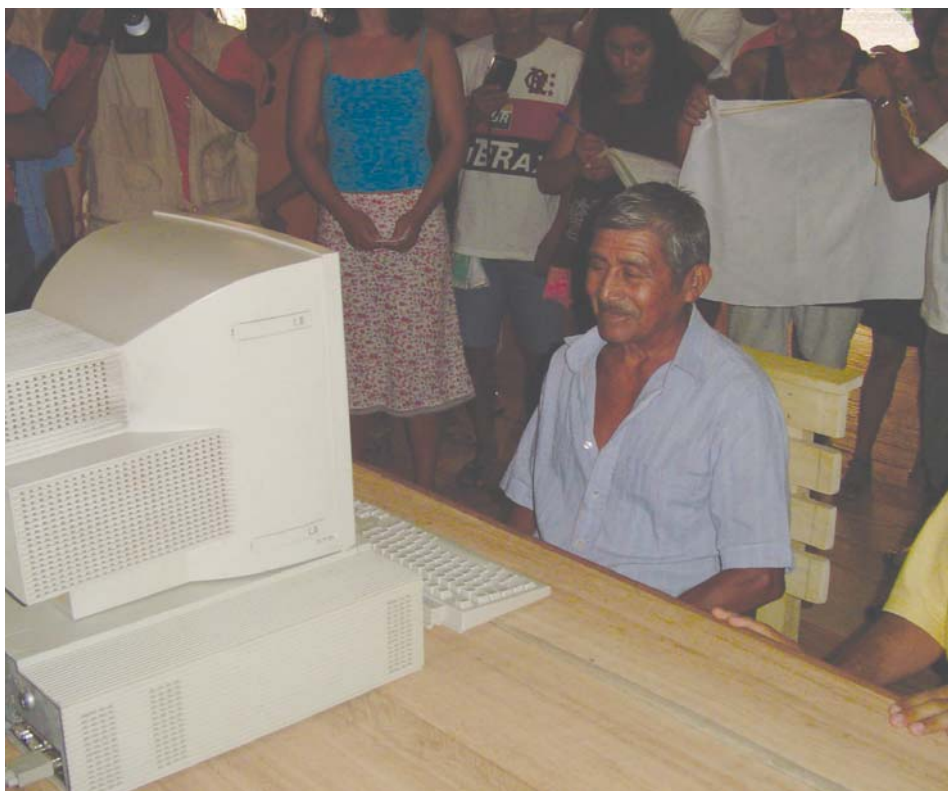
www.usaid.gov Keyword: Zambia

LATIN AMERICA AND THE CARIBBEAN

Brazilian Villages Go Online With Solar Power

SURUACÁ, Brazil—Suruacá, an isolated community on the Tapajós River, has just built a telecenter with solar-powered com-

puters that have put its 400 residents in contact with the outside world through satellites and the internet.



Alexandre Mancuso, USAID/Brazil

In a USAID-funded telecenter, Mr. Neres and other residents of a remote Amazon village gets their first look at a computer, one that runs on solar power and has a satellite internet connection.

It is a big step for a community that is a six-hour boat ride from the closest city, Santarém.

Suruacá has a diesel generator that runs only on weekends, providing two hours of electricity on Saturdays and Sundays.

Building the telecenter took four months. The community association designed the structure, contributed labor, and used wood from the Amazon forest to build it. In return, the association owns the telecenter and is responsible for its upkeep.

USAID contributed a photovoltaic system that can provide eight hours of solar power daily for four computers, and four hours for power for the operation of a radio station.

The Agency also outfitted the telecenter with printers, scanners, and digital cameras. The Brazilian government provided a satellite internet connection.

The telecenter aims at educating the community, linking it to the rest of Brazil and the world, and getting the village some business.

"Brazil has hundreds of communities like Suruacá, which pretty much live like we lived hundreds of years ago," said Eduardo Freitas, energy program development specialist for USAID/Brazil.

"People here have all sorts of problems, such as lack of information about AIDS prevention."

Villagers will be able to gain access to

world markets directly with products such as women's wallets and purses of "ecoleather," made by environmentally friendly, small businesses that USAID helped develop locally.

USAID/Brazil is a small mission. Its energy program includes activities aimed at reducing greenhouse gases through use of renewable resources—such as biomass fuels, solar and wind power, and small-scale hydropower plants.

A secondary goal is to reduce poverty and improve the quality of life of Brazilians lacking access to electricity.

"Most of our work is based on technical assistance at the policy level, and implementing demonstration projects—like the telecenter—which we hope will be replicated by the government," said Freitas.

He also said the centers will be used to distribute information from other mission programs, such as HIV/AIDS prevention and forest management initiatives.

Over three years, USAID gave \$200,000 to U.S. and Brazilian NGOs to develop telecenters in eight communities. These were chosen on the basis of need, commitment, and the presence of representative local associations.

The Agency leveraged \$400,000 from other groups, including the Brazilian government. ★

www.usaid.gov Keyword: Brazil

ASIA AND THE NEAR EAST

Dorms Help Moroccan Girls Continue Schooling

RABAT, Morocco—Many rural girls in Morocco do not attend middle school. It's not because they don't want to: no schools are close enough to their villages to allow them travel back and forth each day.

But because Souhaila Nejoui, 14, lives in a dormitory close to her school, she can continue her education.

Souhaila is among 400 girls who live in 19 dormitories paid for in part with U.S. funds.

She has been in the program for two years, and says she could not have stayed in school without it.

"I could not have traveled all the way to my school from home each day, so I would just be at home working," said Souhaila, who wants to be a doctor.

Other girls in her dormitory want to be teachers, pilots, and businesswomen.

By traveling home on weekends, the students pass along their enthusiasm and hopes to other village girls, who, said Souhaila's mother, all express interest in continuing their schooling with the dormitory program.

The Scholarships for Success program offers middle-school girls safe housing, medical coverage, school supplies, and tutoring. It was started in 1999 and is managed by *Comité de soutien à la scolarisation des filles rurales* (CSSF), a Moroccan private voluntary organization.

The girls are chosen on the basis of age, past school performance, family income, and

how far away from a school they live.

Lack of access to middle schools is the main factor in the 12 percent literacy rate for girls in rural Morocco.

The culture frowns upon young, unaccompanied girls traveling long distances, but it does not constrain boys from doing so.

"I want my daughter to study now," said the father of one of Souhaila's classmates. "I did not go to school. I can neither read nor write. The world has changed, and I am going to help my daughter as much as I can. I want her to succeed."

Morocco's government guarantees high school scholarships to girls who complete the program and full medical coverage while they are in school, part of official efforts toward the country's "education decade."

Some 25 partners fund the program, including private businesses and government agencies. The CSSF provides training and support to its network of 14 NGOs responsible for managing the dormitories.

In 2002, USAID's Global Development Alliance gave the program \$200,000. Companies such as Motorola and the Kiron Company also contributed.

In 2003, the Department of State's Middle East Partnership Initiative also got on board, providing \$240,000 to support a new class of 100 girls. A U.S. Defense Department program is also building at least five dormitories, each housing 25 girls. ★



Katie Croake, USAID Development Information Services

Souhaila Nejoui receives a visit from her mother, who dropped off fruit for girls living in Souhaila's dormitory. The girls live in USAID-supported dormitories because there are no schools within easy access of their villages. Without the dormitories, they would not be in school.

EUROPE AND EURASIA

ChildNet Helps Romania's Abandoned Children



Anda Tarlea, Robin Hood Child Placement Center, Bucharest

Bucharest's Robin Hood Child Placement Center is home to 54 children, who stay until their families can solve financial or legal problems and get back on their feet.

BUCHAREST, Romania—Hundreds of orphans and abandoned children in Romania are finding homes through ChildNet, a program that helps poor families stay together and finds foster care for abandoned or orphaned children.

The program works in most of Romania's counties, and, in September 2003, served about 7,000 of 31,365 children in state care.

That number is down from the 100,000 children who were in institutions in the late

1990s, before Romania passed a law creating foster care.

In Romania, USAID-funded ChildNet aims to reduce the number of children living in institutions by 50 percent and close 30 percent of existing orphanages by July 2006.

About 85 percent of children in state care are not orphans. Most have at least one living parent or other relative who say he or she cannot provide adequately for them.

The problem has historic roots.

"Under communism, people were encouraged to have as many children as possible. They were told the state would care for the children if they couldn't," explained Jay Sorensen, public outreach coordinator with USAID/Bucharest.

"Women were encouraged to have five children, and if they had nine children they were called 'heroine mothers.'"

Contraceptives were banned under Romania's communist regime.

Growing poverty and lack of childcare led doctors to advise struggling families to place their children in institutions. By 1989, there were over 700 orphanages throughout Romania.

Until recently, the government allowed foreign adoptions, and many abandoned children were taken in by Western families. But the government now prefers to keep the country's children. It halted foreign adoptions after many instances of corruption

were exposed.

ChildNet, which runs until 2006, funds more than 70 NGOs that focus on children's issues. Projects include

- ◆ alternative community child services
- ◆ counseling to pregnant women at risk of abandoning their babies
- ◆ supporting daycare centers for poor families
- ◆ providing rehabilitation services for child victims of domestic abuse and neglect

Many NGOs also offer job training to 18-year-olds leaving orphanages as well as unemployed parents who are considering abandonment but would prefer to keep their children.

An independent evaluation recently found that rates of abandonment for children aged 0-2 in USAID-supported countries were consistently 13-43 percent lower than the average rates in seven other countries.

Since ChildNet started in June 2001, the number of children in state-run institutions has dropped by 35 percent, program officers say.

ChildNet is a five-year, \$15 million partnership between USAID, World Learning, Romania's National Authority for Child Protection and Adoption, and dozens of subgrantees.

The Romanian government is expected to take over the project in 2006. ★

www.usaid.gov **Keyword: Romania**

January 11, 2004–February 7, 2004

PROMOTED

Carolyn S. Mackey
Kevin D. Skoric

MOVED ON

Sarah E. Taylor

RETIRED

Brenda W. Gray
Geraldine A. Hopkins
Theresa L. Marquina
Jean Best Washington
Laverne L. Williams

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REASSIGNED

Kaya D. Adams
COMP/NE/OJT to CA/DM

Robert L. Arellano
O/S Lang Trng to Haiti/FM

Alfreda Brewer
Angola to Skopje

Cynthia Sue Chassy
M/HR/LS to RS/Africa/SO2 ED-

Mary Eileen Devitt
Egypt/FM/FA to RCESA/RFMA

Lorie B. Dobbins
GDA to AFR/SA

Daniel J. Gowen
O/S Lang Trng to Dominican Republic

Elizabeth A. Hogan
Comp/Lt Trng to LAC/RSD

Fred K. Kirschstein
Romania to Comp/Fs/Reassign

George E. Like
EGAT/EIT/E to DCHA/PVC/ASHA

Kermit C. Moh
LAC/RSD to AA/LAC

Bradford C. Palmer
Mali/Mgt to RCESA/EXO

Herminia B. Pangan
Cambodia to India/RFMA

Randall G. Peterson
Comp/FS/Reassign to Honduras/ANRO

Neil G. Price
Iraq/CO to Comp/FS/Reassign

William L. Riley
Comp/LWOP to Haiti/HRD

Michael P. Rossman
Comp/NE/OJT to REDSO/ESA/CON

Anthony P. Sundry
OIG/A/IT&SA to OIG/A/BI&C

Edgar T. Thornton III
AA/AFR to EGAT/PR/UP

Anthony J. Vodraska
M/FM/FS to RCESA/RPPO

Lisa Y. Whitley
Comp/NE/OJ to RCESA/RPPO

Wesley Dale Wilson
LPA/PIPOS to AA/PPC

IN MEMORIAM

John Andrew Shute, 96, died December 4, 2003. Shute joined the Economic Cooperation Administration, a USAID predecessor agency, in the early 1950s as a price administrator and was director of the financial and procurement method division in Washington, D.C., until 1960. When Shute retired from USAID in 1973, he was chief of the financial policy staff.

A sequel to January's '2003 Retirees' feature

Lewellen Recalls 26 Years of Fascinating Agency Jobs

I joined USAID in 1977 and retired in 2003.

I was controller backstop for approximately 18 years, moved to the National War College for national security strategy training, and then became supervisory program officer for operations and resources in the Bureau for Asia and the Near East. Last, but not least, I became mission director to Ethiopia in 2000.

Indonesia was my first post. I traveled extensively for two years, experiencing the full range of mission activities. That was when IDIs (International Development Interns) had the opportunity to rotate within a mission.

Zimbabwe was probably my favorite post; my husband and I might have retired to Zim if the country had remained stable.

During nearly seven years there, our children grew up and attended local schools. My family loved spending time in the "bush," and our friends were almost all Zimbabwean. We can never forget watching the sunsets over the Zambezi or the sight of baby elephants frolicking in the river.

Ethiopia in 2000–03 was the pinnacle of my career.

Among several major accomplishments, the mission rebuilt a town along the Eritrean border, allowing people to return to their homes and productive lives.

Over 150 U.S. mission staff participated in a donor-wide HIV/AIDS competition that helped make it easier to talk about the disease.

How can one ever forget watching the fight to survive of a 14-year-old Ethiopian boy who was 5 feet 10 inches tall but weighed only 44 pounds?

Or finding the doctor who helped a 5-year-old boy recover from burns suffered 18 months earlier? Muhadin still had open burn



Mary Lewellen taught cake decorating at the Missionaries of Charity Orphanage in Ethiopia.

wounds, weighed less than 20 pounds, and could no longer stand or walk. Fortunately, a Korean plastic surgeon in Addis—who had dedicated over 25 years of his life to Ethiopia and its people—agreed to help.

Two months later, Muhadin could walk, run, laugh, and play. My family gave him a bicycle to help him strengthen his legs.

My family often went to the Missionaries of Charity Orphanage, where all of the children have HIV. I'll never forget the wonder and delight on their faces as we taught them to do needlepoint, latchhook, dye Easter eggs, and decorate cakes.

My husband, Ted Morse, is now in Iraq. When he returns, we will begin looking for a retirement home. But we are also planning to visit places we once lived, see changes, renew friendships, and identify ways we can continue to support the development agenda.

We also want to visit countries we never had the time to see while working—Australia, New Zealand, China, Vietnam, and Tibet.

In the best of all possible worlds, I would also do training for USAID and our partners overseas. ★

Natsios on Mass Graves in Iraq

▲ FROM PAGE 3

his sons, and their followers.

As Saddam's evil regime collapsed in April and May 2003, and his Baath Party mass murderers retreated into the shadows, Iraqis began to act on their formerly hidden grief. They searched for their loved ones rounded up over the years in campaigns of terror. They had heard rumors about shots in the night, mass burials, and vanished prisoners. Now they followed those bloody trails to the mounds of earth they suspected entombed their beloved children and parents.

The new leaders in Al Hillah, Karbala, Najaf, and a dozen other cities and towns around Iraq worked with U.S. and British forces to try and protect some of the mass graves. We hope to preserve the evidence of these crimes against humanity.

Human rights groups have formed, assisted by USAID and working with the Coalition Provisional Authority, to urge people to record the names of those being exhumed and describe the circumstances under which they were seized and slain.

Yes—people want to find the remains of their loved ones and give them a proper burial in consecrated ground. But the Iraqi people also want justice—to punish those who callously killed their fellow citizens by the busload, day after day, year after year.

Above all, if people in Iraq and around the world hope to learn from the crimes of the past, the mass graves of Iraq must be documented, reported, and never forgotten or denied. ★

www.usaid.gov Keyword: Iraq

This article appears in the USAID publication *Mass Graves*, downloadable at usaid.gov and www.dec.org/pdf_docs/PNACW223.pdf.

Natsios Briefs All-Hands Meeting

At the annual All-Hands Meeting at USAID headquarters February 4, Administrator Natsios laid out the major priorities for the coming year and said that closer ties to the Department of State would make the Agency a more effective player in foreign policy.

- The five priorities for 2004 are
- ◆ reconstruction of Iraq, Afghanistan, Liberia, and Sudan
 - ◆ fighting HIV/AIDS
 - ◆ supporting the Millennium Challenge Corporation (MCC)
 - ◆ supporting 19 presidential development initiatives
 - ◆ business and management reform

Natsios said he had attended February 3 the first board meeting of MCC, which is expected to have a \$5 billion a year foreign aid budget by FY 2006.

The board chose Undersecretary of State Al Larson as the MCC's interim chief executive officer.

The board also approved a list of 63 low-income candidate countries, which will be pared down to 15 or 20 countries within the next 90 days.

"We hope perhaps some contracts or compacts will be finished by fall, at least by the end of this fiscal year," said Natsios.

He added, "From the mid-60s until the mid-90s, it was a policy of the U.S. government, through both Democratic and Republican administrations, to have only one foreign aid program in the U.S. Government centered in AID."

But, he said, "if you look at what percentage of ODA [Overseas Development Assistance] we spent in 1990 versus 2000, there's a dramatic decline in terms of our percentage. So we don't spend all of it any more."

Natsios said increasingly close coordination and ties with State would strengthen USAID. "We cannot win interagency fights with three other federal departments without the State Department," he said.

"So are we being absorbed? No, we are not. Are we going to remain an independent agency? Yes, we are.

"Are we going to be more connected to the foreign policy interests of the United States? The answer is yes, we are." ★

Global Health Awards Highlight Headquarters Service to Field



John Jones, Bureau for Global Health, receives an award from Assistant Administrator Connie Newman for exemplary support to USAID/Angola's health team.

On January 29, 2004, Administrator Natsios presided over the ceremony of the 4th Annual Population, Health, and Nutrition "Superior Service to the Field" Awards.

The event recognized exemplary service to missions by 43 individuals and country teams in 2003.

Senior officials from each of the regional bureaus—Connie Newman (Africa), Jim Kunder (Asia and Near East), Don Boyd (Latin American and the Caribbean), and Gloria Steele (Europe and Eurasia)—presented the awards.

The Bureau for Global Health gives the awards annually to emphasize the importance of field support.

The award program was adopted to focus staff attention on the field, reward cross-bureau collaboration, and strengthen relationships between headquarters and the field.

Missions nominate headquarters staff who cover short-staffed missions or offer exceptional assistance with a country strategy, a technical issue, or backstopping support.

Assistant Administrator Anne Peterson called the ceremony "a celebration of Washington's collective commitment to serve the field" and vowed to use the Administrator's 2003 survey to further improve support.

She said responses from the field suggest the need to expand training opportunities, tailor bureau-managed projects to fit mission needs better, and improve the utility and timeliness of information to support decisionmaking.

Natsios praised the health sector for its customer focus, and said that the country support system of the Bureau for Global Health is a model for others. ★

USAID's January 21 Ceremony Hails Dr. King's Wisdom

At USAID's observance of Martin Luther King Day January 21, some 250 employees heard Paul Berry, former senior anchor of station WJLA, bring to life Dr. King's famous "Letter from a Birmingham Jail."

"Writing on scraps of newspaper sneaked into the jail by friends, Dr. King made the case for full civil rights and for using nonviolence to get them," Berry told the crowd at the Ronald Reagan Building's Marriott Learning Center.

"Dr. King wrote that the American people are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly affects all indirectly."

Berry concluded his message by suggesting the audience read King's letter in its entirety to understand why King chose non-violent direct action.

Administrator Natsios, recalling King's memorable, "I Have a Dream" speech, told the audience, "I confess to being moved—greatly moved—each time I hear the speech he gave some 40 years ago before the Lincoln Memorial. What explains the power of such words that have etched themselves on our minds and so moved our hearts?"

Senior Advisor to the Administrator Joanne Giordano said the "holiday celebrates the life and legacy of a man who brought hope and healing to America. We commemorate the timeless values he taught us through his example—the value of courage, truth, justice, dignity, and service that defined Dr. King's character."

Before the keynote address, the program included an audiotape excerpt of King's "I Have a Dream" speech, the national anthem, and one of King's favorite songs, "If I Can Help Somebody," sung by Donna Williams. The program concluded with the customary commemorative reading by USAID



Former anchor Paul Berry recited Dr. King's "Letter from a Birmingham Jail" on January 21.

employees of the litany "Let My People Go."

The program was cosponsored by the Office of Equal Opportunity Programs and the USAID chapter of Blacks in Government. ★

Gloria Greene-Blackwell, Office of Equal Opportunity Programs, contributed to this article.

Tobias Says USAID Plays Vital Role

▲ FROM PAGE 1

will be a different role," said Tobias, who added that he does not know how much of the \$15 billion in the emergency plan will go through USAID.

"Up to now, a number of different U.S. agencies and departments have addressed the HIV/AIDS pandemic around the world.

"But that effort lacked an overall strategy or direction to bring it all together in a way that could take advantage of the various strengths and experiences and processes and human skills that exist all across the U.S. government."

Tobias said USAID did an "amazing" job by quickly obligating \$124 million in January 2004—92 percent of the target that he had set for the Agency.

Tobias said the United States will fight AIDS on three fronts:

- ◆ strengthening programs in the over 100 countries where the United States has bilateral HIV/AIDS programs, mainly through USAID and the Centers for Disease Control and Prevention
- ◆ targeting additional funds to 14 focus

countries in Africa and the Caribbean—soon to be expanded to a 15th outside of those regions—that account for over 50 percent of the world's HIV/AIDS cases.

- ◆ strengthening multilateral initiatives with partners, including the Global Fund to Fight AIDS, Tuberculosis and Malaria

Tobias said the U.S. budget in 2004 for the Global Fund to Fight AIDS, Tuberculosis and Malaria is \$547 million; much of that money will be spent outside the focus countries.

"There are a number of indicators that suggest the problem of AIDS is getting greater: last year, 3 million died and 5 million were infected, suggesting that we are losing the war," Tobias said.

"But I believe it is possible that in my lifetime we will see the trend reversed. It's a very long-term effort."

He noted that perhaps 95 percent of 40 million infected people don't know that they are infected. However, as anti-AIDS drugs are introduced and people see they can live long productive lives, he hopes more people will get tested and learn their status. ★

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

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IT Scores Improve

In the latest congressional report card, USAID’s grade on computer security jumped from an F to a C minus, putting it above average for the government.

The government’s overall score was a D: 14 of 24 major federal agencies received grades below C, and eight flunked.

The 2002 Federal Information Security Act requires annual information technology (IT) security reviews. Scores are based on separate annual reports to OMB by federal agencies and their inspectors general.

USAID’s score improved because the Agency implemented IT security measures—such as a log-in screen with security tips that change every day, weekly antivirus software updates, and monthly remote scanning of mission IT equipment to check for security vulnerabilities.

“Our goal is a perfect score, but we are pleased with the big improvement,” said John Streufert, who is in charge of information

management at the Agency. “We can expect OMB and Congress to want assurance that every system we use has been engineered with security in mind.”

Improvement in cybersecurity is still too slow, said Rep. Adam Putnam (R-Fla.), who chairs the congressional subcommittee that oversees federal government information technology. The IT overseer wants further improvements in 2004.

The subcommittee found that agencies that performed well had five things in common:

- ◆ complete inventories of critical information technology assets
- ◆ a focus on infrastructure and systems critical to performing their mission
- ◆ a good system for reporting security incidents
- ◆ tight controls over contractors
- ◆ a proactive approach to finding and eliminating security problems ★

\$8.8 Billion Core Budget In 2005

▲ FROM PAGE 1

billion in 2005 and manage an additional \$3.7 billion programmed in coordination with the Department of State. The budget includes

- ◆ \$1.42 billion for child survival and health
 - ◆ \$1.33 billion for development assistance
 - ◆ \$385 million for international disaster and famine assistance
 - ◆ \$62.8 million for transition initiatives to prevent or recover from conflict
 - ◆ \$1.18 billion in P.L. 480 Food for Peace
- Some \$623 million will go to operating costs, a modest increase that will allow USAID to hire additional HIV/AIDS offi-

cers and recruit and train junior foreign service officers to replace retiring officers. Some \$64.8 million goes for capital investment.

Compared to the 2004 core budget, the proposed 2005 budget is flat. However, as of February, supplemental funding for Iraq and Afghanistan pushed the 2004 budget up to \$10.2 billion.

Funding for the Millennium Challenge Account increased from the current \$1 billion to \$2.5 billion in 2005.

Congress must still debate and vote before the budget is offered to President Bush to sign into law. ★

Stephenson to Iraq Mission

▲ FROM PAGE 1

Stephenson is a second-generation USAID employee. He spent much of his youth in India while his father, Jim, served in the mission in the 1960s.

When asked to go to Iraq, Stephenson said it took him 48 hours to say yes.

“The big challenge will be the transition from the CPA to [Iraqi] sovereignty and to a U.S. Embassy with the State Department in charge,” said Stephenson.

He said he will not only deal with the billions of dollars in contracts for reconstruction of the infrastructure—needed to “increase confidence in the quality of life”—but will work to “transform Iraq to a free market economy and a democratic society.”

“In six months, will there be Jeffersonian democracy in Iraq? No. But Iraq needs to adapt its own form of democracy to its own cultures and religions,” he said. “It takes time. Violence will continue. But there will be progress.”



Spike Stephenson, the Agency’s new mission director in Iraq.

Based on his years of experience in six postconflict countries, Stephenson said: “You move two steps forward and one step back, but there will be steady progress.

“It’s important to build confidence. You

need transformational reconstruction—to change the way people think about themselves and change what they demand of their government.” ★

See stories about other second-generation USAID employees on pages 8–9.

Liberia Aid Set

▲ FROM PAGE 1

and not AK-47s,” Secretary of State Colin L. Powell told the meeting. “We seek a Liberia whose timber does not fuel the fires of war and whose diamonds are not dripping with blood.”

European nations pledged \$250 million, and the World Bank said it would give \$50 million in grants. This aid will go to clearing the harbor of Monrovia, the capital, and providing sanitation, transport, and telephone service.

The U.S. pledge will provide humanitarian relief; help resettle displaced persons, refugees, and former combatants; and train a new police force. U.S. aid also will support elections; independent media; and projects in health, education, and agriculture.

During the civil war, a quarter of a million people died and 1.3 million were displaced—half the country’s population.

In August 2003, embattled President Charles Taylor went into exile and the Comprehensive Peace Agreement was signed in Accra, Ghana.

The United Nations has authorized the expansion of its peacekeeping operation to 15,000 troops. ★

www.usaid.gov Keyword: Liberia

Thank You, USAID

VIRGINIA FOLEY

Virginia Foley's husband Larry Foley, 60, executive officer at the USAID mission in Jordan, was gunned down in the driveway of their Amman home by a presumed terrorist October 28, 2002

If you've never experienced the remarkable sensation of having a multitiered hall full of people stand up and clap specifically for you, let me tell you about it. It happened to me at the USAID Honors Ceremony held at the Ronald Reagan Building in November 2003, and it was overwhelming! Not knowing where to look or whom to acknowledge, I shook hands with Administrator Natsios and hugged Rose Marie [Depp, USAID director of Human Resources], hoping you'd know I wanted to do the same with everyone standing.

Someday I'd like to do something to earn that remarkable acknowledgment.

When Larry's much respected former boss talked about me, Larry was sitting on my shoulder saying "Who won this award anyway?"—which is what I would have said at the time, had there been any air left in me.

I would have also said that the only thing I personally have done is survive, and thank you, USAID friends all over the world, for helping make that possible.

Thank you, USAID, for the lifetime of adventure and service opportunities you provided our family.

Who would have guessed that would end that so abruptly on a day that seemed like any other, when Larry brought me a cup of coffee before heading off to work?

If he ever offered a challenge to a terrorist's surveillance, it would have been that week of the World Series. But disgust at the failure of his team to perform had him leaving the house at a predictable hour.

Who would have guessed that after living in several acknowledged dangerous posts, this murder would happen in a country where we felt so safe?

And who would have guessed that a Boston-Irish kid from Roxbury would one day be referred to as "our dear friend, Larry



Virginia Foley
Larry and Virginia Foley in Jordan.

Foley" by one of the public figures he most respected in a worldwide speech to the United Nations?

Thank you for the trees planted in Cajamarca, Peru, in Larry's name; for the gazebo named after him at the USAID office in Zimbabwe; and for the plaque and fruit tree at the embassy in Amman. For the thousands of dollars donated in his name to the Orphanage of Love in Jordan, and, most recently, for those gathered by the USAID Security Office last Christmas.

Thank you for the Peace Corps scholarship fund in Larry's name in Romania, and for all the kindnesses you've extended in his name elsewhere in the world that I don't know about.

Finally, thank you USAID for your support and friendship. Thank you to all who wrote or called to tell me you loved him too.

I feel deeply blessed. With you in my heart and Larry on my shoulder, I can live in Kahlil Gibran's world, where we will laugh all of our laughter and cry all of our tears.

Wishing us peace, and successes in our goals for this small world in 2004. ★

In Fond Remembrance

JAMES CLAD

Masamori Inoue and Katsuhiko Oku were slain on the road to Tikrit by gunmen November 30, 2003.

I learned of Katsuhiko Oku's death when a caller from Baghdad told me that "Katsu" and his younger colleague, fellow Japanese diplomat Masamori Inoue, had been shot.

Katsu and I had traveled to the site of the ancient city of Babylon a week after we met in Baghdad in April 2003.

Katsu asked the chief archeologist: "Did you expect the coalition to win as quickly?" The chief archeologist abruptly ceased speaking. He turned away, his eyes filled with tears.

"You have no idea," he sighed at last.

"It's just two days since my family found my cousin's body," he added. "We'd not seen him since 1991, but we had always tried to believe he might still be alive, somewhere. We found his headless body, only bones and scrap now, at the mass grave in Al Hillah."

Katsu and "Masa" became very special to me during my three-month assignment in Iraq.

Working as Katsu's junior partner, Masa worked on coalition interests in—and increasingly outside—the building housing the Coalition Provisional Authority (CPA).

The Arabic-speaking Masa was just 30 years old, while rugby-playing Katsu was a youthful 45.

News reports describe them as "diplomats," but this misleadingly suggests privilege and social distance—far from what was involved in their daily work and frequent excursions into the country.

Katsu relished the challenge of trying to make a difference. He sought out tough problems and then applied money, usually in modest amounts, to make demonstrable, on-the-ground gains for Iraqis.

His government gave him the authority—and he possessed the vision—to go out and find worthy, immediate ways to show Iraqis what their future could be.

Katsu was responsible for replacing Baghdad's main electricity distribution



James Clad
Katsuhiko Oku (left) and Masamori Inoue.

switchboard after the initial looting sprees. He sent a dredging vessel to clear the channel below Umm Qasr, Iraq's port. He helped refurbish and repair a small shopping mall, formerly reserved for Baathist cronies, that opened to the public in August 2003. Small changes, perhaps. But Katsu knew Iraqis needed visible signs of change and of a brighter future.

Hypnotized by targeted killings, the foreign media by and large has lost interest in other stories. But hundreds of U.S. Army civil action officers and dozens of aid agency teams have made a huge difference.

Though Japan's total official representation at the CPA numbered just these two men, Katsu and Masa belonged to this honorable band of doers.

As the shock wears off and mourning deepens, my thoughts return to our Babylon visit. I'll always remember Katsu on that April day at that ancient site: inquisitive, questing, learning. At the end of the day, he would speak matter-of-factly about evil. He had no illusions about what we had displaced.

In a spirit reflecting his own great country, he and Masa worked for a better Iraq, holding in their hearts a vision that the men who killed them on November 29 would not know how to recognize. ★

Until recently, James Clad was senior advisor to the Assistant Administrator of the Bureau for Policy and Program Coordination. This article appeared in a longer form in the Japan Times.

'Boba' Nedovic Fought for Free Elections in 2000

KATHRYN STRATOS

Dr. Slobodanka Nedovic, a law professor at the University of Belgrade who fought for free elections in Serbia, died in Belgrade on January 26.

In October 2000, as executive director of the Center for Fair Elections and Democracy (CeSID), Nedovic helped organize a parallel vote count for the presidential election that sparked demonstrations calling for Slobodan Milosevic to recognize the results and step down.

I first met Dr. Nedovic—or "Boba"—in February 1997 at the University of Belgrade, when street demonstrations against Milosevic for not honoring local election results were occurring just outside. Since Boba's students told me they had analyzed local government laws, I handed them a National Democratic Institute (NDI) guidebook on how to monitor elections.

Boba let the students do the talking, seeing

her role as mentor in this extracurricular activity that eventually took over their lives. She occasionally threw in an observation that showed wisdom and vision. For instance, she said a focus on the electoral process—and not on the uneasy opposition coalition—would further reform.

After talking with the students, Boba and I went out to a balcony to watch demonstrators below. Laughingly, we added to the cacophony by cranking up an old World War II bomb alert siren. I wondered later if this quaint device was used during the 1999 bombing of Belgrade.

In April 1997, NDI sent some of Boba's law students to Bulgaria to monitor parliamentary elections. Their bus trip across the Balkans did a lot to create a working relationship between students from different cities—a first step toward a monitoring network that spread to dozens of Serbian towns.

By the time I visited Boba again, she and the students had registered CeSID as an NGO, set up a politically diverse board of directors, and recruited a mathematician to help refine a parallel vote count model.

Although Boba was CeSID's executive director, she shared decisions and engaged in debate with her former law students—"the kids," as she affectionately called them, even when most married and had children of their own.

When the 2000 presidential election was called, CeSID volunteers monitored precincts throughout Serbia and confidently predicted its outcome.

The people took to the streets because they trusted CeSID's estimates over official government results that declared Milosevic the victor. The demonstrations forced Milosevic to recognize the results and step down.

Boba Nedovic was caught up in a terrible



Nedovic at a Belgrade press conference.

time in her country's history.

But she didn't emigrate. She didn't hide. She spoke up. And she did something great. ★

U.S. Officials Head for Libya

TRIPOLI, Libya—U.S. officials, including experts from USAID and the Department of Health and Human Services, are being dispatched to Libya to look at the country's healthcare system. The mission comes after the North African country's decision to dismantle its nuclear weapons program and seek improved relations with the United States. In addition to exploring areas for future cooperation, the team will discuss how Tripoli could join the International Trachoma Initiative and qualify for access to free pharmaceuticals and other help to deal with trachoma, a disease that causes blindness.

More Fighting in Sudan

KHARTOUM, Sudan—Fighting intensified in a second civil war in Darfur, western Sudan, near the border of Chad, displacing 600,000 people and sending 100,000 refugees across the border. Some 20,000 new refugees arrived in Chad during the first two weeks of February. There is no humanitarian access to most of the affected population in Darfur, and significant hunger is being reported. The conflict pits Arab Sudanese, supported by the government in Khartoum, against African Sudanese in Darfur.

Europeans Increase Aid

PARIS—The European Union is increasing its aid budget from \$551 million to \$611 million for 2004. This amount is separate from the national aid budgets of the 15 EU member countries. Some \$205 million will go to countries in Africa, the Caribbean, and the Pacific, and \$52 million is earmarked jointly for Afghanistan, Pakistan, and Iran. About \$26 million is set aside for helping with the humanitarian situation in Iraq, and \$43 million for the Middle East.

Microsoft-U.N. Partnership

NEW YORK—Microsoft Chairman Bill Gates announced a partnership January 23 with the United Nations to bring computer technology and literacy to developing countries. Drawing on a \$1 billion Microsoft fund, the software giant will work with the U.N. Development Programme to provide software, computer training, and cash for the establishment of computer centers in poor communities, starting with pilot projects in Egypt, Mozambique, and Morocco.

USAID Fights Bird Flu

GENEVA—USAID has provided \$250,000 to the World Health Organization to assist the response to the current outbreak of avian influenza ("bird flu") in Asia. The money will purchase personal protection equipment for public health workers, hospital staff, and workers engaged in culling livestock. The funds will also buy laboratory equipment that improves the capacity to conduct rapid diagnostic techniques. USAID is providing Vietnam with additional personal protection equipment, including manual sprayers to decontaminate hospital rooms, and scrub and tub decontamination sets.

Foley Killers May Get Death

AMMAN, Jordan—State Prosecutor Mahmud Obeidat called for the death penalty for the accused murderers of USAID official Laurence Foley, who was slain outside his Amman home on October 28, 2002. Five of the defendants, including suspected ringleaders Salem Saad Salem bin Suwed, a Libyan national, and Yasser Fathi Ibrahim Freihat, a Jordanian, are in custody.

Costa Rica Joins CAFTA

WASHINGTON, D.C.—Costa Rica joined the Central American Free Trade Agreement (CAFTA) on January 25, a month after the United States entered the agreement with El Salvador, Guatemala, Honduras, and Nicaragua. CAFTA, if ratified, will phase out tariffs and other trade barriers and promote regional economic integration and growth.

HIV/AIDs Agreement in Ethiopia

ADDIS ABABA, Ethiopia—On February 13, U.S. Ambassador Aurelia Brazeal and His Holiness Abuna Paulos, Patriarch of the Ethiopian Orthodox Church, signed an agreement to provide assistance over a three-year period in the fight against HIV/AIDS. Funding will come from USAID through International Orthodox Christian Charities. The three-year, \$5 million project will focus on abstinence and faithfulness, care for AIDS orphans, and community-based care for people infected and affected by HIV/AIDS.

Polio Vaccine Blocked

DAKAR, Senegal—The World Health Organization said a campaign would begin February 23 to immunize 63 million children in 10 African countries against polio.

An outbreak has spread from northern Nigeria, a heavily Muslim region. Its Islamic leaders say they will uphold their ban on the polio vaccine, calling it part of a U.S. plot to spread infertility or AIDS among Muslims.

Health workers say the five-month-old ban has spread the crippling disease into seven African countries where it had been eradicated and threatens a 16-year effort to eliminate the disease worldwide.

Relief for Haiti

PORT-AU-PRINCE, Haiti—On February 29, the United States sent 150 Marines to Haiti to join 50 others that arrived a week earlier. They went to protect the U.S. Embassy and other U.S. facilities as violence drove President Jean-Bertrand Aristide into exile and the humanitarian situation deteriorated.

As rebels entered the capital, U.S. and French forces—the vanguard of a multinational force approved by the U.N. Security Council—spread out from the airport to protect key sites.

USAID has approved \$400,000 for the Pan American Health Organization for medical supplies and emergency relief activities. The Agency also is providing \$50,000 to ship and distribute relief supplies, including medical and surgical kits.

Although looters took 800 tons of vegetable oil and pulses from a U.N. World Food Programme (WFP) warehouse in Cap-Haïtien February 22, NGOs and WFP reported they have 15,000 metric tons of food in country and no additional food assistance is needed. There is enough on hand or en route to assist 268,000 people in need in the north and northeast, where prices have increased by 20–30 percent.

Shipment of 1,200 tons of rice to Cap-Haïtien's port is on hold until security improves.

USAID's Office of U.S. Foreign Disaster Assistance Regional Advisors Tim Callaghan and Julie Leonard were deployed to Port-au-Prince February 9 to assist the USAID mission and its partner organizations with contingency planning for humanitarian assistance.

www.usaid.gov **Keyword:** Haiti

Trafficking Victims in Cambodia Aided

USAID has given a \$1 million grant to an NGO that seeks to rescue young girls, boys, and women from lives of slavery and prostitution in Southeast Asian brothels.

In March, the faith-based NGO, the International Justice Mission (IMJ) is expected to begin working with USAID/Cambodia, which, since the 1990s, has funded antitrafficking activities largely managed by the Asia Foundation.

Until now, programs have focused on education and awareness campaigns and rehabilitation for rescued victims. Specific projects include

- ◆ shelter and counseling for child-victims of sexual abuse
- ◆ assistance for lawyers defending trafficking victims in court
- ◆ counseling, medical assistance, and literacy training for trafficking victims
- ◆ help to reintegrate street children into their families and schools
- ◆ advocacy in the area of children and women's rights
- ◆ early warning and prevention for vulnerable groups

As trafficking gets more attention in international media, efforts to fight the crime in Asia have become regional and better coordinated. Prompted by USAID and the

Department of State, Asian governments are cooperating.

USAID/Cambodia has a manager for trafficking and human rights programs, and the U.S. Embassy in Phnom Penh has delegated antitrafficking duties to a new political officer.

USAID/Cambodia's antitrafficking budget is expected to rise to about \$4 million in FY 2004. Additional funds might come from a presidential initiative aimed at fighting trafficking and from faith-based organizations.

With the new IMJ grant, the mission will branch out into legal support and training of local law officers to fight trafficking. New funds are also available for NGO support and training in antitrafficking activities. Vocational training will be added to rehabilitation programs, and services for repatriated women will be expanded.

"With research, we find out more and more and can mold programs into dealing with the problem more directly," said Bradley Bessire, chief of the mission's Democracy and Governance Office.

The Cambodian government says that 30,000 women, boys, and girls are trafficked for slavery or sexual purposes. Most victims are Vietnamese, according to a recent study



Trafficking victim is overcome by emotion as she is reintegrated with her family.

funded by USAID.

The USAID antitrafficking strategy, released in February 2003, cites the U.N. General Assembly's definition of trafficking: "the recruitment, transportation, transfer, harboring or receipt of persons, by means of threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a

position of vulnerability or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs." ★