

FRONT LINES



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NOVEMBER 2003



“We are committed to success in Afghanistan. We will be there for as long as it takes to do the job.

There is no alternative. We will accelerate the reconstruction of Afghanistan's security, economic, and political sectors.”

ZALMAY KHALILZAD

U.S. Ambassador to Afghanistan

Washington November 18, 2003

USAID Stretches: Budget Doubles to \$14 Billion

Since development was elevated in 2001 to the third leg of the U.S. national security strategy, along with diplomacy and defense, USAID's budget has doubled—from \$7.9 billion to \$14.8 billion. Staffing levels, however, have remained flat.

▼ SEE USAID BUDGET ON PAGE 15

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Agency Staff Cope With Iraq's Difficult Times

BAGHDAD, Iraq—About 100 USAID staff and 600 contractors remain on the job—from Baghdad to Basrah to Erbil—working long days to bring aid and relief to the Iraqi people.

The job is especially difficult due to security problems. Only in the country's north can staff visit traditional markets or ancient citadels that date to the dawn of civilization. Despite the problems, however, throughout most of Iraq USAID has helped repair hundreds of schools, fix water and electric power systems, and make health-care available to most of Iraq's 25 million people.

“I think the perception of widespread chaos in Iraq is more evident on television than on the ground,” said Mission Director Lewis Lucke.

“We have constant security worries and issues, of course, but at the same time we have some 600 contractors and grantees scattered around Iraq working effectively and producing very good results.

“I'm proud of the work that's getting done and the determination and courage

that go along with it.”

U.S. foreign aid workers live in the Coalition Provisional Authority's protected compound in Al Hillah, in white trailers parked on the desert floor at Basrah airport (protected by the British military), and in other secured areas around the country.

Each day scores of workers make their way out through barbed wire and sand-bagged checkpoints to Iraq's streets and towns where they do their jobs: finding out what needs to be done to revive the marshes, deliver textbooks or school kits, fix power plants, or provide other services.

Agency contracts to deliver aid are being carried out by Bechtel, Research Triangle Institute, Abt, SSA, Creative Associates, BearingPoint, Skylink, and others.

The rocket attack inside Baghdad's protected Green Zone October 26 hit the Al Rashid Hotel where most USAID staff lived. None were injured, but they had to move to other locations in the zone.

Now that the hotel pool is no longer

▼ SEE STAFF COPE ON PAGE 15

PROTECTING FORESTS FROM ILLEGAL LOGGING

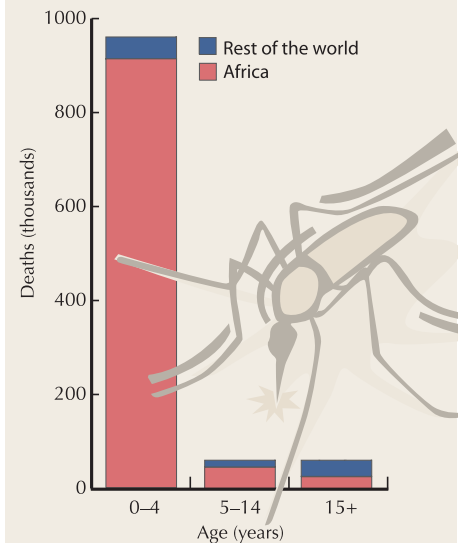
CJ Rushin-Bell, USAID's senior forester, inspects a tree in western Nepal that is protected from illegal logging by a nearby community. USAID's mission supports the Government of Nepal's community forest program, which allows 12,600 communities in poor rural areas to manage and use their forests, with assistance from Nepal's Department of Forests. Over 1 million hectares of forest are being protected by communities from illegal logging. Community forest user groups involve 1.4 million households, or about one-third of Nepal's population.



Jean Brennan, USAID

▼ SEE ARTICLE ON ILLEGAL LOGGING ON PAGE 6

DEATHS FROM MALARIA



Most malaria deaths occur in young children.

Source: WHO, Africa Malaria Report, 2003.

▼ SEE GLOBAL HEALTH PAGE 7

Djibouti, Yemen Win New U.S. Aid

SANAA, Yemen—Pressed by concern over stability and terrorism, Administrator Andrew S. Natsios traveled in early November to Yemen and Djibouti, where he announced new aid to the two strategic countries astride the mouth of the Red Sea.

Natsios announced November 2 in Djibouti, a country of 457,000, that it would receive \$29.4 million in U.S. aid over the next two years, mainly for education and health.

Much of the funding will support education for girls, who currently make up less than one-third of primary school enrollments.

▼ SEE DJIBOUTI, YEMEN ON PAGE 16

USAID'S SCORE NOVEMBER 2003

PROGRESS IN IMPLEMENTING PRESIDENT'S MANAGEMENT AGENDA



A stoplight scoring system is used: ● Green for success, ● Yellow for mixed results, ● Red for unsatisfactory

<http://inside.usaid.gov/BTEC/misc/scorecard.html>

INSIDE THIS ISSUE

USAID ANNUAL AWARDS CEREMONY
PAGES 8-9



KNOWLEDGE FOR DEVELOPMENT
PAGE 4

Office of Transition Initiatives 2
Mission of the Month: Zambia 3
Transparency International 5
HIV/AIDS Campaign in Guyana . . 10
Gordon Raps for Development . . 13



CAROL PEASLEY,
NEW COUNSELOR TO
THE AGENCY
PAGE 12

OTI Teams Rush Critical Aid to Crisis Countries



One of the Agency's fastest startup teams—the Office of Transition Initiatives (OTI)—takes pride in its current work in Afghanistan, Angola, Burundi, the Democratic Republic of Congo, Iraq, Sudan, Sri Lanka, and Venezuela.

Since 1994, when it first fielded a team to coax along Angola's halting peace process, OTI has been deployed to stabilize postconflict situations or widen democratic "windows of opportunity" in 29 countries.

The office restored critical services in East Timor following its violent separation from Indonesia, encouraged Hutu-Tutsi reconciliation in Burundi, helped mend Congolese civil society, and supported Sri Lanka's peace discussions.

The rapid deployment model dates from OTI's 1990s assignments in the Balkans, where it supported democratic opponents of then-President Slobodan Milosevic, earning the office the reputation of being the "cowboys" of the Agency.

"We ringed Serbia with radio stations," said OTI Deputy Director Gregory Gottlieb. "That's a cowboy type of deal—but that's all right. I'll take it as a compliment."

More typical of OTI's approach today are the small grants of up to \$100,000 that it issues widely to engage communities and reconnect alienated groups.

These grants produce tangible "peace dividends" that show life can get better. Grants to media, often to small, new radio stations, spread knowledge of the dividends and instill new hope and confidence.

Indonesia Mission Director Bill Frej said that after OTI concluded a program from 1998 to 2002, he pulled its local staff into the mission with "very positive" results. OTI staff assisted victims of the Bali and Jakarta bombings and then carried that disaster assistance over to new education programs.

"They're one of the best assets in the Agency," said Frej.

Iraq Mission Director Lewis Lucke agreed, telling the mission directors conference in Washington "I love OTI."

"Whoever thought of 'Ministry in a Box' is a genius," Lucke said, referring to OTI's packages of furniture and computers to equip looted Iraqi ministries.

OTI developed a contracting mechanism called SWIFT (Support Which Implements Fast Transitions II) to choose a firm that can establish itself in-country within days—set up an office, hire staff, and start providing local groups with support. In addition, OTI has its own field representatives and senior advisors, drawn from a "bullpen" of available consultants, who can approve grants on the spot and oversee the contractor's work for the Agency. Many of these field managers have served in multiple countries for OTI or have past experience with USAID.

OTI Director David Taylor warned that "long-term development is being overcome by conflicts and chaos." He sees his unit on "the leading edge...of what this new reality looks like," serving the Agency as a proving-ground for innovative strategies. ★

www.usaid.gov Keyword: OTI



Yasmina Bouziane, MONUC

OTI programs encourage young people to advance peace in the Democratic Republic of Congo.

Child combatants are a target group for OTI programs promoting peace and reconciliation.

OTI's Work in Afghanistan

Afghanistan's two decades of warfare, volatile ethnic mix, and Islamic militancy pose a daunting test of USAID's Office of Transition Initiatives (OTI).

The office has spent \$46 million over the past two years to improve living conditions, instill hope, and give the interim government of Hamid Karzai a chance to rebuild the country.

The aid includes \$15.5 million for over 300 reconstruction projects, and \$6.5 million for radio and other media. Reconstruction projects include about 90 schools, 20 health centers, 14 women's centers, 75 irrigation projects, and the rehabilitation of battered Kabul ministries.

OTI has also been working hard to share its new approaches and lessons learned with the rest of USAID.

OTI provided \$1.3 million for the nonprofit organization Internews to construct a community radio network. It also put up \$229,000 in matching funds to launch Arman FM, whose female disc jockeys helped garner a 62 percent market share in Kabul within five months of its launch.

As part of the overall USAID mission, an important objective OTI adheres to is fostering a "linkage between Karzai's government and the people," said Karma Lively, program manager and regional team leader for USAID's Bureau for Asia and the Near East. "We're there to create space and confidence in the people so that longer-term mission programs can be deployed."

The program ensures that communities and Kabul officials set project priorities, Lively said. Fast initial funding of projects built confidence pending the deployment of longer-term programs.

Working closely with the Kabul mission, OTI has used its flexible contracting and grant mechanisms to fill gaps. For example, OTI assisted the USAID mission and the Ministry of Finance in recruiting 40 provincial financial advisors to help get a grip on national accounts. ★

... in Eastern Congo

After years of war and militia standoffs began to end in the Democratic Republic of Congo (DRC), the Office of Transition Initiatives (OTI) is helping reconnect the splintered nation.

Getting former enemies or rival groups to work through civic activities rather than resorting to violence in the eastern Congo was a tough but typical postconflict assignment for OTI.

OTI has set up offices in the eastern towns of Bukavu, Kisangani, and Bunia, which remain flashpoints for conflict, said Program Manager Patrick Wingate.

OTI and the U.N. peacekeeping force in the DRC helped fund expansion of Radio Okapi and programs such as "Voice of the Children" and "Gutahuka," which address the problems of children affected by war and the presence of foreign combatants.

"Gutahuka" has encouraged Rwandans and Burundians in DRC to go back to their countries and resolve their problems at home. The show airs interviews with returnees, sometimes broadcasting appeals by family members for their relatives to return home.

In DRC, OTI is supporting a small grants program worth \$10 million through a cooperative agreement with CARE International. Most small grants are from \$5,000 to \$40,000.

The aim of the program is to connect people isolated by war so that they can play a stronger role in the peace process.

"Fixing a road means people can go by bicycle or foot to a market center to sell their goods," said country representative Kury Cobham.

Cell phones and the revival of river traffic also help.

The program also encourages balanced, objective reporting and rebuilding historical social and economic links between ethnic groups and communities. ★

... and in Macedonia

Conflicts don't have to explode into full-scale civil war for OTI to get involved.

In Macedonia, the Office of Transition Initiatives (OTI) came on the scene as armed clashes were taking place between elements of the ethnic-Albanian minority and the majority ethnic Macedonians in northern Tetovo and Kumanovo. Rocket fire threatened travelers from Skopje to the city's airport, and tanks rolled in the capital's streets. The country seemed headed down the tragic road taken by other Balkan states.

OTI gave assistance to media outlets and small grants for communities in violence-prone areas. The aim was to reduce conflict and promote cooperation among different ethnic and political groups, while fostering wider political participation and improved relations between citizens and local government.

Strategically, OTI's job was to promote an "enabling environment" where the 2001 Framework Agreement pulling Macedonia back from full-scale civil war could take hold, said program manager Carlisle Levine. Alarmed by the eruption of armed conflict in March 2000, the international community brokered the agreement.

OTI's implementing partner, the International Organization for Migration, set up offices in four towns in an arc extending from northeast to southwest Macedonia, and in the capital. Eventually, grants were made in 77 municipalities: "We looked for areas that were contentious," said Levine.

Aside from tangible benefits to communities—renovated schools, improved water systems, and rebuilt bridges—the 495 small grants totaling nearly \$12 million were intended to convince people that carrying out the Framework Agreement was better than returning to violence.

Macedonia is at peace and implementing the Framework Agreement. Various players contributed to that outcome, including OTI, which left in September 2003. ★

FIRST PERSON



Virginia Foley USAID

“One time my mother-in-law had to come to the movie house and get me because someone was in labor.... You have to love your work.”

“BABY” DARIA (left), WHO DELIVERS 10–18 BABIES A MONTH AND SEES 9–20 PATIENTS A DAY AT HER WELL-FAMILY CLINIC, TALISAY, CEBU, PHILIPPINES.

“Baby” Daria also counsels patients, supervises pre- and postnatal care, and delivers babies in a caring environment that is affordable for lower- and middle-income families. Franchised, midwife-owned family planning, maternal, and childcare wellness centers were conceived by John Snow Research and Training Institute with USAID in 1997. By November 2003, 211 Well-Family Midwife clinics were operating, and 15 more will open by December 2004.

Notes from Natsios

★★★★★★★★



GROWTH IN AFGHANISTAN SINCE 2001

Afghanistan is a far different place from when I first visited nearly two years ago. Our first goal was to support a central government, and there has been remarkable progress toward that goal.

The Karzai government's ministries are functioning with increasingly well-trained staff. We helped, and so have other donors, but it is the Afghans who are making things work. They manage the budget and guide donor contributions to agriculture, education, and health. They began building a credible army, and replaced a number of recalcitrant governors and local officials.

They enacted a new banking law, created a new currency that is holding its value, and are writing a new investment law. They drafted a new constitution and put it out for public discussion ahead of next month's constitutional conference or *loya jirga*.

All over the country, people are rebuilding homes and communities, sending their children to school, and rebuilding the agricultural economy.

Afghans are doing this despite attacks from al Qaeda, warlords, and ordinary criminals, who aim to bring down Karzai's government and destabilize the country. There are undoubtedly security problems, but they do not significantly affect our progress.

Aside from bricks-and-mortar projects, at the Central Bank we trained hundreds of people and helped set up a system to transfer money to every province in the country and abroad. With Afghan Finance Minister Ashraf Ghani, we've worked to improve customs revenues and reform customs administration.

USAID is also working with the Afghan Commerce Ministry to establish a business-friendly climate and encourage investment and the growth of the private sector. We are helping the ministry devise an export strategy, develop opportunities for women-owned businesses, and prepare for WTO accession.

Along the road from Kabul to Kandahar, we are within 30 kilometers of completing the reconstruction job and are closing fast on our goal of finishing a first-layer paving by the end of 2003. The road was first built under the Eisenhower administration by USAID's predecessor organization (the International Cooperation Administration).

The \$87 billion supplemental budget President Bush signed on November 6 includes \$925 million for Afghanistan.

How this money will be used has not been fully determined, but we expect to use some of the funds to accelerate current programs in several areas: support to the central government, elections and governance, roads, private sector support, power generation, education, health, women, media, and human rights. ★

Mission of the Month

ZAMBIA

The Challenge

The HIV/AIDS epidemic in Zambia kills one person in six, disrupting all aspects of the country's economy, institutions, and security.

Because the pandemic affects every sector of the USAID program, the Agency's efforts to support Zambia's development have become more difficult. Fertile land goes untouched when farmers weaken and their health deteriorates. Lending schemes lose their value because borrowers perish. Teachers and health workers die, and orphans drop out of school.

Innovative USAID Response

Aside from HIV/AIDS prevention and health projects dating from the early 1990s, the Zambia mission started incorporating HIV/AIDS activities into its other projects in the late 1990s.

Scaling up this multisector approach is at the heart of the mission's overall strategy in FY 2003.

“As we researched the impact of HIV/AIDS, we saw the impact it had on everything,” said Kennedy Musonda, deputy team leader of the multisector program.

Under the strategy, about half of health money going toward HIV/AIDS will be used to lessen the impact of HIV/AIDS in all sectors, including agriculture, education, and democracy and governance.

For example, an agriculture project is printing AIDS prevention messages on fertilizer bags. Education and democracy programs produce HIV/AIDS literature and support public awareness and debate about the pandemic on radio stations and in sporting and social clubs. Workplace counseling programs discuss HIV/AIDS and train educators and staff. Special care has also been taken to reach women: one-third of all counselor-trainees are female.

Classes teach Zambians to prepare nutritional foods that help the ill.

Borrower groups depending on group solidarity to ensure repayment are advised to buy insurance in case members die before the loan is repaid.

Zambia's multisector approach also teaches HIV-infected farmers how to be more productive. Because HIV/AIDS victims lack energy to carry heavy loads and are unable to endure



AIDS orphans in Zambia, September 2002.

Dr. Emmanuel Dipo Olorin; Photoshare, a service of The INFO Project

long work hours, USAID is encouraging them to invest in less labor-intensive agricultural techniques such as using herbicides instead of chopping or pulling weeds.

Farmers are also urged to plant crops that produce higher yields and require less harvesting work, such as cassava, sweet potatoes, and plantains. Among more nutritional crops being promoted are mangoes, bananas, citrus, and sugar cane.

A new project that works with orphans, vulnerable children, and people living with AIDS is central to the overall strategy. This multisector HIV/AIDS program also coordinates and reports on all the mission's HIV/AIDS-related activities.

Results

“We can't afford to narrowly define HIV/AIDS as a health problem,” said Deputy Assistant Administrator for Africa Thomas Woods. “That's why our integrated HIV/AIDS program is designed to cut across sectors. Our mission has done a wonderful job of mainstreaming our approach to the HIV/AIDS crisis through its programming, and these lessons do much to inform our approach throughout the region.”

USAID/Zambia received a meritorious group citation for its new strategy at the 2003 USAID Annual Awards ceremony. ★ www.usaid.gov **Keyword: Zambia**

Knowledge for Development Is Vital to Agency

The Knowledge Fair held at USAID headquarters October 20–22 showed that knowledge management approaches, techniques, and tools can help Agency employees share essential ideas and experience from country to country and bureau to bureau.

USAID is pursuing its “Knowledge for Development” strategy, using knowledge management methodologies.

Consultant and former World Bank knowledge manager Steve Denning said that storytelling is one effective way to relate experience and produce action in an organizational structure where hierarchies and caution can constrict knowledge flows.

Another is to circulate knowledge through a community of practice—a network of professionals who share interests and a

commitment to contribute the knowledge needed by other community members.

The connecting or enabling technology, such as a website or list server, is secondary to the engagement of the members. “You should be able to get an answer better and faster from the community,” Denning said.

And members stay involved because they see a tangible payoff in their work.

Economics Officer Lisa Whitley of USAID’s Regional Center for Southern Africa said technical experts in her office who provide services to missions “need to use this knowledge management toolbox to do their jobs more efficiently.”

One goal of knowledge management is to ensure USAID gets the most out of the development expertise in its staff, contractors, and NGO partners.

“It’s going to make things a lot more efficient, but it also means we’re going to be working in a different way,” said Lee White of the Bureau for Policy and Program Coordination (PPC), a coauthor of the Agency’s Knowledge for Development Strategy. “It’s going to become everyone’s role” to see that critical knowledge is readily available, he said.

Effective knowledge sharing requires changes in organizational culture, said Gary Vaughan, Program Officer in the Bureau for Economic Growth, Agriculture and Trade.

“We have issues with sharing. It’s a political bureaucracy—people do not want to make mistakes.” But value can be derived from mistakes through “after-action learning,” he said. After-action learning means asking “What did we learn, what did we do well, and what did we not do well?”

One particular challenge for USAID is capturing what is called “tacit knowledge,” the know-how that individuals acquire through years of experience. This knowledge is hard to document and is often lost when



Brendan Murphy for USAID
Susan Wallace (PPC), who chairs the BTEC Knowledge for Development subcommittee, talks with Deputy Assistant Administrator Jon Breslar (PPC) at the October 20–22 Knowledge Fair.



Brendan Murphy for USAID
Lee White (PPC) and Amy Elvolve (AED) confer at the USAID Knowledge Management Fair.

people retire. One solution to this loss of human capital might be to compile an “expertise resource application”—a skills-related “yellow pages” for USAID, its partners, and contractors.

“Somebody in USAID has that know-how, but how do you find that person?” said Joe Rabenstine, a knowledge-management expert from the Academy for Educational Development (AED), in a seminar on “knowledge mapping,” a scientific approach to making an organization’s knowledge most useful.

The idea of consciously and systematically managing knowledge to increase USAID’s effectiveness is the goal of the Knowledge for Development program, one that is expected to deliver managerial and operational benefits.

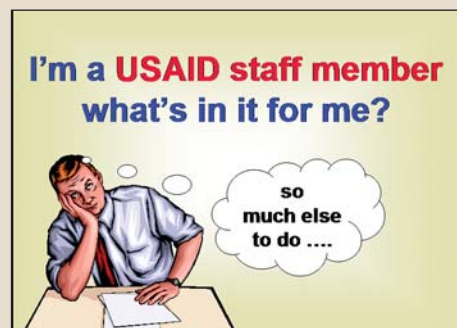
Knowledge management will have different uses for those in policy, development, relief operations, or support functions, according to the Knowledge for Development strategy, drafted by a subcommittee of the Business Transformation Executive Committee (BTEC). But the common objective is to ensure that Agency know-how is readily available.

Knowledge sharing is “already prevalent” throughout USAID, said PPC Division Chief Susan Wallace, who chairs the BTEC Knowledge for Development subcommittee. Wallace said her goal is to encourage even wider use of knowledge management by identifying tools and training regional knowledge coordinators. ★

www.usaid.gov **Keywords:** Knowledge for Development or Knowledge Management

Three slides used in former World Bank Knowledge Manager Steve Denning’s presentation on knowledge sharing at the Knowledge Fair held at USAID headquarters October 20–22.

Effective knowledge sharing requires changes in organizational culture, but is essential to increasing the Agency’s effectiveness and capturing “tacit knowledge,” the know-how of long-term employees and contractors.



Strategy Community of Practice Aims to Ease Planning Burden in Missions

Mission staff drafting country strategies that meet USAID Washington’s requirements face no small task: policies and procedures laid out in Chapter 201 of the Automated Directives System (ADS) run to 87 pages, and strategies can run much longer.

So Elyssa Tran, a strategic planner in the Bureau for Asia and the Near East, thought knowledge management might be useful to missions in hotspots such as Afghanistan and Pakistan that are under time pressure to launch programs.

“We tend to have to go into these countries very fast. At the same time, we have all these requirements from Congress and OMB (Office of Management and Budget). Regardless of how fast we go in,

we have to have something set up” to justify spending and eventually document results, Tran said.

Expanded coordination with the Department of State has also increased headquarters and mission workloads.

Tran and strategy colleagues from the bureaus for Latin America, Africa, and Europe and Eurasia worked with the Bureau for Policy and Program Coordination (PPC) to create a community of practice—a knowledge-sharing network of professionals.

“Our goal is to make things as simple as possible for the implementation side,” Tran said. “We want to be a springboard for new program officers, for fast-track strategic

planning,” and for closer coordination of USAID and State Department processes.

“The aim is to demystify the planning process and speed time to approval,” said Jeffery Malick, director of USAID’s Development Information Services project, which is managed by the Academy for Educational Development.

Though Tran’s was not among the three knowledge management pilot projects selected by PPC in 2003, strong interest from field officers convinced the bureau to assign Program Officer Rick Gold to help the effort along.

This means that Tran’s working group is likely to obtain greater access to technological tools ranging from email listservers

carrying round-robin discussions to a demonstration license for IBM’s Lotus Team Workplace (until recently called QuickPlace).

Another concern is making sure useful documents get filed electronically with the Development Experience Clearinghouse, the Agency’s knowledge hub.

But technology is secondary to person-to-person collaboration, Tran said.

“Our feeling was, let’s make this simple: it’s the content that should be driving it.”

But the group already envisions ways to speed strategy planning, such as point-and-click menus of program options that will let planners concentrate on getting the aid mix right in their respective countries. ★

Transparency International Gets \$2 Million USAID Endowment Grant

The international corruption watchdog Transparency International (TI) has received a \$2 million seed grant from USAID as the first contribution to its endowment fund.

The aim is to sustain TI, an NGO widely known for publishing an index that ranks countries by the level of corruption that people report experiencing and allows policymakers and investors to gauge the relative extent of corruption worldwide.

TI works with various international and bilateral agencies, as well as the World Bank, development foundations, and other NGOs.

TI has 89 national chapters and is starting 28 more. The chapters survey citizens, journalists, and businesses about their encounters with corruption. The results are compiled for the index, published annually by TI's Berlin headquarters.

The chapters also fight corruption directly. For example, as part of a strategy to improve public procurement, TI encourages bidders and governments to sign "integrity pacts" that pledge not to offer or accept bribes. TI has even convinced companies to put up bonds that are forfeited if the companies are caught bribing government officials.

"We see [TI] as a premier anticorruption institution; there is no other institution that quite fulfills that role," said Neil Levine,

head of the Governance Division in the Office of Democracy and Governance.

The office has been giving grants to TI since 1995, two years after the group began its work. Some money goes to headquarters operations; the balance supports national chapters.

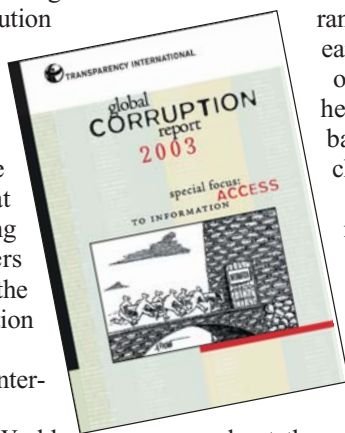
Independently, USAID missions in Colombia, Bangladesh, Kenya, and other countries have given grants to national TI chapters or worked with them on particular projects.

Since the late 1990s, about three-quarters of TI's grants have been limited by donors to specific projects, making it difficult to fund work in other areas.

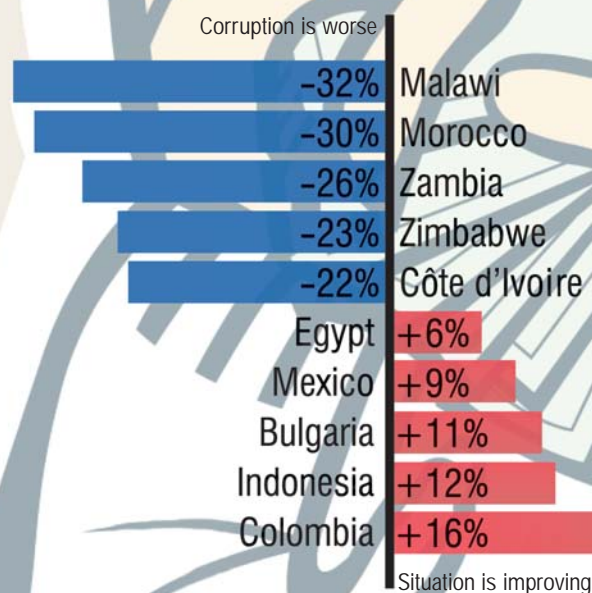
As TI's tenth anniversary approached, USAID decided to support an endowment to help make the NGO more financially independent.

"The question was: How can we make our support sustainable, so that they have political and financial independence to do their work?" Levine said. "The endowment gives them long-term support... In that sense, it is a kind of graduation strategy."

A deadline of December 2007 has been set for a TI report to USAID on the progress of the endowment. By then, TI hopes to have raised \$8 million from other sources—and a \$20 million endowment over the coming decade. ★



PERCEPTIONS OF CORRUPTION



Countries with USAID presence with the largest change in perception of corruption, 2000–03.
Source: Transparency International Corruption Perceptions Index; data elaboration B. Kay, USAID.

Perception of Corruption Levels Rise and Fall From Malawi to Indonesia

Malawi, Morocco, Zambia, Côte d'Ivoire, Argentina, Peru, and Costa Rica were the countries with the biggest increase in corruption in 2002, according to Transparency International's latest annual report. The most significant improvements occurred in the Baltic states, Colombia, Egypt, Mexico, Bulgaria, and Indonesia.

The Transparency International 2003 Corruption Perception Index ranks 133 countries by their reputation for corruption among officials, businessmen,

journalists, and others.

In 2002 TI added a new perception survey in 48 countries—the Global Corruption Barometer—which asked: "If you had a magic wand and you could eliminate corruption from one of the following institutions, what would be your first choice?"

Respondents in 33 countries chose political parties, followed closely by the courts and police. Private companies and government tax revenue services were well down the list. ★

Royal Recognition for Active TI Chapter in Bangladesh, Considered World's Most Corrupt Country

Labeled the most corrupt country in the world by the TI Index three years in a row, Bangladesh is also home to one of Transparency International's most active chapters.

TI Bangladesh uncovered the depth of corruption in the South Asian country through careful research in the late 1990s. Later work focused on curbing corruption, particularly corruption that affects the poor.

In 2000, USAID/Bangladesh awarded TI a \$300,000 grant for activities exposing and combating corruption. By the time the project was completed in March 2003, corruption in Bangladesh was visibly under attack, in part due to TI's work, said Carol Horning, director for democracy, governance, and education programs at the mission in Dhaka.

For example, TI's education "report card" publicized that parents were paying for exams that were supposed to be free. A concerned citizens committee—one of many such groups started by TI—took the news to local government officials, and soon children were sitting exams without their parents

having to pay bribes.

Another TI research project that measured the time allotted to speakers in Parliament discovered that the opposition was continually shortchanged. The publication of this data in a TI report caused Parliament to become more tolerant of the opposition party.

"It's very helpful for us to know these things," said Horning. "Instead of just saying 'You're not giving the opposition a chance,' we could now go in with the factual data."

The ultimate recognition came in June 2003, when attorney Manzoor Hasan, former executive director of TI Bangladesh, was made an Officer of the Order of the British Empire by Queen



HRH Elizabeth II bestows the OBE medal on Manzoor Hasan, former executive director of TI Bangladesh. Hasan was named Officer of the Order of the British Empire in June 2003.

Elizabeth II of Great Britain for his efforts toward curbing corruption.

Hasan is now the Director for the Asia Pacific Region of TI. ★



Transparency International (TI)

- ◆ Founded in 1993, TI builds national, regional, and global coalitions that embrace the state, civil society, and the private sector to fight corruption.
- ◆ Internationally, TI raises awareness about the damaging effects of corruption, advocates policy reform, works toward the implementation of multilateral conventions, and monitors compliance by governments, corporations, and banks.
- ◆ National chapters work to increase levels of accountability and transparency, monitoring the performance of key institutions, and pressing for reforms in a nonpartisan manner.
- ◆ TI does not expose individual cases: it focuses on prevention and reforming systems.
- ◆ TI's website includes corruption surveys and a corruption fighters' tool kit.

ECONOMIC GROWTH, AGRICULTURE AND TRADE

Farming and Logging Threaten Mahogany



Marking a tree stump as part of a log tracking system in Bolivia.

CJ Rushin-Bell, USAID

The world's forests are disappearing at a rate of more than one acre per second because of illegal logging and demand for farmland.

Illegal logging ruins the environment, feeds corruption, and helps finance regional conflicts. It also threatens the livelihood of some 1.6 billion people and causes annual losses to governments of \$5–10 billion worldwide, the World Bank estimates.

"Illegal logging costs governments in lost taxes, undercuts prices of timber harvested under responsible forest management schemes, and depletes natural forest resources critical to rural communities," said Christy Johnson, forest specialist in USAID's Bureau for Latin America and the Caribbean.

To cope with this threat, USAID's forestry team in the Bureau for Economic Growth, Agriculture and Trade, together with regional bureaus and missions, works with local institutions and foresters in countries where enforcement is lax or where foresters lack the resources and technology to improve forest management.

USAID and its partners have supported the Peruvian government to enforce a new, more rigorous law on forests and add more than 5 million hectares of tropical forest to the country's natural parks and reserves.

Projects in Brazil include community programs to combat accidental fires, train firefighters, and conduct research into how natural mahogany can be sustainably managed and harvested. Another project looks at the lifecycle of mahogany—how it reproduces and survives in natural forests.

In Latin America, big-leaf mahogany is the most valuable commercial timber species, worth five times more than other tropical trees. Two other species, Cuban and Mexican mahogany, are already commercially extinct. Internationally, the

Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) voted last year to increase protection for big-leaf mahogany.

To prevent the disappearance of mahogany as a commercial product in Brazil and Peru—where the vast Amazon jungle includes natural mahogany stands—state and federal environmental agencies, NGOs, and timber companies are working to make industry practices more transparent. The goal is to balance enforcement with market incentives to encourage responsible business practices.

As such initiatives unfold in Peru and Brazil, President Bush moved to combat illegal logging worldwide through the President's Initiative against Illegal Logging. USAID pledged \$13.8 million toward this initiative in 2003. Focus areas include the Congo Basin, Amazon Basin and Central America, and South and Southeast Asia.

USAID and the U.S. Forest Service are helping Latin American colleagues verify that mahogany enters the world market from well managed forests. In Africa, the initiative involves forest monitoring and planning, and showing loggers how to reduce the impact of harvesting. In Asia, the Agency works with the government of Indonesia and NGO partners to improve forest management transparency and strengthen the protection of orangutan habitat threatened by illegal logging.

Another avenue is to promote consumer demand for responsibly managed wood products. The Sustainable Forest Products Global Alliance seeks to improve forest management and monitoring and links responsible producers with potential "eco-certified" markets. Partners include Metafore (formerly the Certified Forest Products Council), the World Wildlife Fund, the U.S. Forest Service, Forest Trends, and Home Depot. ★

GLOBAL DEVELOPMENT ALLIANCE

Balkan Trust Fund Assists Transition from Communism

BELGRADE, Serbia—Many former communist countries in southeast Europe are reforming their legal and political systems in an effort to join the European Union and NATO. They are getting a boost through a \$27 million trust that will support initiatives that promote democracy and good government by media, NGOs, local governments, and universities.

The long transition from communism left many apathetic, uninterested in government, and mistrustful of politicians. To build greater confidence in government, USAID allied with private U.S. foundations to create the Balkan Trust for Democracy.

Linking citizens with their government is a priority for USAID, said Jennifer Stuart, civil society specialist in the Bureau for Europe and Eurasia, who helped set up the trust.

The trust funds initiatives that increase communication and interaction between citizens and government, Stuart said. Its grants will also try to reduce intolerance in a region that is often hostile to ethnic minorities.

Organizations in Albania, Bosnia, Bulgaria, Croatia, Kosovo, Macedonia, Serbia and Montenegro, and Romania are eligible to receive grants from the trust that can range from \$1,000 to \$75,000.

The Balkan Trust for Democracy has already awarded \$400,000 to NGOs and community groups.

One of the first grants went to the Balkan Community Initiative Fund in Belgrade, which will give grants of about \$2,000 each to community groups.

Previous grants went to women who publish a community newspaper; another went to Montenegrin teenagers who bought

drawing materials to create elaborate murals over old political graffiti.

The Rhodopea Balkanica Association in Bulgaria received a \$15,000 grant to bring together young people from Kardali, Bulgaria, and Struga, Macedonia, to discuss sports, ethnic tolerance, ecological problems, and other issues of interest.

To improve public administration in Iasi, Romania, the EuroEd Foundation received \$26,000 to organize a public-private planning commission and get a dialogue going between citizens and government.

Belgrade's Society for the Improvement of Local Roma Communities received \$45,000 to support the involvement of Roma in local community developments.

"While southeast European countries have made great strides in establishing democracies, there is still work to be done to finish the complex transition from communism," said Craig Kennedy, president of the German Marshall Fund of the United States (GMF), which gave \$10 million to the trust.

USAID has given \$10 million to the Balkan Trust for Democracy. The Mott Foundation will contribute \$5 million, and the Greek government pledged \$866,000.

USAID's gift will be spent over 10 years, allowing support to continue past closeout in many countries. GMF and other donors will then decide whether to spend down remaining funds or invest further in the trust.

"The Balkan Trust is a model for USAID. As we graduate from Eastern Europe, it allows us to make a difference after we've gone," said Dan Runde, Senior Advisor in the Global Development Alliance Secretariat. ★



A Roma settlement and office towers near the banks of the Sava River in Belgrade, Serbia.

Carl Mabbs-Zeno, USAID

DEMOCRACY, CONFLICT AND HUMANITARIAN ASSISTANCE

As Hope for Peace Rises, Burundi Prepares for Return of Refugees



Karine Strebelle, WFP

CARE International, a World Food Program partner, distributes maize flour in Bujumbura Rural district to people displaced by combat, September 2002.

BUJUMBURA, Burundi—As a peace agreement in Burundi between the transitional government and the largest rebel group raises hopes of an end to the civil war, U.S. humanitarian assistance is helping the country prepare for the possible return of hundreds of thousands of refugees.

Intense fighting continues in Burundi—particularly near Bujumbura, the capital—prompting people to flee repeatedly. But U.S. officials say political changes are moving in the right direction.

USAID is supporting moves toward peace through the food and humanitarian programs of two offices of the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA): the Office of U.S. Foreign Disaster Assistance and Food For Peace.

Both offices have been active in Burundi for more than a decade. They have spent over \$250 million to feed, shelter, and assist Burundians displaced by fighting after the 1993 assassination of Burundi's first democratically elected president sparked the civil war.

More than 800,000 Burundians fled the war, many to Tanzania. But in 2003, with peace on the horizon, nearly 69,000 refugees returned home. More are expected to follow if security improves.

While humanitarian assistance continues, DCHA is refocusing emergency aid to help prepare communities in regions expecting large numbers of returnees. USAID is providing them with seeds and farm tools, and is also rehabilitating health centers and schools and encouraging

farmers' associations to cooperate on planting and marketing.

The Agency is also teaching local leaders techniques for mediating conflicts peacefully. "Peace education" programs and small community grants managed by USAID's Office of Transition Initiatives (OTI)—which entered Burundi in 2002—also support the peace process, both nationally and locally.

"To make peace stick at the community level you have to help communities absorb returnees," said OTI Program Manager Carlisle Levine.

Burundi moved closer to peace in November when a peace agreement was signed by the government and one of the main opposition groups, the Hutu Forces for the Defense of Democracy, leading to power-sharing arrangements in security and defense.

In May, power transferred peacefully from a Tutsi to a Hutu president, as spelled out in the November 2000 accord that created a transitional administration out of the then-government and several armed factions.

The transitional government includes Hutus and Tutsis, and will lead until elections are held in the fall of 2004.

The big challenges ahead include the need to reintegrate excombatants and reform the military to be more ethnically balanced. ★

www.usaid.gov Keyword: Burundi

Nick Cox, Pia Wanek, and Denise Gordon contributed to this article.

GLOBAL HEALTH

Vaccine Tested for Malaria, World's Most Widespread Infectious Disease

A new vaccine against malaria is being tested in Kenya and Mali. In sub-Saharan Africa, the disease, spread by mosquitoes, disables or kills hundreds of thousands of people each year.

Worldwide, malaria and malaria-related anemia kill as many as 2 million people annually; it is the third deadliest infectious disease, after HIV/AIDS and tuberculosis.

But malaria is the most common of the three. According to the World Health Organization, it infects some 300–500 million people annually, while AIDS and tuberculosis infect, respectively, 5.3 million and 8.8 million.

"The majority of deaths are children, because they have not developed adequate immunity to keep from being killed by the parasite," said Dr. E. Anne Peterson, Assistant Administrator for Global Health. "But pregnant women and people with low immunity are also really vulnerable. So it's a twin killer because it is an adult and pediatric disease."

That is why USAID has targeted creating a vaccine that would make the disease less severe, preventing deaths and building children's immunity.

"The antigen—the molecule in the parasite—was discovered to protect monkeys in the 1980s, but the technology for producing the antigen in sufficient quantity and quality to make a human vaccine eluded people for all these years," said Dr. Carter Diggs, senior technical advisor for USAID Malaria Vaccine Development Program.

To help develop a vaccine, USAID recruited a scientist in 1995 to work with Walter Reed Army Institute of Research Malaria Vaccine Program. In 2000, testing on humans was cleared through the U.S. Food and Drug Administration.

"The cooperation between USAID and the U.S. Army was extensive and very productive," said Diggs. "Ultimately, the joint effort attracted a lot of support from other sources."

After initial safety trials in the United

States, clinical trials funded by the Bill & Melinda Gates Foundation began in Kenya in 2002 with a safety study on some 50 adults. Participation was voluntary, and all candidates were informed of potential health risks.

The tests showed that the vaccine was safe for adults in Kenya, so testing has been extended in 2003 to about 50 children aged 1–4.

Meanwhile, the U.S. National Institute for Allergy and Infectious Diseases became interested in the project, and is now working with USAID in testing the vaccine on some 40 adults in Mali.

"This is the first vaccine of its type, so we really won't know if it's going to be protective until we do more testing," Diggs said. "The strategy is to have other vaccines in the pipeline that can come right behind this one."

This is very exciting news—a possible victory over one of humanity's worst killers.

E. ANNE PETERSON

ASSISTANT ADMINISTRATOR, GLOBAL HEALTH

For those living in malarious areas, chemoprophylaxis, such as antimalaria medication taken by travelers for short periods of time, is no longer recommended.

Prevention of the severe impact of malaria is achieved by intermittent treatment in pregnancy and infancy, coupled with use of insecticide-treated bednets (ITNs) and other mosquito control measures. ITNs alone can save up to 1 million lives annually.

If the new vaccine proves effective in children, other issues will need to be sorted out before it can be used widely, including intellectual property rights, a manufacturing facility, and advanced testing to obtain a Food and Drug Administration license, Diggs said. ★

www.usaid.gov Keyword: Global Health



Walter Reed Army Institute of Research

A technician at the Walter Reed Army Institute of Research monitors fermentation of bacterial cells from which malaria antigens will be extracted to produce the vaccine.

“This has been an exceptionally challenging year for all of us at USAID. New responsibilities in Iraq and Liberia, added to the critical role we are playing in Afghanistan, have put our people on the front lines of American foreign policy.... The people we are honoring today have distinguished themselves this year.”

ANDREW S. NATSIOS, Agency Awards Ceremony, November 6, 2003



**Meritorious Presidential Rank Award
James Painter**



During his 24 years as a budget officer, James Painter and his staff designed the Agency's complex annual budget, allocating scarce resources to bureaus and missions. "Budgeting involves striking the right balance to meet the Agency's priorities, congressional concerns, [and] constituent interests; and responding to unplanned emergencies like civil unrest, disasters, and now terrorism," Painter said. "Doing it right means finding that balance quickly and in an open and fair way, where managers and stakeholders have a chance to be heard."

**Meritorious Presidential Rank Award
Edward L. Kadunc**



Edward L. Kadunc, mission director in Bosnia from late 1999 to 2002, was one of 20 USAID staffers to win the Meritorious Presidential Rank Award. Kadunc worked at the reconstruction program for Bosnia after the country's civil war left widespread destruction and 200,000 dead. Under his watch, the Agency carried out activities such as privatization programs, holding of elections, and judicial reforms. He also managed efforts to help resettle Serbs, Croats, and Muslims displaced by fighting and ethnic cleansing. Kadunc is now mission director in Mexico.

Other Meritorious Presidential Rank Award Winners

Glenn Anders
Liliana Ayalde
Harry Birnholz
Jon H. Breslar
Craig G. Buck

Rose Marie Depp
Corbett M. Flannery
Arnold J. Haiman
William A. Jeffers

Michael G. Kitay
Barbara N. Turner
Mark S. Ward, Jr.
Louise B. Wise

**Distinguished Career Award
Paul White**



One of several Distinguished Career Awards went to Paul White, minister counselor, who has served for 34 years and won numerous distinguished service and presidential awards. White is fluent in Spanish and five Asian languages. He said his biggest contribution was opening an office in Japan. He also developed scholarship programs so students and scholars from the developing world could study in the United States. White, who retires November 30, mused "I haven't felt like I was working, because it's a passion of mine to do what I have done. I've enjoyed every minute."

OTHER DISTINGUISHED CAREER SERVICE AWARD WINNERS

Carla A. Barbiero
Duff G. Gillespie
Toby Jarman

Kelly C. Kammerer
Michael G. Kitay
Nancy M. McKay

Richard C. Nygard
Willard J. Pearson Jr.
Lawrence P. Tanner

**Science and Technology Award
David Stanton**



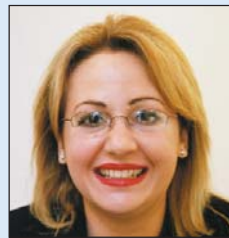
David Stanton, in his seventh year with the Office of HIV/AIDS in the Bureau for Global Health, received the Science and Technology Award for his work leading his unit in research and policy design related to technical assistance for HIV/AIDS. His biggest achievement, he said, came over the past year when USAID opened three pilot projects offering long-term treatment to AIDS victims in Kenya, Rwanda, and Ghana. Stanton is currently detailed to the State Department, where he works with the Office of Global AIDS Coordination.

Foreign Service Na



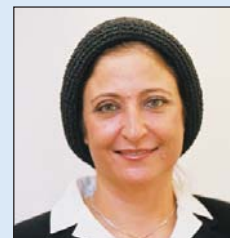
Sukhgerel Dugersuren
Mongolia

Mongolian FSN Sukhgerel Dugersuren often visits with nomads in the traditional yurts of her native country. While sipping salty buttered tea, she finds out what they are planning, if they are benefiting from the advice of Agency experts, and whether they are managing their goat herds to produce better cashmere, a major export. After 10 years in USAID's tiny mission in Ulan Bator—comprising six FSNs and two U.S. staffers—Sukhgerel leads teams that work on democracy, political parties, training judges, privatizing banks, and promoting economic growth.



Lissette Dumit
Dominican Republic

FSN Lissette E. Dumit will leave a mark on her country's history. As rule-of-law specialist, the attorney managed and wrote the Agency's strategy for legal reform, human rights, and anti-corruption programs. A particularly taxing project has been the Dominican Republic's transition from civil to common law. Dumit has also been busy giving her government and the Agency advice about programs since a financial scandal shook the Dominican Republic in 2002.



Mariam El-Qudairi
West Bank and Gaza

Gaza FSN Mariam El-Qudairi, an engineer monitoring and supervising water projects in Gaza, faces shelling and roadblocks as she visits water desalination plants and pipeline sites. Working and moving around Gaza requires a vast number of special permits from the Israeli government. "It's sometimes hectic to go to the projects, but we commit ourselves to get the work done," she said. "I would like to see a more peaceful environment so that we can have more projects and my kids can live peacefully."



Ester Hakobyan
Armenia

Just a year and a half into her career at USAID, Ester Hakobyan made herself indispensable to the mission as an interpreter and translator. She has translated for the mission director and the ambassador, and is praised for her accuracy. Hakobyan has a doctorate in education and received a master's in international development from the University of Pittsburgh as a Muskie Fellow. She is now the mission's education specialist and point person for monitoring and evaluation.



Isaac Kataka
Kenya

Kenyan FSN Isaac Kataka had oversight of a \$1-million monitoring program during presidential, parliamentary, and government elections in Kenya. Kataka had to shoulder the project in addition to his own job. "It was a critical country," said Kataka. "It is now a peaceful transition. Kataka is now back in Kenya and has just enrolled in a program."

Outstanding Career Achievement Award**Paula Feeny**

Now a senior desk officer in the Bureau for Europe and Eurasia responsible for countries from the Baltic to the Balkans, Paula Feeny says that the high point in her 27-year foreign service career was her 1993 assignment to Kazakhstan. She was the first USAID direct hire to take up residence in Central Asia after the Soviet Union fell apart. "People had not met an American before," she said. From the then-capital Almaty, she covered five republics. Feeny recalled there was "so much to be done," from providing humanitarian aid to fostering NGOs.

Other Outstanding Career Achievement Award winners

Suzanne Chase
William H. Douglass
Barry J. MacDonald

Jeanne Markunas
Jan W. Miller
David N. Mungai

Elmer S. Owens

George C. Marshall Award**Scott R. Radloff**

Scott Radloff, deputy director of the Office of Population in the Bureau for Global Health, has managed and assessed family planning and related health projects, advised missions, and tracked program budgets and expenditures since 1983. His work helps managers direct family planning funds where they will do the most good—for instance, permitting poor women to space births to protect their health. "Exposure to on-the-ground needs and seeing programs make a difference in the lives of people make my Washington-based work more meaningful and effective," he said.

Michael K. White Memorial Award**Lynn D. Gorton**

This award recognizes employees whose creativity, courage, and persistence have resulted in improved lives for women and children.

These pages show some of the award recipients who attended the 2003 Annual Awards ceremony. The names of all award recipients appear in this publication.

For a copy, contact Pat Johnson, M/HR/EM,
202-712-0373; pajohnson@usaid.gov



USAID staffers celebrated excellence at the 2003 Annual Awards on November 6, 2003.

Outstanding Secretary of the Year Award**Victoria S. Ose**

This award is conferred by the Administrator to recognize outstanding performance in secretarial positions demanding dedication, flexibility, and professional skill, and enhance high standards of performance among other secretaries.

Nationals of The Year

**Kataka
nya**

Kataka was handed million violence monitoring during Kenya's elementary, and local ns in 2001, after two resigned suddenly. nder the workload in job as financial ana-critical time in the ka. "We really wanted transition to change." k in his regular job, d in a part-time MBA



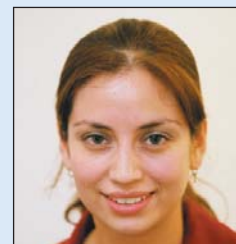
Esther Kimani
REDSO/East Africa

Kenyan FSN Esther Kimani was lead secretary at REDSO/ESA but did little secretarial work. Instead, she served as liaison between the controller and the mission clients. She traveled frequently, handled the payroll, and coordinated the work of the 35 FSNs in the office—secretaries, analysts, and accountants—communicating their needs and problems to the controller. She was recently promoted to vouchers examiner.



Inna Loukovenko
Russia

Russian nonprofits are no longer shy about approaching government to advocate for the needs of Russian citizens and press their agendas, said Inna Loukovenko. She manages USAID/Russia's civil society program, and has seen the sector mature over the 10 years she's been with USAID. She's worked on housing and real estate reforms, trade union development, and now helps strengthen the new, not-for-profit sector.



Fabiola Loy
Guatemala

With a big work load at the regional contracts office in Guatemala, Senior Secretary Fabiola Loy helped her colleagues by tracking procurements and developing new systems, forms, and procedures that went well beyond her official responsibilities. After four years of providing support to the negotiators in the office, Loy has been promoted to contracts negotiator.



Rie Yamaki
Japan

In addition to her interpretation, translating, and clerical duties, for 11 years Rie Yamaki has built longstanding personal relationships on behalf of USAID's Tokyo office. Institutions with which she has liaised include the Ministry of Foreign Affairs, the Japan International Cooperation Agency, the Japan Bank for International Cooperation, and, more recently, local NGOs such as relief provider Peace Winds.

AFRICA

Senegal's Processed Cashew Nuts Raise Incomes

DAKAR, Senegal—In 2002, Senegal's raw cashew nuts were mostly exported for low prices. The cashews were processed abroad into a high-quality gourmet food item. Local markets in Senegal sold only charred and broken cashew kernels processed the traditional way.

But now middle-class consumers in Dakar can buy export-quality cashews grown and processed domestically, and local processors are earning the higher profits that come from producing unbroken quality nuts.

Cashew nuts have long been grown in the fertile soil of the Casamance region in southern Senegal, but the industry involved little investment or labor and produced insignificant profits.

EntrepriseWorks Worldwide came into the region in 2001 with a USAID-funded program to develop a modern cashew processing industry as part of the mission's wider effort to rebuild the economy of the war-torn region. (See July/August issue of *FrontLines* for more on peacebuilding in Casamance.)

Senegal is now processing some 80 tons of cashews annually, with the potential to increase up to 5,000 tons.

"It's a brand new industry that still needs a lot of development," said Steev Lynn, director of the cashew program. "But the big change is that the industry exists today, and it didn't before."

Cashews—like coffee beans and cocoa—

is a luxury crop that grows abundantly in Africa, but tends to be exported raw, for less profit, rather than being processed and exported with a higher price tag. Raw cashews bring about 50 cents per kilogram on the international market, whereas processed nuts or "kernels" bring between \$3.85 and \$5 per kilo.

Senegal's cashew processing industry has already made inroads into the domestic market in Dakar and is spreading to Banjul, capital of The Gambia.

As production increases, Senegal is eventually expected to begin exporting cashews to European and North American markets.

"The challenge is that we've started at the baseline of zero, where nobody knew how to process cashews for export," said Lynn. "But the business has now become developed."

"We are accompanying young businesses, not only through learning to process cashews, but to become professional, commercial entities dealing with marketing, learning about delivering supplies of significant quantities, and honoring the terms of a set deal. There is a lot of management training that goes along with technical training and a lot to do with marketing."

Processing cashew nuts is not easy. Without adequate training for workers, machines break a high percentage of the curved, outer shells of the cashew nut, reducing the finished product's value. So the most labor-intensive and time-con-



A cluster of cashews, ripe for picking. Below the orange-colored cashew fruit hangs the cashew nut. Its purplish shell is usually removed by hand, the most labor-intensive and time-consuming part of the process. Without adequate worker training, machine processing results in too many broken nuts.

USAID

suming part of processing is removing the cashew kernel from its shell by hand.

Most processing plants are still small: they employ only 10–20 people, mainly women and younger workers. The new and growing industry hopes to attract investors

who will start larger processing plants.

"The field is wide open and offers good potential for profits, job creation, and income generation on a commodity that Senegal already produces," Lynn said. ★

www.usaid.gov **Keyword:** Senegal

LATIN AMERICA AND THE CARIBBEAN

Minibus Drivers Fight HIV/AIDS in Guyana

GEORGETOWN, Guyana—Colorful, free-wheeling minibuses, blasting music as they connect Guyana's cities, have also been spreading intolerance for those infected with HIV/AIDS. Now they are being enlisted in Guyana's first media campaign to neutralize the stigma of infection.

The campaign is funded by USAID's Guyana mission. As part of the effort, researchers studying attitudes and behavior

toward the infected and ill found that some minibus operators openly discriminated against passengers they suspect have HIV/AIDS.

Such attitudes keep people from informing themselves, getting tested for HIV infection, or seeking care and support.

Many riders feared close contact with the HIV-positive and AIDS sufferers, who are considered "loose" in character and culpable

for their illnesses.

"Stigma and discrimination toward people living with HIV and AIDS prevent crucial behavior change from happening," said Bill Slater, HIV/AIDS technical advisor at the mission. Many Guyanese youth admire minibus operators and drivers for their flashy clothes, ready cash, and taste in contemporary music. As such, they have played a leading role in a culture of "talk" promoting stigma and discrimination, and their attitudes and behavior affect those living with HIV/AIDS.

Campaign planners hope to change the way minibus drivers, conductors, riders, and others think and talk about HIV/AIDS.

They are being taught to foster respect and compassion for the HIV-positive and AIDS sufferers.

"Minibus drivers have begun playing a key role in the response and are reaching new audi-

ences in new ways," said Slater.

A core of trained drivers and operators are at the fore of the campaign. The demand from drivers to be involved has far exceeded expectations.

Television, radio and print ads, posters, banners, and stickers convey the message: "Give Respect! Get Respect! Big up [support] people living with HIV/AIDS." Drivers and operators also promote the message in person in minibus parks popular with sociable street idlers.

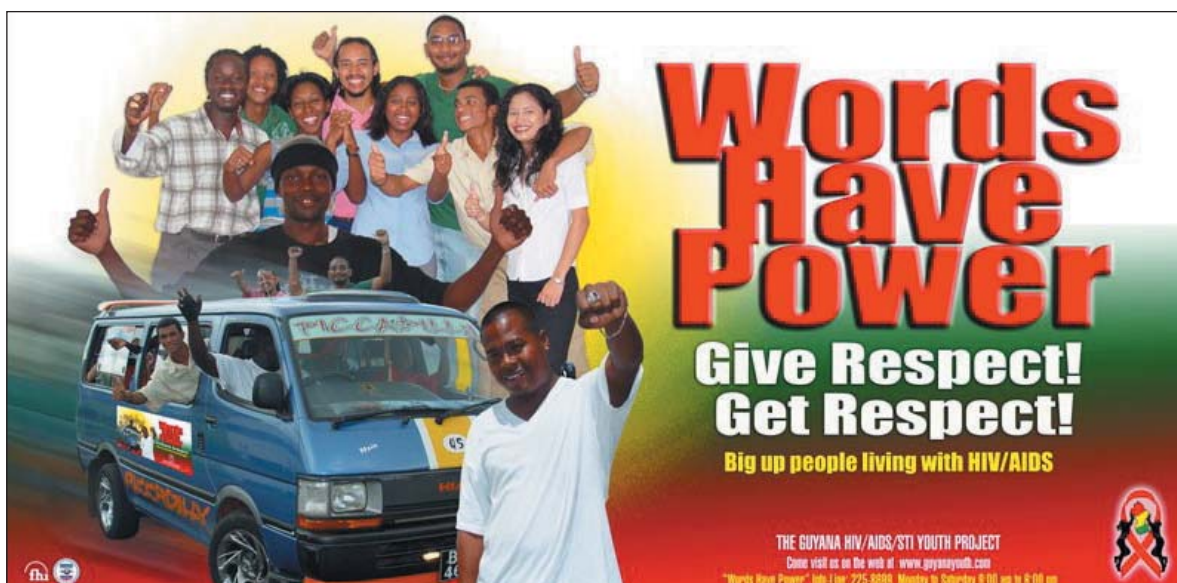
Family Health International played a key role strengthening local organizations and implementing the media campaign with the mission.

The NGOs promote public and private discussion of stigma and discrimination while stimulating general awareness through concerts, theater events, and a walkathon.

Project partners have included community and faith-based organizations, Guyana's National AIDS Program Secretariat, the National AIDS Committee, the Ministry of Health, the Peace Corps, the Japanese government, and UNAIDS.

The activities fall under the Guyana HIV/AIDS Youth Project, begun by the Agency in 1999 to combat the spread of the virus and other sexually transmitted infections and get community-based organizations involved. ★

www.guyanayouth.com



A minibus appears in this Guyanese billboard demanding respect for people living with HIV/AIDS. USAID supports a media campaign that is reaching new and youthful audiences and enlists the involvement of minibus drivers and operators.

ASIA AND THE NEAR EAST

With Aid, Afghan Farmers Reap Good Harvests

KABUL, Afghanistan—When USAID's Afghan mission reopened in January, 2002, its staff found the legacy of two decades of war plus four years of drought: dried-up wells, parched farm land, dead livestock, and a collapsed rural economy.

In short, Afghanistan's food production capacity was greatly eroded.

"The issue when we came in was: Do we treat the country as a famine country, or are we going to rely on the ability of the farmers of Afghanistan to grow their own food?" said Ray Morton, who worked on the agriculture program through June 2003.

In the end, the program did both.

Providing food was the first priority, but USAID also jumpstarted wheat farming, trained fertilizer dealers, and saw local village organizations or *shuras* begin rebuilding irrigation systems, roads, and schools.

Working with the International Center for Agricultural Research in the Dry Areas, USAID imported 3,500 metric tons of high-quality wheat seed from neighboring Pakistan for the first planting, relying on local farmers to use their own produce for the second planting six months later.

At the same time, the International Fertilizer Development Corporation (IFDC), based in Muscle Shoals, Ala., distributed 16,700 tons of fertilizer to almost 180,000 Afghan households to double or triple their wheat yields.

Over two harvests, these inputs helped generate about 78,000 additional tons of

wheat—enough to feed about 450,000 Afghans for a year.

In 2003, Afghan farmers produced some 4 million tons of wheat, or 80 percent of the best prewar harvests.

Expectations for next year's harvest are even higher, as Afghanistan will probably grow more than 4 million tons of wheat, said Dr. Amit Roy, president of IFDC.

New orchards were planted, and a credit voucher scheme was started to help farmers buy seeds or fertilizers. The vouchers were repaid after harvest, either in cash or three 50-kilo bags of wheat.

The *shuras* are using the loan repayments to fix electricity plants, irrigation canals, and roads.

Under the emergency program, IFDC trained more than 800 fertilizer traders—importers, wholesalers, and retailers—about the proper use of fertilizer, basic agronomy of key crops, and the basics of marketing. Now the training efforts are expanding, and trained dealers are expected to pass on their knowledge to farmers.

Additional programs emphasize crop and



Afghan farmers turn in credit vouchers to obtain fertilizer. The vouchers are repaid after the harvest, either in cash or bags of wheat.

IFDC

livestock productivity, as well as agricultural technology and market development.

When the emergency program ended in September, long-term projects began, such as training farmers and teaching fertilizer dealers how to compete in a free market.

Other work continues on other reconstruction efforts to rebuild roads and

irrigation systems.

But rebuilding Afghanistan's agriculture sector, which employs about 85 percent of the population, is not easy. For example, land mines riddle once productive fields, preventing farmers from working their lands. ★

www.usaid.gov Keyword: Afghanistan

EUROPE AND EURASIA

Georgian Chestnuts Crack Elite European Market

TBILISI, Georgia—The last batch of a shipment of some 100 tons of chestnuts from the Ninigori village in the Lagodekhi region of Georgia reached France in early November 2003, completing the small country's first significant export sale with the help of a

USAID agriculture program.

The best of the nuts—the larger and meatier—will be sold on French markets for \$1.40–1.70 per kilo by the buyer, Caproco Vergers d'Europe.

In Georgia, chestnuts sell for 20–40 cents

per kilo along the forest roadside, or for 50 cents per kilo at rural markets.

In April 2002, USAID began Support Added Value Enterprises (SAVE), a project that assists Georgian food producers and processors to compete in international food markets. SAVE first studied production, marketing, and the potential for exports, and is now beginning to create an association of chestnut collectors.

The project helped the fledgling chestnut industry by creating jobs in rural households and raising incomes.

But the French deal is crucial for other reasons, said David Kirvalidze, Georgia's Minister of Agriculture and Food. "Two-thirds of the population now work in the agricultural sector and have no alternatives to working on the land and tilling the soil. This transaction represents an opportunity for people to expand their income and business," he said.

"On the other hand," he added, "the chestnut business will contribute highly to the protection of the environment. Instead of cutting down the trees for firewood, people are now concerned about protecting the chestnut stands."

Most often, chestnuts are picked by women from wild forest trees.

The nuts are brought to a processing facility for grading and sizing. Damaged and undersized nuts are shipped to the

processing industry; larger, better quality nuts are sold fresh for roasting.

The next step is to mechanize the grading process, said Alfred Williams, the technical officer managing the project for the mission. Mechanization would increase the quality and volume of export-ready chestnuts and result in higher earnings for local collectors.

The chestnut sale to France was the first significant transaction through SAVE, but not the first international sale for Georgian farmers: they sold some early potatoes on the Moscow market earlier in 2003.

Soon the project is expected to export fresh dill, parsley, and other herbs.

"We support the building of export agribusiness market chains for Georgian agriculture products and processed commodities and increased jobs and income for Georgia. But it will take more than foreign assistance to create demand-driven market chains," said Gerald Andersen, Director of the Office of Economic Growth at USAID/Caucasus.

"In the end, it will be Georgian entrepreneurs taking charge of their own economic future and building on trade opportunities...[to] get Georgia back on the road to prosperity," he said. ★

www.usaid.gov Keyword: Georgia



Keti Chogovadze, USAID

Georgian women process chestnuts gathered from forest trees. In November 2003, large and meaty specimens exported to France commanded \$1.40–1.70 per kilo, compared to 50 cents per kilo at rural Georgian markets.

Keti Chogovadze, USAID/Georgia contributed to this story.

October 5–November 1, 2003

REASSIGNED

Rebecca Black

RUDO/SSA to India/EG

Jeanne M. Briggs

E&E/EA to DCHA/OTI

Caroline F. Connolly

COMP/FSLT to Rwanda

Fernando Cossich

Afghanistan/EXO to Colombia

Laura E. Coughlin

COMP/NE/OJT to PHIL/OED

Haven Cruz-Hubbard

COMP/NE/OJT to Peru/D

Steven D. Edminster

COMP/NE/OJT to PHIL/OGP

Patrick C. Fleuret

RCSA/OD to AFR/SA

Michael F. Hoebel

PPC/RA/SBI to M/FM/CAR

Renee Yvette Howell

ANE/SPOTS/PMFA to ANE/SPO/B

Carolyn N. Hughes

COMP/FSLT to Senegal/D

Yumiko L. Ikuta

RCSA/RMI to RCSA/OPI

Harry M. Lightfoot

Benin/D to COMP/FS/REASSIGN

John R. Niemeyer

Central Asia/DO to GC/LE

James H. Redder

Russia/FM to Iraq/OFM

James B. Sanford

Mali/CONT to O/S LANG TRNG

Allyson K. Stroschein

E&E/ECA/B to ANE/MEA

John R. Thomas

Morocco/EN to EGAT/AG/AM

Lisa Y. Whitley

COMP/NE/OJT to RCSA/OPI

Cheryl A. Williams

O/S LANG TRNG to Mozambique/PDM

Lisa L. Witte

DCHA/FFP/POD to DCHA/FFP/PTD

PROMOTED

Chivon D. Anderson**Alison L. Eskesen****Ruth E. Frischer****Jason A. Girard****Christine M. Gottschalk****Donald Gressett****Mahalakshmi Krishnan****Merle Y. Mukai****Karen A. O'Donnell****Cynthia M. Ruiz**

MOVED ON

Tonya L. Battle**Alvin A. Brown****Inga Litvinsky****Gary R. Mullins****Dean Pike****Betty Jo Santibanez****Donald W. Tighe**

RETIRED

Robert T. Cunningham Jr.**Stephen H. Grant****Donald W. Muncy****David R. Nelson****Richard C. Nygard****Hugh S. Plunkett****Mohamed Tanamly****Phillip S. Tresch**

IN MEMORIAM

Charles Benjamin Thompson, 85, passed away suddenly on August 6, 2003, in Fountain Hills, Ariz. An accomplished engineer, Thompson retired after a 25-year career serving USAID at posts in Tunisia, Ghana, and Southeast Asia.

Carol Peasley Named New Counselor to the Agency

Carol A. Peasley was promoted to the most senior career officer position in USAID on December 1. As Counselor to the Agency, Peasley will be advising Administrator Natsios and other senior staff on a wide range of policy, operational, and management issues.

Peasley has been at USAID for more than 30 years. She served as mission director to Russia 1999–2003, as deputy assistant administrator in the Bureau for Africa 1993–98, and as mission director in Malawi 1988–93.

She sees her promotion as an opportunity to perfect what she's already made a career out of: being a facilitator. On the same token, she wants to be of help to Agency employees outside the Administrator's office.

Throughout her career, Peasley has worked with hundreds of foreign service nationals, who, she says, are an asset to the Agency. One



of her main goals as counselor will be to "find ways to creatively utilize what we have in our foreign service national staff," she said.

"I care tremendously about the work we do," Peasley said. "This is a chance...to try and make USAID an even better place."

Peasley succeeds Willard J. Pearson. ★

Mary Felder, 30-Year Veteran of USAID



Mary Felder, 55, a long-time employee of USAID in the Public Affairs office, died suddenly on November 13.

Felder was the administrative operations specialist of the Strategic Communications and Publications Division in the Bureau for Legislative and Public Affairs (LPA).

In 2002, she was honored as USAID's Secretary of the Year.

Felder started her career at USAID as a clerk-typist in the Public Affairs Office in 1973. She was a long-time member of the staff of *FrontLines*.

She is remembered by her fellow employees as a gentle woman with a fine

sense of humor and ability to make light of the problems of daily work.

"Everyone who ever worked with Mary, for a long or short period of time, respected and loved her," said Pat Adams of LPA, who worked with Felder for more than 20 years.

Felder was born April 28, 1948, in Orangeburg, S.C., and completed elementary and high school in Holly Hill, S.C.

She leaves her children Alice D., Anthony D., Craig D., Derrick D., and five grandchildren. She is also survived by her mother, Mrs. Mary Lee Felder; brothers Johnny and Willie; and sisters Sylvia and Dorothy Felder. ★

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OFDA's Burundi Rep Raps for Development

Denise Gordon began to sing while working as a humanitarian aid worker in Rwanda shortly after the 1994 genocide. Now response coordinator for USAID's Office of U.S. Foreign Disaster Assistance in Burundi, Gordon is singing about development to an R&B beat.

The song, "We Need the Children," was featured at a September 2002 peace rally in Burundi. Gordon hopes to follow it up with more original work.

"For sanity's sake" and "to break up the ride between work and home," Gordon said she started singing with a Rwandan band that had a soft spot for American Top 40 tunes from the mid-70s. She was then leading the program of Africare, a private voluntary organization.

"It was a challenging and crazy time" in Rwanda in 1995, she said. "Rules were changing every day; there was all this physical threat. The cars of NGO workers were being hijacked and their homes robbed nightly."

Singing "took over" Gordon's life, eventually leading her back to her native New York to pursue an artistic career.

She spent a year "hoofing it"—auditioning for Broadway musicals and winning the Amateur Hour talent contest

twice at the Apollo Theater in Harlem.

Starting a new career in her thirties was humbling, however, Gordon said, and she missed international work.

Ultimately, she returned to it: first as head of the U.N. coordinating office for humanitarian aid in Burundi, and now as USAID's chief emergency humanitarian aid official in the country.

Gordon has sought a balance between her art and her humanitarian work. When in the United States, she often talks to school children, civic groups, and nursing home residents about her experiences in eastern Africa. Increasingly, she weaves singing into her talks.

The singer-aid worker reaches out most of all to two groups: older African Americans and teenagers. The older African Americans are "people of my parents' generation who have had their life and are content to hear about other places; they don't need to go there themselves." Teenagers, she says, "are old enough to appreciate it and young enough to act on it."

Gordon discovered Africa after college, first as a volunteer in Kenya for Operation Crossroads Africa, then in Senegal as a Peace Corps volunteer in the 1980s. ★



Lipassa Kagombe

Denise Gordon prepares to perform in Bujumbura, Burundi. In her song "We Need the Children," she sings the line "We forget the young and the innocent, left to fight and steal for their bread."

Countries Blocking Change Can Also Block Development, Says USAID Official



Darlington Munhenga, USAID/Zimbabwe

USAID/Zimbabwe Mission Director Paul Weisenfeld, who published an article in the spring issue of *Orbis*, "Economic Development: A Case of Visionary Leadership."

Many poor countries have found that the path to development is slowed by lack of technology, geographical conditions, and the lack of strong, visionary leadership.

"Unfortunately, there are still countries around the world that are not really willing to hear ideas from outside," said USAID/Zimbabwe Mission Director Paul Weisenfeld, who recently published an article describing how development has bogged down in some areas.

"Countries that have done the best are open to ideas from all over," Weisenfeld said in a *FrontLines* interview. "In the name of nationalism, some countries still reject ideas from the outside; but they only end up hurting the prospects for growth and their people."

Weisenfeld's 17-page article, "Economic Development: A Case of Visionary Leadership," was published in the spring 2003 issue of *Orbis*.

"I think a lot of us in the field read and try to keep up to date on current issues in development, but it's difficult to find the time to sit and organize your ideas and write them down," Weisenfeld said. "The workload for people in USAID is pretty severe."

Weisenfeld's article reviews development literature—modern and historic—and includes his analysis of development trends in Europe during the Middle Ages.

"Making significant changes can be frightening, difficult, and wrenching," he wrote.

"Donor agencies often fail to recognize the enormity of the task for their host

country partners, and change often goes against the vested interests of powerful groups in society. Genuine, long-lasting change, therefore, cannot be imposed on a society from the outside, but requires domestic champions."

Weisenfeld's article notes: "Western nations had strong leaders at critical times.... Jefferson, for instance, had a broad vision for the United States' spanning the continent and trading with China; Lincoln's vision maintained national unity in the face of tremendous calamity and conflict.... These leaders, however, operated in a less competitive environment than exists today, and within societies that were already progressing culturally."

"It is much more difficult for poor countries to compete today than it was for European nations when they began to take off in the Middle Ages."

Weisenfeld concludes: "To identify visionary leaders, poor countries must aggressively institute more meritocratic systems, making educational and employment opportunities available based on potential, not status."

"Government, academic, and business institutions must establish leadership training programs at various levels. Many low-income countries provide leadership training for military officers but fail to do this in any coordinated and sustained fashion for civilian leaders. Similarly, there are few business leadership training options in most poor countries." ★

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FrontLines is published by the U.S. Agency for International Development,
Bureau for Legislative and Public Affairs

J. Edward Fox, Assistant Administrator
through the Strategic Communications and Publications Division
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Do's and Don'ts of Aid to Political Parties Clarified in New Agency Policy



Based on 15 years of assisting political parties in 50 countries, USAID has adopted a policy that spells out what the Agency can and can't do to support the development of political parties.

USAID Political Party Assistance Policy responds to uncertainty about how inclusive and broad U.S. aid to political parties can be.

For example, when Bulgaria's communist government collapsed in 1990, small opposition parties scrambled to compete with the communist party—renamed the Bulgarian Socialist Party (BSP)—which still had a large membership, offices, vehicles, and newspapers at its disposal.

USAID attempted to level the playing field, but ran into a dilemma on whether to include the BSP in its program. Some said that the former communists should be included in workshops and other activities to moderate the party, while others said it had not reformed enough to merit any support.

The Foreign Assistance Act clearly prohibits partisan assistance that influences the outcome of an election, but it does not say what type of assistance is acceptable. As a result, some missions steered away from political party assistance altogether, others focused assistance only on democratic parties, and others offered assistance to all.

Michele Schimpp, who spearheaded the new policy as head of the elections division in the Office of Democracy and Governance, said she hoped that clarifying the do's and don'ts of assistance to parties will encourage missions to get more involved in political party development.

The lack of clear guidelines often led to disagreements within missions and embassies and between the State Department, USAID, and the National Security Council (NSC).

USAID's new policy was drafted with State

Department and NSC involvement and has their support.

Assistance is to be directed to "all democratic parties," the guidelines say.

In a crowded field such as Ukraine, where tiny political parties proliferated in the 1990s, assistance can be limited to all "significant" political parties.

Accompanying guidance defines both "democratic" and "significant."

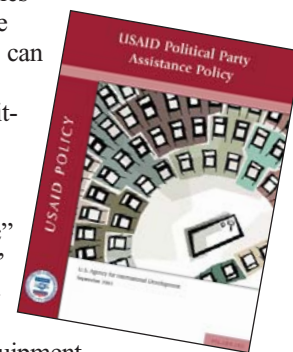
Support is limited to technical help, training, equipment such as fax machines and telephones, polls, public meetings, advertisements, and other materials. However, the policy states that no party shall receive more than \$50,000 in commodities and that aid generally should end 30 days before an election.

Cash assistance is strictly prohibited, as is aid that benefits only one party, coalition, or candidate.

The policy says that waivers are possible for programs funded by sources other than Development Assistance funds, if the State Department, USAID, and the NSC agree that it is in the national interest. No waivers are possible for Development Assistance funds.

Waivers must be sought if a nondemocratic party is to be included, if a significant democratic party is to be excluded, or if only one competitor in an election is to be supported. A democratic party might be excluded from assistance, for example, if it is xenophobic or radically anti-American.

USAID's Administrator must agree to all waivers. ★



Study Illuminates Campaign Finance

The great majority of the world's democratically elected leaders have not revealed who contributed to their campaigns, according to a groundbreaking study financed by USAID.

To promote campaign finance reform, USAID published *Money in Politics Handbook: A Guide to Increasing Transparency in Emerging Democracies*.

The new publication is based on research by the International Foundation for Election Systems, which found that less than a third of the 118 countries surveyed require political parties to disclose their sources of funding.

"We're in the dark ages in terms of openness about campaign finance," said Gene

Ward, a former state legislator who is a senior advisor at USAID's Office of Democracy and Governance. "Undisclosed and unregulated financing of campaigns is one of the biggest drivers of and temptations to corruption."

In addition to the guidebook and training for its democracy officers, the global democracy office is piloting projects that advocate for regulation where none exists, enhance enforcement of existing laws, and open financial reports to public access.

One such pilot project with the Carter Center in Guatemala is also trying to incorporate campaign finance into an international election-monitoring mission. ★
www.usaid.gov Keyword: Democracy

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Agency Staff Cope

▲ FROM PAGE 1

available, staff relax by sharing kebabs or watching American football on television.

As of November 10, the USAID mission had 51 employees in Baghdad; five in the northern Kurdish capital of Erbil; two in the capital of the central Babylon province Al Hillah; five in the Shiite city of Basrah; and two in the Jordanian capital Amman. With 30 Iraqi foreign service nationals, total staff number almost 100.

Another 562 expatriate personnel in Iraq work for USAID contractors, who have hired thousands of Iraqis to build roads, fix schools, train teachers, and carry out other reconstruction tasks.

The bombing in August of the U.N. Iraq headquarters caused most U.N. expatriate staff to leave the country. Another bombing resulted in the International Committee of the Red Cross closing its offices in Baghdad and Basra in November. ★

www.usaid.gov **Keyword:** Iraq

USAID Budget

▲ FROM PAGE 1

“These are historic highs for us,” said Budget Director James Painter.

The Agency’s new responsibilities include more than \$2 billion for Iraq and Afghanistan relief and reconstruction, \$1 billion in food aid for Ethiopia and other countries, and \$1 billion for HIV/AIDS and child survival.

U.S. foreign aid spending through USAID increased further on November 6, when President Bush signed the FY 2004 supplemental appropriation. It includes \$18.6 billion for Iraq and \$1.2 billion for Afghanistan—the largest U.S. foreign aid program since the Marshall Plan. The staff and expertise of USAID are expected to contribute greatly to carrying out this work.

“Congress recognized that USAID is perfectly positioned—it has experience in relief and reconstruction and the capacity to ramp up and get in place these priorities of the president,” said Jon Breslar, Deputy Assistant Administrator for Policy and Program Coordination (PPC).

But doubling the budget “placed a tremendous strain on the Agency—we don’t have the surge capacity we need,” Breslar added.

Declining budgets in the 1990s left a smaller workforce, much of which is nearing retirement. Painter said “We had to rely on contractors to supplement direct hire staff.”

The Agency has begun to strengthen its ability to tackle huge, sudden projects such as Afghanistan and Iraq through a new Development Readiness Initiative (DRI) and plans to continue adding staff under the initiative for the next three years.

Until now, “we have been taking from Peter to pay Paul,” Breslar said. Foreign service nationals, many with long experience in support services such as contracting, are going to Iraq or even to Washington to share the new workload.

And while contractors—many former or retired USAID staff—have been hired for the expanded tasks of the Agency, “some work, such as oversight, is inherently governmental and needs a direct hire to perform,” said Breslar.

Agency officials say they hope the operating expenses budget will increase to match the new workload. ★

650 U.S. Firms Seek Iraq Contract Advice At CPA’s Industry Day

ARLINGTON, Va.—With \$18.6 billion authorized by Congress for the reconstruction of Iraq, the Coalition Provisional Authority (CPA) told hundreds of business leaders at an Industry Day meeting November 19 how to compete for 25 power, water, and other infrastructure projects.

The head of the CPA Program Management Office (PMO) told 650 executives seeking contracts in Iraq that they faced tight schedules, logistical bottlenecks, and security challenges.

PMO Director David Nash, a retired U.S. Navy rear admiral, said the Iraq infrastructure jobs would require something like the Naval Construction Battalions or Seabees that were launched in 1942 for war-related heavy construction. “We’re not going to put you in uniform, but we’re going to need something like that,” he told potential contractors.

USAID Infrastructure Projects Director Thomas Wheelock briefed attendees at breakout sessions on the Agency’s experience in the emergency restoration of Iraqi power, water, and sewage systems.

Firms should plan on working closely with Iraqi ministries as sovereignty is restored, and they should cultivate strong local Iraqi managers, he said.

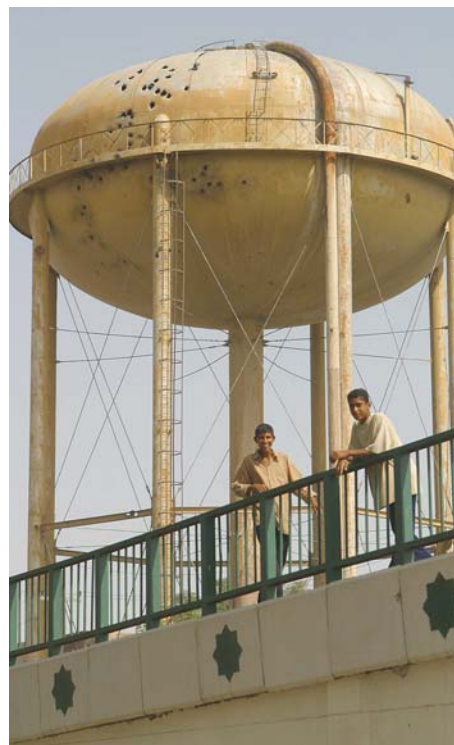
Security would be a “big cost driver,” Wheelock cautioned. As a way to lessen these costs, Wheelock said that one of the PMO’s major objectives is to increase Iraqi involvement.

Companies seeking to be prime contractors would have just a few days to submit proposals once the PMO posts its final requests for proposals on December 3, officials said. The PMO, backed by Defense Department procurement specialists, will award all contracts by February 3, 2004.

“It makes sense. In fact, I think it’s a pretty

good piece of work,” said Bradley Mallory, president of engineering with Baker Engineering & Energy of Harrisburg, Penn. “It’s a practical structure to achieve the dramatic results they want to achieve in a very short timeframe.”

In December, USAID will award its second major contract for infrastructure work, totaling \$2 billion, which will be coordinated closely with the PMO’s infrastructure projects. ★



Thomas Hartwell, USAID.

Distribution of potable water remains a big problem for Iraqis. Existing water lines are often contaminated because of a high water table and the presence of open sewage. Water towers such as the one shown here, damaged during the war in Nasiriyah, may be unusable.

Baghdad Deputy Mayor Slain

BAGHDAD, Iraq—Baghdad Deputy Mayor Faris Abdul Razzak al-Assam, a young and rising Iraqi leader, was shot to death October 26 while playing dominoes with friends in a Baghdad café.

Relatives and friends said that he had refused to remain at home despite fears that he could be the target of an attack.

Faris had recently attended international conferences on Iraq in New York and Madrid.

“Faris was a visionary, driving force in the effort to institute a new democratic government in Baghdad and Iraq,” said a statement released by the Coalition Provisional Authority.

“He helped design the Baghdad City Advisory Council system, and worked closely with its members on behalf of his city and country.... Over the past four months, he served voluntarily as deputy mayor, knowing the personal risks associated with his position,” continued the statement.

In August, forces opposed to the U.S.-led occupation and new Iraqi governing bodies killed Shiite Ayatollah Mohammed Baqer al-Hakim in a Najaf car bombing, and Akila al-Hashimi, a member of Iraq’s Governing Council, was gunned down near her Baghdad home on September 20.

In conversations with USAID officials attending the October Madrid donor’s conference, the deputy mayor said that the way to block extreme fundamentalist Wahabbist Muslim ideas was through creation of jobs.

Faris said that Iraq had a history of tolerance for its many cultures.

For example, his Muslim family, always had close relations with Iraq’s Christian community: his grandfather raised turkeys that were given to Christian neighbors for Easter celebrations.

Faris is survived by a wife and two young children. His funeral was in Najaf October 27. ★

Iraqi Women’s Delegation Visits Washington, D.C.



Eric Draper, The White House

President Bush meets with Iraqi leaders in the Oval Office of the White House, November 17, 2003.

A delegation of 20 Iraqi women visited USAID headquarters and the White House in November. They came to learn about democratic systems and help U.S. leaders understand the problems Iraqi women face in developing a new form of government.

Administrator Natsios told them: “People need to learn to have a debate without threatening each other...to learn to win gracefully so that the rights of those who lose a vote are protected.”

Ala Talabani, cofounder of the Iraqi Women’s High Council, called for “opening a window of opportunity so women can play a role in civil society.”

Since the downfall of the Baath regime, 40 women’s associations have been started in Iraq, she said.

“All Iraqis are grateful for renovated schools and the children are happy with new books without Saddam pictures,” said Dr. Raja Habib Dhaher Khuzai, member of the Iraqi Governing Council, citing benefits of U.S. foreign aid programs. ★

Shevardnadze Resigns in Georgia

TBILISI, Georgia—President Eduard Shevardnadze resigned November 23, ending 12 years in power, amid nonviolent demonstrations that broke out after election results were denounced as fraudulent by the opposition, and by U.S. State Department and international monitors.

Led by U.S.-educated former Justice Minister Mikhail Saakashvili's National Movement, the opposition won the third most parliamentary seats.

Nino Burjanadze, Georgia's parliamentary speaker and opposition leader, became acting president. Presidential elections are currently scheduled for January 4, 2004.

USAID assistance to the parliamentary election included support for international and domestic monitors, voter registration, poll worker training, independent media, and get-out-the-vote campaigns.

Injections to Reduce Maternal Deaths

Hoping to save many of the estimated 500,000 women worldwide who die in childbirth each year, a new USAID program will promote attendance at childbirth by skilled healthworkers and provide low-cost drug injections to control bleeding.

Most women in developing countries lack access to such lifesaving care, said Dr. E. Anne Peterson, Assistant Administrator for Global Health, announcing the initiative November 7.

The programs are set for Benin, Ethiopia, Mali, and Zambia, and Indonesia.

IMF Ends Freeze on Kenya Aid

After a three-year freeze on aid for Kenya over corruption and governance issues, the IMF approved a \$253 million loan November 21.

President Mwai Kibaki, who replaced Daniel arap Moi in 2002, has made strong commitments to break with Kenya's past reluctance to reduce corruption and reform the economy.

As a result, the IMF announced a three-year reform program, the first time the fund has approved a loan since December 2000.

Kenya was once East Africa's leading economy, but rising ethnic tension and declining investment have left 60 percent of its people below the poverty line.

U.S. Urges Pakistan to Block Taliban

Pakistan should do more to keep Taliban militants from attacking Afghanistan from its territory, and Afghan forces near the border should be more vigilant, the new U.S. Ambassador to Afghanistan, Zalmay Khalilzad, said November 19.

His comments followed the shooting death of a French U.N. aid worker, Bettina Goislard, 29, in Ghazni, 60 miles south of Kabul, near the border with Pakistan. She was shot while driving through a bazaar in a marked U.N. vehicle. Two admitted Taliban members were held as suspects.

Goislard's murder led the U.N. High Commissioner for Refugees to announce withdrawal of 30 staff from the region.

Dozens of local Afghans followed

Goislard's funeral procession from Ghazni to Kabul, where she was buried November 20.

Ugandan Students Get U.S. High-Tech

Ugandan university students will get training in computer networks and high-tech manufacturing through a partnership involving USAID, Uganda, Cisco Systems, Inc., and EDS.

The combined value of the agreements, signed by Ugandan President Yoweri Museveni during a visit to USAID headquarters November 5, could reach \$14.3 million.

Cisco is providing \$8 million and USAID will give \$2 million to create 10 network academies in the Ugandan university system, the first of 70 such training centers in 16 countries in Africa and elsewhere.

EDS will provide up to \$4.2 million and USAID will give \$100,000 to train Ugandan students in computerized manufacturing, with the goal of making Uganda a high-tech engineering and manufacturing hub in East Africa.

Guilty Plea in Bidding Fraud for OIG Office

An investigation by the Cairo office of the Agency's Inspector General resulted October 23 in guilty pleas on wire fraud and false claims charges by Morcon Technologies Inc.

The firm, based in San Mateo, Calif., entered the pleas in U.S. District Court, Northern District of California.

A federal grand jury indicted Morcon in 2001 for "knowingly and intentionally

devising a scheme and artifice to defraud" USAID through the Commodity Import Program, which helps Egyptian firms finance imports of U.S.-made goods.

Morcon admitted having aided and abetted false bids submitted by its Egyptian agent in a competition to provide scientific equipment to Misr University, Cairo.

The trumped-up competing bids "made Morcon's bid appear reasonable even though it was highly inflated," the Office of Inspector General said.

Guilty Plea in 'Buy America' Fraud

The former vice president of sales for a California telecommunications firm pleaded guilty October 20 in U.S. District Court for the Central District of California of conspiring to defraud USAID and making false statements, the USAID Office of Inspector General said.

Spencer Clark Rogers, a former sales executive with Jackmoon, USA, Inc., admitted in the plea filed August 1 that he and other Jackmoon employees removed "Made in China" labels from parts, packaging, and containers of parts, replacing them with "Made in USA" labels.

They knew that U.S. origin was a condition for USAID to fund purchase of parts.

USAID Inspector General Everett L. Mosley said the "Buy America" policy is an "integral component" of the U.S. foreign assistance program, and, "as demonstrated by this prosecution, we take its enforcement very seriously."

Legal Aid Helps Nigerian Woman Escape Stoning

Amina Lawal will not be stoned to death. The Islamic Appellate Court in northern Nigeria set her free, overturning her conviction for adultery. The charge was brought because she was divorced before becoming pregnant with Wasila, now 2 years old.

The September decision was closely watched by women's rights supporters around the world. It came after an international legal team, whose work USAID helped fund, prepared briefs presented to the Sharia Court of Appeals in Katsina.

Agency support for the Georgetown University legal aid project also helped prepare arguments for a possible appeal to the Nigerian Supreme Court.

Lawal's conviction "violated innumerable provisions of Nigeria's own constitution," said Susan Deller Ross, Director of the International Women's Human Rights Clinic at Georgetown University Law Center.

Ross's strategy was to use African law to expand African women's rights. Islamic law or *sharia* has been adopted in 12 of the 36 Nigerian states.

The aid to Lawal is part of a \$1.25 million grant from the Agency's Office of Women in Development (WID). The 2001-04 funding let Ross expand her women's rights project from Ghana and Uganda to Nigeria and Tanzania.

The grant supported videoconferencing that enabled a legal braintrust of U.S. and African legal scholars, coordinated by Ross, to confer by internet with Lawal's attorney Aliyu Musa Yawuri.

Yawuri, who is qualified in Islamic and non-Islamic law, was brought on by Women's Rights Advancement and Protection Alternatives, a Nigerian legal NGO.

USAID's mission in Nigeria also assisted Lawal's defense through the Sharia Stakeholders Consultative Group (SSCG).

The SSCG provided advice for the defense strategy and mobilized groups to carry out advocacy campaigns. It worked with civil society organizations such as the Women's Rights Advancement and Protection Alternative to keep the case in the news and, with other groups, drafted and submitted a comprehensive Violence Against Women bill

to the Nigerian legislature.

WID-supported legal aid has also focused on discrimination in inheritance laws in Tanzania, which, in turn, are affected by Islamic laws that allow polygamy. The aim is to assert the primacy of women's rights over discriminatory laws.

Ross says many countries are revising their constitutions to include international conventions on human rights, including those of women. And she hopes to see African higher courts strike down discriminatory laws, just as U.S. courts have done. ★

Djibouti, Yemen

▲ FROM PAGE 1

Natsios also announced new U.S. assistance for Yemen, which has a population of 20 million and has been a base for Al Qaeda.

USAID, which reestablished a presence in June after closing its mission in the early 1990s, will supply funds to education, agriculture, economic growth, and health, said Special Assistant Kate Almquist, who accompanied Natsios on the trip.

"The aid will focus on five key provinces that are both very poor and considered crucial to our successful war on terrorism," said Almquist.

In the capital city of Sana'a, Natsios visited a U.S.-supported drainage project that has had a huge impact on health conditions, she said. Natsios also visited Sudan, where he discussed the benefits of a peace accord, as well as Ethiopia and Kenya. ★



Amina Lawal and Wasila, her 2-year-old, at the Sharia Court of Appeals in Katsina, Nigeria. Amina was acquitted by four of five judges in the appeal of her death sentence.

Associated Press