

FRONT LINES



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APRIL-MAY 2004



“We must do everything within our power to help the government and the courageous people of Iraq develop the capacity to defend themselves and maintain the kind of peace and tranquility that will permit their nation to go about its legitimate civilian pursuits.”

John Negroponte
U.S. Ambassador-Designate to Iraq
Senate Foreign Relations Committee
Confirmation Hearing, April 27, 2004

Afghans Get \$2.2 Billion

BERLIN—Secretary of State Colin L. Powell increased the U.S. pledge of aid for Afghan reconstruction over the next year to \$2.2 billion while other donors pledged another \$2.2 billion at a donor’s conference March 31.

The total pledge for the next three years

▼ SEE AFGHANISTAN ON PAGE 14

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Agency Hiring 600

USAID will hire more than 600 people over the next three years as it replaces retiring staff and recruits mid-career and junior officers. If the Agency’s hiring goals are achieved, 2004 will be the first time in about 15 years when more people will join rather than leave USAID.

The Office of Management and Budget (OMB) allowed USAID to request funding in FY 04 for the Development Readiness Initiative (DRI) to hire approximately 50 employees above attrition replacement this year.

If funding for DRI continues in future years, USAID will continue to hire above attrition until it reaches a new direct hire level of about 2,250 employees. That would represent more than 10 percent increase from the size of the current workforce.

The Agency also is set to immediately hire 85 foreign service officers on five-year appointments, using program funds rather than operating expenses (OE).

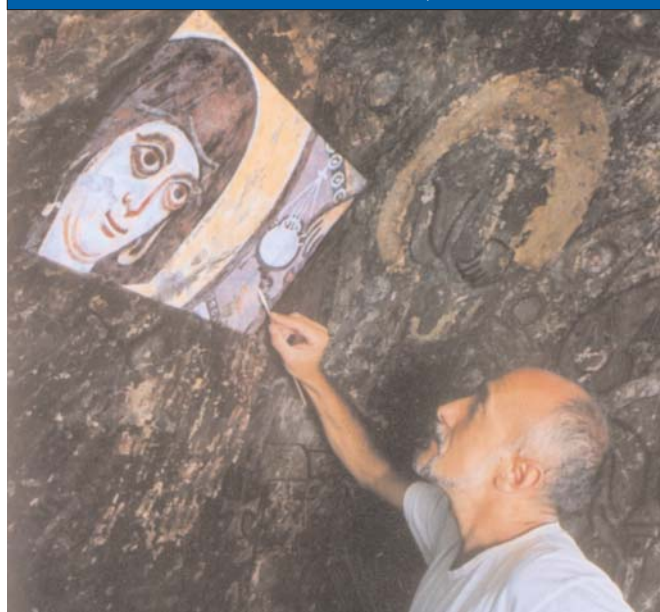
For years, USAID has compensated for the scarcity of OE by using program money to hire technical experts on contracts to oversee programs, but now Congress has allowed the Agency to expand its staff by tapping into program funds.

In response to a request by OMB and other stakeholder agencies, USAID is undertaking for the first time a comprehensive analysis of the workforce and planning for future needs for all categories of employees.

Also, under a subcommittee of the Business Transformation Executive Committee, a five-year Agency Human

▼ SEE USAID HIRING ON PAGE 13

RESTORING EGYPT’S ANTIQUITIES

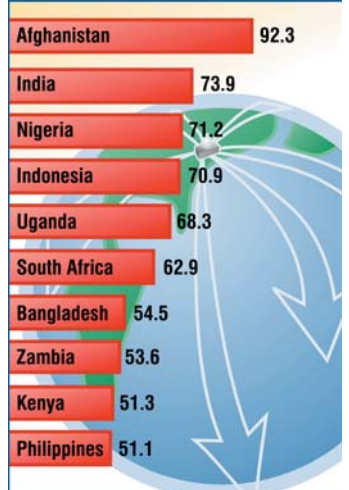


Patrick Godeau, ARCE

Adriano Lazi finishes test cleaning a mural of the Virgin Mary on the north semidome of Egypt’s Red Monastery Church. Lazi is one of thousands of antiquity conservators employed by the American Research Center in Egypt (ARCE), a firm that restores Egyptian historic and cultural monuments with USAID funding.

▼ SEE EGYPT’S ANTIQUITIES ON PAGE 16

TOP 10 RECIPIENTS OF USAID DEVELOPMENT & CHILD SURVIVAL AND HEALTH ASSISTANCE FY 2003 (\$ millions)



Source: FY 2005 Congressional Budget Justification.

Slain Rwanda Staff Honored

KIGALI, Rwanda—At a somber memorial service April 6, a senior U.S. official apologized for failing to evacuate 15 Rwandan USAID employees and nine U.S. Embassy employees who were killed in the 1994 Rwandan genocide.

Rwandans also hailed Agency staff who hid the Rwandan employees in their homes before U.S. citizens were evacuated and later cared for the orphans after the genocide ended.

Pierre Prosper, U.S. Ambassador at Large for War Crimes and head of the U.S. delegation for the 10th anniversary of the Rwanda genocide, said the victims had been “abandoned.”

“We, the United States, left in a time of need, and that was wrong,” said Prosper. “We abandoned you. That was wrong. And we are sorry.”

Deputy Administrator Frederick W. Schieck told the Rwandans at the service: “My heart goes out to you and to the families of the dearly departed. May they rest in peace.”

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White Paper Shapes Bureau's Agenda

USAID started a discussion of new operational goals for U.S. bilateral foreign aid through a White Paper released in January 2004. Now the Bureau for Program and Policy Coordination (PPC), is working to put those ideas into practice.

The White Paper proposes five operational goals for aid:

- promoting transformational development
- stabilizing fragile states
- giving humanitarian relief
- aiding geostrategic interests
- addressing transnational and global issues

Depending on the goal, expectations and operating guidelines for bilateral aid delivery will vary. In fragile states, for example, the strategy might first focus on immediate needs, such as stabilizing and

sustaining basic services before addressing transitional and long-term goals.

PPC will also create a "shadow budget" parallel to the traditional FY 2006 draft budget. Applying need and performance criteria, as recommended by the White Paper, may suggest figures for country, regional, and central budgets that differ from the traditional ones.

A new reporting system, modeled on one used by the Bureau for Europe and Eurasia and being tested in Latin America, will track country progress and put U.S. aid in the context of relative country performance. The system will allow USAID to show whether it really is strategically managing aid resources to get the most development for each dollar. ★

www.usaid.gov **Keyword:** White Paper

PPC Produced Timely Report on Education in the Muslim World



Sharon Benoitel, USAID

A girls' school in a remote area of Balochistan province, Pakistan, visited during research on the PPC report on strengthening education in the Muslim world.

As the Middle East became the focal point of U.S. development efforts, the Bureau for Policy and Program Coordination (PPC) undertook a three-month study in 2003 to analyze the strengths and weaknesses of secular and Islamic educational systems in 12 Muslim countries.

The study, soon to be published, explores economic, social, and educational statistics for 39 Muslim countries spanning six regions. But it focuses on providing guidance for bettering the public education system in Egypt, Morocco, Yemen, Bangladesh, Pakistan, Indonesia, Malaysia, Nigeria, Mali, Guinea, Senegal, and Uzbekistan.

Its recommendations on strengthening these education systems stressed the need to improve access to education and the quality of teaching.

The report acknowledges that most of the countries analyzed have made great strides in

primary school enrollment. But secondary school attendance remains low. Insufficient government funding, shortages of qualified teachers, outdated curricula, and inadequate supplies of textbooks are cited as the main reasons for poor educational quality.

While public education in all of these countries is mostly secular, some governments also sponsor public schools that teach religious subjects. This is the case in Egypt, Bangladesh, and Malaysia.

The quality of secular education at religious schools tends to be lower because the teachers are Islamic clerics with no educational training. But religious schools also have advantages: they are community-based and available in areas with no public schools.

The report recommends that USAID's programs support both secular and religious educational institutions, as both are popular in Muslim countries. ★

What Does the Bureau for Policy and Program Coordination (PPC) Do?

■ Policy Development

Working closely with the Agency's technical experts, Tish Butler and a team of senior policy advisors develop USAID policies and strategies, including the newly released political party assistance policy, the forthcoming agriculture strategy, and the recent White Paper.

■ Strategic Planning

From drafting the State-USAID Joint Strategic Plan to operating the Annual Reports System to maintaining the Automated Directive System 200, David Eckerson and his team are responsible for ensuring that the Agency's allocation of resources aligns with its vision and priorities. A key part is working with the White House's Office of Management and Budget to ensure that performance is taken into account.

■ Budgeting

The budget formulation and allocation process never stops. Jim Painter and PPC's budget and policy analysts are currently working on three budgets—FY 04, FY 05, and FY 06. The bureau oversees the distribution of USAID's three chief resources: foreign aid, operational expense money, and staff.

■ Donor Coordination

Norman Nicholson and a team of eight work with the World Bank, United Nations, the European Commission, and other donor agencies. They also prepare USAID's participation in high-profile donor meetings such as the 2002 Monterrey Financing for Development Conference.

■ Interagency Process

PPC coordinates with the National Security Council and other U.S. agencies on development issues such as HIV/AIDS and the Millennium Challenge Account. The bureau also leads the Agency's participation in the State-USAID Policy Council, a new interagency vehicle for raising and resolving development-related policy issues.

■ Information and Evaluations

PPC ensures that USAID staff have the information they need to do their jobs through its "Knowledge for Development" effort, headed by Susan Wallace. Elaine Grigsby manages the office, which researches current and past USAID programs for lessons that could be applied elsewhere. One example of the office's work is the Living History project featured on pages 8–9.

ppc.usaid.gov

Agency to Unveil New Strategy to Assist Fragile States

Shortly after the 1992 ceasefire ended the Mozambican civil war, USAID put stability first, while also laying the groundwork for lasting recovery. This involved ensuring access to food and water, resettling displaced families, demobilizing soldiers, and preparing for elections.

That decision foreshadowed the emerging Agency strategy to deal with fragile states. Goals for assistance to states recovering from or moving toward state failure should be stability, reform, and recovery, the draft strategy said. Security is pivotal.

The impetus for a fragile states strategy came from a recognition that failed states undermine development, create humanitarian crises, and threaten national security, said Melissa Brown of the Bureau for Policy and Program Coordination (PPC).

Working groups led by PPC and the Bureau for Democracy, Conflict, and Humanitarian Assistance looked at successful USAID responses, including in Mozambique in 1992.

The group also consulted with outside experts.

These "state failure" experts said that USAID needs to step back and look broadly at the quality of governance and each country's political, social, security, and economic needs.

Governments unable or unwilling to meet these basic needs can leave countries vulnerable to rebellion, violence, economic shocks, and natural disasters.

When governments are willing, options for assistance are greatest. For instance, USAID supported Peru's Truth and Reconciliation Commission, established after President Alberto Fujimori resigned, to help the new government demonstrate a break from past abuses.

In Mozambique, donors helped demobilized soldiers and guerillas adjust to civilian life by providing transportation home, land, and training. This prevented a surge in crime and violence and even helped maintain the ceasefire.

USAID/Mozambique initially limited itself to reconstructing destroyed infrastructure—such as schools, bridges, roads, and railroads—whose absence was an obstacle to successful demobilization, resettlement, and elections. The mission funded de-mining work all along, but postponed major reconstruction projects till later.

Operational flexibility is especially important to missions needing to respond quickly to the needs of fragile states, concluded the draft strategy, which is now under review. ★

FIRST PERSON



“After hundreds of debating rounds, you just start understanding how people think.... You feel you can cope with any situation.”

AKIKAT MAKHMOTOV,
FOURTH-YEAR GEOLOGY STUDENT,
KAZAKH NATIONAL TECHNICAL UNIVERSITY,
ALMATY, KAZAKHSTAN.

National Debate Center, Kazakhstan

Makhmotov started debating in 2002 through the USAID-funded National Debate Center. Since then, he has appeared on national television and participated in regional and national tournaments. Debating taught him about law, politics, and economics. The National Debate Center, started in 1998, has been funded by USAID since 2000 to promote civic education through debating. More than 15,000 students participate in regional, national, and international tournaments.

Mission of the Month

SOUTH AFRICA

The Challenge

South Africa’s apartheid system created a country of haves and have nots. The country is wealthy in natural resources and land and has a strong financial sector. Yet many of its citizens have no access to good healthcare, education, clean water, sanitation, or housing. Starting in 1994, a democratically elected government has made strides toward closing the gap between the rich and the poor, but there is still much to accomplish.

Innovative USAID Response

Soon after the USAID mission in Pretoria got started, it became clear that South Africa would develop much faster if government funds and foreign aid were augmented by private investment. The mission thus has pursued public-private partnerships.

USAID’s most common model for such partnerships, as used by the Global Development Alliance (GDA), leverages Agency funds and resources from public and private partners for development programs.

The South Africa mission followed the approach when investing in an alliance with a private organization called Business Against Crime (BAC). The partnership eventually developed into a GDA deal under which the mission leveraged \$46.7 million with an investment of \$5.46 million.

BAC promotes a more effective and accessible criminal justice system. The group assists in restructuring South Africa’s court system to free judges and magistrates of administrative duties so they can spend more time adjudicating. Court services were decentralized and a case flow management system introduced.

USAID/South Africa also has pursued two other approaches to support public-private partnerships.

The mission often taps into the Development Credit Authority, a program that enables USAID to issue partial guarantees to private sector loans that serve the public interest. In 2004, the mission leveraged \$8.3 million by providing a \$76,310 loan guarantee to CAPITEC Bank. Research revealed that some 35 percent of South African households had never had a bank account. Poor households throughout the country now have greater access to banking services offering low interest rates on microloans and interest on deposits.

The mission also facilitates partnerships between the South African government and the private sector by providing technical assistance to two government units that link public needs with private money.



R.Zurba, USAID/South Africa

A South African participating in a USAID-supported training center that helps people learn employable skills.

Results

USAID/South Africa helped leverage more than \$1 billion between 2000 and 2003 through an investment of approximately \$25 million. The raised funds nearly doubled the \$1.2 billion that USAID has invested in South Africa since 1994.

“Technical assistance doesn’t cost more than \$250,000–300,000 a year per advisor but, by using minimal funds strategically, we can help strike deals that will save the government of South Africa millions over the coming years,” said Mission Director Dirk Dijkerman.

Public-private partnerships facilitated with USAID assistance have brought cleaner water; electricity; sanitation services; and access to healthcare, education, and financial services to many thousands of South Africans.

USAID/South Africa’s public-private partnership efforts were recognized by the London-based publication *EuroMoney*, which chose the two partnerships facilitated by the mission as “African Deals of the Year” in 2002 and 2003.

“We’re delighted that USAID/South Africa has been so proactive in building public-private partnerships,” said Curt Reintsma, team leader for GDA in Washington. “It’s truly impressive to see how small amounts of USAID funding can catalyze much larger social and economic investments that directly benefit the poor in developing countries.” ★

www.usaid.gov **Keyword:** South Africa

Notes from Natsios

★★★★★★



SUDAN’S GROWING CRISIS

We are facing in Sudan’s Darfur region—the three western states bordering Chad from Libya to the Central African Republic—the worst humanitarian disaster in the world right now. There has been a clear pattern of ethnic cleansing against the African Fur, Zaghawa, and Massalit tribes by Sudan government forces and militias under its control known as the *Jingaweit*. Victims cite recurrent and systematic attacks against towns and villages, burning of buildings and crops, arbitrary killings, gang rape, and looting.

Last February, the Sudanese Liberation Movement/Army (SLM/A) and the Justice and Equality Movement (JEM) declared their opposition to Sudan’s government, and two months later the SLM/A attacked Sudanese military targets in North Darfur.

Since then, Sudan and its Jingaweit militia have waged a bitter war against the opposition movements and civilians suspected of supporting the opposition. From 10,000 to 30,000 people may have died. The United Nations reports at least a million people have been displaced inside Darfur and another 100,000 have sought refuge in Chad.

We do not have humanitarian access to the war-affected, except for three sites in large cities. Food is running out, sanitary conditions are terrible, and disease is beginning to spread. Child mortality is rising at an alarming rate, and the coming rains will inhibit food distribution.

Last October, I went to Sudan with Roger Winter, Assistant Administrator for Democracy, Conflict, and Humanitarian Assistance, and Constance Newman, Assistant Administrator for Africa. We visited western and northern Darfur, and then we met with Vice President Ali Osman Mohammed Taha in Khartoum to urge the government to rein in the Jingaweit militia and allow access for humanitarian workers to the displaced.

Since the conflict heated up this past February, USAID and the State Department’s Bureau of Population, Refugees, and Migration have provided \$85.5 million worth of relief commodities, including 80,000 metric tons of food that’s either been delivered or is on the way. On April 11, USAID’s Office of U.S. Foreign Disaster Assistance mobilized a Disaster Assistance Response Team (DART).

President Bush, Secretary of State Colin L. Powell, National Security Adviser Condoleezza Rice, and I have called Sudan’s leaders about Darfur as well as about the ongoing talks to end the war with southern rebels. We told the Sudanese there will be no normalization of relations unless atrocities stop and there is humanitarian access to people affected by the conflict.

U.S., EU, U.N., and African Union officials met with rebel and Sudanese government leaders in N’Djamena, Chad,

Nonprofit Groups Deliver U.S. Foreign Assistance

To deliver foreign assistance, it's not enough to be the world's biggest economic and military power.

Reaching hundreds of thousands of villages, from India to Nigeria to Brazil, requires a different approach: the grassroots, person-to-person reach of the global humanitarian and development workers in the NGOs of the world.

So after Congress votes for a foreign aid budget each year, the Agency calls on nonprofit groups, such as CARE, Save the Children, and Catholic Relief Services, to carry out much of the work on the ground.

USAID calls the 500 U.S.-based nongovernmental organizations (NGOs) that have registered with the Agency private voluntary organizations (PVOs).

They act in the same ways as NGOs around the world: they raise funds from the public, corporations, foundations, and governments to carry out development and relief work.

"PVOs tend to have a grassroots constituency and get a lot of their funds from individuals," said Judith W. Gilmore, director of USAID's Office of Private and Voluntary Cooperation. "They also mobi-

lize resources from corporations and foundations to match USAID funding."

In 2003, the nonprofit PVOs reported that they raised \$5.7 billion for overseas development and relief programs.

"We need the PVOs to get out and reach people," said Gilmore. "PVOs represent the values of the United States, such as compassion and concern for others, that you don't get through government-to-government relations or profitmaking firms."

Faith-based groups such as World Vision or Catholic Relief Services come with spiritual or other values that make them effective when combined with USAID's technical skills.

The USAID office has helped PVOs such as Conservation International, Winrock, and the Mountain Institute "transform into successful development agencies" that now raise hundreds of millions of dollars a year to run programs in microfinance, health, environment, education, agriculture, and other fields, Gilmore said.

U.S. foreign aid is also carried out by profitmaking contractors such as Abt Associates, Chemonics, or Creative

Associates, which bid on detailed requests for proposals that describe a specific program USAID wants to fund.

NGOs, however, remain vital for delivering social development work such as healthcare, education, and democracy-building.

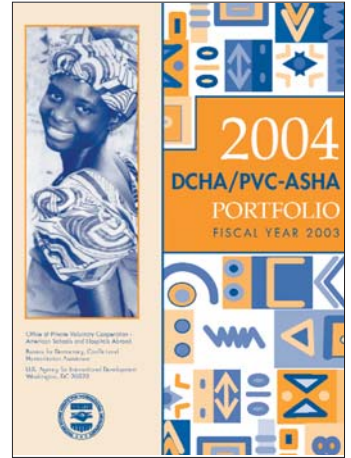
To cope with the unique challenges in countries such as Iraq and Afghanistan, InterAction, an alliance of 160 U.S.-based NGOs, recently prepared a video with a grant from the National Defense University that discusses military and NGO views on and operational techniques for working in areas of conflict.

For many years, the Agency helped U.S. groups build their own staffs to carry out development projects. But in recent years, PVOs train foreign NGOs in poor countries so they create a permanent capacity for development work after U.S. assistance ends, Gilmore said.

To raise money for development in poor countries, Gilmore said, local NGOs charge fees for health services, sell handicrafts or food, get local donations or form alliances with business or governments, and sell services to the government.

The Bangladesh Rural Advancement Committee (BRAC), one of the most successful local NGOs, runs schools for the government.

"The new challenge is how to support local NGOs in fragile countries," Gilmore said. ★



AED Trains Teachers Worldwide

Anyone who knows what it is like trying to teach restive middle-school children may sympathize with the Academy for Educational Development (AED).

Its goal is to improve teaching so that children learn to think for themselves and not just recite memorized texts handed out by their authoritarian teachers.

"We make the teaching of math, science, language, and social studies more effective," said AED CEO and President Stephen F. Moseley.

But to respect the culture, language, and traditions in 45 countries where AED works, "we improve basic and middle schools through teacher training and new materials, but the country sets the curriculum," Moseley said.

About 50–60 percent of AED's budget comes from USAID, down from previous years as the PVO sought to balance its array of funding sources.

Worldwide, AED has 1,100 staff, mostly foreign nationals living overseas.

"Other groups do infrastructure, hardware, and computers, but what AED does is to constantly invest in innovation and in quality improvement in what happens in the classroom," Moseley said.

AED also helps ministries improve their information and management systems to focus on girls and the poorest children.

In southern Ghana, for example, AED created one model school in every district. After five years, the ministry expanded the new teaching system to the north. Similar model schools exist in Ethiopia, Namibia, Uganda, El Salvador, and Nicaragua.

About 45 percent of AED's work is in the formal education system and the rest is public health or civil society-related: changing behavior to develop good health practices, preventing HIV/AIDS and malaria, or developing local NGOs.

To combat corruption, AED gets principals to post student enrollment lists and expenses so communities can monitor spending.

"It takes 25 to 30 years for a country with poor human capacity to move—a lot of countries in Africa still need help—schools, basic health capacity," Moseley said.

The latest trend is to help Ghana, Senegal, Jordan, and other countries pay attention to workforce development, fitting education to prepare people for jobs.

AED also is stressing preschools. "Few countries do it yet, but we know real learning depends on what happens at ages 3 to 5," Moseley said.

Founded in 1961, AED worked mainly on U.S. domestic needs for 10 years before it "met" USAID, Moseley said.



Stephen F. Moseley

Save the Children in 40 Countries

Save the Children/U.S. CEO and President Charles F. MacCormack said his organization has many priorities in common with USAID, such as education—particularly for girls—and primary, maternal, and child health.

"But in Iraq and Afghanistan, for the first time, we feel people want to harm us because we represent the outside world," he said. "All of us in the humanitarian community feel this. Historically, people appreciated the support we brought; 99 percent still do. This is a classic example how a tiny minority can create problems."

About 30–40 percent of the group's \$250 million annual budget comes from USAID. The rest comes from other government agencies and private donors.

"Together, we have a comprehensive approach to development. While USAID deals with government ministries in poor countries, community-based work is what we in the NGO or PVO community do," he said.

Save the Children/U.S., founded in 1919 and based in Westport, Conn., is one of 29 independent members of a global alliance. Of the group's 3,000 staff members, 90 percent are foreign and 90 percent live in the 40 countries where programs are carried out.

Aside from direct work to improve the lives of children, Save the Children works in microenterprise; economic development; and emergency relief such as in Darfur, western Sudan, where ethnic violence has created a humanitarian crisis.

"Partnership between USAID and the NGOs is much deeper and stronger than 15 years ago," he said. "We worked at large scale over 15 years and learned how to support one another." Some former USAID officials now work at Save the Children.

MacCormack said he and other members of the NGO association InterAction are "concerned about how much development assistance is allocated outside USAID, such as the [Emergency] HIV/AIDS Initiative and the Millennium Challenge Corporation, rather than having one major U.S. government partner. We worry about the lack of coordination."

There remains a great need for development aid, especially in sub-Saharan Africa, and for emergency relief in conflict-affected areas such as Indonesia, Central Asia, Pakistan, and Afghanistan, MacCormack noted.

But he said many countries where USAID worked that were thought to be "basket cases" 25 years ago have graduated from aid, including South Korea, Thailand, Malaysia, and Tunisia. Latin America and the Middle East still need aid, but no longer suffer high rates of malnutrition, child mortality, and illiteracy.

"I see a likelihood that India and China, where half the poor live, will be out of that situation in the coming years and will be able to finance their own health, education, and nutrition," he said. "A huge amount has been accomplished."



Charles F. MacCormack

IIE Trains 20,000 Each Year

“When we were set up in 1919, the founders had a vision that IIE should provide academic and professional training, whether for farmers, mechanics, or doctors,” said Allan E. Goodman, president and CEO of the Institute for International Education (IIE).

The New York-based group still trains about 20,000 people each year, one-third of them Americans and the rest foreign students.

About 30 percent of IIE funds come from USAID, 30 percent from the State Department for running the Fulbright scholarship program, and one-third from private sources such as corporations and foundations. IIE also runs the Ford International Fellowships.

Years ago, IIE, working with USAID funds, paid for foreign students to obtain college and advanced degrees. Because this takes too long to have an impact on developing countries, the trend in the past decade is to provide short-term, targeted training.

For example, IIE sends Egyptian doctors to Johns Hopkins for intensive six-week courses in neonatal care or anesthesiology.

“USAID is terrific at doing short-term targeted training in public administration, health, and other fields,” Goodman said. “USAID says ‘let’s do strategic interventions and assess what a particular branch of a ministry needs. If they are concerned about economic growth, how can we train managers in ministries not to discourage it?’

“USAID helps us do our work, because it is enormously helpful for a government agency to say it has a vision that government or economic reforms are needed for free markets or that education should occur. In the private sector we can say it, but governments won’t necessarily listen.”

Goodman added, “USAID has a vision and scale and reach that empowers us. It goes way beyond the money. We have a discussion with a government official and talk about the economy or training and they know the United States stands behind it.”

While U.S. foreign aid education funding has stagnated or fallen in recent years, Goodman said education appears to be “a big piece” of the MCA—the new \$5-billion a year Millennium Challenge Account—and, he added, “that’s a good thing.”



Allan E. Goodman

CRS Has a \$500 Million Budget

Catholic Relief Services (CRS), based in Baltimore, Md., has 55 overseas offices serving 93 countries. Its budget last year reached its highest level since it was founded 60 years earlier—\$500 million—boosted by millions of dollars it was given to deliver U.S. grain to hungry Ethiopians, said CRS Chief of Staff Michael Wiest.

Aside from U.S. grants to manage large food shipments in emergencies, CRS each year raises about \$120 million from private contributions—mainly from Catholics in America—and gets about \$100 million from U.S. government agencies—mostly from USAID, he said.

“We are grateful for USAID and other U.S. government support for our work,” said Wiest, 59, who has spent 20 years living overseas as an aid worker, most recently in Morocco.

He noted, “In recent years, cooperation among major American PVOs such as Oxfam, CARE, and World Vision has been far superior than in the past. A decade ago there was great competition among us, but now the norm is to work in cooperation with the other players.”

PVOs now tend to specialize, he said. For instance, Oxfam tackles water and sanitation and CRS specializes in handling logistics in large-scale emergencies.

In Ethiopia, CRS led the American PVO partnership that included CARE, Save the Children, and World Vision.

Founded in 1943 during World War II to resettle war refugees in Europe, CRS later shifted its work to Asia, Africa, and Latin America to provide assistance on the basis of need, without regard to race, creed, or nationality.

The headquarters staff of 325 staff is mainly American, and includes people of all faiths. The 4,000 CRS employees worldwide are overwhelmingly foreign professionals, except for a handful of Americans in each office.

CRS does both relief in emergencies and development work, such as microfinance, women’s groups, and school lunches to attract children to education.

The group recently was awarded the first part of a \$350 million five-year contract by U.S. Global AIDS Coordinator Randy Tobias to distribute antiretroviral drugs that fight HIV/AIDS.

Wiest said that in traditional religious countries such as Morocco, as long as they don’t proselytize, U.S. PVOs with faith-based identity are seen positively. But at times being Catholic could create risk in a Muslim country, or in India, where Hindu nationalism is growing.

Trade is another issue CRS works on. It has helped Nicaraguan coffee growers export their coffee and market it through 20,000 Catholic parishes.



Michael Wiest

Mercy Corps Aids Civil Society Groups

“Mercy Corps, a 25-year-old relief NGO based in Portland, Oregon, is focused mainly on transition countries that are moving from conflict to peace or from controlled socialist economies to free markets,” says Executive Vice President Nancy Lindborg.

“Everyone does versions of relief development work, but for the last eight to ten years we have focused on being effective in transition situations,” she said.

Mercy Corps, with about 300 U.S. and 1,700 foreign staff operating in 30 countries, feels it has a special job in development work: helping civil society and community groups to grow and learn to work with local governments, neighboring communities, and businesses.

“Building parent-teacher associations, local non-government organizations, and other groups is not enough” says Lindborg. “These groups must learn how to get along with other groups in society so that they can resolve issues ranging from water rights to land management.”

For example, Mercy Corps used USAID funding to help two villages on each side of the border between Uzbekistan and Kyrgyzstan in Central Asia resolve thorny water issues. Each community formed a water management group, and together they agreed to build a water system. To assure suspicious villagers that each side got its fair share of the water, all decisions were posted.

“It’s the ability of all these groups to work together that makes a civil society,” said Lindborg. “We view our mission as helping communities to be safe, just, and productive. This happens when the civic sector, government sector, and market sector all work together.”

She added, “USAID is funding this kind of work. Our value-added as an NGO is a facilitative role helping smooth relations between” various groups.

About 36 percent of the Mercy Corps budget is from USAID. The rest comes from other U.S. agencies such as the Department of Agriculture or from the European Union, United Nations, corporations, and private fundraising. There has been a large spurt in growth in the last 10 years.

“Our goal is not to be in a country for 20 years,” said Lindborg. “If you are, something is not working.”



Nancy Lindborg

CARE Shifts to Long-Term Solutions

CARE was founded in 1945 to provide relief to survivors of World War II, and, according to its president, Peter Bell, the core strength of the humanitarian group is its experience in tens of thousands of the poorest communities in the world.

In recent years, CARE—the Cooperative for Assistance and Relief Everywhere—has been shifting from delivering aid directly to the needy to strengthening local organizations at the community level such as NGOs, local governments, and national ministries.

“Over the years, CARE shifted focus,” Bell recalled. “We once were mainly an emergency response organization seeking to save lives and relieve suffering. But in recent years we focused on the underlying causes of poverty and seek sustainable solutions to reduce poverty.”

In 2003, CARE got 52 percent of its funds from USAID and other U.S. government agencies. “The relationship with USAID is critically important,” Bell said in an interview, “not only between our main office here in Atlanta and USAID headquarters in Washington, but between our country offices around the world and local AID missions.”

CARE’s 12,000 staff spread around the globe—mainly foreign nationals—“exchanges views with USAID and we influence one another,” Bell said.

An example of CARE’s overseas work is creation of 6,000 savings and loans associations involving women in rural Niger, where poverty and cultural barriers blocked development of farms and businesses.

In Bangladesh, CARE engaged 180,000 illiterate poor single women—who otherwise would be servants, prostitutes, or beggars—in road building. They got \$1 per day, with 25 cents saved as a fund for starting a business; and they got literacy and business training.

“It was so heartening,” said Bell. “Before, they couldn’t even look you in the eye. Now, some have been elected to district councils.”

“We help USAID fulfill its mission and its mandate. They may provide funding, but we work with poor communities in development.”

“A hallmark of CARE is that we have almost always been there before a spot became hot and will be there long after the embers begin to cool.” CARE worked in Afghanistan since 1960, except for the Soviet occupation in the 1980s, and has 770 staff there now. CARE has been in Iraq for 12 years.



Peter Bell

ECONOMIC GROWTH, AGRICULTURE, AND TRADE

Philippines Province Gets Second Green Award



Members of citizens' volunteer groups called *Tigbantay Wahig* (Water Watchers) monitor river water quality in the province of Bukidnon, Philippines. The group was formed as a result of USAID support for the Sustainable Agriculture and Natural Resource Management (SANREM).

MANILA, Philippines—For the second year in a row, the province of Bukidnon in Mindanao was awarded in 2003 the title of “cleanest and greenest” province in the Philippines from the Office of the President of the Republic of the Philippines.

This achievement is largely a result of 10 years of investment by USAID's Bureau for Economic Growth, Agriculture, and Trade (EGAT) in Sustainable Agriculture and Natural Resource Management (SANREM), which is one of nine U.S. university research centers funded by EGAT.

“You could clean a river and three months later it will be as dirty as before,” said Carlos A. Perez, SANREM program director. “But this award is for something much more comprehensive. Natural resources in the area will be protected, because we have developed technologies and trained cadres of people who can continue to monitor and manage the environment in sustainable ways, even after program's funding ends.”

Bukidnon, a landlocked province that is home to a million people, is known as the watershed of Mindanao, with five major rivers. A tributary of one river was also recognized as “cleanest” for lowered level of contamination.

EGAT first funded SANREM in 1992, when an influx of migrants and businesses increased the use of natural resources in Mindanao and led to pollution caused mainly by deforestation, soil erosion, and high use of pesticides by pineapples, banana, and cotton plantations.

SANREM researchers trained citizen vol-

untary groups—called *Tigbantay Wahig*—to monitor water quality in three provinces in the Philippines, including Bukidnon, since 1994. Since then the groups have collected more than 4,000 water samples from 58 sites on 16 water bodies in three provinces in the Philippines, including Bukidnon.

SANREM researchers measure soil and nutrient losses and their relationship to conservation practices in farming and forestry. They also estimate how prices, trade, and infrastructure policies affect land use and upland resources.

The researchers work closely with policymakers and help citizens promote environmental protection laws. Many researchers are on water and environmental authority boards.

For example, one is a member of the Provincial Watershed Protection and Development Council, responsible for watershed management plans. Another is the consultant of the provincial governor as well as of the Protected Area Management Board of the Mount Kitanglad Range Natural Park.

In February 2004, SANREM was asked by the Bukidnon governor to train planners in 19 municipalities and two cities in the use of geographic information systems in resource management planning.

Aside from SANREM, USAID supports a number of natural resource management programs run by NGOs in the Philippines and Southeast Asia. ★

GLOBAL DEVELOPMENT ALLIANCE

South African Educators Benefit from GDA

The subjects seen as most conducive to development—math, science, and technology—are those in the most need of adequate materials, facilities, and educator training in developing countries like South Africa.

That is why USAID/South Africa is using the Global Development Alliance (GDA) approach to fund a pilot program at 102 South African schools, providing students with math and science kits and training educators in modern methodology and classroom best-practices.

Last year the USAID-funded Leadership Training program trained 39 South African math teachers and provincial school administrators.

Now 56 more educators—administrators and physical science and technology teachers—are training at Maryland's Prince George's Community College, Garrett College, Capitol College, Maryland State Department of Education, and nine area high schools.

USAID is investing \$1.7 million in the program over three years. It aims to train 176 South African educators and turn the 102 pilots into magnet schools specializing in math, science, and technology. Implementing partners are leveraging more than \$20 million to improve South Africa's education infrastructure.

The idea is to also freshen up the teaching styles used throughout South African classrooms. Most often teachers lecture and students take notes. Now they are being shown new pedagogical techniques, such as encouraging students to ask questions and having them work in groups to solve problems together.

“This way students have to digest what they have been listening to and do something with it,” said Marilyn Pugh, professor of economics and project director at the Prince George's Community College. “So it's more than chalk and talk.”

Teachers are trained in the use of graphical calculators and how to build computers and create networks.

“They desperately need this, because either they don't have computers or they

have very old computers at their schools,” Pugh said. “Also, this is something they can teach their students to do, and then the students can get a job with it.”

Thandi Mgwanya was one of the 39 math teachers who were trained in Maryland last year. “I learned so much from the American educators,” she said. “They plan their work and truly communicate with their students.”

The South African educators are being exposed to school-to-work programs and service programs, in which high schoolers work or volunteer in their communities.

While teachers are learning pedagogy, administrators—advisors, principals, and representatives from the provincial departments of education—are being introduced to an educational system vastly different from their own.

South Africa's education system is traditionally highly centralized, with a top-down approach of government legislating how schools educate pupils.

Since the election of the country's first democratic government in 1994, USAID has been supporting education transformation in both policy and practice. Provinces have gained the power to implement their own education plans, but they often lack the resources and capacity and stick to the official curriculum.

Under the program, USAID also distributed and trained teachers to use more than 3,000 science and 102 math kits in South African high schools last year. The science kits contain instruments and chemical materials, while math kits include a scientific calculator and transparency manuals.

Core funding for the program comes from the South Africa Department of Education. Local telephone company Telkom is donating and upgrading computers with internet access in the pilot schools. Microsoft is providing the software, and the Multichoice Foundation is providing curriculum development technical assistance and training, as well as satellite connections for edutainment stations such as Discovery Channel and National Geographic. ★



R.Zurba/USAID South Africa

A group of South African math teachers as they prepared to depart Johannesburg for USAID-funded training in Maryland last fall.

DEMOCRACY, CONFLICT, AND HUMANITARIAN ASSISTANCE
AND POLICY AND PROGRAM COORDINATION

Representatives Share Aid Strategies at U.N., EU



Jennifer van Wijngaarden

The United Nations building in Geneva, where Nance Kyloh represents USAID's interests. Pat Lerner represents USAID to the European Commission in Brussels, and Miriam Lutz is humanitarian advisor at the U.N. headquarters in New York.

The Agency maintains representatives at the United Nations in Geneva and New York and at the European Union (EU) in Brussels to coordinate U.S. humanitarian aid efforts with other donors.

"These posts are vital to the humanitarian assistance coordination efforts of USAID with other international donors around the world and expand our opportunities for effectively working cooperatively to mitigate human suffering," said Roger Winter, Assistant Administrator for Democracy, Conflict, and Humanitarian Assistance (DCHA).

The representatives, some attached to the Bureau for Policy and Program Coordination and others to DCHA, sit on committees and panels with representatives from other countries' bilateral agencies and organizations such as the World Bank and the World Trade Organization. They tell other donors about the way USAID delivers aid, hear how others do it, and ponder ways of standardizing assistance to developing countries.

"The people working in the host countries have a microview, which is very hands on. But they don't see what's happening elsewhere," said Nance Kyloh, the USAID representative at the U.S. Mission to the United Nations in Geneva. "Here we are once or twice removed, dealing with different agencies, donors, and policies, and making an overall, global effort to be more efficient."

"And since USAID is a leader in a lot of fields, humanitarian aid and trade being two of them, we set the bar for other donors," Kyloh added.

Most U.N. humanitarian agencies and the International Committee of the Red Cross are based in Geneva, where Kyloh works to coordinate international relief efforts in Liberia, Sudan, or the Horn of Africa.

Kyloh is USAID's representative on the

Good Humanitarian Donorship Initiative, through which donors work to improve planning and delivery of scarce resources to meet emergency humanitarian needs.

Similarly, Pat Lerner represents USAID to the EU, working on policy coordination with the European Commission, the executive branch of the EU that manages assistance globally.

In September, Lerner attended a donor meeting focused on famine prevention in Ethiopia. Shortly after, USAID hosted a more formal, followup meeting in Geneva, where Kyloh had her hands full dealing with additional donors and representatives from the Ethiopian government.

These meetings resulted in an agreement among donors to pursue pilot famine prevention efforts in Ethiopia. They also advanced the efforts of a G-8 initiative focused on ending the cycle of famine in the Horn of Africa. The initiative will be presented and discussed at the G-8 Summit in June.

"When the U.S. and EU can agree on a shared vision of what we want to see as the endgame—as in the Balkans or Afghanistan—we work extremely well together and play to each other's strengths," said Lerner of the work of representatives.

The third USAID humanitarian representative to donor groups is Miriam Lutz, who is humanitarian advisor at the U.N. headquarters in New York. Her job is to ensure that USAID has a voice in Security Council General Assembly debates on issues linked to humanitarian and other foreign aid.

The Agency also has representatives addressing broader development issues at the Organization for Economic Cooperation and Development in Paris, the World Food Program in Rome, and with the government of Japan in Tokyo.★

GLOBAL HEALTH

First Agency Health Team Visits Libya

TRIPOLI, Libya—Days after the United Nations lifted some sanctions against Libya, three USAID health specialists traveled to the North African nation of 5.5 million to assess medical care and possible cooperation.

The team was one of the first U.S. delegations to Libya since the United States severed ties 22 years ago.

Their Libyan hosts were eager to reconvene with colleagues, professional associations, and medical boards in the United States, said Bob Emrey, a team member from the Bureau for Global Health. Many of the older physicians, he said, had studied or done residencies in the United States.

The seven-member team spent a week talking to health officials and visiting facilities, exploring how their agencies and other U.S. organizations might cooperate with Libyan counterparts. Possible activities include exchanges and assistance on workforce development, drug management, quality control, and disease outbreak investigation and response.

During their visits to Tripoli, Benghazi, and smaller towns nearby, the team found the quality of healthcare was good. Counter to expectations, they found a mixed system of public and private healthcare rather than a purely state-run model.

Libyan policymakers were interested in how other countries finance care, insure patients, monitor costs, measure quality, and track newly emerging diseases, said Emrey.

Libyans receive free healthcare, and their health status is good compared to other Middle Eastern countries. For example, infant mortality is reported to be less than

20 per 1,000 births, about the same as neighboring Tunisia. Childhood immunization is nearly universal, and water and sanitation systems are improving.

Oil revenues have allowed the Libyan government to build clinics, buy equipment, train doctors abroad, recruit medical professionals from overseas, and protect the water supply. A \$30 billion aqueduct, for example, channels water from south to north to increase the supply of clean water.

Providing free healthcare is expensive, however. In the past few years, private health clinics and diagnostic centers with newer equipment and better service have sprung up to compete with the public sector.

The number of HIV infections in Libya is estimated at 7,000 by UNAIDS, mainly among injecting drug users, and drug-resistant forms of tuberculosis have recently been detected.

The delegation urged their hosts to confront HIV/AIDS head-on, suggesting they look at how other countries share information about the disease with the public.

President Bush offered diplomatic and commercial ties as well as greater citizen exchange because Libya pledged publicly to disclose and dismantle all nuclear, chemical, and biological weapons programs.

With Emrey were Dr. Adam Slote of the Bureau for Global Health; Dr. Andrew Clements of the Bureau for Asia and the Near East; and four medical specialists from the departments of State and Health and Human Services. ★

Kelly Manabe and John Stevens contributed to this article.



Bob Emrey, USAID

The U.S. health delegation visits a laboratory classroom of a university dental school in Libya.

Living History Project Describes USAID Innovations That Shaped the World

For nearly half a century, USAID has been changing the way the people around the world grow their wheat, heal their sick, build their houses, run their economies, and conserve their water and soil.

From 1961, when USAID was founded, until 2001, the Agency spent \$216 billion, saving perhaps hundreds of millions of lives. Some \$31 billion of that money went for emergency food rations during famines and other crises.

Now the Agency is looking back to list the major innovations that it pioneered: those that paved the way for bigger harvests, healthier children, longer life spans, and higher average income in countries where billions of people live.

USAID's Living History Project combed through literature and interviewed veterans and retirees before it settled on 20 or so of the Agency's most significant innovations, according to the Bureau for Policy and Program Coordination's Office of Development Evaluation and Information.

In some cases, scientists and inventors outside USAID made the discoveries that would improve lives in the developing world. But USAID recognized the value of these innovations, figured out how to put them into wide-scale practice, and provided the resources and technical know-how to ensure they would not be forgotten on the dusty shelves of history. ★

USAID PROGRAMS SPOTLIGHTED IN LIVING HISTORY

The Green Revolution	Demographic and Health Surveys
Oral Rehydration Therapy	Radio Education
Smallpox Eradication	Barefoot Doctors
Rapid Disaster Teams	Social Marketing
Microcredit	Debt for Development
Smaller, Healthier Families	Local Land Stewardship
Working for Democracy	Stimulating Investment
Vitamin A	Integrated Coastal Management
Integrated Pest Management	Promoting the Private Sector
Vaccine Tools	Famine Early Warning System
Polio Eradication	

Swapping Debt for Forests Conserves Tropical Species, Creates Jobs



FAES, El Salvador

Park rangers patrol the protected area of El Jocotal, El Salvador, which, like acres of protected land in Belize, has benefited from Tropical Forest Conservation Act programs.

Tropical forests and other biologically diverse areas provide 90 percent of new pharmaceuticals, but they are mostly located in poor countries that lack land-use planning and the ability to stop slash-and-burn farming and overdevelopment. These countries also owe large debts to private banks and foreign governments.

Since 1988, USAID and NGOs in Latin America have raised money to protect the environment by using the spread between the higher face value of loans and their lower present "street" value.

Each NGO buys some of a poor country's debt owed to a private U.S. bank for only a few cents on the dollar in the secondary debt market. The debt is canceled if an equal sum is spent on the environment.

In 1991, this model was expanded to include debt owed to the U.S. government. These debt-swap deals also created foundations in eight countries that fund environmental, child survival, and child development projects. To endow them, about \$2 billion of debt was reduced by about \$1 billion and almost \$175 million in new

money was created.

In 1998, the program expanded worldwide, and focused funds on tropical forest conservation.

For instance, a swap took place in 2001 with Belize. Some \$5.5 million in U.S. funds were combined with \$1.3 million in private funds raised by The Nature Conservancy, an environmental NGO. The combined amount reduced by 50 percent the official debt that the government of Belize owed to the United States.

Debt-swap funds went toward the management and protection of 11,000 acres of forest, savanna, and wetlands and the protection of 16 miles of pristine Caribbean coastline that is home to more than 220 tree species; 250 bird types; and several mammals, including jaguars and Baird's tapirs. Debt-swap money also upgraded park facilities and established an endowment fund to ensure continued funding for conservation.

The debt-swap agreement also created a new civil society partnership between the Belizian government and local NGOs to manage large areas of tropical forest. ★

Agency Helped Turn Miracle Wheat Into a Green Revolution in the 1960s



USAID's participation in the Green Revolution has helped agriculture around the world become more productive, marketable, and sustainable.

When the American scientist and Nobel Laureate Norman Borlaug developed a hybrid wheat variety in the 1960s that could double the yield of grain per acre, it was called "miracle wheat."

But before that wheat created the Green Revolution and ended hunger for hundreds of millions in India and other parts of the world, USAID got deeply involved.

The Agency financed farm-to-market roads, irrigation, and electrification needed to lift water for new wheat plants. USAID also helped provide extension services to teach farmers how to get the most out of the new seeds.

Borlaug, based at a USAID-funded research station in Mexico, traveled to India and other countries to push governments to invest in fertilizers and insecticides.

From 1955 to 1972, USAID and its predecessors also contracted U.S. land-grant universities to help India establish agricultural universities critical in making the Green Revolution turn the country into a self-sufficient food producer by the 1980s.

USAID widened the Green Revolution into a worldwide attack on hunger through its funding for the Consultative Group on International Agricultural Research (CGIAR), a consortium of 16 research centers around the world.

It was at a CGIAR center in Mexico that Borlaug developed miracle wheat. The center in the Philippines developed miracle rice varieties for Southeast Asia. Other centers in Africa, Asia, Latin America, and the Middle East work on cassava, potatoes, and other crops. ★

Democracy Vital to Development



USAID was the first major donor to integrate democratic principles such as rule of law, civil society participation, open media, and free and fair elections into its programming.

The return of democratic rule in Latin America in the 1980s and the fall of communism in Eastern Europe in the 1990s prompted USAID to integrate democracy and governance into its development assistance program. It was the first major donor to do so.

USAID worked to strengthen courts and other institutions responsible for the rule of law in Central and Latin America starting in the 1980s. And the 1990 Democracy Initiative, the Agency's first policy paper on the subject, noted the important role of open societies, respect for the rule of law, and accountable governments in achieving sus-

tained economic development.

This new stress on democracy and governance built on early experiences in promoting the rule of law. It broadened support for free and fair elections, going far beyond election day to support open registration of candidates and political parties, the freedom to campaign, and independent media and election monitors.

Another important concept was to look beyond elections to strengthening parliaments and media, and, in the former East Bloc, building private, nonprofit civic groups through legislation, professional associations, and training. ★

Programs for Smaller, Healthier Families Help Women and Children

Since the inception of USAID's family planning program in 1965, the Agency has been a leader in the global effort to protect human health, provide couples with voluntary family planning services, and stabilize world population growth.

Family planning saves lives, protects the wellbeing of women and children, and helps keep families whole. Support for family planning is an essential element in U.S. development assistance and an integral component of comprehensive primary healthcare.

More than 50 million couples worldwide use family planning as a direct result of USAID's population and reproductive health (PRH) programs, in which the Agency has invested some \$6 billion.

Since the inception of PRH programs in 1965, the average number of children per family in the developing world (excluding China) has dropped from six to four. Because of PRH programs, poor families are better able to feed, clothe, educate, and provide healthcare for their children.

USAID has also funded innovative research that has led to improvements in reproductive and family health. The research increased the effectiveness of natural birth spacing methods and enabled the development of pharmaceutical products



USAID's family planning programs, such as this 1960s education program in Korea, helped save lives, protect the wellbeing of women and children, and stabilize world population growth.

used worldwide.

In addition, USAID supports the world's largest information, education, and communications effort to increase public awareness and support for PRH programs. ★

Famine Early Warning System Can Prevent Hunger

The Famine Early Warning System (FEWS) was established by USAID in 1986 to prevent a repeat of the famines that devastated the Sahel and Ethiopia in 1984, where more than a million people died.

At the time, slowly-building famines were often not noticed until it was too late to reach starving people in remote areas with food shipments.

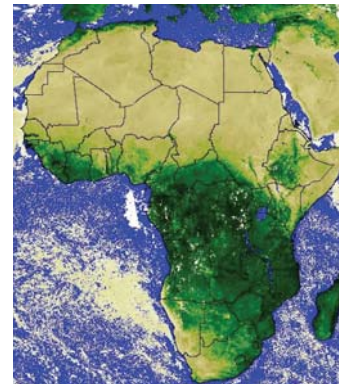
USAID recognized that U.S. satellite technology could help identify early signs of drought in sub-Saharan Africa. Early detection would help ensure that food aid arrived in time to save lives and prevent famine.

Today, the FEWS information network (FEWS NET) shares U.S. satellite data on precipitation, river levels, and crop-growing conditions to help forecast floods, cyclones, and droughts.

FEWS professionals in sub-Saharan Africa, Afghanistan, and Central America monitor rainfall, crop and rangeland conditions, food prices at regional markets, and other vital statistics.

FEWS NET has helped sound the alarm about possible famines in recent years in Southern Africa, Ethiopia, and the Sahel. It recently expanded to Afghanistan and Central America.

With FEWS NET, information available on the web and through local offices, the



USAID-funded FEWS NET provides early warning and vulnerability information. This type of image, sometimes referred to as a "greenness map," reflects the vigor and density of vegetation.

system helps countries prepare for droughts and floods, tells commodity traders where food deficits and surpluses are, and helps USAID's Food for Peace officers target and bring aid to those most in need. ★

www.fews.org

Vaccines Saved Millions of Children From Smallpox and Polio

Vaccines are safe, easy, inexpensive tools to fight many diseases.

Though vaccinating children is a given in developed countries, it is difficult to provide such protection in the developing world. There, children continued to die of diseases such as smallpox and polio until the international community—with USAID leading the pack—organized major vaccination and eradication efforts.

USAID supported the development of the SoloShot, a low-cost, single injection syringe used to administer vaccines around the world. The syringe is quicker, more convenient, and safer to use because it reduces the chance of transmitting disease from needle sharing. USAID support also led to the development of a prefilled, single-dose injection device called Uniject.

Until 35 years ago, smallpox annually killed 2 million people and affected 12–15 million. When international eradication of the disease began in 1967, smallpox was prevalent in more than 30 developing countries where more than half the world's population lived.

USAID invested in smallpox vaccination, primarily in Africa, in the 1970s and 1980s. The Agency collaborated with the World Health Organization (WHO) and the U.S. Centers for Disease Control and Prevention in developing a vaccination program.

WHO declared the world smallpox-free in 1980.

In the mid-1980s, the Agency started its polio eradication efforts in Latin America and the Caribbean. That region was declared polio-free in 1994.



A baby sleeps through use of the Uniject, a prefilled single-dose device USAID supports.

Today, USAID continues to fight polio in all countries where the disease strikes.

As a result of polio vaccinations, global incidences of the disease have dropped by 85 percent since 1988. It remains a health problem, however, with 98 percent of new cases concentrated in India, Pakistan, and Nigeria. ★

AFRICA

Protecting Namibia's Wildlife Increases Incomes

WINDHOEK, Namibia—Desert-dwelling elephants, endangered mountain zebras, and black rhinos are some of the animals protected by Namibia's Torra Conservancy, which provides jobs for nearby villagers as it protects the country's wildlife heritage.

Conservation is popular in Namibia, which was the first country to incorporate environmental protection into its constitution. Today approximately 14 percent of the land is protected.

Torra, which receives technical assistance from USAID, is one of 31 registered conservancies, and another 30 are being formed. They protect wildlife habitat and key species on communal farming land outside of state-run, protected areas. They also provide migration corridors for animals moving from one protected area to another, many of which are unfenced.

Conservancies also spur development, because they protect and use natural resources to generate income and improve the living standards of communal residents.

In 2004, Torra Conservancy was one of six communities around the world to win an Equator Prize awarded by the United Nations Development Programme. Torra was chosen from among 340 nominations, and won \$30,000.

Perched on the edge of the Namib Desert, Torra is home to some 1,200 people. Life for local residents has been

improving since 1998 government legislation allowed them to form the conservancy.

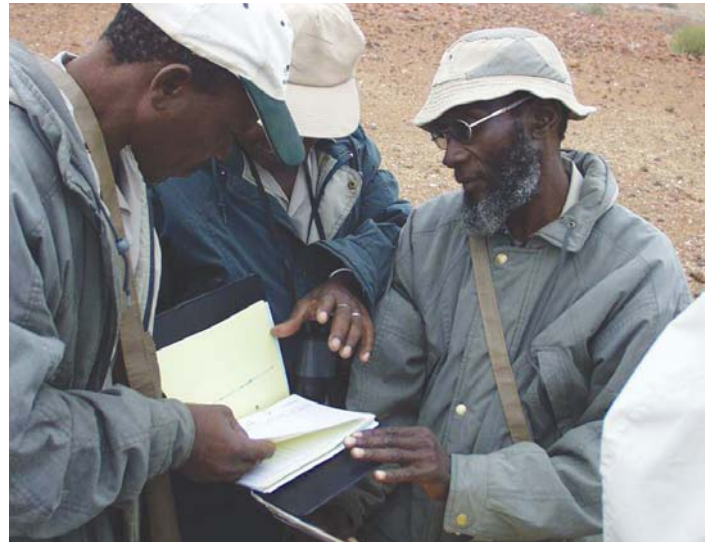
Since then, aid from the Namibian government, USAID, and numerous environmental groups has helped Torra turn wildlife tourism into a major asset for the local community.

The conservancy negotiated an agreement with Wilderness Safaris for the operation of Damaraland Camp, a luxury tented lodge that brought the Torra more than \$34,000 in 2003. Torra's sale of live springbok antelope to game ranchers earned the conservancy nearly \$12,000.

A further \$14,500 was earned from trophy hunting during a limited hunting season with quotas approved by the Namibian conservation authorities. Last year's income was sufficient to allow a donation of about \$13,000 to two neighboring conservancies.

Animals such as elephants and rhinos are safe from poaching at Torra because the conservancy employs game guards who keep count of wildlife, record species and numbers observed, and account for animal incidents such as lions killing cattle.

Torra was the first conservancy in Namibia to reach financial independence, and since 2000 it has been meeting all of its operating expenses. In 2003, the conservancy paid out about \$75 to each adult resident, an amount that represents about 50 percent of average annual income.



Dr. Carol Culler, USAID/Namibia

Community game guards from the Torra Conservancy discuss wildlife sightings and fill in their monitoring forms as part of the wildlife conservation program.

Torra also used its wildlife money to support a local school and assist old-age pensioners.

USAID supports the conservancy movement through numerous programs under

the Living in a Finite Environment Project, the World Wildlife Fund, and a network of Namibian NGOs that train conservancy personnel. ★

www.usaid.gov Keyword: Namibia

LATIN AMERICA AND THE CARIBBEAN

Bolivian Coca Farmers Shift to Legal Crops

LA PAZ, Bolivia—The Chapare, as Bolivia's Cochabamba Tropics region is commonly called, was once a haven for lawlessness and narcotrafficking. Now it is home to thousands of hectares of legal crops and pastureland.

A massive Bolivian government program,

supported by USAID, has built roads, brought electricity, helped growers of legal crops create associations and trade groups, and introduced new crops such as bananas, pineapples, and palm hearts.

Since the early 1990s, coca growing in the Chapare has dropped by more than 85 per-

cent, from about 33,000 to 4,600 hectares. At the same time, legal crops have more than tripled, from 41,000 to over 135,000 hectares.

Cocaine, manufactured from the coca plant, is commonly produced throughout South America's Andean region. In the 1980s, Bolivia was one of the leading suppliers of cocaine to the United States.

More than half of Bolivia's drug production was in the Chapare. Drug traffickers ruled the area, using bribes and force to ensure coca production and export went unimpeded. At the peak of the country's cocaine production in the late 1980s, the Chapare was home to about 35,000 hectares of coca.

In the late 1990s, the Bolivian government launched its Dignity Plan, aiming to convert the Chapare from a coca-growing region to a vibrant, legitimate economy with visible and strong law enforcement.

USAID/Bolivia began investing in alternative development in 1983 and has since spent \$270 million. These programs have benefited more than 26,000 farmer families. More recently, the mission started campaigns to strengthen democratic local governance and social service delivery.

Results from the efforts to change the Chapare region are evident as migration to the region has grown. The average family agricultural income in the region is well above the national average: about \$2,270 a year.

Exports from the region and private invest-

ment into it have risen too. Nearly 80 percent more bananas are being exported, for instance. Meanwhile, private investment rose to almost \$70 million, marking a 163 percent increase since 1999.

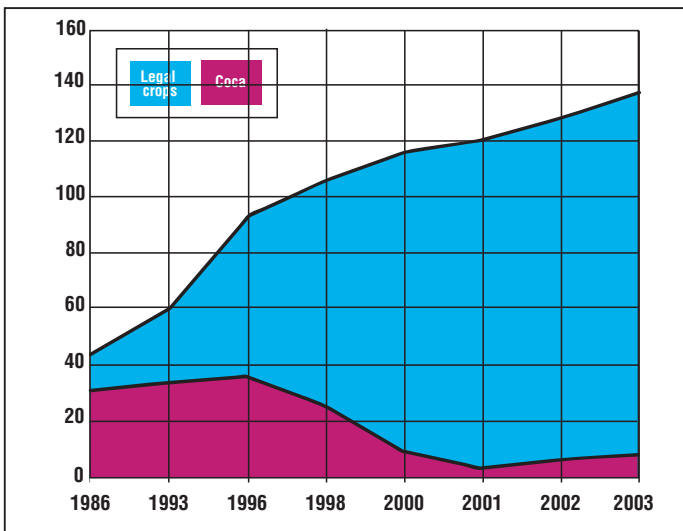
Coca production in the Andes has a history of migration: when enforcement clamps down on one country, production moves next door. The United States has fought this through increasing aid for alternative development and law enforcement programs on a regional basis. Funding for the Andean Counterdrug Initiative, which USAID comanages with the State Department, was \$228 million for FY 2004.

"The transformation of the Chapare is proof that former drug-havens can be revitalized and turned into law-abiding regions," said Bolivia Mission Director Liliana Ayalde.

"As drugs continue to be a threat to Bolivia and all of South America, we are optimistic and committed to do what needs to be done to keep Bolivia out of the international cocaine circuit," she added.

Ayalde noted that lessons learned in Bolivia, especially the need for close coordination between law enforcement and alternative development as well as long-term investments required to sustain legitimate economic development, can be applied by USAID to other challenging places, including Afghanistan. ★

www.usaid.gov Keyword: Bolivia



The Chapare transformed, 1986–2003.

ASIA AND THE NEAR EAST

Indonesians Turn Out for Historic Elections

JAKARTA, Indonesia—Some 85 percent of Indonesia's 147 million registered voters cast ballots April 5 in the largest and most complex single-day election ever held. Voting at more than 585,000 polling stations nationwide, Indonesians chose national and local legislators for newly drawn districts.

As the lead donor, USAID provided \$24.7 million in assistance for election management, voter education, election monitoring, and postelection transition.

"Election day observers reported the voting to be free and fair," USAID Democracy Officer Philip Schwelm said.

Long-term USAID assistance informed constitutional and electoral reform efforts.

The new election laws and regulations meet international standards. They include direct presidential elections and did away with non-elected members of parliament.

Another big accomplishment, said Schwelm, is the new electoral districting system. USAID arranged technical assistance and training for election officials as they mapped out more than 2,000 new electoral districts. They were drawn in record time—months instead of years—using geographic information system software that incorporates digitized administrative boundaries.

The new districts were based on criteria to ensure an even distribution of voters, equal weight to each vote, and a representative

electoral outcome.

Election Commission Chairman Nazuruddin Sjamsuddin said, "The assistance from USAID and IFES [International Foundation for Election Systems, USAID's grantee] has been essential to our success in establishing districts for 2004."

USAID also supported a massive voter education campaign involving more than 140,000 volunteers from member-based organizations. The campaign used TV, radio, newspapers, posters, leaflets, mock elections, candidate debates, and even traditional shadow puppet shows to explain the new electoral system and the importance of women's representation, access for the disabled, and secrecy of the ballot.

Tracking surveys found a few weeks before the election that three times more voters knew what to expect when they stepped into the voting booth, compared to when asked in December 2003. Almost 90 percent knew how to vote under the reformed, open list system, and 84 percent knew they would be voting for a candidate for the Regional Representatives Council, a newly created legislative body.

Forty national and local organizations and 160,000 volunteers monitored voting and ballot counting in all 32 provinces.

Political parties fielded some 3 million monitors. USAID's program showed party trainers how to train others to monitor elections. The trainers distributed 900,000



Center for Electoral Reform (CETRO)
A member of the Committee for Citizens with Disabilities—Access to Elections 2004 submits his voter ID card during mock elections in Banjarmasin, South Kalimantan. USAID is the lead donor in elections support. Programs have helped various disadvantaged groups, including voters with special needs.

monitoring manuals and provided electronic copies to political parties for further distribution.

Agency partners also trained about 6,000 political party activists from all 24 parties on constituent polling, managing issue-based campaigns, and developing candidates' campaign skills.

USAID also supported a nationwide quick count based on a representative sample of polling station results. The independent esti-

mate helped validate the drawn-out, official count by the National Election Commission.

"Assistance for the 2004 elections is one more way that USAID is helping to strengthen a moderate, stable, and productive Indonesia," said Mission Director William Frej.

Voters will go again to the polls July 5 to elect directly a president and vice president for the first time in the country's history. ★
www.usaid.gov **Keyword:** Indonesia

EUROPE AND EURASIA

Small Loans Improve Lives in Albania

TIRANA, Albania—Things have turned around for Sofia and Gezim Neziri.

Like many Gypsies or Roma throughout Eastern Europe, the couple lived in poverty and struggled to feed their children by selling used clothing on the street.

But today the Neziris run a profitable business. They also own two homes and a vineyard.

The transformation began five years ago, when the Neziris took out their first loan through the Albanian Partners in Micro-Credit (PSHM), a local USAID-funded institution.

The cash infusion helped them buy better quality used clothing rather than large bags of bulk clothing purchased sight unseen from local wholesalers. The Neziris sold on

the street until Gezim took out four more loans ranging from \$5,000 to \$10,000. These funds allowed the Neziris to rent a store and change their business to selling fabric by weight. They buy directly from manufacturers in Italy, Greece, and Turkey; have a storage building; and employ three seamstresses for special orders.

"USAID/Albania's microcredit program is succeeding in reaching thousands of poor Albanians and improving the livelihoods of many families," said Alma Kospiri, the mission's microenterprise development specialist. "The program is increasing their access to financial, technical, and management services needed for enterprise startup and expansion, and providing credit to those who are unable to borrow from the traditional banking system."

The microcredit program has given out 8,000 loans worth \$15 million since 1998. Nearly a tenth of the loans went to Roma, typically one of the hardest groups to reach. Their repayment rate was high, at 98 percent.

Loans were given to dairy farmers, welders, light construction and maintenance workers, and agriculturalists, among others.

Dealing with collateral was one hurdle for the microcredit program to overcome. Often, when reviewing loan applications, the lending group PSHM was reluctant to give loans to people with no immovable collateral such as land or a home.

USAID/Albania eased the application process, funding a movable property registry through a separate project. Through this registry, potential borrowers could list cars, trucks, or machinery as collateral.

"Without the loan, I would still be in the streets. Now I have enough money to buy a department store, hire more people, and provide for my children."

GEZIM NEZIRI

The mission also supported training for Albanian loan officers in Tirana and in branch offices.

"We are very satisfied with the number of loans and clients," Kospiri said. "Most clients have gotten second and third loans, which means that there is no other financial means for them to stay in business. So microcredit is very necessary."

The microcredit project, set to end in December, may be extended. ★



Karla Christensen, USAID/Albania

Sofia and Gezim Neziri display fabric in their new store. They are beneficiaries of the USAID-funded Albanian Partners in Microcredit program.

Karla Christensen, USAID/Albania contributed to this article.

www.usaid.gov **Keyword:** Albania

March 7, 2004–April 3, 2004

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IN MEMORIAM

Brian Kline, 54, died April 11, 2004, at his home in Port Saint Lucie, Florida. Kline joined USAID while a student at Georgetown University in 1970. He began his career as a management analyst in the Office of Management Planning, Bureau for Program and Management Services. Kline then served in a variety of posts in the Bureau for Africa, including Kenya desk officer, deputy director in both the Office of Technical Resources and the Office of East African Affairs, and director of the Executive Management Staff. He joined the New Independent States (NIS) Task Force in 1991 as director, Office of NIS, and retired on disability in 1999.

Diane Lucille Maxwell, 56, died March 24, 2004. Maxwell began her career with USAID in 1976 as a mail room clerk. After being promoted to procurement analyst, she provided procurement support to overseas missions and traveled to Africa, Kosovo, and Germany. Maxwell retired March 31, 2003, after 34 years with the Agency.

Thomas Joseph O'Keefe, 61, passed away March 22, 2004. O'Keefe joined USAID in 1967 as a management intern in the Office of Personnel and Manpower. He later took a limited career appointment as an assistant development officer (refugees) and served in the USAID mission in Vietnam until 1972. He returned to USAID/Washington to a civil service appointment as a country desk officer in the Bureau for Africa. O'Keefe worked in several bureaus until June 1999, when he returned to the Bureau for Africa.

Edward R. Pierce Sr., 92, died March 14, 2004. Pierce began his career as a messenger at the Department of State. In the late 1930s he worked as clerk at the U.S. Embassy in Moscow. Pierce joined a USAID predecessor agency in the 1950s as regional supervisor for the Near East desk, where he was responsible for the distribution of foreign aid for education in Saudi Arabia, Iraq, and Afghanistan. He retired from USAID in 1960.

Ogden Williams, 84, passed away March 30, 2004. Williams joined USAID in 1962, and served as deputy director of USAID/Tunisia and associate director of USAID/Vietnam. From 1966–69, he was director of USAID/South Vietnam's *Chieu Hoi* (Open Arms) program. During these years, some 60,000 Viet Cong accepted the amnesty offered by this program. Williams received U.S. and South Vietnam awards for his work, including the South Vietnamese National Order. Following his retirement in 1974, Williams returned to Vietnam to help his Vietnamese friends escape to the United States.

Brown Joins Jane Goodall Institute

"After you've been with an organization for 29 years, I think it's time to retire," says Keith Brown, who on April 2 retired as Deputy Assistant Administrator from the Bureau for Africa. USAID colleagues and friends, including eight African ambassadors to the United States, attended a retirement party for Brown on April 19.

Not that he is done working: on May 3 Brown becomes executive vice president for international affairs at the Jane Goodall Institute, a nongovernmental organization focusing on primate habitat conservation and research.

"I became interested in that work because it's something quite different from what I've been involved with at USAID," said Brown, "I wanted to do something that was different, but that still allowed me to use my development experience."

Brown officially joined the Agency as an International Development Intern in 1976, three years after participating in an Agency program that encouraged African Americans to become foreign service officers.

He has served in Egypt, the Philippines, Kenya, Ethiopia, and Washington.

Among the highlights of his career are developing a mission in South Africa when the country transformed from apartheid to a democratic society in 1994, witnessing the revolution in the Philippines, and, while serving as the deputy chief and then chief of the Office of Capital Development, assisting Filipinos with the transformation of their political economy after the downfall of Ferdinand Marcos.

Brown was also the USAID director for the Regional Economic and Development Services Office for East and Southern Africa (REDSO/ESA) and mission director



Keith E. Brown retired from USAID April 2.

to Ethiopia. More recently, he oversaw the implementation of President Clinton's Greater Horn of Africa Initiative.

In Washington, Brown led a 17-member interagency team to Nigeria to develop the economic assistance program. He convinced the Ethiopian government to address famine prevention through economic growth, and he led the U.S. government's development of a humanitarian and reconstruction program for Liberia.

The largest frustration of his career?

"The biggest obstacle is the bureaucracy itself," Brown said. "What we tend to do is place more restrictions on ourselves than what law or policy requires."

Brown, 52, lives in Falls Church with his wife. ★

Have Former Foreign Service Nationals in Your Country Gone On to Big New Challenges?

FrontLines is planning a followup to its March 2003 feature on USAID foreign service nationals (FSNs) who have gone on to leadership positions in their countries, whether in business, government, politics, or culture. Please send stories about your former colleagues and their contact information to FrontLines@usaid.gov.

Thank you!

2 USAID Officers Go to Career Day at Stanton Elementary School, Washington, D.C.

On March 26, 2004, two USAID officers went back to elementary school in Washington, D.C.—not to start all over again, but to provide sorely needed outreach. They upheld what is becoming an annual tradition of USAID participation in the District of Columbia Public Schools' celebration of Schools-to-Careers Week.

The purpose of this program is to introduce students to the world of work and make them aware of numerous career possibilities.

Bishop Buckley and Fenton Sands of the Bureau for Africa responded to a request made to Edith Houston, who participated on behalf of the bureau in 2003.

Buckley and Sands introduced students at Stanton Elementary School in southeast Washington to the work foreign service officers (FSOs) do to assist developing countries all over the world.

Using lots of pictures, they inspired, edu-

cated, and encouraged students to set high goals and think about becoming FSOs.

The presentation began with a short geography lesson on where USAID works, particularly in Africa, and went on to give many examples of what the Agency does in health, education, agriculture, and other areas.

The youngsters were intrigued and asked many questions: How long does it take to travel to these foreign countries? Do officers have to speak foreign languages? Let me hear you speak one.... What do people eat? Do you have to eat it too? How long did you have to go to school to learn what you need to know?

The officers thoroughly enjoyed the experience and encourage others to do the same to open up young minds to the world of international development and inspire them to choose it as a career. ★



After giving Stanton Elementary School students a quick lesson in where USAID works in Africa, Dr. Fenton Sands shows a beautiful piece of Ghanaian kente cloth, an example of an export product USAID encourages.

Rwanda Memorial Honors Fallen FSNs

▲ FROM PAGE 1

USAID employees Dirk Dijkerman, Claudia Cantell, Louanne Doris, Deborah Crise, and others sheltered their Rwandan colleagues at their homes before leaving the country, the gathering was told.

Al Smith, Bill Martin, Chris Grundman, and others helped support the orphans and widows of survivors following the genocide.

In 1994, all U.S. personnel in Kigali left the country, while Rwandan employees of USAID and the U.S. embassy stayed behind. U.S. officials repeatedly, but unsuccessfully,

negotiated with rebels and the government to allow the Rwandan employees to leave the country.

During 100 days of ethnic slaughter in 1994, extremists from the Hutu majority killed some 800,000 ethnic Tutsis as well as thousands of politically moderate Hutus.

Days before USAID personnel left Kigali, two Rwandans employed by the Agency—a guard and a driver—went to Dijkerman for help. He took them in, and left them at his house when he left the country.

“Later I heard that they were both killed within an hour after we left,” said Dijkerman, who was acting director in Rwanda at the time.

The memorial service, held in a tent, began with a reading of the names of the U.S. employees who died in the genocide. A prayer song followed.

Testimonials were delivered by survivors and relatives of those who perished. ★

Portia Palmer, LPA, contributed to this story.



Among those seen at the memorial service for Rwandan FSNs with Deputy Administrator Fred Schieck are Special Assistant Robin Brinkley, U. S. Ambassador to Rwanda Margaret McMillion, and Ambassador Pierre-Richard Prosper, U.S. Ambassador at Large for War Crimes.

USAID Hiring

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Capital Strategic Plan was developed and approved.

Activities in support of this plan are already under way.

The strategy said USAID urgently needs officers for programming, health, and contracting. Technical officers who are skilled in more than one area are also in severe shortage.

“The positions most often asked for overseas are these general development officers,” said Rose Marie Depp, head of Human Resources. “These people are multiskilled, and very much needed in smaller missions.”

USAID this year has already gained 39 foreign service officers, and two more classes will join the Agency by October with a target of 100 new officers.

To fill critical skill gaps in the civil service, under DRI the Agency is also able to hire about 30 employees by reinstating the once-discontinued Contract Specialist intern program and expanding the use of Presidential Management Fellows.

To help the recruitment effort, regional bureaus have detailed staff to HR, and a new recruitment position has been created.

Hiring depends on cooperation from bureaus and missions in completing paperwork, Depp said.

“We can’t get an announcement out until we have the job specifications from the bureaus, and we can’t call in people for interviews until panels have reviewed the applications,” she said. “Because USAID is so busy and small, these things tend to lag, but this is ‘job number one’ for everyone if we’re going to achieve our hiring targets.” ★

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

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Financial Staff Report on Phoenix Testing



Victor Ujaruna, USAID/Peru

USAID Peru IT staff test the Phoenix system. Left to right, Nadia Aguirre, Patricia Lopez, and Ana Cecilia De La Cruz.

Chief accountants and financial analysts from various missions traveled to USAID headquarters in April to ensure Phoenix, the Agency’s new financial management system, meets the needs of USAID’s overseas staff.

“We are very excited. We think it will work,” USAID/Egypt’s chief accountant Sherif Zohdi told *FrontLines*. Zohdi said the two main advantages of Phoenix are that data are entered only once, and the headquarters office will be able to run financial reports independently of missions.

When visitors first tested Phoenix in Washington in September 2003, they suggested some changes. At their request, new modules for cash reconciliation and tracking finances of bilateral agreements and local currency trust funds were added.

The three missions that piloted the Phoenix system—Egypt, Ghana, and Peru—routinely conferred with each other before responding to requests for feedback from Washington, Zohdi said.

In April, the visiting financial managers tested the new functions and identified potential kinks or oversights. They made sure that staffers such as voucher examiners and accountants will have access to the information and functions they need. Voucher examiners, for instance, must be able to enter contract expenditures into the system, but may not enter new grant or contract information.

The visitors gave feedback on the training course created for senior financial staffers who will help new users when all missions start using Phoenix in 2005.

Getting enough training and technical support to work the system successfully was one of the chief concerns raised by mission controllers and chief accountants at the February conference in Cairo.

“Their basic message to us was, ‘This is a complex system and we are going to need high-quality training,’” said Bob Bonnaffon of the Bureau for Management.

Once Phoenix is installed at missions, USAID will establish regional support centers. Washington’s solution center will also remain on call.

Phoenix’s transfer to field missions overcame its first technical hurdles during recent operational tests in Peru and Egypt.

In Peru, Phoenix accounting and information technology specialists tested the ability of USAID’s computer network to support the transfer of financial data from the mission in Lima to a central database in Washington. They tested the system using both embassy and commercial internet connections.

Data sent through commercial connections uses encryption through a system called “virtual private network.” In Peru, local internet service providers were faster than the embassy’s dedicated line. Since communications infrastructure varies widely by country, tests will take place at all missions.

Zohdi said there was initial resistance to change. He pointed out that MACS, the current accounting system, has been used for 20 years, but “people realize it’s a dinosaur” and “we are missing out on a lot of capabilities that modern technology provides.” ★

Afghanistan Gets \$2.2 Billion

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was \$8.2 billion as the international meeting sought support to rebuild Afghanistan and smooth its transition to post-Taliban democracy.

Powell offered \$1 billion in new aid on top of the \$1.2 billion that Congress approved for this year and promised Afghan President Hamid Karzai “the United States will not abandon you.”

Since agriculture is the main occupation for 70 percent of Afghans, USAID’s principal focus will be farming and rural economic development. The Agency is also investing significant amounts in health, education, and roads and other infrastructure projects.

Karzai appealed to officials from more than 50 countries, the World Bank, and other agencies for \$28 billion in aid over the next seven years to help make Afghanistan self-sufficient within a decade.

The Kabul government has put together a seven-year plan to generate economic growth and check growing violence from Taliban holdouts, al Qaeda fighters, local warlords, and opium traffickers. The effort is



Since agriculture is the main occupation for 70 percent of Afghans, one of USAID’s focuses will be farming and rural economic development.

priced at about \$4 billion a year.

The European Union pledged \$297.5 million for 2004; Germany \$390 million over the next four years; and Japan \$400 million over the next two years.

Karzai told the conference security problems and difficulties registering voters led him to delay national elections by three months until September. ★

Immunization Week Supported

PORT-AU-PRINCE, Haiti—The first Pan American immunization week began in all 35 countries of the Americas April 24. The goal of the international effort, carried out by the Pan American Health Organization and UNICEF, is to immunize 40 million children against measles, tetanus, and other easily preventable diseases that kill thousands of young people around the world every week.

USAID gave UNICEF \$100,000 for the weeklong campaign and \$10,000 for launching the effort in Haiti, which included administering oral polio vaccines to 60 children under 5.

ANC Wins Large Election Majority

JOHANNESBURG, South Africa—The African National Congress (ANC) strengthened its decade-long rule in South Africa when it increased its parliamentary majority in elections April 15 and made apparent local gains in one of two provinces ruled by its rivals. With 77 percent of votes nationally, the ANC was on the verge of controlling more than two-thirds of the seats in Parliament. Though this would give the party the power to amend the constitution, President Thabo Mbeki said the party would not change a document it had a lead role in drafting.

Indian Elections Begin

NEW DELHI—India began the world's largest democratic exercise by carrying out the first round of voting in national elections that will involve 675 million voters and take three weeks to complete. Voting began April 21 and final results will be declared May 13. Exit polls predicted a victory for a coalition headed by Prime Minister Atal Bihari Vajpayee, the leader of the Hindu nationalist Bharatiya Janata Party.

Officials reported scattered election violence: at least four people were killed in five states.

U.S. Commits to Liberian Rebuilding

MONROVIA, Liberia—USAID signed an agreement April 26 with the government of Liberia to commit \$28 million to rebuilding rural villages in the wartorn West African state. The funds are part of some \$230 million pledged by the U.S. government in February 2004 for the reconstruction of Liberia, battered by 14 years of nearly relentless war before the signing of an August 2003 peace pact. War has left Liberia's public infrastructure in tatters.

Under the three-year rural rehabilitation project, USAID will work in partnership with the U.N. mission in Liberia to train as many as 20,000 civilians and former combatants in carpentry and other skills to help repair damaged schools, hospitals, and public utilities.

Foley Assassins Sentenced

AMMAN, Jordan—A military court has convicted 10 people for the 2002 assassination of Lawrence Foley, a senior administrative officer with USAID. Eight of the 10 were sentenced to death, one was sentenced to 15 years in prison, and one was sentenced to three years' imprisonment. Six of those sentenced to die were tried in absentia, including Jordanian militant Abu Musab al-Zarqawi, whose real name is Ahmed al-Khalayleh.

Lithuanian President Removed

VINIUS, Lithuania—Parliament removed President Rolandas Paksas from office April 6, ending a political scandal that roiled the country for nearly six months, even as it celebrated its new membership in NATO and the European Union.

Parliament voted that Paksas violated his oath and the Lithuanian Constitution through his dealings with a Russian businessman suspected of links to organized crime.

\$5 Million for Safe Drinking Water

WASHINGTON—USAID and Procter & Gamble Co. announced a \$5 million plan April 22 to promote safe drinking water in Pakistan, Haiti, and another country to be named later. USAID is to contribute \$1.4 million over 18 months to the Safe Drinking Water Alliance.

The global consumer products company based in Cincinnati will contribute a powdered product used to treat water to remove dirt, heavy metals, and other contamination. The company's contributions are valued at \$3.5 million. The alliance also involves the Johns Hopkins Bloomberg School of Public Health's Center for Communication Programs and the NGOs CARE and Population Services International.

WHO Reports on Safe Drinking Water

GENEVA—Meeting international development goals to halve the number of people who lack safe drinking water and adequate sanitation by 2015 would repay the costs more than seven times over, says a report prepared for the World Health Organization by the Swiss Tropical Institute.

The report, released April 27, estimates that providing 1.5 billion people with an improved water supply and 1.9 billion people with basic sanitation would cost an extra \$11.3 billion a year above current investment. But the economic benefits, in terms of health and higher productivity, could be as high as \$84 billion annually.

New World Bank Strategy for Mexico

MEXICO CITY—The World Bank said April 15 that it plans to lend Mexico \$1.2 billion

annually between 2004 and 2008 as part of a sweeping "new strategy" to combat a host of problems ranging from poverty to environmental destruction.

The strategy will address the new needs of Mexico, a middle-income country with access to capital markets but facing enormous development challenges, the Bank said.

Beef Exports Linked to Deforestation

BRASILIA, Brazil—Booming Brazilian beef exports could be the main culprit behind a sharp rise in deforestation of the Amazon jungle as cattle farmers cut deeper into the forests, says a March 26 report of the Indonesia-based Center for International Forestry Research.

The report says the deforestation rate in the world's largest jungle jumped 40 percent in 12 months prior to the middle of 2002, the second highest on record.

Environmentalists are bracing for the next year's figures, which could be even higher. The area deforested in 2001–02 encompasses around 9,840 square miles, a land mass slightly smaller than Haiti.

World Bank May Curtail Oil Projects

WASHINGTON—The World Bank may curtail financing of oil, natural gas, and mining projects in developing countries as a result of pressure by poverty activists, environmentalists, and dozens of European lawmakers. A review panel recently recommended, among other changes, a ban on all World Bank lending for oil production starting in 2008 and a continued moratorium on coalmining projects.

Activists argue that projects such as gold mines in Peru or a pipeline connecting oil fields in Chad with the Cameroon coast do little but enrich foreign energy companies. ★

Developing World Suffers 90% of Traffic Deaths

GENEVA—Traffic deaths could rise by 80 percent in low- and middle-income countries over the next 15 years.

If they do, they would outstrip HIV/AIDS and tuberculosis to rank third among the causes of premature death and disability worldwide, according to a World Health Organization/World Bank report released April 7.

Poor countries have 20 percent of the world's cars but suffer 90 percent of all traffic deaths, mainly because traffic rules are not followed or imposed. Entire families might ride helmetless on a single motor bike, pedestrians and cars may share the same roadways, and traffic lanes may not be marked.

"Traffic accidents cost hundreds of billions of U.S. dollars per year, representing a significant percentage of the national incomes" of poor countries, said Assistant Administrator Dr. E. Anne Peterson, USAID Bureau for Global Health.

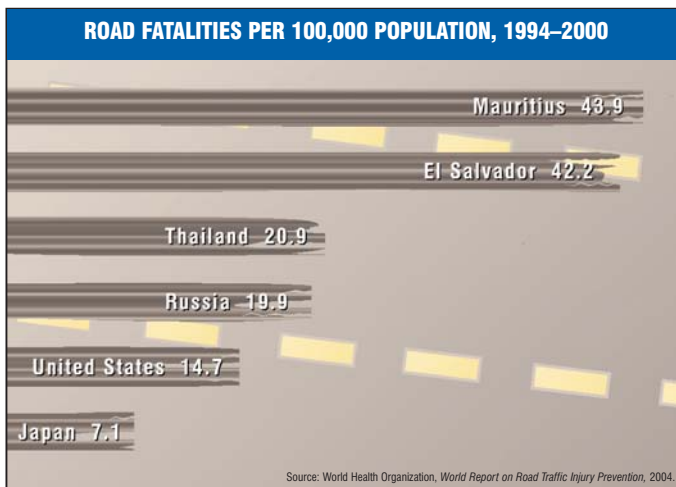
USAID funds road safety research in accident-prone countries such as India.

Some 1.2 million people die on the world's roads annually, and 20–50 million more are

injured or disabled, the report said.

The annual economic impact of this carnage is estimated at \$518 billion.

These figures are expected to jump when more motorized vehicles are in use in developing nations. ★



Natsios

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recently to negotiate a humanitarian ceasefire agreement that would stop the hostilities and allow access to the entire region. Both sides signed the 45-day agreement, which went into effect on April 11, but some provisions of the agreement are not being followed, impeding relief efforts.

I have spoken to development ministers in Japan, Canada, and Europe, about a robust international effort to prevent this from becoming a terrible tragedy.

We are prepared to mount a massive relief effort, but we cannot do so unless Sudan

- allows a ceasefire commission with African Union, EU, U.N., and U.S. participants to monitor the implementation of the N'Djamena agreement
- disarms the Jingaweit militias
- issues travel permits and visas for humanitarian workers, including our own DART team, to reach the victims of the conflict

There is very little time left. If we do not have this resolved by the end of June, we are going to face a catastrophic situation by the fall. ★

www.usaid.gov Keyword: Sudan

Ancient Egyptian Monuments Get Facelifts



Patrick Godeau, Courtesy ARCE

A treasure of Islamic architecture in historic Cairo, the 900-year-old fortified gate known as Bab Zuweila was recently restored and protected, thanks to funding and technical assistance from USAID and its contractor, the American Research Center in Egypt.

CAIRO—Remarkable monuments in this capital and other cities around Egypt are getting a facelift, and USAID is footing the bill.

For a decade now the Agency has funded the conservation of Egyptian antiquities through grants to the American Research Center in Egypt (ARCE), and with the cooperation of Egypt's Supreme Council of Antiquities.

The biggest project to date is the restoration of Bab Zuweila, a 900-year-old structure that is one of the few examples of pre-Crusades military architecture still standing in the Middle East.

Bab Zuweila is the southern gateway to historic Cairo—a 65-foot stone gate that once ensured the city's defense. The monument was built in 1092. Muslim conquerors later built 180-foot minarets where the gate's adjoining towers had stood.

Time, moisture, salt, and air pollution have not been kind to the structure. Portions of the masonry decayed, and vibrations and emis-

sions from traffic and rainwater seeping through roof terraces had caused major damage.

In 1998 a project restoring Bab Zuweila began; it was completed last summer.

A nearby mosque, prayer house, school, and public drinking fountain were also part of the restoration project, which cost \$7.8 million and was fully paid for by USAID.

One of the most difficult and time-consuming aspects of restoring these monuments is working on groundwater control in historic Cairo. Resulting in part from leaking sewers and the rise and fall of the Nile, high levels of groundwater threaten the foundations of monuments, such as Africa's oldest mosque and Cairo's oldest church and synagogue, and residential buildings.

“These are irreplaceable pieces of cultural heritage, not just for Egypt but worldwide. And when you restore temples, mosques, and houses, you attract more tourism and generate more jobs.”

SEIFALLA HASSANEIN, USAID/EGYPT

A USAID-backed project in water and sewer services drained the groundwater into the city's sewers by installing perforated pipes around the sites. This benefited not only the local monuments that were about to be restored, but also the nearby neighborhoods. Some 140,000 residents now have improved sewer service, and restoration of nearby antiquities has begun.

“Whenever we can, we do some drainage work that helps not just the antiquity but the neighborhood as well,” said Seifalla Hassanein in USAID/Egypt's environmental office.

Conservation requires mostly highly trained specialists in areas of masonry, ancient architecture, and structural engineering among others. “It's not like a regular construction job, where we can get two or three teams to get the thing working quickly,” said Hassanein. “Everything has to be done by a very specialized person.”

Restoration funding for Egyptian antiquities is channeled through three projects. The first, the Egyptian Antiquities Project, was

earmarked by Congress and began in 1993. It funds 41 antiquity conservation and restoration training subgrants throughout the country for a total budget of \$15 million.

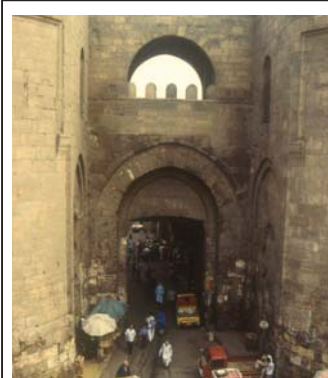
The Antiquities Development Project, which began in 1996 and will end in 2005, has a budget of about \$6 million. This project is conserving four sites in the Red Sea area and Luxor, including two historic monasteries.

A third grant, for roughly \$8.6 million to restore another 20 antiquities, is being negotiated and will soon be announced. Additional funding comes from two endowments created by USAID, whose proceeds are used by ARCE for conservation activities.

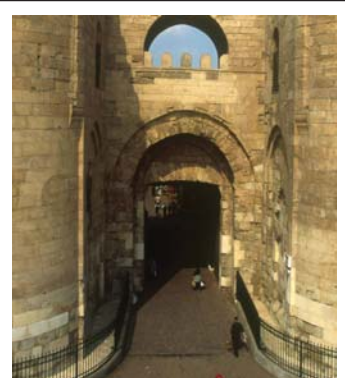
The sites to be restored are chosen by ARCE. The group periodically solicits proposals for antiquities conservation activities and selects the best proposals to present to USAID and the Egyptian Supreme Council of Antiquities, who review and approve all subgrants.

The criteria for selection include a good track record in restoration work in Egypt; the historic relevance of the antiquity; that the sub-grant cover most of the historical periods, which in Egypt are Pharaonic, Greco-Roman, Coptic, and Medieval Islamic; and the practicality of the size, cost, and duration of the project. ★

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The southern façade of Bab Zuweila, before and after restoration.



Patrick Godeau, Courtesy ARCE



The upper terraces of the gate and the bases of the minarets, before and after restoration.



Patrick Godeau, Courtesy ARCE

What Was Involved in Restoring Bab Zuweila

In 1997, several small teams of highly specialized conservators began digging through archives at Egypt's Antiquities Council for documents that might describe any previous work done to the Bab Zuweila.

They found some accounts of reconstruction from a century ago, which pinpointed areas to investigate at the base of the structure. Excavation work then unearthed artifacts such as ancient pottery and allowed for the installation of an underground ventilation system.

Pieces of stone, wood, and paint from the Bab Zuweila were then analyzed and tested.

The most time-consuming work was spent restoring the stone-made towers and minarets that loom 260 feet over old Cairo. A swirling vortex of water, air, and marble powder removed layers and layers of pollution that had crusted over the minarets.

The cleaning job was so successful that original mason marks and some layers of paint are now visible.

Some of the stone blocks at the base of the towers had lost their integral strength,

so conservators quarried and cut and shaped replacements to match the original stones.

The wooden doors, each of which weighs four tons, were also conserved. On a quiet night the street leading out of the city was closed. A system of pulleys and chains lowered the doors onto two giant carts, which carried the doors to something like a spa treatment. Each portal was laid in a bathtub of oil.

“The doors hadn't had that kind of good treatment in many years, so they sucked the

oil right up. They were thirsty,” said Chip Vincent, ARCE project director.

The metal cladding on the doors was also cleaned and, in some places, replaced. New iron nails were installed on the doors before the portals were reinstalled.

As a final step before reopening the monument, ARCE installed a visitor self-guided exhibit with text panels and illustrations of the Bab Zuweila's history and restoration.

The exhibit also shows some of the artifacts found during excavation. ★