

# FRONT LINES



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FROM THE AMERICAN PEOPLE

NOVEMBER 2005

## Bush Seeks \$7 B for Flu

President Bush on Nov. 1 asked Congress for \$7.1 billion in emergency funding to fight avian flu and a possible human pandemic. This includes about \$2.2 billion to purchase vaccines and antiviral drugs; and \$2.8 billion to urgently develop technologies for new vaccines.

About \$250 million would be used to detect and contain human or animal outbreaks overseas, including \$56 million for USAID to pre-position key health commodities (for example, protective gear, antibiotics, and ventilators); and \$75,200,000 to detect outbreaks, mount containment responses, and conduct communications campaigns to tell the public how to reduce transmission among humans and animals. ★

## NGOs to Display USAID Brand

Hundreds of nongovernmental organizations (NGOs) that carry out projects overseas funded by USAID will be required, beginning Jan. 2, to mark aid projects and program materials with the new USAID brand identity and slogan "From the American People" under newly published regulations.

At a meeting with NGOs at the National Press Club in September, Administrator Andrew S. Natsios and branding chief Joanne Giordano explained new rules that will change the way NGOs identify roads, schools, clinics,

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## Pakistan Quake Toll Over 50,000

Tens of thousands of displaced people in Pakistan are receiving food, healthcare, and shelter after a magnitude 7.6 earthquake shook the region Oct. 8. USAID has already provided more than \$42.2 million in aid to the region, part of a \$156 million package offered by the U.S. government.

The earthquake's epicenter was near the city of Muzaffarabad, the capital of Pakistani Kashmir, which is now mostly in ruins. The quake's effects were also felt in India and, to a lesser extent, in Afghanistan.

Pakistan government officials have put the death toll at more than 54,000 and the numbers are expected to rise. About 78,000 people have been injured and more than 400,000 homes destroyed.

At least 1,300 have died in India and four in Afghanistan.

The U.N. Office for the Coordination of Humanitarian Affairs says that as many as 4 million people region-wide have been affected by the earthquake.

Because some areas are so remote, neither rescue teams nor relief workers had reached some 500 villages more than a week after the earthquake. The Pakistani military and some relief workers resorted to donkeys, mules, and horses to get to remote locations.

Severe weather is also making the relief process challenging and reconstruction is



Parts of the Margala Towers condominium complex in Islamabad sustained significant damage during the Oct. 8 earthquake that struck the South Asia region. USAID's Disaster Assistance Response Team conducted an assessment of the buildings as part of its work in Pakistan.

Office of U.S. Foreign Disaster Assistance

likely to be even more difficult, said Mark Ward, deputy assistant administrator for Asia and the Near East (ANE).

"We are probably going to be looking at a longer relief period than we normally would," he said. "The challenge, on starting reconstruction, is going to be the weather."

Ward, who has twice served at USAID/Pakistan, said the deep valleys of the region and the surrounding mountains are often masked by cloud cover, making rescue attempts by helicopter risky and at times impossible. Other modes of transportation

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Scott Jeffcoat, USAID

Voters emerge from polling station in Kirkuk.

## Iraqis Approve Draft Constitution

**BAGHDAD, Iraq**—Iraqis have approved a draft constitution, local election officials said on Oct. 25, 10 days after a referendum vote that drew more than 78 percent of 9.8 million potential voters.

The approved constitution marks an important step in Iraq's transition to full independence and sets the stage for a new round of elections for a permanent government on Dec. 15.

USAID has been supporting the democratic process in Iraq, with nearly \$150 million going toward the constitutional referendum.

"This is a very positive day for the Iraqis," President George W. Bush said at a press conference Oct. 16. "The vote today in Iraq stands in stark contrast to the attitudes and philosophy and strategy of al Qaeda and its terrorist friends and killers. We believe, and the Iraqis believe, the best way forward is through the democratic process." ★

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## NGOs to Display USAID Brand ▲ FROM PAGE 1

computers, and other materials they deliver to people in need around the world.

Natsios noted that the prominent display of the new USAID brand on aid to survivors of the December 2004 Asian tsunami, "had an effect on public opinion."

"We did not intend to get this change in public opinion polls, but public diplomacy is part of what we do," Natsios said.

Prominent television images of helicopters delivering food and water—marked with USAID's new red and blue brand—contributed to a huge shift in Indonesian public opinion from being anti-American to being pro-American, Natsios said.

New marking rules already apply to contractors—mostly private, for-profit companies such as Chemonics and Abt Associates. The goods and services USAID purchases from them are now branded as coming "from the American people."

NGOs such as CARE and Catholic Relief Services, which are nonprofit and raise some of their funds from the public, will "co-brand" their projects—putting the USAID identity alongside their own logos—when they match some of the U.S. funds.

A detailed guide with examples of how to display the USAID identity when a project includes other donors or government ministries will be available in the coming months at USAID's website, said Giordano.

While U.S. foreign aid has risen from about \$7 billion in 2001 to about \$14 billion in 2005, many people in countries that receive aid are unaware of the U.S. contributions to health, education, water, agriculture,

economic growth, and democracy. A study in the West Bank and Gaza showed only 5 percent of people knew aid came from U.S. taxpayers. The goal of branding is to change that, Giordano said.

In cases where labeling relief supplies or aid projects might endanger aid workers, NGOs can request a waiver from the branding requirements, Giordano said.

NGOs are not required to mark vehicles or offices. "Our goal is to mark projects, not people," she added.

It will also not be necessary to label election ballots, sterile hospital equipment, or other exempt items.

The new rules apply to grants and cooperative agreements made after Jan. 2, 2006, as well as to preexisting awards that receive additional funds or have a change in scope of work after that date.

"The rule is co-branding," said Giordano. "Everything is to be branded—posters, letterhead, brochures, press releases, publications—in equal size and prominence: USAID next to your brand."

The same marking rules apply when NGOs use USAID funds to award grants to other groups for projects.

However, USAID reserves the right for the Agency or the host country brand to be larger or more prominent than the NGO's; this will be decided case-by-case, she said.

NGOs responding to requests for assistance after 2006, if selected as the apparent successful applicant, will also submit a branding strategy explaining how the project will be named and promoted and a marking



*Pakistanis received rolls of plastic sheeting, among other emergency supplies, after a magnitude 7.6 earthquake struck Oct. 8.*

plan identifying what items will be marked. Branding costs must be included in the total cost estimate.

She noted that NGOs should use up existing printed materials such as folders, and print new co-branded versions when supplies are exhausted. Websites and desktop publications can be updated as soon as possible.

Communications not written or edited by

USAID should also include a disclaimer that the views expressed do not necessarily reflect those of USAID or the U.S. government.

She invited the representatives of the groups to continue to ask questions of USAID and to work with their cognizant technical officers to customize these global standards to individual programs and find reasonable solutions to problems. ★

## Mudslides Hit Guatemala

More than 900 mudslides that swept areas of Guatemala following heavy rains from Hurricane Stan on Oct. 4 have left 669 people dead and forced more than 120,000 to move into shelters when their homes were flooded or washed away. The death toll is expected to rise as rescuers gain access to villages cut off by the mudslides.

Flooding and mudslides also occurred in Mexico, El Salvador, and Costa Rica. But Guatemala, where entire villages were buried in mud, took the worst hit, with more than 3.5 million people affected. The blow is hard on a nation where 54 percent of the population lives in poverty.

Approximately 33,000 houses were damaged or destroyed. Water and sanitation systems were left inoperable in a number of municipalities. Roads, bridges, schools, and telecommunications systems have all been washed away. By some estimates, Guatemala has lost \$350 million in agricultural products, including most of its banana crop.

A six-person team from the Agency's Office of U.S. Foreign Disaster Assistance has been on the ground in Guatemala since early October to help people deal with the aftereffects of the disaster.

USAID has provided more than \$7 million to Guatemala, in cash and other assistance to purchase emergency relief supplies and rent and fuel local helicopters that carried out emergency rescues. The Agency has also provided thousands of foam mattresses,

blankets, and hygiene kits, in addition to food, plastic sheeting, and water treatment units. The mission, based in Guatemala City, is working with nongovernmental organizations and other groups to provide emergency healthcare, water, sanitation, and shelter.

The U.S. Army's Southern Command deployed a team to transport relief supplies and help conduct search and rescue missions. It is also providing \$500,000 in fuel to the Guatemalan Air Force, which also conducted search and rescue missions.

El Salvador, which reported 69 deaths and more than 36,000 people in shelters, has received a total of \$1.6 million in USAID assistance. In Mexico, where 1.9 million people have been affected by flooding, the Agency supported the local Red Cross with \$100,000 for relief supplies, water, and food. In Costa Rica, where no deaths were reported, USAID provided \$50,000. The Agency also gave \$50,000 to Nicaragua for transportation of food to the Waspan area.

Hurricane Stan is believed to have left in its wake the worst damage in Central America since 1998's Hurricane Mitch.

The Guatemalan government said it would begin to announce its reconstruction plans this month. Rebuilding the Central American country is expected to cost millions of dollars.

USAID/Guatemala is also now working on its plan to assist in the reconstruction effort. ★

## Pakistan Quake Toll Over 50,000 ▲ FROM PAGE 1

can also be precarious. Many roadways in the affected area have been severed by tumbling rubble.

USAID activated an emergency Response Management Team (RMT) Oct. 9 to coordinate activities from Washington, D.C., the Pakistan mission, and the Department of Defense.

The Agency also established a South Asia Earthquake Task Force to ensure a smooth transition from the relief to the reconstruction phase of the emergency and to assist the efforts of ANE and the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA).

A small Disaster Assistance Response Team (DART) initially sent to Pakistan grew to 15 people after two weeks into the relief effort.

The Agency helped move tents, plastic sheeting, blankets, water containers, and other supplies into the affected area, said Gilbert Collins, the RMT's deputy manager for coordination. USAID also airlifted 10 emergency medical kits containing enough medical supplies to treat 100,000 people for three months.

Unlike the tsunami last year, the earthquake left people alive, with injuries, and in need of emergency medical care, said Greg

Gottlieb, deputy director of DCHA's Office of U.S. Foreign Disaster Assistance. "The extent of the injuries is putting even more pressure" on relief workers, he said.

USAID intends to help set up several field hospitals, including in Muzaffarabad, and is assisting in bringing essential items for the harsh winter that comes in just weeks.

"It's really the housing that is going to be key for us," said Gottlieb, who added that demand for winter tents is already high. The United Nations estimates Pakistan will need more than 300,000.

Some small reconstruction efforts have already begun, and long-term aid will likely focus on health, education, and rebuilding of infrastructure, Ward said.

Earthquake-ravaged areas in the North-West Frontier Province, where USAID and NGOs have a large presence, should prove easier to assist than those in the Pakistan-controlled Kashmir region, where USAID was not working before the earthquake and where few NGOs work, he added.

At press time, USAID had spent \$41.6 million in Pakistan and \$600,000 in India, with more funds to be programmed.

The United Nations has asked for \$550 million from the international community to aid earthquake victims. ★



# Guatemala



## MISSION OF THE MONTH

### Challenge

Guatemala, a Central American nation slightly smaller than Tennessee, is a land rich in Mayan ruins and vast forests. With a gross domestic product of \$26.7 billion and a population of 12.6 million people, Guatemala has the largest economy in Central America and is the most populous country in the region.

El Petén, the northernmost region that covers nearly 13,000 square miles and accounts for one-third of the country's area, is of particular significance. As the heartland of the Maya culture during its height around 750 BC, the forest-rich region was home to several million people, making it one of the most densely populated regions of the world at the time.

Today, much of the region is covered by an environmental protection law. But farmers seeking an escape from rural poverty and degraded agricultural land continue migrating to and settling in the protected woodlands. Trees are being cut and entire biocultures surrounding archeological sites are dying.

### Innovative Response

USAID started looking at the problems in El Petén in 1990, when the Guatemalan government created the Maya Biosphere Reserve and the country was still undergoing a civil war, which ended in 1996. Since then, the Agency has invested \$38.6 million in the reserve, with approximately \$8 million going toward a program that preserves the forest and helps farmers living in the area make a living legally through the forestry community concessions.

The first step, taken in conjunction with the National Council of Protected Areas, was to create the forestry concessions concept, which defined how farmers could use the forest in a sustainable way. In 1996 the concessions were approved, and, over the next couple of years, USAID worked with local authorities on drafting rules that would limit migration but also allow residents some use of forest lands.

Within the Maya Biosphere Reserve, a multiple-use zone was established, where people could harvest a certain number of trees per year and promote natural regeneration of the forest. There are 12 legal community forestry concessions in the multiple-use zone in the Maya Biosphere Reserve. Two industrial concessions were given to private Guatemalan corporations.

USAID helped the communities form associations and link with local nongovernmental organizations, which showed

residents how to manage the forest. People also learned how to better manage their community finances so they could improve their quality of life through access to health and education services. USAID also helped the forestry concessions create the Community Forestry Concessions Enterprise (FORESCOM) to market their timber and nontimber products and to obtain group certification for their wood.

The communities now have trained some of their members to patrol the forest and report any illegal activities to the authorities. Firefighters have also been trained in abating forest fires.

"Most immigrants to El Petén settle on the forest land to farm and move on after a few years, in search of better soil, when the land becomes unproductive," said Liliana Gil of USAID/Guatemala. "But we've taught communities all the techniques necessary to sustainably manage the forest. We've provided technical assistance in managing the forest, business administration, organization, enterprise skills, and harvesting."

Through the Global Development Alliance (GDA) Secretariat, in 2004 USAID began helping reserve residents develop and sell timber products with added value. Communities were provided with equipment and taught about the kinds of timber products that foreign companies might buy.

### Results

Migration within the Maya Biosphere Reserve has slowed down, as its residents have found a way to make a living while preserving the land.

Wood cutting is a certified process, and legally cut timber is sold to numerous large companies worldwide. Companies such as Global Building Products and American Wood Products—through the GDA project—are placing orders for milled lumber, flooring, decking, tool components, and guitar parts.

A March 2005 roundtable of sellers and buyers resulted in orders for more than 1.5 million board feet of certified wood with an approximate value of \$3 million.

The work in El Petén has provided direct economic benefit to over 10,000 people and indirectly benefited another 50,000, Gil estimates.

"They are seeing now that there's a social benefit with the management of the forest," she said. "They used to slash and burn. Now they know when to do the cutting, and they've learned the cycle of planting trees—when to cut, and how to cut and not destroy the tree."

Instances of illegal hunting, logging, land invasions, and forest fires have decreased, according to the World Wildlife Conservation Society, which monitors the area. Endangered species are not further decreasing in numbers.

Nicaragua, Venezuela, Belize, and Panama are interested in replicating the forestry concessions model, and have hired technicians working in El Petén to provide technical assistance.

"People still try to create illegal settlements inside or next to the concession areas, but communities go to the authorities," Gil said. "Our model was to prove that if you allowed the community to manage its own resources and see the economic value of the forest, they would protect it and not allow illegal activities. We've done that." ★



A technician with a map produced by a global positioning system tries to locate trees that are ready to be cut under a sustainable forest management arrangement in the Maya Biosphere Reserve.

## Notes from Natsios

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### Our Innovative Assistance

The earthquake Oct. 8 in Pakistan has caused widespread suffering, and our Agency is rushing to assist the survivors in innovative ways that involve more than moving commodities around.

The first principle of emergency response is to restore people's coping mechanisms to provide for themselves. About 112,000 tents have been distributed, and another 200,000 are about to arrive. However, that leaves a gap of 88,000 tents.

So we will look to see how many remaining homes have at least one room still capable of being lived in—to make sure there is one warm room. If it means repairing the roof to get through the winter, then that is what we will do. People like to stay near their homes and their property after a natural disaster. There is a fear among the people in these villages that if they leave they will lose their land, given the issues over land tenure in Pakistan. And we need to respect the values of the community.

Second, in emergencies, particularly natural disasters, people move in with their extended families in housing units that may be intact—in a neighboring village, in a neighboring city, in the lowland areas—and so we will provide vouchers redeemable on local markets to extended families who take in relatives and need extra food or bedding material. And we will encourage people to take people in who are not family members by providing cash or vouchers.

The third option is to use communal facilities for shelter—market buildings, private businesses, town and city halls—to get people through winter. Tents may not be adequate.

The other thing we are going to try to do with other donors, the NGOs, and the Pakistani government is to begin to get people back to work by providing daily wages for the breadwinners to begin the cleanup operation. These mass employment programs will allow us to begin to clear the rubble away, to facilitate the reconstruction process, but also, primarily, to increase family incomes because these families now don't have income.

And the final thing we are doing is—rather than importing relief goods from the outside—is giving vouchers to people to use in local markets for approved commodities, such as bedding materials, blankets, pots, heating equipment, and silverware. This will help rebuild the local economy and revive markets. ★

## GLOBAL HEALTH

## Orthopedic Clinic Aids Injured Afghans



Malik, 17, lost his legs when he stepped on a mine in the outskirts of Kabul earlier this year. Now he is learning to pull himself up on the stumps of his legs and uses a wheel chair from the Kabul Orthopedic Organization.

**KABUL, Afghanistan**—Malik, 17, was cutting across a field after leaving his job at a bakery on this city's outskirts earlier this year when he stepped on something hidden in the grass, and an explosion tore off both of his legs. As he crawled toward help, a second landmine blasted his arms and torso.

Today, Malik is learning how to pull himself up on the stumps of his legs at the Kabul Orthopedic Organization. When he's ready, he will be fitted with prosthetic legs crafted at the USAID-funded Kabul Orthopedic.

Kabul Orthopedic opened in 1996 with equipment and support from former Reuters and ITN war correspondent Sandy Gall, who chairs Sandy Gall's Afghanistan Appeal. USAID has funded the organization since 2004.

Focused largely on Afghans who have been maimed by land mines, Kabul Orthopedic is sectioned into three units: prosthetics, orthotics, and physiotherapy. The clinic provides rehabilitation therapy, massage, mental health treatment, and other services, all free of charge, to more than 10,000 disabled patients a year.

Afghanistan is one of the world's most heavily mined countries, and some 250,000 Afghans live with disabilities as a result. Mines maim close to 500 people per year. Demining efforts are underway, but more than 1,000 square kilometres of land are still believed to be mined.

Most of the patients at Kabul Orthopedic, like Malik, are young amputees. Some are disabled by cerebral palsy or polio.

Others are women receiving physiotherapy for injuries suffered during childbirth due to lack of antenatal care or trained midwives. USAID-funded training and health education programs are working to address those issues.

"Many Afghan women have babies too soon and too close together," said Dr. Gul Maky Siawash, director of Kabul Orthopedic. "When they come here, we also try to educate them about these things."

Kabul Orthopedic employs half a dozen amputees to help design and construct the artificial limbs fitted on patients. Among them is Mahpeky, an 18-year-old caught in a landmine explosion with her father 10 years ago. The accident cost Mahpeky her legs and her father his life.

"I first came here as a patient," she said. "When my father died, for a long time I was scared about what we would do. Now I am the only one earning a salary in my family."

Kabul Orthopedic also distributes devices to assist the disabled and give them greater mobility, including crutches, wheelchairs, and walking sticks.

Until now, health services for the disabled have been largely concentrated in Kabul, but this is changing later this year, as the Afghan Ministry of Public Health adds services for the disabled at health facilities throughout the country. In preparation, USAID this fall sponsored a training course in Kabul for 62 doctors, nurses, and midwives from four USAID-funded nongovernmental organizations that collaborate in clinical training.

Trainees were instructed in detection, screening, and assessment of disabilities. Course participants also visited Kabul Orthopedic and other rehabilitation centers. The master trainers are now working with some 700 medical staff from USAID-funded health facilities in 14 Afghan provinces. ★

Judie Schiffbauer from Management Sciences for Health contributed to this article.

## GLOBAL DEVELOPMENT ALLIANCE

## Guatemalan Weavers Find New Markets

**GUATEMALA CITY**—To help some of the thousands of farmers who went broke after coffee prices collapsed between 2001 and 2004, about 400 women are earning income by hand-weaving bottle sleeves for this country's finest rum.

They are part of a project of the Guatemalan Non-Traditional Products Exporters' Association (AGEXPRONT), a U.S.-funded group that has been helping farmers recover from the coffee price plunge. AGEXPRONT has been introducing farmers to alternative revenue sources—be it planting crops other than coffee or looking at creating products from resources unique to their area.

For example, the Chorti Mayan communities of Jocotán, a remote and undeveloped district far from Guatemala's capital, were particularly hard hit by the coffee crisis. Most rural workers were laid off after the price of coffee on international markets plunged. Some plantations were abandoned, leaving entire villages out of work.

The Bethania Health Clinic in Jocotán reported 25 deaths by starvation in 2001.

But in 2002, the Chorti community forged an alliance with a project called Kiej de los Bosques or Protectors of the Forests, which searched for market outlets for the region's primary assets—abundant native palm trees. When woven together by hand, the leaves of the palm trees proved a durable fabric for items like bed rolls and stool covers.

Kiej de los Bosques helped the community link with Licorera Nacional, distiller of the world famous Zacapa Centenario rum. The result was a deal for the Chorti women to hand-weave 2,000 bottle covers per month.

With this deal in place, Kiej de los Bosques turned to AGEXPRONT and USAID to expand assistance to other Chorti communities in Jocotán.

Recently, Kiej de los Bosques struck a deal with a producer of traditional cookies called *champurradas*. The cooperative now pro-

duces decorative carrying cases for cookie cans, which are sold in airports to travelers as an easy way to transport cookies and also serve as keepsakes.

Today, following the Global Development Alliance (GDA) approach of linking traditional craft suppliers into the supply chains of national and international buyers, more than 400 Chorti women produce 25,000 palm-frond sleeves each month for Zacapa Centenario rum, 40 percent of the total demand.

The AGEXPRONT Supply Chain Alliance has placed various other products in department stores in Guatemala City.

The greater Chorti community in Jocotán has benefited from USAID's assistance. Whereas a typical income for Chorti women may be \$6 per month, many now make as much as \$150 and send their children to school. Credit systems are also developing in local markets, driven by the guaranteed income from local crafts.

Countrywide, USAID's Rural Market Diversification initiative has assisted over 18 businesses, generated \$48 million in increased sales, and created 48,000 jobs. In addition to linking local crafts producers with final buyers, technical assistance focuses on certification of export requirements, strategic planning, and market analysis.

"With targeted assistance from USAID and AGEXPRONT, Chorti communities that were once marginalized are now a vital part of the local economy," said Kim Kim Yee, a program officer in the GDA Secretariat. "And through the involvement of private sector partners such as Licorera Nacional, USAID is able to render assistance that will be sustained beyond direct donor support."

AGEXPRONT was founded in 1982 and includes more than 1,000 innovative export companies, generating more than \$2 billion in export sales and half a million new jobs. ★



Chorti women weave bottle sleeves for Zacapa Centenario rum.

## ECONOMIC GROWTH, AGRICULTURE, AND TRADE

## Committee Provides Youth Perspectives



These Haitian youth are part of a mapping program where young people collect data, conduct interviews, and coordinate focus groups to investigate issues affecting their communities.

Ten years ago, Emmanuel Lagedo Ochora slipped away from school to visit relatives in Gulu, Uganda, and was abducted by rebel forces. He had little or no hope of rescue—or surviving—what became a 21-day ordeal. Today, at 23, he is working for social change in his community and advising USAID and its partners on their worldwide youth initiatives.

Ochora is one of eight young community leaders selected from different world regions to serve on the Youth Advisory Committee, set up under the USAID Office of Education's EQUIP3/Youth Trust, a consortium of 12 organizations aiming to prepare out-of-school youth for the work world, civil society, and family life. The advisory group helps engage young people as development partners, rather than as individual beneficiaries.

Youth up to age 24 account for about 40 percent of the world's population. Nearly 85 percent of young people live in developing countries, according to the *2003 World Youth Report*. They also are most likely to be illiterate, out of school, victims of conflict, and at risk for HIV/AIDS.

Ochora and other members of the advisory committee—coming from Bolivia, Guinea, Haiti, Pakistan, the West Bank/Gaza, the Philippines, and Ukraine—are providing USAID with insight on how to address the needs of youth.

"Youth are a vital element in U.S. efforts to encourage economic growth, reduce poverty, and promote moderate democratic practices around the world," said John Grayzel, director of the Office of Education. "Their participation is needed at all stages of development, from program conceptualiza-

tion to implementation and replication."

To engage youth in development, the Office of Education funds dozens of programs providing education and job training to dropouts in 100 countries.

Advisory committee members shared their experiences at an education workshop recently. They also met with USAID staff from the offices of education and democracy and governance to develop Agency-sponsored education and civic programs.

Oleksandr Yakubovskyy, 20, a journalist in Ukraine, works with the Interactive Gender Theater, which draws its audience into shows created and performed by young people. The shows promote problem-solving strategies and education about HIV/AIDS, child slavery, alcohol abuse, drugs, and violence.

"Since the revolution," Yakubovskyy said, "people are beginning to believe they can make a difference and that their voices are being heard." But, he added, those changes are not always reflected in the formal school curriculum.

Catherine Kamping, 24, chair of the Youth Employment Network in the Philippines, said economic restraints prevent many youths from volunteering for civic projects. "The reality is they cannot afford to work for no pay," she said.

In the years since his abduction, Ochora cofounded Gulu Youth for Action, the first nongovernmental youth organization in his city, and has organized blood drives and raised scholarships to keep young people in school.

"When you want to work with young people, send another young person," he said. ★

## DEMOCRACY, CONFLICT, AND HUMANITARIAN ASSISTANCE

## Training Saves Lives in Asia

**SAVAR, Bangladesh**—When a building collapsed here last April, trapping 100 people, fire service and civil defense workers reacted quickly to save 84 lives.

The officials had just trained through an Office of U.S. Foreign Disaster Assistance (OFDA) program, which taught them new skills and introduced them to new equipment, such as jackhammers and sledgehammers.

The Bangladeshi government allocated its own resources for search-and-rescue equipment after seeing the results from the initial trainings of first responders through OFDA's Program for Enhancement of Emergency Response (PEER).

PEER is an Asia regional disaster preparedness program that USAID has funded since 1998. The program runs in Bangladesh, India, Indonesia, Nepal, and the Philippines.

PEER aims to provide participating countries with the capacity to train local organizations' members as experts in the areas of medical first response, collapsed structure search and rescue, and hospital preparedness. Graduates of the program are expected to share their skills with respective local and national institutions.

In each country, the approach varies, and includes such institutions as fire departments, hospitals, ambulance services, and police forces.

PEER's impact was evident during tsunami relief efforts in Indonesia, when more than 20 PEER-trained hospital preparedness professionals and emergency medical doctors reached the disaster site within 24 hours.

In India, more than 100 PEER-trained first responders led relief efforts in the Andaman Islands, while others were deployed to conduct operations along India's southern coast.

More than 2,000 people have been trained beyond the first tier of PEER graduates as a part of a national plan to train 8,000 people.

In Nepal, the Institute of Medicine has incorporated hospital-preparedness training into its curriculum, and the National Police Academy continues to pursue PEER training for all its cadets.

In the Philippines, PEER-trained rescuers have been deployed following building collapses, avalanches, mudslides, and train accidents.

"PEER training continues to be a valuable investment, one that's really paying off here in South and Southeast Asia, where communities are so susceptible to earthquakes, floods, and other natural disasters," said Rebecca Scheurer, regional advisor for OFDA based in Kathmandu. "It has allowed us to build cadres of skilled disaster management professionals while working towards longer-term, sustainable disaster preparedness and response systems at the national and local levels of government throughout the region."

The lynchpin in the PEER program is hospital preparedness. Johns Hopkins University worked with Asian regional medical providers to create a curriculum on how to operate in disaster situations for doctors, nurses, and senior administrative personnel.

"The Indian Ocean tsunami and its devastating effects on Indonesia and Sri Lanka were a rude awakening that disasters of all degrees of severity can occur at any time," Scheurer said. "OFDA will judiciously program its remaining resources for PEER training to maximize impact on countries that have shown their commitment to prepare for disasters." ★



Women participate in training for medical first responders in Indonesia.

## LATIN AMERICA AND THE CARIBBEAN

## Mexican Farmers Learn New Irrigation Methods

**OAXACA, Mexico**—Two years ago, farmers here wanted to build new wells and expand their fields. They took their request to Mexico's National Water Commission and were turned down. They were told that the groundwater level in the valley was depleted—too low because of drought and inefficient water use.

So the farmers turned for help to USAID, which created a local Groundwater Technical Committee. Through the group, farmers learned new methods of irrigation. They also learned how to produce organic vegetables and other basic crops while efficiently using water and energy resources. And farmers were taught about the causes and effects of watershed problems and how to adopt new technologies.

"USAID decided to fund this project based on the farmers' interest and [as an] incentive to improve their agricultural business model through enhanced technologies and better agricultural practices," said Jorge Landa, who is the energy and clean production specialist for the environment program at USAID/Mexico.

Thanks to production and irrigation training, farmers in the valley of more than 3,000 square kilometers are growing more crops and earning higher incomes, even in the face of limited access to water.

The key is the new irrigation system. Housed inside a 1.5-hectare greenhouse, it works through an automated system that applies pressure to supply water and nutrients

to the soil inside and outside the complex.

The National Water Commission contributed half the cost of constructing new irrigation systems, while local governments picked up 25 percent of the tab. Farmers like Ricardo Sosa and Rosaura Diaz Aquino pitched in the rest.

Eighty of the 88 families in Sosa's community now use the new systems, complete with walking sprayers, sprinklers, and drip lines.

Sosa says his neighbors are growing new crops too, such as fodder and beans. The old crops, such as alfalfa and maize, were less profitable.

Aquino said farmers in her community now harvest twice a year and can leave their fields after turning on the valve. A widow and mother of seven, Aquino relies on her corn and fodder crops for survival.

Other farmers are getting a boost from what is happening inside the greenhouses. Tomatoes and peppers—two of the main crops grown there—have proved more profitable than the older crops.

Shoppers in Oaxaca are a natural market, and farmers are now negotiating to supply multinational supermarkets and other stores with the produce.

Producers are planning to increase the size of the greenhouse so they can expand the irrigation system.

Meanwhile, the National Water Commission reports that the groundwater level in Oaxaca valley is returning to healthy levels. ★



Rosaura Diaz Aquino, one of the Oaxaca farmers benefiting from new irrigation systems, stands among her crops.

## AFRICA

## USAID Fights Cholera, Malaria in Senegal

**DAKAR, Senegal**—Torrential rains in September led to the worst floods in 20 years here, causing an outbreak of cholera and other water-borne diseases. An outbreak of malaria is feared, and efforts are underway to prevent it.

Senegal has reported 320 deaths from cholera and a total of 24,111 cases since January, according to the World Health Organization (WHO). In the first week of October alone, 1,212 new cases were reported.



USAID, through Christian Children's Fund (CCF), is fighting to curb a cholera outbreak in flooded areas such as this one, in a district of Dakar called Darou Salam. CCF runs a health post at a school nearby.

USAID granted \$50,000 in assistance to the nongovernmental organization Christian Children's Fund (CCF) on Oct. 12. CCF, which already has a well-established health program in urban areas, is distributing water disinfection kits, plastic buckets, and insecticide-treated mosquito nets at subsidized prices. The group is also ramping up its health and hygiene education and awareness-raising efforts at the community level.

Cholera is an acute, diarrheal illness. Approximately 5 percent of those infected develop a severe form of the disease, characterized by profuse watery diarrhea, vomiting, and leg cramps. In these persons, rapid loss of body fluids leads to dehydration and shock. Without treatment, death can occur within hours.

A person may get cholera by drinking water or eating food contaminated with the cholera bacterium. In an epidemic, the source of the contamination is usually the feces of an infected person. The disease can spread rapidly in areas with inadequate treatment of sewage and drinking water.

"Rainfall levels during the annual rainy season from July to September this year are three times the normal amount, and have fallen after a period of prolonged drought," said Jennifer Adams, health team leader at USAID/Senegal. "During these dry years,

substantial internal migration resulted in the proliferation of new settlements on low-lying basins close to the water table. This year's extensive rains then flooded new settlements."

The disaster has centered on Dakar's impoverished outer suburbs, where a lack of street drains and sewage systems, coupled with a breakdown in refuse collection due to the floods, has spawned disease.

"All the conditions are united for spreading the epidemic," Papa Salif Sow, who heads the infectious disease ward at Dakar's Fann Hospital, told the Reuters news agency. "Water, dirt, dead animals, and leaking sewage. It's the same as in Louisiana."

Some 60,000 people have been displaced from their homes, while three times as many were living with water around their ankles weeks after the storms.

Senegal's last cholera epidemic was in 1996. But this year the disease has been cutting a deadly trail across West Africa, killing more than 1,000 people. WHO reports cases of cholera in nine West African countries: Burkina Faso, Côte d'Ivoire, Guinea, Guinea-Bissau, Liberia, Mauritania, Mali, Niger, and Senegal. ★

Richard Nyberg contributed to this article.

## ASIA AND THE NEAR EAST

# Cambodian Landowners Get Help to Protect Rights

**PHNOM PENH, Cambodia**—When they were issued an eviction order in late 2004, the residents of Koh Pich, a lush 68-hectare river island just minutes from downtown Phnom Penh, had no idea their plight would become a symbol for a larger Cambodian struggle.

The eviction order came shortly after

local officials, along with representatives of a major Cambodian financial institution, began pressing residents to leave the island to make way for its redevelopment as a “satellite city,” complete with luxury villas and hotels. The residents, many of them illiterate farmers, were easily intimidated by threats

and misinformation. Many families accepted a paltry sum of less than \$2 per square meter for their land and relocated to a crude resettlement site outside the city, far from the farms that sustained them.

A group of remaining residents turned to lawyers from the USAID-funded Public Interest Legal Advocacy Project (PILAP), which seeks cases that generate public debate and demand accountability and respect for legal norms.

In an environment where illegal land-grabbing occurs with impunity—evictions and forcible relocations are on the rise all over Cambodia as private interests seek to develop land, often with backing from government officials—the Koh Pich island dispute presented an opportunity to uphold and publicize important legal principles.

The Cambodian Constitution and the Land Law grant rights to people residing on unregistered land. The law also establishes the principle of “fair and just compensation” prior to any government “taking” of land for a public interest.

Armed with these regulations, PILAP lawyers went to work analyzing the claims of all the island residents. To strengthen their position, they conducted an appraisal of land values on different portions of land, finding that some plots were worth \$30 per square meter.

After nearly six months of intense negotiations with city officials, residents were

offered a compensation package based on the strength of their legal claims and locations of their property. To date, more than 40 families have accepted the offer and relocated to places of their own choosing.

“By asserting these farmers’ legal right to ‘fair and just compensation,’ PILAP successfully facilitated negotiations and settlements with government officials and private developers—parties who were only recently attempting to evict our clients from the island,” said Vineath Chou, a PILAP attorney.

“We hope that this example, here in the heart of the capital, can set an example of how responsible development should occur in Cambodia,” he added.

The highly publicized, high-impact approach is one of the first collective legal actions in Cambodia to help a community assert its legal rights to land.

PILAP, which is housed at the Community Legal Education Center, a Cambodian non-governmental organization, is continuing its negotiations on behalf of its remaining clients and has been approached by other communities facing similar abuses of their land rights. One of those cases involves a community that stands to be displaced by a road-widening project, and another involves property in the Rattanakiri highlands that was illegally purchased by a private party. ★

*Jehanne Henry contributed to this article.*



*A resident of Koh Pich displays her plot number, assigned as land was measured to ensure fair compensation.*

## EUROPE AND EURASIA

# Bosnian Banking System Undergoes Reform

**SARAJEVO, Bosnia-Herzegovina**—Bosnia’s businessmen once had to keep their money in government-held accounts and were unable to use their profits as they wished. But USAID helped abolish the old system, and today entrepreneurs work with a flourishing commercial banking industry that is overseen by modern regulatory agencies.

Payment bureaus were started in the 1950s to manage socially owned resources through control of the financial sector. They required entrepreneurs to deposit all of their earnings daily. At the start of each business day, they could claim the money.

The payment bureaus decided how much of a cash flow a business could have. They were also in charge of routine business functions, such as auditing, tax collection, and statistical analyses. All this caused a tremendous drain on businesses, said Anka Musa, vice governor of the Central Bank of Bosnia and Herzegovina (CBBH).

Musa, who once headed a branch of the payment bureaus, became a part of an advisory group that helped create a detailed report on the payment bureaus’ functions in 1998. The group helped determine how and to what institutions the payment bureaus’ functions would be redistributed.

USAID then oversaw the successful transfer of funds from the bureaus to commercial

banks at the start of 2001. The Agency provided technical and financial assistance to the CBBH, which ensured that commercial banks were licensed and properly equipped to handle the increased business.

Commercial banks quickly filled in the space, which would not have been possible with the payment bureaus in place, Musa said.

Additional U.S. support helped set up, equip, and train personnel at the newly created regulatory banking agency, which enforces international regulatory standards.

Musa said establishing a deposit insurance agency also played a big role, as it has won citizens’ confidence.

Bosnia had some 30 banks when the payment bureaus were abolished. But, as the regulatory entity began examining existing banks, it found that many were inefficient and financially unstable. It proceeded to close a number of those banks, even as it examined new foreign banks that were entering the market.

“Everything that we have now in the banking sector we either didn’t have before, had little of it, or it was wrong from a market-economy point of view, dating from socialism,” said Mustafa Brkic, the banking agency’s deputy. “But our new system covers all the necessary elements.”

Bank supervision, anti-money laundering, ethics and professional conduct, accounting, and auditing are just a few of the training courses the banking agency has provided.

Bosnia’s banking system has become so

stable and competitive that when USAID decided to close its lending program in 2003, local banks competed to buy the portfolio of about 400 outstanding loans. In the end, four Bosnian banks bought the portfolio. ★



*A Bosnian resident uses a “Bankomat,” or automatic teller machine, in Sarajevo.*

# World Bank Fights Poverty, Promotes Growth in Poor Countries

The World Bank—whose headquarters is in a cluster of buildings just west of the White House and a few blocks from USAID headquarters—is an international organization of 184 countries devoted to fighting poverty, stabilizing the economies of countries around the world, and doing many other tasks that complement those of USAID.

The Bank provided \$17 billion in loans and grants in 2004, making it the world's largest development agency, with a staff of about 10,000 in Washington, D.C., and in the field.

The United States is the Bank's largest contributor, giving nearly 17 percent of its funds, which is double that of the next largest contributor, Japan.

The Bank's president is traditionally nominated by the U.S. president and then elected by the member nations. Voting is weighted according to the size of a nation's contributions.

The U.S. Department of the Treasury directs U.S. policy toward the Bank.

Like the Marshall Plan, the World Bank was formed at the end of World War II to help rebuild Europe. Once that huge task was accomplished, both the World Bank and U.S. aid programs (which became USAID in 1961) focused on helping poor countries worldwide.

The World Bank's large development budget, global reach, and wide range of activities—combined with its many devel-

opment experts—make it a major player in shaping development policy in poor countries. Working with its sister organization, the International Monetary Fund, the Bank also promotes macroeconomic stability by helping countries maintain stable currencies and open trade policies.

Unlike USAID, the World Bank provides its assistance almost exclusively to governments. As such, it encourages improvements in financial management; economic planning; and investments in roads, dams, power plants, and hospitals.

USAID, in contrast, disburses most of its aid through nongovernmental organizations and other aid groups. This means that often USAID is more active in providing humanitarian assistance and working in fragile states.

The World Bank and USAID often work in the same countries and, at times, on the same programs. In Ethiopia, for instance, both organizations have helped the government develop a "safety net" program that works on the ground with farmers to combat famine. While the U.S. provides food aid, technical assistance, and support for health and education, the World Bank coordinates policy dialogue, budget support, and investment in rural and social infrastructure.

The two organizations have also worked together on infrastructure projects in Iraq,

**Like the Marshall Plan, the World Bank was formed at the end of World War II to help rebuild Europe. Once that huge task was accomplished, both the World Bank and U.S. aid programs (which became USAID in 1961) focused on helping poor countries worldwide.**



*A boat glides across freshly reflooded marshlands in late 2003, nearly 13 years after Saddam Hussein cut off water, drained an estimated 90 percent of the marsh, and drove nearly half a million people from their villages. USAID, the World Bank, and other donors have helped replenish the marshlands.*

Ben Barber, USAID



*Groundbreaking ceremony for the West African Gas Pipeline (WAGP). President John A. Kufuor of Ghana sits in excavator while ministers of energy from Benin and Ghana—Kamarou Fassasi and Paa Kwesi Nduom, respectively—look on. USAID provided \$6 million for planning and feasibility work. The World Bank provided \$125 million in loan guarantees. The WAGP is a 430-mile, \$617 million public-private partnership that will deliver natural gas from Nigeria to Benin, Ghana, and Togo for electrical power generation and commercial uses.*

and are now working on rebuilding southern Sudan.

The Bank's main entity is the International Bank for Reconstruction and Development (IBRD), which lends to the more advanced developing countries out of contributions from donor countries and money borrowed from capital markets.

In 2005, IBRD total assets were \$222 billion. Cumulative lending over a half-century totals \$371 billion. Each year, it extends new loans of more than \$10 billion. IBRD loans come with analytical and advisory services to help countries make sensible use of the capital.

Decisions on loans are made by the Bank's executive directors, who meet twice a week. The U.S. executive director is instructed by the U.S. Department of the Treasury how to vote on individual operations, and is sometimes instructed not to vote for loans to a country over issues such as trafficking in women, religious persecution, or failure to control terrorism.

With the world's 81 poorest countries, the Bank works through its second major division, the International Development Association (IDA). Half of the association's funds in the next four years will be given as grants, rather than loans. The United States contributes about one-quarter of IDA funds.

The cumulative value as of 2005 for all IDA funds was \$161 billion.

IDA's role has increased since the 1990s under recently retired World Bank President James Wolfensohn, who veered away from traditional large infrastructure projects and more toward fighting poverty through education, healthcare, democracy, and economic growth.

Newly elected President Paul Wolfowitz is following that lead. "There has never been a more urgent need for results in the fight against poverty," he told the annual meeting of the World Bank Group in September. "And there has never been a stronger call for action from the global community."

"We know that sustained economic growth is essential for development and reducing poverty...sustainable development depends as much on leadership and accountability, on civil society and women, on the private sector and on the rule of law, as it does on labor or capital."

Aside from IDA and IBRD, the World Bank Group consists of three other affiliates: the International Finance Corporation, the Multilateral Investment Guarantee Agency, and the International Center for Settlement of Investment Disputes. ★

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*The World Bank has three affiliate organizations, each charged with a particular mission that relates to the Bank's overall objectives: to eliminate poverty, reduce inequity, and improve opportunities for people who live in low- and middle-income countries.*

## The International Center for Settlement of Investment Disputes (ICSID)

The International Center for Settlement of Investment Disputes (ICSID) was created in 1966 to help mediate disagreements about investments between governments and private foreign investors. The goal was not only to settle disagreements, but to promote further international investment.

The body is not directly involved in conciliation or arbitration. Instead, ICSID helps bring together the various parties for

talks and performs a number of administrative functions.

Today, the body is busier than ever, with record numbers of cases. The cases include disputes involving hotel construction, mining rights, oil exploration, and technical issues specific to an industry or country. Synopses are available online.

The ICSID provides facilities for meetings—at its headquarters in Washington,

D.C., and throughout the world—and lays down the rules countries and private enterprises must follow during the proceedings.

ICSID also has the authority to arbitrate some non-institutional, or ad hoc, proceedings. These are usually between governments of member-countries and investors from other member-countries. The North American Free Trade Agreement, or NAFTA, was one recent example where

ICSID stepped in to mediate disagreements.

On top of its primary responsibilities, ICSID publishes a number of volumes, such as *Investment Laws of the World* and *Investment Treaties*. It also provides advice to other World Bank bodies on investment and arbitration laws.

[www.worldbank.org/icsid/index.html](http://www.worldbank.org/icsid/index.html)



*A farmer inspects a sorghum crop in Burkina Faso. USAID and the World Bank—through the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)—fund crop-growing projects around the world.*

## The Multilateral Investment Guarantee Agency (MIGA)

The Multilateral Investment Guarantee Agency (MIGA) promotes foreign direct investment in developing countries. That is not always an easy task.

“Concerns about investment environments and perceptions of political risk often inhibit foreign direct investment, with the majority of flows going to just a handful of countries and leaving the world’s poorest economies largely ignored,” the organization says on its website.

To try to smooth the way for foreign investments in developing countries, MIGA provides political risk insurance for foreign companies hoping to do business in the Third World, technical assistance to improve investment climate, and dispute mediation services to forestall any roadblocks to future investments.

“We act as a potent deterrent against government actions that may adversely affect investments,” MIGA says. “And even if disputes do arise, our leverage with host governments frequently enables us to resolve differences to the mutual satisfaction of all parties.”

MIGA was formed in 1988, and has issued nearly 800 guarantees worth more than \$14.7 billion for projects in 91 devel-

oping countries.

High-risk, low-income countries comprise 42 percent of its portfolio. It has 166 member states.

MIGA focuses on four areas:

- *Infrastructure development.* Some estimates suggest \$230 billion is needed every year for new investments in infrastructure that will serve rapidly growing urban centers and underserved rural populations.
- *Frontier markets.* These are the “high-risk, low-income” countries and markets from which businesses tend to shy away.
- *Conflict-affected countries.* These have some of the same characteristics that make frontier markets unattractive, coupled with the uncertainties and dangers of war.
- *South-South investments.* These are investments between developing countries. The number of such deals are growing, but the countries themselves may not be sufficiently developed and national credit agencies may lack the capacity to offer risk insurance.

[www.miga.org](http://www.miga.org)

## The International Finance Corporation (IFC)

The International Finance Corporation (IFC) was established in 1956 to promote private-sector investment in developing countries. It helps companies finance projects and find financing in international markets. IFC also provides technical assistance to both businesses and governments.

In September, at the release of its 2005 annual report, the IFC announced its third consecutive year of growth.

“We are very proud of the past year’s accomplishment and celebrate the strong performance of so many emerging markets that made our results possible,” said Assaad J. Jabre, IFC’s acting executive vice president.

IFC’s operating income was \$1.95 billion in 2005, up from \$982 million in 2004. Its committed portfolio was \$19.3 billion on June 30, an increase of 7.6 percent over the previous fiscal year.

IFC also held and managed for participants \$5.3 billion in syndicated loans, according to the organization.

“Our ambition is to make a difference in developing and transition countries by improving the business environment, by

building capacity in the private sector, and by working with partners who share our commitment to improving corporate governance and raising environmental and social standards,” Jabre said. “To achieve real progress we must invest in sustainable economic growth.”

In FY 05, IFC committed investments for its own account totaling \$5.37 billion, a 13 percent increase over FY 04. Of these investments, \$4.54 billion was for loans, \$612 million was in equity, and \$220 million was for structured finance and risk management products.

About 28 percent of these investments went to low-income or high-risk countries, according to the corporation’s annual report.

Expenditures for IFC’s technical assistance and advisory activities, which are delivered through a network of donor-funded facilities and programs, came to about \$108 million in 2005.

IFC has 178 member countries.

[www.ifc.org](http://www.ifc.org)



*A workman adjusts irrigation on a patch of experimental corn growing in a greenhouse at the international research center for corn and wheat—CIMMYT—in Texcoco, Mexico. CIMMYT is one of 15 research centers and part of the Consultative Group on International Agriculture Research, an umbrella research organization funded by USAID and the World Bank.*

September 4–October 1, 2005

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**Nils Mueller**  
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Supervisory General Development Officer

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**Katherine L. Nichols**  
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Supervisory Health & Population Development Officer

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Supervisory Executive Officer

**Genet B. Yohannes**  
Accountant

**Iris L. Young**  
Contracting Officer

**Sheila A. Young**  
Natural Resources Officer

## RETIRED

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**Henry Lee Barrett**

**Carlton M. Bennett**

**Lawrence Bogus**

**J. Michael Deal**

**Stephen W. Giddings**

**Philip K. Jones**

**Robert A. Kahn**

**James Lehman**

**Debra Dewitt McFarland**

**Raymond Herold Morton**

**Jonathan T. Olsson**

**Sophia A. Riehl**

**James E. Stephenson**

**John B. Swanson**

**F. Wayne Tate**

**Charles M. Uphaus**

**Robert A. Ward**

## Barbara Turner Gets Service Award



Barbara Turner

Barbara Turner, who recently retired from USAID as a deputy assistant administrator, was one of nine public servants to receive a 2005 Service to America Medal Oct. 4.

Turner was awarded the Career Achievement Medal, which recognizes a federal employee for significant accomplishments throughout a lifetime of achievement in public service. The medal is accompanied by a \$10,000 award.

"Most of the things we do—get on a plane, go to another country where we don't know the language or the culture or where there are great security threats—it's not something you learn in school, I don't care how many degrees you have," Turner said at the award ceremony, according to the *Washington Post*.

Turner began her government career as a part-time clerk 40 years ago, while still

in high school. After joining USAID, she worked her way up to its highest levels and played a critical role in the Agency's work in Egypt, the former Soviet Union, Bosnia, and several other countries. She worked in the Bureau for Policy and Program Coordination before her retirement this spring.

"No single officer in the Agency has had the impact she has had over the course of her career," Administrator Andrew S. Natsios said. "Ms. Turner's distinguished career should be held up as a model for future government leaders."

In July, Turner was named president of the Bethesda, Md.-based University Research Co. (URC), a consulting firm specializing in health, education, and social programs. With its nonprofit affiliate, the Center for Human Services, URC works in both the United States and abroad.

The awards ceremony—a black-tie event—took place in the soaring atrium of the Ronald Reagan Building, where Turner had worked until her retirement. ★

## REASSIGNED

**Michele A. Amatangelo**  
COMP/DRI to PPC/SPP/SRC

**John L. Anderson**  
Uganda/PPD to ANE/TS

**Karen Lee Anderson**  
Nicaragua/DI to Bolivia/DEM SOT

**Rolf R. Anderson**  
WARP to Armenia/ERE

**Timothy H. Anderson**  
Bangladesh/EGFE to DCHA/FFP/EP

**Randall Y. Ase**  
RIG/Baghdad to RIG/Frankfurt

**Liliana Ayalde**  
Bolivia/D to Colombia

**Jim N. Barnhart**  
Jordan/EO to Zambia/D

**Sithara Batcha**  
COMP/NE/OJT to Tanzania/D

**Michael D. Blackman**  
Armenia/ERE to Bosnia-Herzegovina

**Paulette Neal Broadus**  
OIG/M/IT to OIG/AIG/M

**Jeff R. Bryan**  
Afghanistan/OPPD to DROC

**Beverly A. Busa**  
Africa/DP to Caucasus

**Kenneth J. Collins**  
Iraq/OFM to REDSO/ESA/RFMC

**Marilyn Collins**  
COMP/FS to M/AS/OD

**Charles J. Crane**  
Dominican Republic/OFM to Tanzania/D

**Katherine Crawford**  
COMP/LWOP to ANE/EA

**Thomas P. Crehan**  
COMP/NE/OJT to Pakistan/PDO

**Christopher D. Crowley**  
Ukraine/D to CA/DO

**Eirdis M. Davis**  
M/FM/LM to M/CFO/WFS

**Thomas R. Delaney**  
Peru/PDP to CA/DO

**Alexander Dickie IV**  
Honduras/D to Nicaragua/D

**Anne M. Dix**  
Guatemala/RD to El Salvador/SO1

**Daniel L. Driggers**  
El Salvador/CONT to Nicaragua/CONT

**Beth P. Dunford**  
Ethiopia/FHA to Afghanistan/OA

**John L. Dunlop**  
Tanzania/D to Rwanda

**Richard Edwards**  
Egypt/PSD to Sri Lanka/D

**Michael J. Enders**  
FRY to Africa/WA

**Theresa A. Essel**  
M/FM/CMP/RP to M/CFO/CMP

**Susan F. Fine**  
ANE/SPO/SPPM to ANE/SPO

**Allen P. Fleming**  
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**Kendra L. Schoenholz**  
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**Naima A. Taylor**  
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**Aye A. Thwin**  
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**Lynn N. Vega**  
Jamaica-Car/OPDM to Colombia

**Mark R. Visocky**  
Iraq/HEO to Malawi/AFS

**Nicholas J. Vivio**  
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**Raymond W. Waldron**  
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**Sharon Wayne**  
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**James S. Wright**  
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**Sarah E. Wright**  
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**Michael J. Yates**  
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Honduras/ANRO to Sri Lanka/D

**Terry G. Youngblood**  
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## IN MEMORIAM

**Lyndon L. Brown**, 52, died Sept. 28 in Washington, D.C. As team leader for the Bureau for Asia and the Near East (ANE) in Global Health's Office of Regional and Country Support, Brown was the main link to the Bureau for Global Health (GH) and the primary counterpart in GH for ANE's population, health, and nutrition team. His work included health assistance in Iraq, a polio vaccination program in Indonesia, and mitigating the problems caused by the tsunami of 2004. He supported all the country teams in ANE, but provided special assistance as country coordinator for Yemen and Iraq. In addition to USAID, Brown had worked to increase child survival through public health programs for UNICEF and the World Health Organization.

**William Fiske Gelabert**, 79, died June 30 in Lisbon, Portugal. A foreign service officer, Gelabert began his career with the predecessor agency of USAID in 1954. His overseas postings included Iran, Korea, Ouagadougou, Brazil, Tunisia, Portugal, and Egypt. He retired from USAID in 1991. Gelabert held bachelor's and master's degrees from Syracuse University.

**Clifford "Cliff" Olson**, 58, died Aug. 12 in Dhaka, Bangladesh. Olson spent more than 25 years designing, managing, and evaluating child and reproductive health programs in some 36 developing countries on five continents. His most recent efforts, as a technical advisor on AIDS and child survival in USAID/ Bangladesh's Population, Health, and Nutrition Office, supported the Agency's contraceptive social marketing and logistics management programs in Bangladesh. Olson received a Bachelor of Arts degree in sociology from the University of Michigan and a master's degree in health administration from the University of Oregon.

**Robert C. Ware**, 67, died Aug. 8 on Tilghman Island, Md. Ware, a foreign service officer, retired from USAID in 1995. During his tenure, he served several tours in Vietnam, and as a deputy executive officer in Laos for about six years. Upon his return to Washington, D.C., Ware enrolled in USAID's after-hours program, through which he graduated from George Washington University. At his retirement, he was a contract specialist in the Bureau for Management.

## Break of Ramadan Fast Observed

As the fourth day of Ramadan fasting drew to a close Oct. 6, staffs from USAID and the U.S. Department of Agriculture joined with Afghan Agriculture Minister Obaidullah Ramin and other guests to break the fast with an iftar at the Agency's headquarters in Washington, D.C.

The iftar, which is a meal served at the end of each day during Ramadan, was also an effort by the two agencies to reach out to local Muslim communities and highlight their respective efforts to boost agriculture in Afghanistan.

Ramadan, which falls on the ninth month of the Islamic calendar, is a time when observant Muslims refrain from all food and drink from sunup to sundown.

Jim Kunder, assistant administrator for Asia and the Near East, read a message issued by President Bush Oct. 4 sending "warm greetings to Muslims in the United States and throughout the world as they begin the observance of Ramadan."

Saif Urahman, substitute imam of the Mustafa Center in Annandale, Va., chanted the call to prayer, invoking Allah, the Arabic name for God.

Urahman, born in Afghanistan, is now a civil engineer for Prince William County, Va., an outer suburb of Washington, D.C.

Ramin told the gathering of about 60 that nearly 85 percent of Afghans work in the agriculture sector, and that legitimate agricultural products represent more than half of the country's gross domestic product.

"If we are to have security and prosperity in Afghanistan," he said, "we must build a sustainable, stronger, and more robust agricultural sector."



Afghan Agriculture Minister Obaidullah Ramin speaks at USAID headquarters during the holy month of Ramadan.

"In this effort, we are extremely pleased to have the support of the U.S. government," Ramin added. "The challenges of rebuilding agriculture in Afghanistan are grave indeed—25 years of armed conflict and economic decline have almost completely destroyed the rural economy. I have every confidence that, with the continued commitment of the United States, Afghanistan can move forward to become stable and prosperous democracy."

Administrator Andrew S. Natsios played host to another iftar at USAID headquarters Oct. 20, which was led by Imam Hisham Husainy of the Karbala Islamic Education Center in Dearborn, Mich. The administrator was also joined by Imam Mohamad Bashar of the Islamic Affairs Council of Maryland. ★

NOTICES AND REMINDERS for "Where in the World..." should be submitted by email to [frontlines@usaid.gov](mailto:frontlines@usaid.gov) or by mail to USAID, Ronald Reagan Building, Suite 6.10.20, Washington, D.C. 20523-6100, or by fax to 202-216-3035.

## Agency Sets \$77 Million Supply Chain Partnership for AIDS Drugs

**WASHINGTON**—To deliver drugs and other supplies to people living with or affected by HIV/AIDS in developing countries, USAID announced Sept. 28 the creation of the Partnership for Supply Chain Management, a consortium of 15 private sector, nonprofit, and faith-based institutions.

Operating under a \$77 million, three-year contract, the USAID-managed partnership comprises organizations with expertise in delivering HIV/AIDS medicines and supplies.

Drugs and supplies handled through the partnership could reach \$500 million or more in value during the life of the contract, USAID and the Office of the U.S. Global AIDS Coordinator estimate.

The partnership was created to help advance the \$15 billion President's Emergency Plan for AIDS Relief by providing an "effective and accountable supply chain system to help developing countries," USAID said in an announcement.

While there are many HIV/AIDS programs in developing countries, the efforts are often stymied by gaps in services. The limited healthcare systems in some of the poorest countries cannot always afford the medicines or supplies needed to combat HIV/AIDS.

"By building human and institutional supply-chain capacity in developing coun-

tries, this system will help rapidly expand prevention, care, and treatment for people living with and affected by HIV/AIDS," said Administrator Andrew S. Natsios.

Forty million people were living with HIV/AIDS in 2004, according to the World Health Organization, with the majority of infections among people in developing countries. That year, there were nearly 5 million new HIV infections recorded.

"The need for this is apparent to anyone working in the field now," Dr. Mark Dybul, deputy U.S. Global AIDS Coordinator, told the Associated Press.

The partnership will provide one-stop shopping for organizations and nations that want to provide HIV/AIDS-related products to the developing world.

Products will include medicines that slow HIV and related opportunistic infections, testing kits and other laboratory materials, and medical supplies such as gowns and gloves.

"When it comes to AIDS drugs, the need is enormous, and the logistics are demanding and complicated," said Steve Hawkins, director of antiretroviral supply and logistics at the Elizabeth Glaser Pediatric AIDS Foundation, which carries out HIV/AIDS programs in poor countries, many of them for USAID.

### PARTNERSHIP FOR SUPPLY CHAIN MANAGEMENT

**Affordable Medicines for Africa**  
Johannesburg, South Africa

**AMFA Foundation**  
St. Charles, Ill.

**Booz Allen Hamilton**  
McLean, Va.

**Crown Agents Consultancy Inc.**  
Washington, D.C.

**Fuel Logistics Group (Pty) Ltd.**  
Sandton, South Africa

**International Dispensary Association**  
Amsterdam, Netherlands

**JSI Research and Training Institute Inc.**  
Boston, Mass.

**Management Sciences for Health Inc.**  
Boston, Mass.

**The Manoff Group Inc.**  
Washington, D.C.

**MAP International**  
Brunswick, Ga.

**The North-West University**  
Potchefstroom, South Africa

**Northrop Grumman Information Technology**  
McLean, Va.

**Program for Appropriate Technology in Health**  
Seattle, Wash.

**UPS Supply Chain Solutions**  
Atlanta, Ga.

**Voxiva Inc.**  
Washington, D.C.

The new partnership "will allow those of us working on the frontlines to get HIV/AIDS drugs more quickly and more efficiently to

people who desperately need them....The result will be more lives saved and more families kept together," he said. ★

## Process Speeds Malaria Nets

**NAIROBI, Kenya**—A new, mechanized process for converting regular mosquito nets into long-lasting insecticide-treated nets (LLINs) will substantially accelerate their production and delivery to regions hit by malaria, USAID officials announced in late September.

LLINs have been effective at preventing the spread of malaria, which affects between 300 million and 500 million people annually. But up until now their production has been stymied because there are only two brands on the market. The companies that make these brands report six- to 18-month ordering backlogs, which have led to global shortages of LLINs.

The announcement from USAID partner NetMark was made before 87 representatives from net manufacturers and agencies and groups that promote LLINs. The process will be available to all companies that wish to use it.

"The practical benefits of this new approach are that it will make LLINs more widely available in Africa through a combination of increased global supply and local production," said Dr. Dennis Carroll, a malaria expert in the Bureau for Global Health and cognizant technical officer for NetMark. "Increased competition within the LLIN market should also result in lower prices for donors, NGOs, and commercial distributors."

NetMark, which has worked with USAID since 1999 to reduce malaria in sub-Saharan Africa, joined its technical team with experts from Bayer Environmental Science and SiamDutch Mosquito Netting Co. to come up with the "misting approach" to create LLIN technology. The process uses an industrial washer system, combined with

a large dryer, to lace and then bind nets with an insecticide formula. It will allow for mass production of LLINs.

The equipment can be built with off-the-shelf industrial equipment, and costs will vary, depending on the size of the equipment a company purchases.

"The great thing about this new technology is that it can be easily added to any net manufacturing facility and scaled to whatever their production is. It can also be set up in countries that have a lot of nets coming in that need treatment, but no local production," Dr. Carroll said.

The treated nets could be a lifesaver for the 40 percent of the world's population that is at risk for the mosquito-borne disease.

More than 2 million people in Africa alone will die this year from malaria. Regions south of the Sahara account for 90 percent of the world's malaria cases, according to the World Health Organization.

Children and women who are pregnant are most at risk. One of every 20 children in Africa dies of malaria before age 5, and those who survive the infection may end up with learning disabilities or brain damage. Malaria also threatens 24 million pregnancies in Africa every year, and has been linked to illnesses in both mother and child.

Most disease-carrying mosquitoes bite at night, and mosquito nets can provide a barrier between people and insects.

NetMark says treated nets are twice as effective as those that haven't been sprayed with an insecticide.

SiamDutch expects to produce 6 million LLINs during the first year of production. Other manufacturers have said they too are eager to explore the new technology. ★

## Staff Says Agency Improved

USAID was ranked among five agencies deemed "most improved" in an employee survey that measures the best places to work in federal government.

The survey results for 2004 found the Agency had gained 13 percentage points over its score in a survey conducted in 2002. That year, USAID ranked 24th in a field of 28 federal agencies.

By 2004, the Agency moved up to 18th place out of 30 large federal agencies.

The five most improved included USAID, the Office of Management and Budget, and the departments of State, Justice, and Energy.

"We basically came from the bottom tier to the middle tier," said Patrick Brown, deputy director of human resources for the Agency.

The Partnership for Public Service, which analyzed the survey, singled out USAID and the State Department for experiencing double-digit increases since the last survey.

"In both cases, the sharp upswing in employee engagement was assisted by large gains in the training and development workplace dimension, which increased by 14 percent at AID and 25 percent at State in just two years," the partnership said.

Brown backs up that assessment. With increases in the training budget has come a menu of courses—many available online—to prepare new leaders in the Agency, boost skills of the rank-and-file workers, and train foreign service nationals. Further proof: the percentage of workers who praised electronic access to learning and training programs at USAID jumped from 40 percent to 72 percent in the latest survey.

Improvements can also be traced to consistent leadership, Brown said, citing Administrator Andrew S. Natsios' tenure with the Agency and his background in international development.

Increased hiring is another factor. The Agency downsized in the 1990s, but began

hiring in earnest in 2004. "It was the first year in a decade that we hired more people than we lost," Brown said. "Just seeing that turn around a little bit, I think, meant a lot to people."

The Federal Human Capital Survey is conducted by the Office of Personnel Management to help federal agencies manage their employees. The raw data from the survey and an analysis of the responses are provided to individual agencies.

Nearly 150,000 employees completed the 88-question survey. Questions covered views on leadership qualities and performance culture. The overall results were first published in May.

USAID was tied for eighth in the rankings for effective leadership, and also scored eighth in pay and benefits, performance-based rewards, and advancement.

Support for diversity, teamwork, and the match between an employee's skills and his or her mission all came in at 10th place.

Still, the survey revealed that some of the areas where the Agency needs improvement relate to diversity. White males reported a higher level of satisfaction with working conditions at USAID than did women and minorities.

The Agency also scored near the bottom in the categories "family-friendly culture and benefits" and "work/life balance."

Executives and managers responded with significantly higher scores on more than half the questions in the survey; non-supervisors responded with lower scores on almost all the questions in the survey.

Brown said USAID is looking for ways to improve. For example, the Executive Diversity Council, which was formed earlier this year, is actively seeking solutions to bridge the diversity divide. ★

[www.fhcs2004.opm.gov](http://www.fhcs2004.opm.gov)

## Central European Doctors Help Out in Africa, Asia

Following the collapse of the Soviet Union at the end of 1991, the American International Health Alliance (AIHA) moved in to assist countries in Central and Eastern Europe and Eurasia reforming their health systems.

Now a former AIHA partnership that received USAID support is taking the lessons of humanitarian assistance learned in the former Soviet bloc to other regions of the world in need.

Dr. Vladimír Krčmery is dean of the School of Public Health at Trnava University in Slovakia and a member of the Slovakia/Scranton Partnership, an organization AIHA supported and that USAID funded from 1996 to 1999. He saw images of slums in Kenya flash across his television screen nearly eight years ago and decided he wanted to help.

He formed an outreach team that went to Kenya and set up the first Mary Immaculate Clinic in Nairobi in 1998 as a primary care center serving more than 100 outpatients a day.

“We provide HIV counseling and testing to 150 people every month, and are currently managing highly active antiretroviral therapy for 21 adults and five children,” said Dr. Andrea Doczeova, an associate professor of medicine at Trnava University.

In 2000, the Trnava team moved north to southern Sudan, where it opened the second Mary Immaculate Clinic, the only full-service hospital in the region.

Dr. Krčmery called the region “the worst place I’ve ever visited in my life.

South Sudan is characterized by a total lack of infrastructure—no roads, no power, no schools, no clean water, no sanitation. There is...an almost total lack of healthcare services, including the administration of primary vaccinations against easily preventable communicable diseases.”

In 2003, the team started working in Phnom Penh, Cambodia, spurred on by the large number of homeless children there, many living with HIV/AIDS.

The team opened Blessed Max Kolbe Clinic for Sick Children and provides homes and medicines for children and some of their parents.

“It is a tribute to the partners and to AIHA that this USAID investment over five years ago has produced such an enduring gift that keeps on giving,” said Forest Duncan, a health development officer at USAID.

Since 1998, USAID has given AIHA about \$122 million to initiate partnerships with U.S. health institutions and universities—such as the University of Scranton, the other half of the Slovakia/Scranton Partnership—to work in developing countries.

Although the partnership no longer receives AIHA funds, USAID staffers returned to the region in October to evaluate its impact and that of 29 other AIHA partnerships the Agency has supported since 1994.

“Our collaboration with the University of Scranton introduced us to a whole new world, as far as the practice of medicine is



Dr. Andrea Doczeova comforts a young boy in Cambodia while one of her colleagues draws blood for a diagnostic test.

concerned,” Dr. Doczeova said.

“Before we became involved with the AIHA partnership, our system did not allow for the integration of other disciplines—such as psychology, social work, education, or philosophy—into clinical care. We had no

understanding of how important these varied fields are to the true concept of health.” ★

*This article was adapted from an article in the spring 2005 edition of CommonHealth, the journal of the American International Health Alliance.*

## Butterfield's New History of U.S. Foreign Aid Published

By Ben Barber

During 50 years of U.S. foreign aid, 25 countries with a combined population of 675 million people graduated from aid dependence, reports former Agency official Sam H. Butterfield in a new book documenting the history of U.S. aid.

“What difference did all the [U.S. and other] aid make?” asks Butterfield, who worked for 22 years at USAID and then spent another 20 years teaching the theory and practice of international development.

“The Third World’s positive development record provides circumstantial evidence that foreign aid was beneficial, especially in developing countries with dedicated leaders and good policies,” writes Butterfield in his *U.S. Development Aid—An Historic First*, published in 2004 by Praeger Publishers. The book’s subtitle—*Achievements and Failures in the Twentieth Century*—indicates it includes more than just the Agency’s successes.

Butterfield, who now lives in Idaho, describes in readable prose “how and why the U.S. government, drawing on the skills of thousands of dedicated Americans over 50 years (1950–2000) provided development aid on a global scale.”

Butterfield is a retired foreign service officer who served from 1958 to 1980 with USAID in Africa, South Asia, and Washington, D.C.

His book is a welcome explanation, free of jargon and academic language, that would be useful to many USAID recent hires as well

as the wider general public interested in aid.

His book is a clearly written account of the history of the U.S. foreign aid program from its beginnings, as an outgrowth of the Point Four concept of the Truman administration to aid the war-ravaged economies of Europe as well as the agrarian nations of Asia, Africa, and Latin America.

While the Marshall Plan helped Europe, the Technical Cooperation Administration, created in 1950, soon was working in 28 Third World countries, plus Spain and Greece. USAID, its successor, was created in 1961.

At first, aid officials were experts in farming, water, teaching, and other activities that they practiced directly with people in developing countries.

However, Butterfield recalls, these technical experts soon became managers of contracts that enabled them to affect a far larger number of people, but also removed them from the people-to-people work in their chosen fields.

American aid programs were also sharply affected by the Cold War, as President Kennedy created USAID in part to deflect the spread of socialist ideas of central planning and authoritarian rule in the Third World.

Butterfield tells of the creation of the Peace Corps as the belief spread that, through advisors and aid, newly decolonized countries of the Third World could rapidly attain modern living standards.

However, he also tells of battles with Congress and the State Department, as each

branch of government pushed for its own favorite programs or recipient countries.

The former mission director also tells about the difficulty of winning popular support for foreign aid. He notes that the Agency was hamstrung by law from playing an advocacy or lobbying role in support of its programs.

He talks of the early years of work in Afghanistan, Chile, India, and Taiwan before USAID was born, and he explains the role USAID took during the Vietnam War years.

He also describes the shifts in approach to

aid during the Carter and Reagan years and the evolution of the view—still widely held today—that aiding the growth of the market economy is a key to fostering development.

Butterfield continues with discussions of the most recent administrations, explaining how they approached foreign aid and going into some detail on how the Agency was staffed and funded.

Separate chapters on “Africa’s lagging development” and women in development complete what is truly a tour de force for anyone wanting to gain broad, historical, and in-depth understanding of foreign aid. ★

### Andrew Herscowitz Receives Legal Award

USAID’s regional legal advisor for the Caribbean, Andrew M. Herscowitz, recently received the Federal Bar Association’s 2005 Younger Federal Lawyers Award.

The annual award is bestowed upon five federal lawyers under the age of 36 to encourage and recognize outstanding performance.

Nominees’ professional achievements are judged according to the resulting benefit and contribution to the government, legal profession, and public law.

Herscowitz’s achievements include structuring bilateral and multilateral agreements to expedite U.S. emergency relief assistance in his region of responsi-

bility, drafting loan guarantee agreements to support the private sector, and spearheading an initiative to clarify and protect the Agency’s intellectual property rights. In addition, after traveling to areas in the Caribbean affected by hurricanes last year, he provided timely information to the U.S. Embassy to target relief efforts.

“The USAID legal team is the best I’ve ever seen,” commented Arnold Haiman, the Agency’s acting general counsel. “Our people work in forward areas, take on the toughest issues, and reflect the highest level of customer service. Andy is a terrific example, and I’m proud to be his colleague.” ★

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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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## USAID Working Urgently to Further Africa's Economic Development

By **Charles W. Corey**  
*Washington File* staff writer

USAID's Africa Bureau is working “in an urgent way” to help sub-Saharan Africa achieve its economic growth and development goals, in line with President Bush's strong commitment to the continent, USAID Assistant Administrator for Africa Lloyd O. Pierson said.

“We are approaching what we do in terms of development in an urgent way. People need jobs...education...food...good health...a good quality of life. And our view is we want results—we want to show that we can respond in a very prompt, timely way,” Pierson told *Washington File* on Sept. 29.

Pierson, a longtime Africa specialist, says the wants and needs of people in Africa are the same as those elsewhere in the world. “Better health care...education...a better quality of life,” is what they want, he said. “The ability to grow their crops and get them to market. And a government that works.”

USAID's budget for Africa has doubled in the past decade, Pierson said. Africa spending for FY 2005 exceeded \$1.4 billion in development assistance, child survival and health, and Global AIDS Initiative funding.

Twelve of the 15 focus countries under the President's Emergency Plan for AIDS Relief are in Africa, and USAID is one of the key implementers of the initiative.

USAID's Africa programs contribute directly to the priorities outlined in the joint State Department/USAID Strategic Plan Fiscal Years 2004–2009, particularly those that advance sustainable development and global interests.

The centerpieces of the Agency's aid to Africa are the four presidential initiatives launched in FY 2002: the Initiative to End Hunger in Africa, the Congo Basin Forest Partnership Initiative, the Africa Education Initiative, and the President's emergency AIDS plan, launched last year. Other key

elements of the programs include the continuation of the African Anti-Corruption Initiative, the Conflict Initiative, and the Leland Initiative to increase access to information technology.

The Bush administration made renewed commitments to Africa at the recent meeting of the Group of Eight major industrialized democracies in Gleneagles, Scotland, and at the African Growth and Opportunity Act Forum in Dakar, Senegal. “We are talking about addressing the issues in Africa... malaria, famine, HIV/AIDS, economic development. That commitment is there,” Pierson said.

Although it is “not an easy road,” Pierson said, the Bush administration will fight for the continued dedication of resources to

Africa, a continent he called “strategically important.”

Looking to the future, Pierson said his bureau plans to focus more on working with youth. “When you look at the projections over the next five years of 40 million AIDS orphans, ...an incredible number of Africans will be growing up without family connections,” he said.

Ways must be found, he said, through agribusiness and other ventures, to increase the opportunity for these children, as they grow, to stay in the rural areas. ★

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<http://usinfo.state.gov>

## Sesame Street Comes to India

*Sesame India*, an Indian take on the venerable *Sesame Street* brand that has entertained children for more than three decades, is coming to that country in mid-2006.

The show is the latest in a series of USAID-backed *Sesame Street* productions in more than 20 countries, including South Africa, Bangladesh, Russia, and Egypt, with plans for a Lebanese version underway.

Work on the Indian broadcasts is now moving into high gear. On Sept. 30, *Sesame Street* and Turner Broadcasting Systems Inc., which is spending millions of dollars on the effort, named India-based Miditech as the producer for the first 65 half-hour episodes of the series.

The show will air on two cable channels Turner owns in India—the Cartoon Network and its sister network, POGO.

This is the second phase of the show's development. In the first phase in late 2004, USAID provided \$500,000 and technical expertise to help get the series off the ground.

Since then, that amount has been leveraged several times over, as Turner and other private-sector partners from the United States and India have come on board, said Madhumita Gupta, USAID/India's information and communications technologies coordinator.

As in those countries, *Sesame India*—in Hindi, it's *Gali Gali Sim Sim*—will use counterparts to the fuzzy, rainbow-colored muppets familiar to American children, such as Big Bird and Cookie Monster, to resonate with children from a different culture.

Indian educators are collaborating on *Sesame India* to incorporate the country's

multiculturalism into lessons of literacy and arithmetic.

“The collaboration will combine the rich understanding and unique expertise of each partner to create groundbreaking, premium-quality content that is guaranteed to stimulate and engage young kids,” said Ian Diamond, senior vice president and general manager of Turner Entertainment Networks Asia.

The Cartoon Network and POGO are the top two channels children in India watch, and reach close to 40 million television homes.

Through *Sesame India*, USAID/India wants to show that cutting-edge “tools” like television can be used to strengthen India's development efforts, especially in underserved communities, Gupta said. Education is also among the top priorities for India, as it moves forward with its development agenda.

About 70 percent of Indians live in rural areas, where delivering a consistent and quality education through traditional methods is a challenge. But most people who live in these areas have access to television.

And Sesame Workshop, the nonprofit organization that produces *Sesame Street*, is pursuing broadcasting the program through India's national broadcaster and on radio. The two media would expand *Sesame India's* outreach considerably, Gupta said.

“We liked what Sesame Workshop had to offer: a sustainable project that will not only be a TV program, but one that will support and contribute to a preschool education movement in India,” Gupta said. ★

**Indian educators are collaborating on *Sesame India* to incorporate the country's multiculturalism into lessons of literacy and arithmetic.**

### REACHING FOR WATER



Health workers distribute free bottles of safe water solution and specially designed water storage vessels in Kabul, Afghanistan, to avert diarrheal disease.

## \$254 Million in U.S. Aid Improves Afghan Health

**WASHINGTON**—Soon after Jim Kunder arrived in Afghanistan in January 2002, he made his way to the Ministry of Public Health, where he found a handful of workers trying to provide health services to a war-ravaged country from a building they shared with squatters and that had no electricity or windows.

In the field, 400 clinics struggled to provide some care, unable to pay their staff.

“It is almost impossible to imagine the level of destruction that took place in Afghanistan,” Kunder, USAID’s assistant administrator for

Asia and the Near East, said Aug. 30 at a Woodrow Wilson International Center for Scholars talk.

Kunder was joined by Afghanistan Minister of Public Health Dr. Sayed Mohammad Amin Fatimie, who said that although the past three years have brought marked improvements, more work is needed to bring modern health-care to the country of nearly 30 million.

Dr. Fatimie said two years after the fall of the Taliban, the percentage of people receiving a basic package of health services

grew from 9 percent to 77 percent, with the assistance of USAID and other donors. The number of community-based health workers and midwives is growing, with assistance from USAID-funded efforts.

He said the demand is growing for health clinics, physicians, nurses, paramedics, and other kinds of health workers. But hospital care is the “biggest challenge” because it is so expensive.

USAID has spent \$254 million on health programs since 2001. The Agency provides

health coverage for 7.1 million Afghans in 14 of the 30 provinces; about 300,000 patients are treated monthly through USAID-funded projects.

The challenges are immense, Kunder said. About 80 percent of Afghans are illiterate, making health education difficult. There are four mental health workers to help a country deal with psychic wounds that stretch back to 1979, and the lack of medical professors means many of the country’s new doctors will be undertrained. ★



Estimates suggest there are about 14,000 pharmacies in Afghanistan for the country’s nearly 30 million residents. USAID has supplied \$2 million in essential drugs to the country since 2003.



These Afghan women gathered outside a health clinic in February 2004. In many rural areas of the country, people must travel great distances for healthcare. USAID is reconstructing roadways so people can travel more easily and quickly to health clinics and other services.

## YOUR VOICE

### Afghans Work, Build, Study After Decades of War

By Rick Marshall

Your Voice, a continuing FrontLines feature, offers personal observations from USAID employees. Rick Marshall worked as the public affairs officer at USAID/Afghanistan from March 15 to June 21.

Afghans say the rain began last fall, the very night when Hamid Karzai was elected president. That would be fitting, for after seven straight years of drought, this land of stark and haunting beauty needs an honest, functioning government as much as it needs rain.

Kabul sits in a broad, flat plain, ringed by mountains still snowcapped in late June. Once famed for its gardens, the city is nearly treeless now, the Kabul River a brown torrent of sludge and runoff. The city has no sewage system. The buildings and the streets are the same dusty brown. Along the highways one still sees shops set up in freight containers.

Between 1979 and 2001, three waves of war—first launched by the Soviet Union, then the mujahadin commanders, and finally the Taliban—ravaged the country in merciless succession.

But the Afghans are a resilient people, and today people everywhere are going about their work, stocking up their stores, carrying schoolbags, and filling the streets with cars and people.

Those who would abandon Afghanistan might do well to visit West Kabul and see the blasted-out rubble, block after block, and organize, like I did, an event at Ghazi High School. Though it has no walls or windows—a legacy of the commanders’ war—some 2,700 students attend this famous school, and in their eager faces you can see why the country is making progress.

Some 85 percent of Kabul’s children go to school these days. Girls’ attendance is way up, and the Education Ministry and universities are functioning again. All over the country, USAID is refurbishing classrooms and rebuilding schools like Ghazi.

The Afghan capital has nearly 4 million residents now. Perhaps a million have come since the Taliban was toppled, part of the 3.5 million refugees who have returned to the country since then.

Like most places on this earth, Afghanistan has been fought over and occupied many times, and the people have a well-earned reputation for ousting invaders. So it might be logical to think the United States will suffer the same fate. And so it may one day. But for now, one thing is certain. No country ever brought so much to Afghanistan as the United States is now doing.

Although the long and difficult Pakistani border is still violent, most of the country is at peace. Many countries might have tried to halt the factional fighting, reestablish



Rick Marshall, right, with the local wakil (district chief) in Herat Province, prior to groundbreaking for Herat-to-Kandahar portion of the Ring Road.

order, stand up a government, and rebuild the country’s human and physical infrastructure, but only one made the effort.

It is a mystery to me why the U.S. newspapers don’t believe reconstruction is news. They see progress, but they don’t report it. Fortunately, the Afghan media know better; they report extensively on USAID’s work.

So, as a public affairs guy, I worry—not

about the Afghans, but about the Americans. I worry that that Congress and the American people, not knowing what their tax dollars are doing or not understanding the conditions that inevitably make progress slow, will tire of the effort and abandon our efforts.

It was a mistake in 1989, and it would be a mistake again today. ★

**USAID Staff Help in Nigeria's Immunization**

**ABUJA, Nigeria**—In an unprecedented event here, more than one-third of USAID/Nigeria's staff participated in the Sept. 17–20 round of the 2005 National Immunization Days for polio eradication.

Efforts focused on Kano state, which had previously barred polio immunization and seen increases in the disease, and in the federal capital territory, where mission staff provided nearly all the vaccination quality control monitors.

Local and federal health officials thanked USAID for the personal leadership and staff volunteers.

**Marshall Islands Hospital Aided After Fire**

**WASHINGTON**—USAID is sending \$50,000 and two emergency health kits to Majuro Hospital in the Republic of the Marshall Islands after a devastating fire. The Sept. 16 blaze destroyed pharmaceuticals, medical supplies, and essential hospital buildings.

Majuro Hospital serves as the central point for health services for the country's population of approximately 57,000 residents.

**Former USAID Cashier Accused of Theft**

**WASHINGTON**—USAID and the State Department announced the arrest of a former USAID cashier from Mozambique Sept. 26, following charges the man took more than \$200,000 in government funds.

Muftar Ali was arrested Sept. 16 in Charleston, S.C., where he had arrived from Mozambique. The arrest followed a joint investigation by the two agencies' Offices of Inspector General.

Ali worked as a cashier first at USAID/Mozambique and later at the U.S. Embassy in Mozambique.

He is accused of operating a "sophisticated fraud scheme within the cashiering operations of both locations" that resulted in the theft of more than \$200,000. The thefts occurred between 2003 and 2005.

When USAID discovered the money

missing, it notified the State Department, which placed Ali on administrative leave while it, too, investigated whether money had been taken.

In a statement, acting USAID Inspector General Bruce Crandlemire said the "indictment and arrest serve as notice by this office that fraud will not be tolerated, and that we will aggressively pursue and seek to prosecute those who attempt to commit acts of fraud, regardless of where they may be located or what nationality they might be."

**Malawi Becomes Threshold Country**

On Sept. 29, Malawi became the second "threshold" country under the Millennium Challenge Account (MCA) Threshold Program. The southern African country will receive \$20.9 million to fight corruption and improve fiscal management.

The MCA is administered by the Millennium Challenge Corporation (MCC). MCC's Threshold Program assists countries on the "threshold," meaning that they are committed to undertaking necessary reforms to meet MCA's requirements for funding.

USAID will administer and oversee the plan's implementation in Malawi, with help from the departments of Justice and Treasury.

Burkina Faso was the first threshold country. MCC is also working with Madagascar, Honduras, Cape Verde, Nicaragua, and Georgia.

**USAID Assists Costa Rica Flood Victims**

**WASHINGTON**—USAID provided \$50,000 to Costa Rica's National Commission for the Prevention of Risks and Attention to Emergencies to purchase emergency relief supplies, water, and food for those subjected to severe flooding after torrential rains that began Sept. 19.

Extensive flooding was reported in the provinces of Alajuela, Cartago, Guanacaste, Heredia, Puntarenas, and San José, in the Pacific and Central Valley.

The flooding has killed eight people, damaged more than 400 homes, and forced the

evacuation of more than 1,600 people. The rains also caused landslides and damaged numerous roads, bridges, sewage systems, aqueducts, dams, schools, and power grids.

**Women's Loan Program Starts in Ethiopia**

**ADDIS ABABA, Ethiopia**—USAID signed a \$10 million loan guarantee agreement with Dashen Bank to provide short- and medium-term loans to small and medium entrepreneurs engaged in manufacturing, services, and agricultural sectors. The loans will target businesswomen returning from abroad.

**Partnership to Protect Water, Environment**

**WASHINGTON**—On Sept. 14, USAID and Coca-Cola Co. announced the Global Community-Watershed Partnerships Program, which will support a variety of water-related programs in developing countries.

In Mali, for example, the program will support community water supply and sanitation, as well as small-scale agriculture activities, using recycled wastewater from a local Coca-Cola bottling plant.

In Bolivia, the upper watershed near a Coca-Cola facility will be protected through greater community and private sector involvement.

"At the Coca-Cola Company, we are transforming the way that we think about water," said Jeff Seabright, Coca-Cola's vice president for water and environment. "Along with the communities where we operate, we have a shared interest in protecting water resources and enabling greater access to water and sanitation."

**USAID to Enhance Rural Incomes in Bolivia**

**WASHINGTON**—USAID is spending another \$10.2 million to promote agriculture and improve the incomes of rural families in Bolivia's impoverished valleys and Altiplano regions.

The first phase of the project helped 22,000 families in the valley region. It is now being

expanded, and aims to enhance production and marketing techniques for crops such as chilies, peanuts, grapes, peaches, oregano, flowers, onions, and berries.

**Rice Promotes Trade in Central Asia**

**ASTANA, Kazakhstan**—On Oct. 13, Secretary of State Condoleezza Rice announced that USAID will provide another \$400,000 to a program improving trade and investment opportunities in Central Asia.

The initiative will help Central Asian nations to harmonize and streamline their customs operations, based on international standards and best practices. It will advance ongoing regional USAID activities and complement similar work in Afghanistan.

**Pakistan to Receive Safe Water**

**WASHINGTON**—USAID and Procter & Gamble (P&G) are partnering in a \$600,000 alliance to provide safe drinking water for survivors of the deadly Pakistan earthquake. The partnership will provide PUR, a new water purification product developed by P&G that is already being used in Ethiopia and Haiti through another USAID project. Also, more than 20 million sachets of PUR—which was developed in cooperation with the U.S. Centers for Disease Control and Prevention and has shown to significantly reduce diarrheal illness—has already been used for emergency relief in 14 countries.

**Food Rations Follow Nicaragua Crop Loss**

**WASHINGTON**—USAID is providing \$50,000 for transport costs to deliver emergency food rations, potable water, and other emergency supplies to the remote Northern Atlantic Autonomous Region of Nicaragua, which is suffering from food shortage after heavy rains destroyed local crops.

The U.N.'s World Food Program has reported approximately 12,450 people require food assistance in the Rio Coco area and the municipality of Wiwili in the department of Jinotega. ★

## Agency Explains How to Get a Job at USAID

It's late fall, and many graduates are wondering how to apply for work at USAID. Here is a brief introduction to the kind of

background, education, and job experience the Agency is looking for as it seeks to fill positions that become open each year.

USAID recruitment is a year-round process. At the Office of Human Resources, efforts focus mainly on attracting new foreign service officers at junior and mid-levels.

On the foreign service (FS) side, recruiters are looking for candidates with a wide range of master's degrees, from international relations to public health. People with law degrees and doctoral candidates can also apply.

Experience is also considered. For FS candidates, overseas experience is almost always a must. Working for the Peace Corps, a nongovernmental organization, international organization, or for-profit contractor

overseas can provide valuable experience.

FS candidates can apply for one or two tracks. For both programs, USAID advises candidates to expect to be based overseas for most of their careers.

- **New Entry Professional (NEP) Program.** Typically, successful candidates for this mid-level track have five to seven years' development experience overseas plus a master's degree. NEPs normally spend 12–18 months in Washington, D.C., before being assigned overseas.

- **International Development Intern (IDI) Program.** While previous work experience is not required, most successful applicants have one to two years' overseas experience. Students need to apply while in graduate school or within a year after completing graduate school. IDIs can expect to be assigned overseas roughly six months after joining USAID.

Potential applicants should know that the FS hiring process—from submitting an application to coming on duty—can take up

to a year. Security clearance, medical clearance, and other factors can contribute to this length of time.

USAID also hires many civil service employees to work in Washington, D.C. These openings are advertised on an individual basis.

The Presidential Management Fellows (PMF) Program is another entry to the civil service for people with recent master's degrees. USAID is the second largest employer of PMFs in the federal government.

There are also Foreign Service Limited Appointments. These are five-year appointments and, generally, not career tracks. USAID uses these to cover hard-to-fill positions.

The only way to apply for a job at USAID is on the internet. Jobs are advertised on USAID's website at regular intervals during the year, and prospective applicants are encouraged to log on frequently. ★

[www.usaid.gov/careers/](http://www.usaid.gov/careers/)



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