



# FRONT LINES

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FROM THE AMERICAN PEOPLE

DECEMBER 2005

## Iraq Chief Says \$5.1 Bil Share of Aid Complete

The chief of the USAID mission in Baghdad, Dawn Liberi, said during a visit to Washington headquarters Nov. 2 that USAID had largely succeeded in carrying out its \$5.1 billion share of the \$20 billion in U.S. aid to Iraq reconstruction.

USAID projects included:

- \$2.5 billion for infrastructure such as power, water, and communications.
- \$887 million for humanitarian activities
- \$842 for governance
- \$462 million for economic assistance, such as private sector, economic governance.
- \$318 million to health, education, and social services.

"USAID generally does not do infrastructure anymore," said Liberi. However, since operations began in Iraq in summer of 2003, the Agency hired a contractor to dredge the port at Umm Qasr, repair power plants, rebuild water treatment plants, fix sewerage systems, and undertake other infrastructure.

In addition, USAID has rebuilt schools and clinics, begun construction of a hospital in Basra, trained teachers, helped establish and improve local and national government offices and ministries, and tackled many other tasks both large and small, including support for national elections.

The mission director said the Agency has hired over 200 staff who manage 10,000 projects. Grants or contracts have been made to contractors working in all 18 provinces.

▼ SEE IRAQ AID ON PAGE 13

## Natsios to Leave Agency After Five Years at Helm

USAID Administrator Andrew S. Natsios announced he is stepping down Jan. 12 and will take a position at his alma mater, Georgetown University, teaching diplomacy and development.

Secretary of State Condoleezza Rice and Natsios announced the move Dec. 2 to senior staff at USAID in the morning, and then to reporters at the State Department.

Deputy Administrator Fred Schieck will become interim chief of the Agency during the search for a replacement for Natsios.

"This is very bittersweet for me personally and for the United States government....He has worked on the frontlines of development and democratization for [many] years, five of it for the Bush Administration," Rice said at the State Department. "From my point of view, I wish he'd gone on for another three and a-half."

"The United States government respects enormously the mission of AID and the way that they have discharged it," Rice added, citing tasks "that we had not had



Administrator Andrew S. Natsios and Secretary of State Condoleezza Rice at USAID headquarters in Washington, D.C. Natsios announced he would leave on Jan. 12, 2006, after leading the Agency for five years.

to do for a very, very long time, in Iraq, in Afghanistan, and in other places."

Natsios said, "the decision to leave USAID was not an easy one for me to make."

▼ SEE NATSIOS ON PAGE 16

## Quake Help Racing Snows

Providing food and shelter to more than 1 million Pakistanis affected by the Oct. 8 earthquake has become top priority, as winter sets in to the devastated region and relief efforts give way to reconstruction.

U.S. pledges to the crisis rose to \$510 million on Nov. 19, as donors worldwide promised overall \$5.8 billion.

▼ SEE QUAKE HELP ON PAGE 12

## World AIDS Day

On World AIDS Day Dec. 1, President Bush announced that 400,000 people around the world are now receiving antiretroviral medicine under the President's Emergency Plan for AIDS Relief.

Worldwide, the number of people infected with HIV rose to 40 million in 2005, according to a November report by the Joint United Nations Program on HIV/AIDS (UNAIDS) and the World Health Organization.

Some 3.1 million more people died from the disease in 2005 and 4.9 million more infections were reported, the report said.

USAID's own budget to battle the widening pandemic rose from \$1.3 to \$1.5 billion this year.

In September 2005, USAID awarded a major contract to provide drugs and sup-

▼ SEE WORLD AIDS DAY ON PAGE 2

### BRIGHT LETTERS = BRIGHT MINDS



**WORD FORMATION:** Second-grade boys form words with block letters provided to Salt Marsh Primary School through the Caribbean Center of Excellence for Teacher Training (C-CETT) project, a presidential initiative that has helped schools in Caribbean nations improve reading skills since 2001.

SEE MISSION SPOTLIGHT: CARIBBEAN ON PAGES 8-9 FOR RELATED STORIES

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**USAID'S ANNUAL AWARD CEREMONY WAS HELD NOVEMBER 17. SEE PAGES 2, 14-15.**



## World AIDS Day: Funding Rises, Also Toll

### PEOPLE ESTIMATED TO BE LIVING WITH HIV IN 2005

North America .....	1.2 million
Caribbean .....	300,000
Latin America .....	1.8 million
Western and Central Europe .....	720,000
North Africa and Middle East .....	510,000
Sub-Saharan Africa .....	25.8 million
Eastern Europe and Central Asia .....	1.6 million
East Asia .....	870,000
South and South East Asia .....	7.4 million
Oceania .....	74,000

**TOTAL .....** **40.3 MILLION**

40.3 million total, 20.5 million are men, 17.5 million are women, and 2.3 million are children under 15.

### ▲ FROM PAGE 1

plies to fight AIDS in the 15 focus countries. The Supply Chain Management System will provide up to \$500 million for medicine and supplies over three years so that millions of people infected with HIV/AIDS can receive life-prolonging drug treatment.

“The system is designed to help HIV/AIDS programs meet the president’s goals of ‘two-seven-ten’ by 2008,” said Carl Hawkins, in USAID’s Office of HIV/AIDS.

“Two-seven-ten” refers to the Emergency Plan’s goal of treating 2 million people, preventing 7 million new infections, and providing care for 10 million others, such as children orphaned by AIDS.

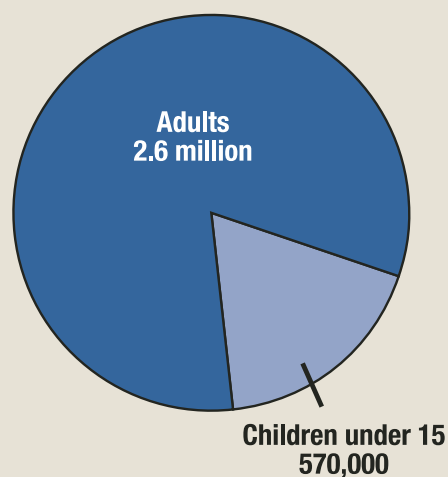
The Emergency Plan is to spend \$15 billion over five years fighting AIDS in 123 countries, with a focus on 15 countries in Africa, Asia, and Latin America.

U.S. efforts to fight AIDS employ the ABC approach to prevent new HIV infections, abstinence, be faithful and consistent and correct use of condoms.

Being faithful reduces the number of sexual partners, which is critical to stopping the spread of AIDS, especially among the many girls and young women who become

### AIDS DEATHS IN 2005

TOTAL = 3.1 million

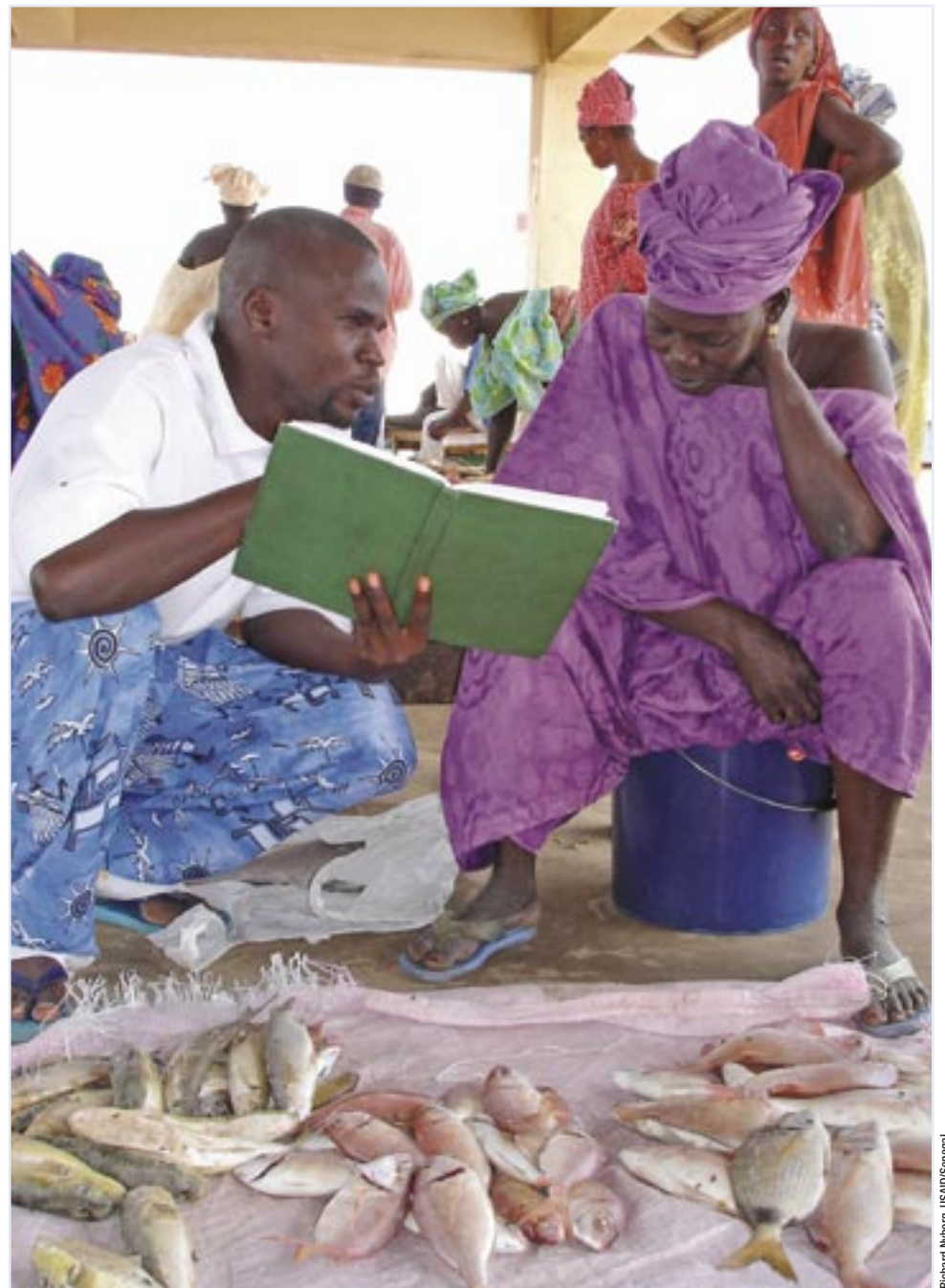


AIDS Epidemic Update, December 2005, UNAIDS/WHO

infected every year.

“The fight against HIV/AIDS is literally a matter of life and death,” said Kent Hill, assistant administrator for Global Health. “USAID is committed to doing all we can to defeat this scourge.” ★

[www.unaids.org/epi2005/index.html](http://www.unaids.org/epi2005/index.html)



A man spreads HIV/AIDS awareness among Senegalese fishing communities. USAID was Senegal’s first donor for HIV/AIDS activities, and has spent more than \$25 million to help Senegal keep HIV prevalence low. The Agency now spends about \$6 million annually to prevent HIV infection, care for people living with AIDS, and equip Senegal with an epidemiological information system to keep the country one step ahead of the epidemic.

Richard Nyberg, USAID/Senegal

## Employees Receive 2005 Awards

Among the many employees who received thanks for heroism, initiative, and just plain good work at the annual USAID award ceremony Nov. 17, was Nawal Hassan Osman, who courageously reported on mass killings, displacement, and suffering in Darfur, Sudan.

Osman, winner of the Foreign Service National of the Year Award, joined USAID in 2003 and was sent to report on the unfolding Darfur disaster and advise on response—often at great personal risk.

She became USAID’s principal advisor on Darfur issues, such as protection, sexual violence, tribal conflict, and peacemaking. Her unique perspective and knowledge became an asset to the entire humanitarian community responding to the displacement of 2 million people and the deaths of 200,000.

Without Osman, USAID would not have been able to gain the level of understanding or access to victims that have



Henry Edwards, USAID

Nawal Hassan Osman received USAID’s Foreign Service National of the Year Award at the Agency’s 2005 Annual Awards Ceremony on Nov. 17.

been crucial to the disaster response, said Catherine Farnsworth, USAID senior humanitarian advisor in Khartoum.

“Her dedication, service, and profound compassion and humanity represent the highest ideals of USAID.”

**FOR MORE DETAILS ON THE AGENCY’S AWARD WINNERS, SEE PAGES 14–15**



USAID supports numerous HIV/AIDS projects in Uganda, including testing and counseling clinics.

F. Young





# Serbia and Montenegro



## MISSION OF THE MONTH

### CHALLENGE

The former Yugoslavia long steered a path between the Warsaw Pact nations and the West. In the early 1990s, the federation unraveled. The Yugoslav wars between 1991 and 2001 affected all of the six former republics. Serbia, led by President Slobodan Milosevic, attempted to unite ethnic Serbs in Croatia, Bosnia, and the Kosovo territory to create a "Greater Serbia." The result was Yugoslavia's breakup, with Slovenia, Croatia, Macedonia, and Bosnia and Herzegovina all now recognized as independent countries.

The wars left much of the former Yugoslavia in poverty, with massive economic disruption and persistent instability across territories where the worst fighting occurred. Serbia's President Slobodan Milosevic was ousted in 2000 and now faces war crime charges at The Hague's International Criminal Tribunal.

Svetozar Marovic was elected president of the State Union of Serbia and Montenegro in 2003, which today aims to join the European Union (EU). Among the federation's significant obstacles to joining the EU were outdated business regulations and a stagnant business climate.

### USAID RESPONSE

When the new government came to power in 2001, it began working with USAID on a series of targeted emergency initiatives aimed at strengthening the banking and financial systems before focusing on building up the private sector.

USAID helped Serbia draft and enact pro-business reform and other laws that make business more transparent and accountable. The Agency also worked on a tax reform project to reduce Serbia's dependence on indirect taxes and steer it toward raising income from a value-added tax, a prerequisite for EU accession and an important revenue generator.

Through another project, businesses were helped to speak with a common voice about labor issues, making hiring more flexible to meet the employer's needs while also creating new jobs.

To further encourage growth, businesses and local governments in four regions created business improvement districts. The concept, originating in the United States, is typically successful at improving the conditions for business development, reducing real estate vacancy rates, increasing property values, and creating jobs.

One hurdle facing potential entrepreneurs has always been the length of time it took to obtain a business license. So

the Serbian Business Registry Agency was created. It took over registration of businesses from the commercial courts. Computers and software were provided to the new agency. At the municipal level, it also created information and one-stop shops, where citizens can obtain documents such as construction and business permits faster than before.

U.S. loans and advice were provided to startup ventures through microloan and community revitalization projects. A credit fair was organized so entrepreneurs could seek counsel and help from major business institutions.

In Montenegro, the republican government designed and is carrying out a far-reaching economic reform agenda aimed at building an open market economy, based on private property and protection of property rights and contracts. Laws on bankruptcy, business organization, and mortgages have been enacted and are now being implemented, with U.S. technical assistance.

USAID has also supported Montenegro's businesses to unite into an association that can lobby the government for pro-business reforms and create a healthier environment that might attract foreign investors.

### RESULTS

Serbia's business environment has flourished, and the World Bank's *Doing Business in 2006* report recognized this by naming the country this year's leading performer.

Starting a business in Serbia now takes 15 days, not 51 as before, thanks to the creation of the Serbian Business Registry Agency. The new entity has also improved corporate governance and transparency through its computerized and accessible databases of company structures, founders, directors, and key financial information.

More businesses are starting up—between January and October more than 8,100 new businesses registered, an increase from 6,329 for all of calendar year 2004.

"The system has changed. We have electronic mail and computers. Our clients get all information immediately, and their requests are resolved in one place," said Bojan Radic, an employee at the municipal one-stop shop in Zrenjanin, one of 23 such entities.

Business creation is also easier because of loans and other U.S. aid.

Gordana Milankovic, a footwear designer and refugee from Croatia, lives in Serbia with her mother and grandmother and has sought different jobs. Last year, she got a U.S. loan and started her own business.

"It is difficult for a person to start a business," she said. "The machines and equipment are very expensive. I needed a few sewing machines to help me work faster."

Entrepreneurs in Krusevac are getting help through the business improvement district. Property values there have jumped from about \$600 to \$700 per square meter. Residential prices have risen too.

Serbia now also has a labor law that the World Bank says encourages economic growth. The law makes it easier to hire workers by allowing firms to offer term contracts, rather than having to hire under indefinite contracts even when addressing temporary needs. Commercial court reforms have reduced the enforcement waiting period on business contracts from 1028 to 635 days.

In Montenegro, corporate tax has been reduced from 15 to 9 percent, the lowest corporate tax rate in Europe. And the business organization law lets entrepreneurs get started in just four days, at the cost of about \$15. ★



Srdjan Marinkovic, a resident of the central Serbian city of Jagodina, finishes a piece of window glass on equipment he obtained through one of 600 USAID-funded microgrants available to small-business entrepreneurs in the region.

## Notes from Natsios

★★★★★★★★



For nearly the past five years, I have had the distinct privilege of serving the president with you. I returned to USAID in March 2001 believing that the work that we would do is perhaps the most important work that the U.S. Government does. This has become especially true, given the challenges presented by the newly emerging world order.

As I began, I knew what I wanted to achieve in transforming both USAID as an institution and development as a discipline. Together, we have taken the challenges presented to us, and we have made an impact that will be recognized for generations to come.

First, we have broadened and changed the discipline of development, and in doing so elevated its importance. We recognized that it is not enough for us to simply deliver services, but that we must change the cultures and build the institutions which lead to growth and sustainability. To achieve this, we distinguished between strengthening fragile states and promoting transformational development. We encouraged transformation by linking private foreign assistance with our own resources—through the Global Development Alliance, where we have invested \$1.1 billion and nontraditional partners have invested \$3.7 billion through 290 alliances. In fragile states, you courageously engaged, alongside our military and diplomatic colleagues, in some of the most difficult development contexts—Iraq, Afghanistan, and Sudan.

Second, we have built this Agency into one of the most effective and efficient organizations in the federal government. We realigned the Agency's mission and overhauled its structure to confront national security threats. Policy and strategy are being implemented through our budgeting system, and programming has remained decentralized through our field missions. The modernization of Agency business systems—financial management, procurement, and information systems—has resulted in three years of unqualified audits and receipt of the first and only "A+" for computer security in the federal government, among many other achievements. USAID can deliver what is asked of it.

Finally, we are communicating what we do more clearly and more aggressively. Our branding and communication campaign is a worldwide success, and is giving credit to the American people for our programs.

Within the U.S. Government, we have earned "a seat at the table," and are today engaged with our interagency partners on both crucial national security and development matters. People have begun to understand the vital role that USAID plays in securing freedom for people around the world.

During my time here, I have found that when people in the United States truly

▼ SEE NOTES FROM NATSIOS PAGE 14



## ECONOMIC GROWTH, AGRICULTURE, AND TRADE

## Guarantees Spur Loans and Investment

Commercial banks and private investors from Armenia to Zambia are getting loan guarantees that promote development through increased lending in areas where credit and investments were unattainable.

Under USAID's Development Credit Authority, the Agency guarantees up to 50 percent of the risk of loss on an institution's loan portfolio. For every dollar of principal on an investment that is not repaid, USAID shares up to 50 percent of the loss with the lender.

The use of these partial guarantees helps stimulate development by increasing the flow of loans and investments to areas and activities that need it most.

The program has helped give rise to an unprecedented amount of private financing through 143 public-private partnerships. At the close of FY 2005, the amount of capital available to borrowers from private-sector sources passed the \$1 billion mark.

By reducing the risk the private sector associates with extending credit, local banks gain experience lending in underserved sectors and to new borrowers. The goal is to develop lending practices that continue after the guarantee expires.

In September, the Agency published *USAID Loan Guarantees: Examples and Lessons Learned*, which focuses on partial credit guarantees involving seven missions

from USAID's portfolio of 41 countries.

In Nicaragua, Bulgaria, Vietnam, India, South Africa, Peru, and Romania, USAID's impact is being felt by individual borrowers as well as by businesses, municipalities,

and other borrower groups. Each example in the report illustrates the impact a guarantee can have on local development-oriented activities and how it complements donor funding.

One beneficiary of the guarantee program, Nicaraguan farmer Sebastian Araya Sr., has found

that training and credit have made a difference in his life.

"I'm not worried about competition," he said, "I've received help from USAID to improve my production. I know I have a high-quality product."

"USAID loan and bond guarantees, together with technical assistance, can introduce private lenders to creditworthy entrepreneurs in need of financing," said John Wasielewski, the director of the Office of Development Credit at the Bureau for Economic Growth, Agriculture, and Trade.

"Our most basic assumption when using this guarantee authority is that private money can be profitably invested in enterprises and projects, which have broad-based public benefit," Wasielewski said. "The examples in our new publication...are just the beginning." ★

**The program has helped give rise to an unprecedented amount of private financing through 143 public-private partnerships.**



Sebastian Araya Sr. and his family stand behind a table of okra at their farm in San Benito, Nicaragua.

## GLOBAL DEVELOPMENT ALLIANCE

## Doctors Treat Cases on Web System



A doctor donating his time through the Medical Missions for Children telemedicine network is patched in through a live feed to a hospital in Latin America.

It was a procedure more daunting than anything the Panamanian doctors had ever faced. Yordano, an 11-year-old boy from rural Panama, was born with one side of his skull collapsed. He suffered from mild retardation, had only one eye, and had difficulty swallowing. The doctors needed help from specialists if they were to improve his life.

Frank Brady, founder of Medical Missions for Children (MMC), encountered Yordano in 1999, during his first trip to establish a relationship between the Panamanian hospital and St. Joseph's Children's Hospital in New Jersey. After the trip, MMC established a system of internet video conferencing that allows volunteer doctors from 30 mentoring hospitals in the United States to examine, diagnose, and treat sick children abroad.

Yordano was their first case. Using its Global Telemedicine & Teaching Network, MMC volunteer doctors took measurements and created a virtual model of the boy's head that helped them rehearse the difficult operation. The network was then used again to review the diagnosis and operation with some 50 Panamanian physicians.

In June, Yordano underwent his latest cranial reconstruction surgery, allowing him to chew solid food for the first time.

"Nothing in my professional career has been more compelling and gratifying than getting to know Yordano and having the privilege of participating in his treatment," said Dr. Hillel Ephros, a member of the team of doctors at St. Joseph's Children's Hospital that donated time to help Yordano. "The coordination of care between his doctors here and our colleagues in Panama was made possible through the use of telemedicine."

In 2003, USAID's Global Development

Alliance invested \$1 million in efforts to expand the telemedicine network throughout Latin America and the Caribbean.

Satellite ground stations were built in Bolivia, Brazil, Guatemala, Mexico, and Panama to allow remote communities in these countries to receive medical education programming. The ground stations can also store and forward up to 120 hours of medical content for on-demand access at each of the five USAID hospital sites.

Global communications technology company Intelsat Ltd. donated satellite bandwidth to help establish the technology infrastructure and add an education component in addition to real-time examination, diagnosis, and treatment. Polycom, a leading video conferencing company, provided video communications equipment to expand the MMC Global Telemedicine & Learning Network.

Now a network of nearly 600 doctors volunteer a minimum of 12 hours per year to help hospitals in developing countries better diagnose and treat patients. Doctors' pro-bono consultancies, in-kind contributions of equipment, and other donor support augment USAID's investment by at least four times.

"The real value of MMC's satellite broadcast and telemedicine program is unfolding in the months and years that lie ahead," said John Riehl, MMC's chief operating officer.

MMC has assisted more than 25,000 children through satellite coverage worldwide. It delivers interactive healthcare consultative services, medical education, and information to 36 countries in Latin America, Africa, India, and Eastern Europe.

MMC partners include Johns Hopkins University, the World Bank Group, and the National Institutes of Health. ★



## GLOBAL HEALTH

## Low-Cost Solutions Reward Health Centers

**MAPUTO, Mozambique**—When asked to help improve 11 local health centers without additional resources, a U.S.-funded team focused at first on soap and water—in a word, cleanliness.

At the Mossuril Health Center, cleanliness of the facility would not just reduce infections, it would make the clinic more appealing to patients.

“[We got] over the idea that we needed money for everything,” said Albino Marcoa, the chief general nurse and deputy director of the health center.

“Don’t misunderstand—there is plenty that we could do with more resources here. But this program helped Mossuril staff focus their energies on problems they could change by working together.”

The program, which is backed by USAID, is an effort to enhance leadership skills and management performances of all staff members in the Mozambique health centers and to improve efficiency. Without a huge infusion of cash or other resources, the program encourages health center staffers who are already working in areas with striking poverty to reach into their surrounding communities and work among themselves to come up with low-cost or no-cost solutions.

The Management and Leadership for Health Sector Support program ended recently, after two years of having a big

impact by finding solutions to seemingly small problems.

Like the health centers, the nation itself is cash-poor. About 70 percent of Mozambique’s citizens live below the poverty level. And, while some of the country’s health statistics show improvement, life expectancy remains low—40 for women and 38 for men—and continues to fall due to HIV/AIDS.

At the Meconta Health Center, one of the 11, staffers focused on increasing the number of births at the center. They polled the community and found that expectant mothers were not coming to the hospital because they were not assured a comfortable place to rest. The solution was to create a designated area for these women—a maternity waiting home.

The staff “worked together to gather materials and recruit volunteers to do the building,” said Nerina Jone, the center’s director. “It was a lot of work. But now we have a new maternity waiting home.”

At the Carapira Health Center, workers count the proper sterilization of medical equipment among their recent improvements. At Ilha de Moçambique Hospital, the task was to install and maintain a net to keep dust from the crumbling 400-year-old building from contaminating medical surfaces.

And, at the Lumbo Health Center, a drive to improve hygiene and cleanliness through the

program provided a bigger pay off. After receiving compliments from the community on the improved facility, Lumbo Director Augusto Morgado and his staff worked on a new action plan and approached a local NGO for funding. “They liked what they saw. It was clear that we had a plan, a vision, and that we had already produced results on our own,” Morgado said.

The NGO provided funding to paint the center’s maternity ward, intake center, administrative offices, and client kitchen.

The upshot for Mossuril and the other health centers was learning how to stretch limited funds. “Before the project and the leadership and management principles that we worked on, this health center didn’t look so together,” said Calisto Maria Sampo, Mossuril’s director.

Mossuril still needs money for a new kitchen and medical equipment. But, Sampo says: “This program has been a process of gaining self-confidence for all of the staff here, and together we are going to move forward to work over our next obstacles.” ★



A baby is being weighed at the Mossuril Health Center. It is one of 11 health centers in Mozambique where staffers were challenged to improve services without receiving additional funding or other resources.

Merijit Korkimaki

## DEMOCRACY, CONFLICT, AND HUMANITARIAN ASSISTANCE

## Ghana Presents Development Award



Tereza Byrns, ADRA

A Ghanaian child pumps water from a well constructed by the Adventist Development and Relief Agency (ADRA), a long-time USAID partner.

**ACCRA, Ghana**—A community of blind farmers west of here, in the Jirapa district, has increased its income from vegetable growing tenfold since the Adventist Development and Relief Agency (ADRA) offered its helping hand.

Farmers’ income shot up from \$55 to \$550. The increase in food production and its use contributed to reducing malnutrition among children under five by 10 percent between 2002 and 2005.

ADRA, a longtime USAID partner here, has also provided the Jirapa farmers with clothes, blankets, and other assistance.

Ghana’s Excellence Awards Foundation recently gave ADRA its International Development Partner award, an honor bestowed on organizations whose activities point toward international cooperation and sustainable development for Ghanaians.

ADRA receives about \$4.4 million annually through USAID’s Food for Peace program. A major portion of the food—primarily wheat—is sold in Ghana to generate local currency. ADRA then uses the money to train rural farmers in improved agricultural practices and provide items such as seedlings for orchards and reforestation.

ADRA also helps communities to fix up roads so that farmers can reach markets more easily, and it upgrades potable water and sanitation facilities.

Corn yields in targeted areas have risen from 400 kilos in 2002 to 959 kilos this year. Mango production has also jumped

from 700 kilos per acre in 2002 to 2,704 kilos per acre.

In Jirapa, farmers’ increased vegetable productivity is boosting the local fruit-processing industry, leading to exports and providing jobs. In eastern Ghana, for example, cultivation of exportable mangos has created more than 5,000 jobs.

“ADRA/Ghana’s activities are directed to food insecure areas and directly benefit over 300,000 people,” said Jonathan Dworken, acting director of Food for Peace. “Over the years, food sufficiency and rural incomes for this poorer target group have remarkably improved, and disease incidence has reduced. This, we believe, is the result of ADRA’s work.”

The organization was created in 1983 by the Seventh-day Adventist Church to provide disaster assistance to poor communities around the world. That same year, USAID began funding ADRA through food aid, when Ghana suffered from a severe food shortage.

Since then, the group has received funding for various projects in the agriculture and health sectors. Today, the group works in 125 countries. Some 90 percent of its donations are used for humanitarian aid.

The award was presented Aug. 19. Dignitaries such as U.N. Secretary General Kofi Annan and Ghanaian President John Kufuor attended the ceremony.

The USAID mission here received the foundation’s inaugural award in 2000. ★



## LATIN AMERICA AND THE CARIBBEAN

## UNESCO Designates Chaco Biosphere Reserve

**ASUNCION, Paraguay**—The U.N. Education Social and Cultural Organization (UNESCO) approved the designation of almost 7.5 million hectares of forest lands as the Chaco Biosphere Reserve this June.

The Paraguayan government had been moving since 2001 toward making the Chaco a biosphere reserve. Since then, USAID, though the Fundacion DeSdel Chaco and The Nature Conservancy, has helped prepare the scientific work required to prove that an area should be a reserve.

Researchers made maps of the soil, vegetation, and topography of the Chaco, a massive plains region on the border of Paraguay, Brazil, Argentina, and Bolivia. They also researched the local infrastructure and social setting, considering things like the construction of an administrative office and control posts and operating costs for the reserve.

USAID also helped local governments to promote public participation, transparency, organization, and decentralization. Several workshops were held educating the public about the Chaco. And USAID helped with the writing and submission of the proposal to UNESCO.

“Biosphere reserves serve in some ways as ‘living laboratories’ for testing out and demonstrating integrated management of land, water, and biodiversity,” said Uwe Kurth of

USAID/Paraguay’s environmental program.

The Chaco Biosphere Reserve is named for the Chaco region’s dry forest ecosystem, which is rich in flora and fauna, as well as home to Native American groups. The land has been under pressure in recent years by farmers grazing cattle.

The region ranges from arid sand dunes in the west to the Rio Negro National Park in the east, bordering the Paraguay River and Brazil. It includes the world’s largest natural wetland, called Pantanal.

The reserve is home to more than 5,000 floral species. The fauna is composed of 31 species of amphibians, 51 species of reptiles, 421 species of birds, and 103 species of mammals.

The region is also rich in cultural assets, as it is the ancestral area for three indigenous groups: the Ayoreo, Ishir, and Guarani Nandeva. There is also an Ayoreo group within the reserve that has never had contact with the civilized world.

Although the reserve is extremely large, its low population level has left it largely untouched by development, Kurth said.

USAID has already been working in the Chaco, mainly in the Pantanal, where indigenous communities have been involved in projects such as commercial fish breeding.

Biospheres are nominated by national

governments and remain under sovereign jurisdiction of the home state. They aim to conserve the landscape and ecosystems; foster economic development; and provide

support for research, monitoring, education, and information exchange related to local, national, and global issues of conservation and development. ★



A group of indigenous men on the Chaco Biosphere Reserve prepare to perform a traditional dance.

## AFRICA

## Namibia Leaders Raise HIV Awareness in Youth

**WINDHOEK, Namibia**—The 43 athletes, coaches, and counselors from the Namibia Basketball Federation (NBF) came here for a four-day workshop earlier this year not only to improve their game on the court, but to improve life beyond the world of sports.

The workshop, organized by the U.S.

Embassy’s public affairs section, NBF, and USAID, focused squarely on HIV/AIDS, a disease that has swamped the southern African nation. More than 19 percent of pregnant women in Namibia are HIV-positive, one of the highest rates in the world.

The project will become part of USAID’s

“Sports for Life” program. Its workshops aim to spur participants—in this instance, community leaders and activists from 10 of the nation’s 13 regions—to form grassroots clubs to spread what they have learned to other young people. The program is aimed at youth and young adults aged 14 and up.

Coaches also participated in workshops to help them become better leaders on and off the court. They are expected to start clubs that integrate sports and other recreational activities—such as reading, chess, drama, and art—that incorporate HIV/AIDS awareness. And the coaches committed to encouraging leaders of other clubs in their communities—such as science clubs and church youth groups—to do the same.

“The way you reach youth is to offer them something interesting, something they want to do,” said C. Kirk Lazell, USAID’s HIV/AIDS officer in Namibia.

Then you slip in the lessons about HIV/AIDS prevention and responsible decisionmaking. In this case, the lure was basketball.

In addition to the standard dribbling and passing drills, the workshop included presentations, role-play, and other activities to help the youngsters learn more about HIV/AIDS.

The classes invoked the names of basketball superstars, such as Magic Johnson, the former L.A. Laker who announced in 1991 that he was HIV-positive, and the Houston Rockets’ Dikembe Mutombo, a native of

the Congo, who is building a hospital and providing health services to people in his home country.

The young people also talked about Gilbert Josamu, a young Zimbabwean whose boxing career was devastated and life cut short by HIV/AIDS. “His dreams were destroyed just when his career was on the rise,” said one young woman who attended the session.

Another person in the workshop said he regarded Josamu as a courageous community educator and called on Namibians to be more open and honest about living with HIV when talking to youth. “We can’t just keep hiding from this,” he said.

Five years ago, Lazell said, one was unlikely to hear that kind of sentiment. But not today. “There’s been a real recognition—in the communities as well as at the national level—that something has to be done,” she said. “They know that they have to start talking about these issues.”

Now many more people want to know their HIV status and are working to reduce the stigma and discrimination that affects people who have HIV/AIDS, Lazell said.

“The truth of the matter is that parents and adults who support youth organizations and sports are all grappling with this issue,” Lazell added. “They don’t want to see the young people they work with infected.”

Funding for the workshops comes from the President’s Emergency Plan for AIDS Relief. ★



George Johnson, a former NBA player and the president of the NBA Players’ Association, works with youngsters at Windhoek International School in Namibia in October 2004. Johnson played host to the basketball clinic and also gave a motivational speech on values and healthy living.



## ASIA AND THE NEAR EAST

## Aid Responds to Sri Lanka Conflict, Tsunami

Sri Lanka's reputation as a tranquil and exotic tropical island off southern India has been shattered, first by two decades of civil war and then by the 2004 tsunami.

But despite the ongoing tension between the rebel Tamil Tigers and the mainly Sinhalese majority-led government in Colombo, USAID's Office of Transition

Initiatives (OTI) has been working to increase support for a negotiated peace settlement.

The small-grants program encourages diverse groups to work together and set local priorities. The program's former Country Representative Justin Sherman looks back and gives an update on the 2-year-old effort.

*Q: What was the political atmosphere in the country like when the program began?*

A: The ceasefire appeared to be holding, and ongoing talks between the government and separatist LTTE—Liberation Tigers of Tamil Eelam—put a definite optimism in the air.

However, talks were suspended a year after the ceasefire was signed and have yet to resume.

This was basic bread and butter for OTI—the transition from conflict to peace. But nothing was guaranteed. Early on, we identified as part of our mission to help maintain the space—keep the pressure off the government so they can be free to negotiate.

*Q: Did the program have any specific mandate when it started?*

A: We thought we could come in and try to do projects that would help people see things in a different, more positive way...highlight potential tangible benefits of peace.

*Q: What was the program's strategy?*

A: We knew the media was a tremendous tool we could use to mitigate a lot of disinformation and rectify a lack of information. We looked for ways to disseminate better-quality information, and at the same time create forums for public debate.

We put two offices in the east because that was where periodic bouts of local violence were erupting.

*Q: What were some of the challenges the program faced?*

A: So much in this country has been neglected and even destroyed: schools, clinics, hospitals, feeder roads, markets, and irrigation networks. We put together a small-grants mechanism to do these projects. For each,

we ask the communities to donate labor.

*Q: Where do you think the program succeeded?*

A: Our projects disseminated better explanations of the history of what has happened here, and what federalism, decentralization, and devolution all mean. We've done a lot to encourage different groups to work together, especially in the northeast and north-central parts of the country.

In the Trincomalee area in particular, our livelihood projects and vocational training had a very positive effect on the atmosphere at the community level, bringing different ethnic groups together.

*Q: How did the tsunami affect the program?*

A: The tsunami...has changed the energy of the donor community... People who need support in this country are not just tsunami victims. The tsunami has created tensions in this country that are themselves destabilizing by creating dissatisfaction among people who are not receiving as much assistance as some others.

*Q: The tsunami struck the heart of the OTI program areas. How did OTI's presence in the east affect the relief efforts?*

A: Having those offices out there really helped to inform things and to support the initial response. ★



Sri Lankan workers deliver cooking pots, with support from USAID's Office of Transition Initiatives.

## EUROPE AND EURASIA

## Water Eases Kazakhstan's Rural Migration

**TURKISTAN, Kazakhstan**—Yassy, a community near this economically depressed city prone to religious extremism, has been swelling in size as urban residents migrate to rural regions, displacing farmers and putting pressure on the already heavily used land.

But mounting tensions were eased after USAID—through a Central Asia regional project—helped the Yassy community build an irrigation system that benefits all local farmers.

Seven kilometers of irrigation channels were mechanically and manually dredged.

Two wells were also rehabilitated, including installation of a new electric pump, filter, and pipes. Now some 900 hectares of irrigated land are suitable for planting grain, vegetables, fruit, and trees.

USAID provided more than 60 percent of funding, or nearly \$14,000, for the irrigation project. This is one of hundreds of community projects being implemented throughout Central Asia through the Community Action Investment Program (CAIP), a three-year, \$22.2 million effort.

The Yassy project created 950 long-term and 100 short-term jobs. Region-wide, CAIP has provided over 14,000 short-term and 5,700 long-term jobs.

Galymzhan Djalilov, a Yassy farmer, said he was happy with the irrigation canal rehabilitation project.

“When I decided to start my own farm, I bought a garden plot close to the irrigation

canal. However, due to the poor irrigation system, my trees started to dry up and did not bear fruit. I worried that my investment and hard labor of three years had been wasted,” he said. “Now I am confident that my garden will survive.”

Program staff collaborated with the local water users' association, which is responsible for ensuring the equitable distribution of water and the monitoring of the channel for general maintenance.

In Kazakhstan, CAIP provided nearly \$2.3 million in small grants, and more than \$1.3 million has been provided by in-kind contributions and cash by participating communities. The program has put together communities, municipal officials, and business to work on building roads, water systems, and community centers and rehabilitating schools.

“Our programs aim to increase communities' ability to work together to reduce the sources of conflict,” said USAID's Kimberly Delaney.

“We're now beginning to make a long-term, lasting impact,” said Delaney, director of the Democracy and Conflict Mitigation Office.

ACDI/VOCA, CAIP's implementer in Kazakhstan and Kyrgyzstan, is a nonprofit organization that promotes broad-based economic growth and the development of civil society by working on community development, business development, financial services, and agribusiness systems. ★



Yassy woman stands in front of new irrigation canal built with USAID funding.



## Caribbean Isles Seem Idyllic But Have Major Development Needs

**KINGSTON, Jamaica**—This idyllic region of tropical islands widely known for its reggae music and vacation resorts also faces major development problems of poverty, crime, and education, which are being tackled through an extensive U.S. aid program based here.

Caribbean nations derive their income from tourism, which in Jamaica alone accounts for nearly two-thirds of the gross domestic product (GDP). But the global economic slowdown of recent years and the September 11 terrorist attacks slowed down tourism.

Most Caribbean economies face long-term problems, such as high interest rates, foreign competition, unemployment, and a growing internal debt, the result of government bailouts to ailing economic sectors.

“A major challenge the region faces is the image conveyed by commercials that you see on TV—the white sand beaches, lovely water, and pleasure that people can have here. But the reality is so different,” said Karen Turner, mission director for the Caribbean Regional Program. “Once you go off tourist resorts, the reality of these countries is incredibly different, and sometimes

it’s hard for people to grasp that this other world that exists here is actually more the reality.

“Nobody would believe, for instance, that there are people in Kingston that don’t have running water, sanitation facilities, toilets—that they don’t even have latrines, or outhouses,” she added.

With a staff of 95 employees, the mission splits its staff between Jamaica, with 81 employees, and Barbados, with 14.

The mission will spend \$14.2 million in Jamaica this year and another \$13.6 in neighboring countries. Last year the budget was similar, but complemented by \$42.3 million in Grenada, Tobago, and the Bahamas for reconstruction following Hurricane Ivan, which caused severe destruction in September 2004; and \$18 million for hurricane recovery in Jamaica.

“The bottom line for the Caribbean region is that there is a real challenge to achieve the kind of economic growth that’s needed—to really maintain prosperity, meet expectations, and to be able to invest in their countries and their people for the future,” said Turner. ★



FrontLines Acting Deputy Managing Editor Kristina Stefanova visited the Caribbean regional mission recently and wrote this series of articles.

## Caribbean ‘Builds Back Better’ After Hurricane

**ST. GEORGES, Grenada**—Francis Pascal says he hopes he’ll never again experience anything like Hurricane Ivan, which tore through this tiny Caribbean island-nation with 135 mile per hour winds and heavy rains in September 2004.

Most of the 90,000 residents of the island—which is twice the size of Washington, D.C.—were affected by the storm.

“My neighbor’s roof flew like a kite and smashed into mine—and then it was gone,” said Pascal.

Pascal ran out, sliding down the hill toward the main road, when he saw some of

his neighbors crouching under a house. He joined them for the remainder of the storm.

“When I came out, it was a new Grenada,” he says.

The country suffered damage in excess of 200 percent of the yearly gross domestic product. Ivan ripped off the roofs of about 90 percent of all Grenadian buildings—homes, hotels, government structures—and displaced nearly 18,000 people. Twenty-eight people died, and 700 were injured.

Nearby Caribbean nations—such as Tobago and the Bahamas, where homes, roads, schools, and clinics were damaged—

were hard hit. In Jamaica, Ivan’s two-day assault caused 31 deaths, and some \$580 million in damage to homes and businesses.

USAID responded with strong support to help the battered islands, ranging from immediate emergency response to a longer-term, one-year recovery and rehabilitation program.

At first the Agency provided temporary shelters, food, hygiene kits, and water purification systems to the homeless. Then it rolled out a longer-term reconstruction program, which is rebuilding homes, schools, and other infrastructure, and helping businesses—from fishermen in Grenada to farmers in Jamaica—get back on their feet.

In Jamaica, an \$18 million project is rebuilding infrastructure and boosting the economy. The agriculture sector was especially affected, as Ivan destroyed thousands of acres of papayas, bananas, and plantains.

USAID is now helping diversify crops and teaching farmers to better prepare for future natural hazards. Planting of peppers and pineapples is being encouraged because these low, dense plants are more likely to survive a hurricane.

USAID has set up a few dozen demonstration plots around the island, where farmer groups come twice a week to learn about soil conservation, water-saving irrigation systems, and new fertilizing techniques. The Agency also set up Jamaica’s first 11 greenhouses, which have raised such interest that farmers from around the island come to see them.

Claudius Dennis, who grows 10 acres of tomatoes, potatoes, and peppers, is seeing a 40 percent increase in production since he joined the program. He is also saving on fuel and water expenses through the new irrigation system.

“It cuts a lot of my costs,” he said. “And

I can irrigate and fertilize at the same time now.

“The field office does us a great service, because they come to see us—every day sometimes, or a couple of times a week,” he added. “They get us special training, and it’s not just in the fields; we can call them anytime.”

Hurricane damage in Grenada was more extensive than elsewhere, so USAID’s reconstruction project here is broader. By the end of this year, U.S. assistance will have repaired more than 700 homes. It has already fixed up community centers, schools, and the island’s main water treatment plant, which serves about 40,000 residents. Some 312 grants have gone to NGOs providing vocational training and aid to small businesses, farmers, and fishermen.

The housing project’s driving theme, “Build Back Better,” is reflected in newly repaired homes such as Pascal’s.

“You see those metal clamps?” he says, pointing to his new ceiling. “They hold the plywood pieces together. And we used to build flat roofs before. Now they are raised. And I used more nails.”

New roofs are galvanized and reinforced with plywood, which makes them sturdier than the old, mostly tin, flat roofs that could not resist the pressure of strong winds. The greater number of nails used also helps keep structures together. Pascal got a building guide from USAID and spent nearly a month repairing his home.

Grenada is technically outside of the hurricane belt—the last hurricane to hit it was in 1955. But with unusually active hurricane seasons in recent years, it was slammed not just by Ivan but also by Emily in July 2005, which damaged many fewer homes.

“[Ivan] was horrid,” said Marion Pierre,



Matthew Scott lives with his wife and six children under a canvas stretched over the side of their home and partly underneath it. The home lost its roof during Hurricane Ivan. Scott is particularly hard-hit because he lost his boat and fishing gear, and fishing provided his main income. He has now received help from USAID to fix his boat. “I’ve got nothing coming in,” he says of finances. “Everything is going into bills.”



## Aid to Schools Helps Children Read, Develop

**ST. JAMES, Jamaica**—Salt Marsh Primary School is the pride and joy of this community, some 10 miles from Montego Bay, since its third graders dramatically improved their reading skills over the past year.

More than 80 percent of its third-grade students scored above Jamaica's mastery level, compared to only 54 percent during the 2003–04 school year. The increase comes two years into the school's participation in the USAID-funded Caribbean Center of Excellence for Teacher Training (C-CETT) project, a regional Bush administration initiative started in 2001.

"We never had this abundance of books before or the audio-video aids, and we never had a reading specialist at hand," said Fay Davy, Salt Marsh's acting principal.

C-CETT, which aims to improve the reading skills of first to third graders, works with 42 other Jamaican schools and a total of 768 other primary schools throughout seven Caribbean nations.

At Salt Marsh, the project provided funds

to start a reading room where teachers could spend more time with slow readers. The school instituted a reading week. Teachers were sent to seminars and workshops where they learned new techniques aimed at improving students' reading skills. And the school has its own reading specialist, who serves as coach and mentor to the teachers.

Alethia Samuels, second-grade teacher at Salt Marsh, said: "I had some really mischievous children in grade two, but I think the reading really helped change them a lot, especially the boys. Every morning now they are unpacking their reading books before class starts."

From training seminars, Samuels learned how to pair up slow readers with advanced students who could help their friends.

"Now I have to call on them to find out if they are in the class," Samuels says, "they are so quiet and focused on their books."

Some 14 percent of girls and 26 percent of boys in Jamaica are illiterate. About 142,000 youths—mostly boys—are out of school and unemployed.

Jamaican Minister of National Security Peter Phillips has said that many petty criminals are young unemployed men, citing a study showing that 75 percent of perpetrators of violent crime are in the 15–29 age group.

"Boys' underachievement at all levels of the education system is problematic," said Claire Spence, USAID education officer. "With Jamaica's homicide rate being third highest in the world in 2003, the Jamaican education system must help address the problem of youth violence and develop socially and emotionally well-adjusted children."

USAID is spending \$5 million this year to improve education in Jamaica through various projects.

For example, the Agency invested \$300,000 through a public-private alliance project called I-pledge to print new, multicolor English books for grades four through six. Last year, it supported printing new math books for grades one through five.

"The printers were never paid on time, so the books were always late," said Aldith



A teacher works with a remedial student at the St. Margaret's Human Resource Center in Kingston. The after-school activity is part of a program aiming to improve education of at-risk youth. In Jamaica, 26 percent of males are illiterate and some 142,000 youths are out of school and unemployed.

McDaniel Jones, principal at Kingston's Rousseau Primary School, attended by some 1,240 children. "But this year we got our books well in time, a week before classes began."

"The books were very well received," she said. "The first thing that the kids tell you is that the color makes a big difference. It makes it all come alive."

Jamaican youth drop out of the formal school system because they cannot afford transportation to school or lunch, have lost interest in education, or lack sufficient parenting, educators say. These factors have led to a high number of youth living a street life. And a mushrooming number of informal schools run by NGOs and faith-based organizations have opened their doors to reach out to them.

At one such school, St. Margaret's Resource Center in inner-city Kingston, 370 students up to age 18 spend their days in class, remedial workshops, and vocational training.

"The profile of the youngsters here varies.

They might have been in school and dropped out; they might have never been in school, or been kicked out," said Suzanne Smith, the center's acting principal. "Many of them were just lost in the system."

St. Margaret's is one of a handful of informal schools that USAID supports through its Uplifting Adolescents Program. The Agency is working with an umbrella organization of 25 groups targeting primarily inner cities throughout eastern Jamaica to pluck children from the street and arm them with enhanced educational and vocational skills.

"There are many factors like the violence element, lack of parenting, or they just can't afford the school materials," Smith said. "We offer them breakfast and lunch programs, and sometimes they don't want to go home because they might not have that there."

St. Margaret's operates in three shifts and adjusts its schedule on Fridays to accommodate some students who must stay home and help their parents work the farm or sell at the market that day. ★



A boy and a girl read at Salt Marsh Primary School, just outside of Montego Bay. New books and reading audio-help materials have been provided to the school through a presidential-educational initiative, which has helped improve reading skills at this school and numerous others.

## Farmers Switch to Pineapples that Withstand Hurricane Winds and Rains

**MONTEGO BAY, Jamaica**—Pineapples are growing big and healthy for the first time on Silas Coley's land in Westmoreland, about an hour's drive from this tourist haven.

Coley began planting the iconic tropical fruit earlier this year after joining the USAID-funded Ridge to Reef Watershed Project, which works with farmers in the western part of Jamaica where 90 percent of the island's pineapples are grown.

Pineapple, because of its root structure, is a crop that reduces erosion. It is also resistant to bad weather because of its low height, and is highly sought after by hotels, supermarkets, and airlines.

USAID is now helping farmers to plant pineapples because they are more resistant to hurricanes, which destroy papaya, banana, and other typical local crops.

Coley is one of five farmers who have

offered a chunk of their land as a pineapple growing-demonstration site. Some 81 farmers come twice a week to see how various types of pineapples—such as "sugar-loaf," "cowboy," and "cheese"—are grown here on a hill with a 35 degree slope. Two rows of plants are grown six feet apart in raised beds. In a few years, they will be replanted so the soil does not degrade.

"Before, we had people planting pineapples all over the place," said Sadie Dixon of Jamaica's Rural Agricultural Development Authority (RADA), which is implementing the project. "They were so thick you couldn't pick them, and because there were so many, they were growing small. The market started to complain. The fruits were too small and they weren't sweet."

That has changed after the new planting, irrigation, and fertilization techniques the

Ridge to Reef Watershed Project brought in. The fruit is now bigger, sweeter, and demand is growing.

"I had 60 acres of papayas, but after the hurricane I'm moving to pineapples," Coley said. "Now we're looking to hire people from the agriculture schools to help around."

Production from this pineapple harvest is expected to be 100 percent higher than before the hurricane. A new variety, "smooth cayenne," will be reintroduced, further developing the local market for the fruit.

"Marketing to hotels is projected to double because of the increased yield and quality of fruits, safeguarding the farmers' sustainable livelihoods," said Yolanda Hill, project manager with USAID. "And because of environmentally safe farming practices, the integrity of the watershed area is being preserved." ★



Jamaican farmer Outie Auchope loads his pineapple crop in Ginger Hill, St. Elizabeth, near one of the demonstration plots used by a USAID project teaching farmers new approaches to protect the land and increase earnings. The program convinced hundreds of farmers to plant timber and fruit trees, improve drainage, and establish vegetative and other barriers on hillside contours.



October 2–29, 2005

## PROMOTED

**Robert L. Arellano**

Controller

**Barbara L. Belding**

Supervisory General Development Officer

**Louis Alexandre Berg**

Democracy Specialist

**Nathan J. Blanchet**

Public Health Analyst

**Ana Bodipo-Memba**

Health Science Specialist

**Sara E. Borodin**

International Cooperation Specialist

**Tajuana D. Brown**

Secretary

**Monique C. Bryant**

Lead Contract Specialist

**Delisia A. Carpenter**

Human Resources Specialist

**Mark J. Carrato**

International Cooperation Specialist

**Sarah Cohen**

Program Analyst

**Alexandra M. Courtney**

Program Analyst

**Michael A. Daschbach**

Contract Specialist

**Victoria Lynn Ellis**

Program Specialist

**Zina M. Fatemi**

Contract Specialist

**Barbara A. Feinstein**

International Cooperation Specialist

**Steven Feldstein**

Program Analyst

**Chitahka Floore**

Contract Specialist

**Celeste Fulgham**

Supervisory Contracting Officer

**Helen Grant Glaze**

Program Analyst

**Sara F. Gooden**

Supervisory Financial Operations Officer

**Patricia G. Green**

Secretary

**William C. Hansen**

IDI (Executive Officer)

**Laura Marie Harley**

Public Health Specialist

**Richard L. Ingram**

Supervisory ITSPEC

**Frederick G. Jones**

Auditor

**Carol L. Ketrick**

Procurement Analyst

**Elizabeth L. Martin**

Program Analyst

**Danielle C. Meyer**

Contract Specialist

**Terence A. Miller**

General Business Specialist

**Albert P. Moesle**

Contract Specialist

**Roman G. Napoli**

Program Analyst

**Melody Owen Woolford**

International Cooperation Specialist

**Mei Mei Peng**

Education Program Specialist

**Timothy Reuter**

International Cooperation Specialist

**Vann D. Rolfson**

Contract Specialist

**Joseph Schmidt**

Supervisory Contract Specialist

**Felicia M. Scott**

Management Analyst

**Maureen A. Shauket**

Contracting Officer

**Kevin J. Sturr**

Food for Peace Officer

**Naima A. Taylor**

Supervisory ITSPEC

**Trent Thompson**

International Cooperation Specialist

**Melissa A. Thornhill**

Program Analyst

**Joann Whitt**

ITSPEC (INFOSEC)

**Peter A. Wiebler**

General Development Officer

**Laura K. Wilson**

Congressional Liaison Officer

**Yvonne M. Wilson**

Contract Specialist

## REASSIGNED

**Tiffany D. Adams**

M/FM/FS to M/CFO/FS

**Margaret R. Alexander**

REDSO/ESA/Leg to Nepal/D

**Syed A. Ali**

Pakistan/EXO to India/RFMO

**Debra M. Banks**

EGAT/WID to ANE/SPO/SPPM

**Steven B. Bennett Jr.**

OIG/A/PA to RIG/Frankfurt

**David E. Billings**

COMP/NE/OJT to Afghanistan/OPPD

**Christopher Brown**

COMP/FSLT to Russia/DHRD

**Derrick Brown**

Tanzania/D to Mozambique/FM

**Robbin E. Burkhart**

COMP/FS to M/CFO/FPS

**James C. Carlson**

COMP/NE/OJT to Armenia/P

**Jon M. Chasson**

RIG/Budapest to RIG/Frankfurt

**Peter B. Cloutier**

COMP/NE/OJT to USAID RDM/Asia

**Louis Coronado**

USAID REP/Yemen to COMP/FS

**Robert S. Crabtree**

RSC/RFMO to M/CFO/FS

**Kim J. Delaney**

Peru/OHR to CA/DM

**Alicia Dinerstein**

Nepal/D to Mozambique/PDM

**Jonathan Dworken**

PPC/DEI to DCHA/FFP

**Amy R. Fawcett**

Iraq/OFM to El Salvador/CONT

**Stephen J. Gonyea**

Macedonia to Afghanistan/OEG

**Michael S. Gould**

Egypt/PSD to Sri Lanka/D

**Gabriel F. Grau**

COMP/NE/OJT to Bangladesh/PRO

**S. Elaine Grigsby Arnade**

COMP/Detail/SUP to COMP/LT TRNG

**Robert W. Hanchett**

WB/Gaza to EGAT/I&amp;E/E

**Angela Hogg**

COMP/NE/OJT to Bangladesh/EGFE

**Chadwick F. Howard**

OIG/I/HQL to OIG/I/LAC-E&amp;E

**Mai L. Huang**

RIG/Budapest to RIG/Frankfurt

**Gweneth Hughes**

RIG/Budapest to RIG/Frankfurt

**Richard L. Ingram**

OIG/M/IM to OIG/M/IT

**Cheryl M. Kamin**

Malawi/HPN to GH/OHA/IS

**Margaret S. Kline**

M/OP/HRAM/AFP to M/OAA/DCHA

**Akua N. Kwateng Addo**

COMP/NE/OJT to Nigeria

**Valerie K. Kwok**

E&amp;E/ECA to ANE/SAA

**David A. Lieberman**

Ukraine/PRIV to Bulgaria

**Catherine C. Lott**

O/S LANG TRNG to Peru/OHR

**Leanna L. Marr**

COMP/NE/OJT to Guinea/HRD

**Allan A. McKenna**

M/MPI/MIC to M/CFO/FPS

**Mikaela S. Meredith**

DROC to COMP/FS

**Fatma A. Rose**

RIG/Baghdad to RIG/Cairo

**Michael S. Satin**

COMP/NE/OJT to Nigeria

**Palma J. Saunders**

AFR/AMS to M/MPPA

**Ronald Sergei Senykoff**

EGAT/ED/HEW to Iraq/OMD

**Leigh Shamblin**

Macedonia to COMP/LWOP

**Charles Signer**

Egypt/FM to RS/Africa/RFMO

**Joan M. Silver**

PHIL/PRM to COMP/FS

**Robert M. Simmons**

COMP/FSLT to COMP/FS

**Keith C. Smith**

RIG/Budapest to RIG/Frankfurt

**Carina Stover**

PHIL/PHN to Malawi/HPN

**John M. Tincoff Jr.**

Pakistan/EXO to COMP/FS

**Chad Weinberg**

DCHA/OFDA/PS to PPC/SPP/SRC

**Sandra S. Williams**

Malawi/MS to COMP/FS

## MOVED ON

**Michelle A. Aldridge**

Michele A. Amatangelo

**Christopher Barton**

Linda A. Bernstein

**Sarah W. Farnsworth**

Erin E. Holleran

**Anthony M. Mira**

Lee D. Rousel

**Kimberly Triplett**

Tesfayes T. Wyes

## RETIRED

**Bruce N. Crandlemire****Ray R. Reddy**

## GDA Wins Harvard Award for Innovation in Governance

**CAMBRIDGE, Mass.**—Harvard University has given its first Lewis & Clark Award for Innovation in Collaborative Governance to USAID's Global Development Alliance (GDA) for innovative public-private projects.

"Government has woken up to the fact that solving some of the world's problems requires a multipartner approach with private, nonprofit, faith-based, philanthropic, or diaspora organizations and others," said GDA Director Dan Runde.

"GDA is USAID's instrument for bringing to bear the unique assets, creativity, and reach of these other actors."

The award by the Weil Program in Collaborative Governance and the Ash Institute for Democratic Governance and Innovation—both located at Harvard University's John F. Kennedy School of Government—recognizes success in collaborative governance and highlights noteworthy examples for analysis.

Started in 2002, GDA combines the resources and expertise of the public and private sectors to improve the lives of people in the developing world. The program links U.S. foreign assistance with resources from corporations, NGOs, and philanthropies for development and humanitarian aid.

Stephen Goldsmith, director of the Innovations in American Government Awards at the Ash Institute, said: "The architects and implementers of the GDA are fully aware of both the promise and pitfalls of collaboration with the private sector—and have very consciously structured this innovation to enhance the likelihood that significant public value will be created. We congratulate USAID for improvising—in motion and under fire—an innovation that we expect will inform scholars, inspire practitioners, and produce results."

A luncheon was held Nov. 21 at the Ronald Reagan Building in Washington, D.C., to celebrate the award. ★

## IN MEMORIAM

**Carolyn Jefferson**, 55, died Oct. 30 in Nairobi, Kenya. Jefferson was the senior regional organizational development advisor for USAID's Regional Economic Development Services Office for the past six years.

**Penn Kemble**, 64, died Oct. 16 in Washington, D.C. Kemble served as a U.S. envoy to Sudan in 2003. He also was a deputy director and an acting director of the U.S. Information Agency, on the Board for International Broadcasting, and a senior scholar at Freedom House, a pro-democracy think tank. "In his work with Secretary of State [Colin] Powell regarding Sudan, and in his years at Freedom House, he was a leading American voice for the advancement of freedom in the world," President George W. Bush said in a statement. "Mr. Kemble dedicated his life to the struggle for democracy and human rights, both during the Cold War and after it."

**Edward B. Marks**, 94, died Oct. 8 in Mill Valley, Calif. Only four years after he joined USAID, Marks became the first recipient of USAID's Distinguished Career Award in 1976. He worked in Nigeria, Saigon, London, India, Indonesia, Thailand, South Korea, the Philippines, and Bangladesh. Marks spent more than 50 years working on relief, resettlement, and rehabilitation of refugees of war and politics on four continents with governmental, nongovernmental, and international agencies. A New York City native and graduate of Dartmouth College and Columbia University, Marks began his career as a journalist, and in 1942 joined the War Relocation Authority, the agency responsible for resettlement of Japanese Americans who had been forced from their homes on the west coast by the federal government during World War II. Later, he joined the U.N. International Refugee Organization and worked out of Athens. Marks stayed on in Greece with the International Organization for Migration and, in late 1953, returned to the United States to open a New York office, which was needed to help receive more than 100,000 European refugees preparing to immigrate. In

1958, he became the first executive director of the U.S. Committee for Refugees, established to coordinate the efforts of U.S. agencies on behalf of refugees during the U.N. World Refugee Year. He also served as interim president of the U.S. Committee for UNICEF in 1985 and was later on the committee's board of directors. Marks was a prolific writer who produced numerous freelance articles for magazines, including the *New Yorker*. In retirement, he wrote a book about U.N. art and poster collections as well as a memoir. With a grant from the National Endowment for the Arts, he produced a radio show broadcast in the Boston area in the 1990s that celebrated the American comic song.

**Seymour M. Peyser**, 90, died Oct. 14 in Sarasota, Fla. A graduate of Columbia Law School, Peyser was appointed by President Kennedy in 1962 as an assistant administrator for USAID. Later he served as an executive recruiter for the International Executive Service Corps, a program that he created to match retired executives with development and enterprise projects throughout the world. During World War II, Peyser was on the prosecution staff for the War Crimes trials in Nuremberg. Afterward, he helped start the giant motion picture company United Artists, of which he was vice president and general counsel. A multitasking man, Peyser was also a senior partner at the law firm Phillips, Nizer, and he taught at Columbia University Law School, the School of International Affairs, and New York Law School. He was a member of the Harvard Club of Sarasota, Sarasota Concert Association, and the Senior Institute for Lifelong Learning, and supported Habitat for Humanity.

**Theresa Vitulano**, 78, a foreign service staff employee, died Aug. 24 in Williamsburg, Va. She worked for USAID in Vietnam, Egypt, and Washington. Her last overseas posting was in Cairo where she worked in communications and records. Previously, she served with the U.S. Air Force in Weisbaden, Germany. ★



# Agency Sets Goal for Annual Giving Drive

## Dec. 31 is Deadline for Contributions

USAID aims to raise \$440,000 in this year's Combined Federal Campaign (CFC), an annual federal government effort that asks employees to contribute to charities.

This year's theme is "Be an Everyday Hero," and CFC officials are asking workers to take on that role by making donations through payroll deductions.

This year's overall goal in the Washington region is to raise \$56 million. Last year, more than half a million federal employees in the region surpassed the goal of \$54 million by donating some \$55.9 million.

Employees at USAID's Washington headquarters should have already received the CFC Catalog of Caring, which pro-



vides a brief description of each charity that can receive donations through this effort.

Completed CFC pledge forms should be returned to a bureau coordinator. Or employees can peruse the catalog and make pledges online.

The deadline for making contributions is Dec. 31. ★

<http://www.cfcna.org/giving/catalog>



USAID Counselor Mosina Jordan signs off on a CFC pledge form to contribute to a favorite charity. The deadline for Agency employees to contribute to the campaign is Dec. 31.

Harry Edwards, USAID

## U.S. Food for Peace Director Landis Moves On

Lauren Landis, director of the Office of Food For Peace (FFP) since January 2002, left the Agency last month to pursue other opportunities.

During Landis' tenure at FFP, the office developed new methods to address food insecurity around the world, including estab-

lishing an overseas pre-positioning facility and rewriting regulations, guidelines, and procedures. In addition, the office worked to avert famine in Ethiopia, southern Africa, and Darfur.

When FFP celebrated its 50th anniversary in 2004, congressional, administration, and U. N. officials testified about the important role that FFP's Title II food program played in improving the lives of people in many countries, including some who went on to become ambassadors, USAID employees, and parliamentarians.

Landis' efforts included fashioning the Title II program to better respond to food assistance needs and emergencies.

Landis is expected to continue working on humanitarian assistance and development. "Lauren's many accomplishments while director of Food for Peace speak to her passion for improving the lives of poor people around the world. She will be missed," said Administrator Andrew S. Natsios. ★



Lauren Landis, left, at a Food for Peace-funded health project in rural India.

John Hesse

## Gregory Spirakis Receives Moldovan Government Award

**CHISINAU, Moldova**—Dr. Gregory James Spirakis, an audiologist from Florida whom USAID has previously recognized for his work in healthcare here, received the Civic Merit medal from Moldovan President Vladimir Voronin Oct. 10.

Dr. Spirakis had arrived in Chisinau a few days earlier, bearing 215 new hearing aids and supplies valued at \$250,000 to be distributed to combat-wounded World War II veterans through the Hearing Protection Center in Balti, which he cofounded.

Two years ago, Dr. Spirakis received the USAID Outstanding Citizen Achievement Citation for spearheading a community-based humanitarian campaign to provide medical services for the hearing-impaired in Balti, a city of 200,000 about 80 miles from the capital.

For the past eight years, Dr. Spirakis and his wife, Dr. Susan Spirakis, have traveled to Moldova to treat children free of charge. In 2002, they established the state-of-the-art Hearing Protection Center in Balti—a project for which they received assistance from USAID, the State Department, and various NGOs.

The center—Moldova's first nonprofit, freestanding audiology clinic—now offers services to newborns, children, veterans, and the elderly.

Dr. Spirakis has also worked through Sister Cities, an NGO that links American cities with others abroad, to link Balti with his hometown, Lakeland, Fla. ★



Dr. Gregory James Spirakis poses with World War II hero Peter Voinov, from Balti, Moldova. Voinov is one of hundreds of combat-wounded Moldovans that Dr. Spirakis has fitted with new hearing aids.

USAID/Moldova

### Correction

The following should be added to the list of USAID's international organizations as listed in the October 2005 *FrontLines*:

**U.S. Mission to the United Nations (Rome)**

**Richard Newberg**  
Phone: 39-06-4674-3500

## Call for USAID Memorabilia

The Agency is asking all current and retired USAID employees to donate or loan historical items and memorabilia—documents, photographs, and items marked with USAID's logo such as blankets and food containers—relating to the

history of the U.S. foreign aid program. Items dating to before USAID's founding in 1961 are welcome, too.

Items can be donated or loaned for display in cabinets in the refurbished Point Four Conference Room adjacent to the

Administrator's offices.

Please contact [FrontLines@usaid.gov](mailto:FrontLines@usaid.gov) with a description of the item and details about how it related to USAID programs before sending anything in. ★



# Quake Help Racing Snows

▲ FROM PAGE 1

President Bush announced that an advisory committee of corporate CEOs and other officials has established the South Asia Earthquake Relief Fund to raise and distribute money and supplies to groups helping earthquake victims. Leading the group are the heads of General Electric, Pfizer, Xerox, and Citigroup; the former chairman of UPS; Administrator Andrew S. Natsios; and former Pakistani Prime Minister Moeen Qureshi.

Heading into the second month after the magnitude 7.6 earthquake struck parts of Pakistan, India, and Afghanistan, worries are mounting over how earthquake survivors will manage through the next several months.

The U.S. Disaster Assistance Response Team (DART) is continuing to deliver relief supplies under difficult circumstances.

Lisa Chiles, USAID/Pakistan's mission director, said that "the transition from relief to reconstruction will be challenging, given the large number of displaced persons, loss of livelihoods, and the near onset of winter... To meet this challenge, the mission is working closely with USAID's DART and U.S. military counterparts to develop coping scenarios for shelter and is undertaking need assessments for food, water supply, sanitation, and building materials. These relationships will continue through the winter months."

More than 73,000 people died in Pakistan and 69,000 were injured. The quake and its aftershocks destroyed homes, schools, shops, hospitals, and many other buildings. In India, 1,300 died, 6,600 were injured, and about 150,000 were left homeless.

U.N. officials are warning that a second wave of deaths could come as the brutal Himalayan winter descends on the region. Some roads remain nearly impassable, making delivering relief supplies a monumental challenge.

About 1 million people are in need of food aid in the hardest hit regions of South Asia, according to the World Food Program (WFP).

USAID has given the WFP \$3.4 million to distribute cooking oil and food. Delivering 175,000 winterized tents is also a priority.

To date, the United States has pledged \$510 million for relief and reconstruction. This includes \$300 million in cash, \$110 million in in-kind military support, and \$100 million in private contributions.

The new South Asia Earthquake Relief Fund will encourage private citizens and corporations to make donations, and will direct the money and goods to relief organizations providing funds, supplies, and expertise. The five business leaders launched their endeavor and a website dedicated to it Nov. 9 at a White House meeting with Bush. The group also traveled to Pakistan to get a firsthand view of the devastation.

"We must collectively do more to help the millions in South Asia who have been devastated by the earthquake," said Hank McKinnell, CEO of Pfizer. "The South Asia Earthquake Relief Fund is an important and meaningful step in furthering humanitarian aid to improve conditions and help rebuild lives. Through partnerships with relief organizations, the U.S. business community



Injured Pakistanis are transported to Chaklala, Pakistan, for medical help Oct. 14 aboard a U.S. Navy MH-53E Sea Dragon helicopter.

U.S. Navy photo by Petty Officer 2nd Class Timothy Smith

has provided leadership, resources, and expertise."

Pfizer has committed \$1 million to relief organizations and \$5 million in medicine and healthcare products. Some of its workers have also volunteered to treat the injured.

The other companies also pledged or made sizeable donations to relief and reconstruction efforts. The other four executives are Jeff Immelt of General Electric, Anne

Mulcahy of Xerox, Jim Kelly of UPS, and Sanford Weill of Citigroup.

The relief fund is designed to complement relief and reconstruction efforts by USAID and other U.S. agencies. The fund is administered by the Committee to Encourage Corporate Philanthropy, an international nonprofit forum of over 100 business leaders. ★

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

# Caribbean 'Builds Back Better' After Hurricane

▲ FROM PAGE 8

executive trustee of Queen Elizabeth Children's Home for abused children that was severely damaged. It is now being repaired through a U.S. project.

"We had four people on duty that night," Pierre said. "They hid the kids in the corners

and covered them with mattresses.

"Most of the roof caved in. We had about 10 to 12 hours of lashing winds and rains."

The home's 27 children—ranging in age from 5 months to 12 years—have been split up since Ivan. Ten are staying in a three-

bedroom rental apartment, while the rest are boarding with families until the home reopens at the end of this year.

The home will have new walls, floors, roof, and kitchen. Metal clamps and other "Build Back Better" measures have also been applied.

Aside from repairing homes and major services like the water treatment plant, U.S. aid helped fishermen go back out to sea. Now the fishing industry—here and in Jamaica—is growing again, after hundreds of fishermen have been given tools and technical skills to resume their businesses.

Matthew Scott, a Grenadian fisherman, has been catching snapper and tuna for more than 30 years. But Hurricane Ivan left him on dry land after it smashed up his boat, damaging the engine and washing away all tackle and communications gear. U.S. aid recently replaced these items, and now Scott says he spends every day working on the boat.

Like dozens of other fishermen, Scott was in a lagoon securing boats when the storm hit. Most of the fishermen ran home, only to find their families had gone into hiding elsewhere, as their homes were battered.

Scott's wife and six children now live under a canvas stretched over the side of their home. "I only started fishing last month, so I've got nothing coming in," he says of finances. "Everything is going into bills."

Aside from assistance to individual Caribbean countries, USAID has invested



Drawing by Deryl Hamilton, a student in Grenada who participated in a competition urging children to express their experience with Hurricane Ivan, which struck the island in 2004. This drawing won the first prize, and marks the January page of a 2006 calendar created by the Agency for Reconstruction and Development, which USAID advises.

Grenada Agency for Reconstruction and Development



Fishermen in Grenada are starting to go back out to sea, as they have received help from USAID to repair their boats after Hurricane Ivan. Hundreds of fishermen lost equipment and their boat engines were damaged.

Leslie Stone, Wingers

\$415,000 in a disaster response and risk reduction program through the Organization of Eastern Caribbean States, which is carrying out a series of pilot projects addressing stronger building code promotion and enforcement, low-cost landslide mitigation, and hazard mapping and mitigation. ★



# Increase in Aid Evaluations Improves Ability to Get Results

USAID missions are evaluating their programs more often, enabling program managers to better understand how well USAID programs are working. The increased number of evaluations also improves efficiency, accountability, and results.

Some 87 percent of missions worldwide have evaluated their programs this year, according to the Bureau for Policy and Program Coordination (PPC). Nearly three-quarters of the missions reported that they draw on evaluations to design new activities and strategies and make changes in ongoing work. Most missions—88 percent of them—now have an onsite monitoring and evaluations officer.

Mission staff are in touch with PPC more frequently, as they share information, undergo training, and receive technical assistance from that bureau—facts that should improve USAID's performance, said David Adams, director of PPC's Center for Development

Information and Evaluation (CDIE).

CDIE began reforming evaluation policies, setting new standards for the studies, and training evaluation officers after Administrator Andrew S. Natsios launched an evaluation revitalization initiative in January.

The center has held seven intensive evaluation training sessions in the past two years, attracting a growing number of evaluation officers. Foreign service nationals (FSNs) are now also partaking in these trainings.

"You want to get some of the younger, newer employees," Adams said. "This is a long-term thing. We want to work with the people who are going to be here 10, 20 years from now."

A recent CDIE survey found many ways in which missions benefited from evaluations this year.

In Rwanda, a midterm evaluation of a project funding the Genocide Survivors Fund was shown to the British government aid

agency, which then joined USAID in funding the project.

And in Tanzania, an evaluation of a democracy and governance project found that it could not be very effective in the absence of a more organized parliament. So the project added a component to work with parliament.

After the Asian tsunami last year, missions in the region looked through evaluations of programs run in places devastated by national disasters so they could make their programs as effective as possible.

"Evaluations look retrospectively at what has been accomplished with these projects: Did they have the impact we wanted them to have?" Adams said. "It gets to the issue of being able to prove results and impact."

Evaluations were a required practice for

each USAID program until 1994. New Agency regulations then dropped that requirement, and over the years fewer programs have been assessed for results.

In 1994, 528 evaluations were submitted to the Agency's evaluations bank, the Development Experience Clearinghouse; that number fell to 79 in 2001. But this year, PPC projects that it will receive

more than 200 evaluations.

"To make our role in development effective, good management practices are necessary," Natsios said in the March 2005 *FrontLines*. "Evaluation is at the heart of three of the nine principles of development that guide Agency operations: the principle of accountability, the principle of assessment, and the principle of results." ★

**Some 87 percent of missions worldwide have evaluated their programs this year.**

## Aid That Helped Cut Red Tape Spurred Business Growth

Nearly 60 percent of the reforms in three developing countries that became more business friendly this year—Serbia, Georgia, and Vietnam—are the result of USAID projects, says the World Bank's latest *Doing Business* report.

An annual exercise, the report looks at the business conditions within developing countries and examines how easy or difficult it is to start, own, or run a business. Countries with thriving business environments tend to have growing economies, so donors like USAID and the World Bank work on improving business conditions in poor countries.

U.S. assistance to Serbia (*see story page 3*), Georgia, and Vietnam has—among other things—shortened the process of getting a business license, given entrepreneurs access to credit and business services, and reformed laws so that businesses could prosper.

"Given the strong relationships that our missions develop with both private and public sector leaders, USAID is uniquely positioned to support business environment reforms," said James Smith, senior deputy assistant administrator for the Bureau of Economic Growth, Agriculture, and Trade.

In Georgia, for instance, a new law cuts the number of required licenses to do business from 909 to 159 and eliminates 12 of 21 taxes in a new simplified tax code. It now takes 75 percent less time to register property, at a 70 percent lower cost.

USAID has been helping the Georgian government with analysis and comments by technical advisors. The Agency has also assisted the government to improve the system of property rights. It helped with the registration of agricultural land, reorganization of the department in charge of land reform, and improvement of the registration

service. Recently, Georgia developed and adopted a law on public registry, further streamlining the process.

Similarly, U.S. aid in Vietnam has helped that country become more business-friendly. Since the United States and Vietnam ratified a trade agreement in 2001, bilateral trade has increased by 400 percent. Vietnam has also changed its legal practices to improve the rule of law, promote good governance, and protect property rights.

The Agency linked the Vietnamese government and businesses to U.S. counterparts by placing a famed U.S. economist specializing in Southeast Asia in Hanoi to direct a team of local and international lawyers. A committee was set up to evaluate all requests for technical assistance from the 46 government offices in need of reform in order for Vietnam to remain compliant under its trade agreement obligations. USAID then

responded to the most pressing requests.

Vietnam business practices have become more transparent. For instance, 4,200 laws and regulations were published in the *Official Gazette* in 2002. By 2004, that number had risen to 16,510. Many draft laws and regulations are now posted for public comment, too.

USAID-funded training for about 400 judges in a new civil procedure code improved court procedures, especially for intellectual property rights disputes.

Revisions to the law governing credit institutions leveled the playing field for commercial banks.

Commercial arbitration procedures have been strengthened, and Vietnam's customs laws now comply with World Trade Organization requirements. ★

▲ See related business article on page 3

## USAID/Iraq Programs Forge Ahead ▲ FROM PAGE 1

USAID has used \$1.5 billion on electricity, revamping neglected power systems strained by rising demand for power. "By March, 2006, we will have put in over half of the planned 1,700 new megawatts of power," said Liberi.

The mission also undertook 200 water projects, and expects to provide treated drinking water to 9 million Iraqis by next March.

"We did airports. We rehabilitated or built one-third of Iraq's schools," said Liberi.

"We will have significantly moved the ball forward—this is information that is not getting out in most newspapers."

For example, at the request of the ministry of education, USAID helped revise the school curriculum, provided 8.6 million new textbooks, and is currently training 133,000 teachers. USAID programs have benefited one-third of all Iraqi educators.

This was aimed at halting the 25-year degradation of educational levels under Saddam Hussein.

About 3.64 million of the nearly 10 million school-aged children are not in school due to the degraded educational system, said Liberi.

The mission also provided training for primary healthcare workers.

And to support the new democratic institutions, the Agency worked with the National Assembly to expose parliamentarians to democratic systems around the world. Training also went to members of all 18 provincial councils, whose members had little experience with the duties of elected or appointed officials.

To help Iraqis organize charity, monitoring, advocacy, and other groups, the mission established four civil society centers

"so civil society has a voice," said Liberi.

To show how much the new civil society has come to mean to Iraqis, she told about a group of NGO members who were arrested by police for being out after curfew while returning from a village.

"At the station, the police realized the NGOs were educating people about civil rights, and they gave their beds to them to spend the night," said Liberi. "The police said 'we will sleep the cells. Your work is so important.'"

Despite the huge amount of work completed, Liberi said "the job is not done—we need to continue to be there for development as well as security."

"We're at the point where it is their [the Iraqis'] process, and we only help them carry things forward."

She noted that security costs are on average

22 percent of project costs because "we work in a war zone and have to have security, which is expensive." She also said USAID works closely with the military, which has its own budget for assistance projects. For example, the Office of Transition Initiatives hired 2,500 youngsters to clean out drainage systems, and then the military linked the systems to individual houses.

Next steps for the mission are to work on moving from short-term to long-term employment and to set up banking systems that can extend credit to small business owners.

The mission and the U.S. Embassy are also considering creating provincial reconstruction teams of troops and civilian aid workers in 15 provinces to help deliver aid in insecure situations. ★



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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.

Letters to the editor, opinion pieces, obituaries, and requests to be added to the mailing list should be submitted by email to [frontlines@usaid.gov](mailto:frontlines@usaid.gov); by fax to 202-216-3035, and by mail to Editor, *FrontLines*, USAID, Ronald Reagan Building, Suite 6.10, Washington, D.C. 20523-6100; tel. 202-712-4330.

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## Notes from Natsios

### ▲ FROM PAGE 3

understand what we do, they are in awe. The biggest ongoing challenge we face is the absence of a real understanding, within the Beltway and in the United States generally, of what it means to run international development programs under very challenging circumstances around the world.

My next position presents me with a singular opportunity to explain how we do successful development. To do this in conjunction with training the next generation of development professionals has long been an interest of mine, and so this was an opportunity that I could not pass up.

It has been my privilege to serve with you. ★

# A Celebration of Excellence

## The Global Development Alliance Excellence

The award for an outstanding example of the Global Development Alliance model, which brings together the complementary strengths of the public, private, and nonprofit sectors for the benefit of the people of developing countries, is presented this year in recognition of outstanding work to bring the benefits of democratization and good governance to the citizens of Southeast Europe.

**The Balkan Trust for Democracy Alliance**

## George Washington Carver Agricultural Excellence Award

The award to recognize an agricultural scientist or researcher at an historically black college or university whose work has made (or has the potential to make) a significant, positive impact on international agriculture is presented in support of forward-looking research in peanuts and peanut products to improve the quality of life for West Africans.

**Dr. Mohamed Ahmedna**, North Carolina A&T State University

## 2005 Service to America Medal

Awarded to a federal employee whose professional achievements reflect the important contributions that a new generation brings to public service.

**Barbara Turner**

## Presidential Awards

For exceptional long-term accomplishments, the president recognizes and celebrates these senior executive and senior foreign service members who achieve results and consistently demonstrate strength, integrity, industry, and a relentless commitment to excellence in public service.

*2005 Presidential Distinguished Service Award*

**James Painter**

*2004 Presidential Distinguished Service Award*

**Carol Peasley**

**John Streufert**

*2004 Presidential Meritorious Service Award*

**Robert Lester**

**Margaret Neuse**

**Walter North**

**Williard Pearson**

**Howard Sumka**

**Gordon West**

## Administrator's Distinguished Career Service Award

This is the Agency's highest award. It recognizes exceptionally distinguished careers, and is only presented upon retirement.

**Jon H. Breslar (1949–2005)**

**Craig G. Buck**

**Bruce N. Crandlemire**

**Linda E. Morse**

**Carol Ann Peasley**

**Barbara N. Turner**

**Gordon H. West**

**Louise (Holly) Berry Wise**  
**Steven G. Wisecarver**  
**Frank Young**

## Outstanding Career Achievement Award

The award recognizes outstanding service in the federal government. It is the second highest award presented upon retirement.

**Mary Ann Anderson**

**Henry Lee Barrett**

**Ram Berry**

**Pamela Callen**

**Linda Cope**

**J. Michael Deal**

**Leopoldo Garza**

**Joyce Holfeld**

**Robert Kahn**

**Debra D. McFarland**

**Sophia Riehl**

## Award for Heroism

**Chris Milligan**, deputy mission director, USAID/Iraq

For bravery, relentless hard work, and inspiring leadership under dangerous and difficult conditions in Iraq, as he leads USAID/Iraq in implementing one of the largest and most successful reconstruction programs in U.S. history.

## Michael K. White Memorial Award

In recognition of her dedication, imagination, and creativity in improving the lives of women and children across Latin America and the Caribbean.

**Maria Barron**, Democracy Officer, LAC

## Distinguished Honor Award

To recognize employees who distinguish themselves during a prolonged period of time by exceptionally outstanding service within or beyond their required duties, as demonstrated by achievements of marked national or international significance.

**Catherine Farnsworth**, Senior Humanitarian Advisor, DCHA

**William Frej**, Mission Director, USAID/Indonesia

**Alonzo Fulgham**, Director, ANE/SAA

**Richard Greene**, Director, GH/HIDN

**Philip Heneghan**, Chief Information Security Officer, M/AA

**Mosina Jordan**, Senior Deputy Assistant Administrator, LAC

**Dawn Liberi**, Mission Director, USAID/Nigeria

**Susan Pascocello**, Attorney Advisor, GC

**Diane Perone**, Attorney Advisor, GC

**Orion W. Yeandel**, Contracting Officer, USAID/Russia

## Foreign Service Nationals of the Year

**Dijana Andjic**, Secretary/Alternate Cashier, USAID/Serbia and Montenegro

**Larissa Komarova**, Program and Development Specialist, USAID Regional Mission Ukraine

**Anthony Kumi**, Chief Accountant, USAID/Ghana



*Ben Barber of FrontLines interviews Nawal Hassan Osman, who received the Foreign Service National of the Year Award.*

**Sarah Meitekini**, Administrative Assistant, Office of the AIDREP/Sudan

**Nawal Hassan Osman**, Program Clerk, USAID/Sudan

**Dung Pham Thi Le**, Development Program Specialist, USAID/RDM/A Vietnam Office

**Juan Carlos Rodriguez**, Warehouse Supervisor, USAID/Dominican Republic

**Carlos Vargas**, Computer Management Specialist, USAID/Colombia

**Sherif Fouad Zohdi**, Chief Accountant, USAID/Egypt

## Administrator's Implementation Award

In recognition of his extraordinary accomplishment in creating and implementing innovative infrastructure financing and support in the Balkan region.

**Carl Mitchell**, Senior Environmental Adviser, E&E

## Science and Technology Award

For his exceptional understanding and application of the science that shaped the U.S. Government's response to the threat of avian influenza and his conceptualization and support for key scientific studies and initiatives that have resulted in many of the lifesaving tools available today for malaria.

**Dennis Carroll**, Senior Advisor, GH

## Administrator's Management Improvement Award

In recognition of exceptional leadership and creativity in developing and implementing a new acquisition instrument which permits the Agency to secure specialized technical assistance without ceiling limitations.

**Mercedes Eugenia**, Division Chief, M

## C. Herbert Rees Memorial Award

For outstanding leadership and achievements at mid-career level, demonstrating potential for continued growth and ability to assume greater responsibility

**Rebecca Rohrer**, Office Director, Caribbean Regional Program

## Michael H. B. Adler Award

For outstanding excellence in developing innovative approaches that quickly put in place U.S. Government programs for emergency relief and reconstruction throughout the Caribbean in the wake of back-to-back hurricanes.

**Sunil Xavier**, Regional Contracting Officer, USAID/Dominican Republic



### George C. Marshall Award

For extending George C. Marshall's legacy across the globe and into the new millennium through visionary leadership of health programs and officers over four decades  
**Harriet Destler**, *Health Team Leader, E&E*

### Molly Kux Environmental Award

In recognition of his 25 years of exemplary leadership of environmentally sound development within USAID's Development Assistance Programs.

**James Hester**, *Agency Environmental Coordinator, EGAT*

### Award for Ethics

Recognizes one employee who has made exceptional contributions to the promotion in the Agency of ethical standards and conduct, far exceeding the individual's normal job responsibilities and the Agency's existing ethical rules and policies.

**Rebecca Maestri**, *Regional Program Manager, ANE*

### Outstanding Support Staff Award

Conferred by the Administrator to recognize outstanding performance in support staff positions demanding dedication, flexibility, and professional staff skill and to encourage high standards of performance among other support staff.

**Sharon Cahill**, *Secretary, LPA*  
**Victoria Carethers**, *Human Resources Assistant, M*

### Equal Employment Opportunity Award

In recognition of his exceptional initiative, creativity, tenacity, and demonstrable success

at implementing an extremely difficult external programmatic requirement in the USAID overseas environment.

**Carlton Bennett**, *Director, Office of Procurement, USAID/Egypt*

### The Global Development Alliance Leaders Award

Awarded for vision and creativity in developing alliances in postconflict settings and for the energetic championing of public-private alliances in information and communications technology.

**Lane Smith**, *Information and Communication Technology Advisor, USAID/Afghanistan*

### Certificate of Appreciation

In recognition of an employee's special contributions to an important project or task.

**Luigi Crespo**, *Public Affairs Specialist, LPA*  
**Barbara Knox-Seith**, *Social Science Analyst, LAC*

**Heather Layman**, *Deputy Press Director, LPA*

**Ann Phillips**, *Political Economy Policy Analyst, PPC*

**Anne Rait**, *Policy Advisor, Humanitarian Assistance, PPC*

**Stephen Scott**, *Information Technology Advisor, ANE*

**Robert D. Strahota**, *Assistant Director, US SEC/OIA*

**Joanne Swan**, *Budget Analyst, ANE*

### Administrator's Management Improvement Group Awards

For contributions to improving the way the Agency designs and delivers its development assistance and/or internal operations and management, which contribute to making the Agency work better and cost less.

**Office of Iraq Reconstruction Budget and Finance**  
**Caribbean Regional Contracting Office**

### Distinguished Honor Group Awards

The highest form of recognition of employees during their service with the Agency, this award is conferred on employees who distinguish themselves over a prolonged period of time by exceptionally outstanding service within or beyond their required duties, as demonstrated by achievements of marked national or international significance.

**M/OAA/EGAT**  
**White Paper, PPC**  
**Personnel Security Team, Office of Security**

### Superior Honor Group Awards

This award is granted for significant acts, services, or achievements that materially aid or affect the successful accomplishment of the Agency's mission.

**AFR/DP/POSE**  
**Field Program (Provincial Reconstruction Team), USAID/Afghanistan**  
**Strategic Framework Management Working Group, Africa**  
**OTI Field Advisors (Bullpen), DCHA**  
**Ukraine Mission Staff, USAID/Ukraine**  
**Avian Influenza Working Group, GH**  
**Microbicides Research and Development Team, GH**  
**Supply Chain Management Team, GH**  
**USAID/Haiti**  
**USAID/J-CAR**  
**Tsunami Response Team (four missions and four teams)**  
**GMRA Audit Team, OIG**  
**Standards for Success Team, OIG**  
**USAID SEC Technical Security Support Team**  
**Office of Small and Disadvantaged Business Utilization Team**  
**Office of the General Counsel**  
**OIG's Interdisciplinary Taskforce (EngenderHealth)**

### Meritorious Honor Group Awards

Granted in recognition of accomplishments or contributions of high importance to the Agency.

**AFR/SD Sector Working Groups Chairpersons**  
**Controller Office, USAID/Nigeria**  
**HIV/AIDS Team, USAID/Nigeria**  
**Information Technology Section, USAID/Nigeria**  
**Motor Pool Section, USAID/Nigeria**  
**Office of Contracts and Assistance, USAID/Nigeria**  
**Personnel Office, USAID/Nigeria**  
**Bangladesh Mexico City Policy Team, USAID/Bangladesh**  
**Cross-Cutting Issues Team, USAID/Mozambique**  
**Education Quality and Access for Learning and Livelihood, USAID/Philippines**  
**Egypt's Democracy and Governance Staff, USAID/Egypt**  
**Mozambique Website Team, USAID/Mozambique**  
**Religious Outreach Team, USAID/Mozambique**  
**Telling Our Story Initiative Team, USAID/Mozambique**  
**USAID/Morocco**  
**Water Resources Office Team, USAID/WRO**



*Deputy Administrator Fred Schieck presents Award for Heroism to Iraq Deputy Mission Director Chris Milligan*

**Desert Locust DART Team and Task Force, DCHA**  
**Food for Peace Development Program Team, DCHA**  
**Food for Peace Policy/Technical Division Award, DCHA**  
**Food for Peace Tsunami Team, DCHA**  
**Iraqi Field Team (USPSCs), DCHA**  
**OFDA Training Team, DCHA**  
**Over-Fortified Corn-Soy Blend Response Team, DCHA**  
**USAID/Darfur DART, DCHA**  
**Macedonia Connects, USAID/Macedonia**  
**Female Genital Cutting Working Group, GH**  
**Malaria Team, GH**  
**Haiti Tropical Storm Recovery Program Team, USAID/Haiti**  
**USAID/Haiti Anti-Corruption Team**  
**Personnel Operations Division, M**

Two separate awards—one for improving hiring timelines, and another for increasing the direct hire workforce and achieving significant cost savings through foreign service limited appointments legislative authority.

**Payroll Office, M**  
**Fragile States, PPC**  
**PPC/DEI/DI**  
**GDA Audit Team**  
**OIG/I-Headquarters Liaison and Coordination Team**

### OIG Achievement Award

In recognition of outstanding initiative and effort to help the government of Guatemala set a solid foundation to reduce corruption through assessment of public sector institutions and follow-up of assessment recommendations.  
**Richard W. Layton**, *Controller, USAID/Guatemala*

**133 Meritorious Honor Awards** given to employees for outstanding service. Workers receive these awards based on recommendations from assistant administrators, directors of offices, or mission directors.

**34 Superior Honor Awards** given to employees throughout the Agency in recognition of significant acts and services materially affecting the successful accomplishments of USAID projects. ★

## Layton Receives OIG Award

Richard W. Layton, a controller for the Office of the Inspector General at USAID/Guatemala, received that office's Achievement Award during the Agency's annual awards ceremony Nov. 17.

Layton was nominated because of what his supervisors consider his "extraordinary initiative and efforts" to help government leaders in Guatemala reduce corruption through an assessment of public sector institutions and follow-up recommendations.

Corruption is an endemic problem in the Central American country, but Layton identified a window of opportunity as the previous administration, which had been marked by scandals, was departing. He sought help from the newly appointed minister of agriculture, convincing him to perform an indepth assessment of the ministry. The assessment's success led the then-incoming government to request the mission's help in conducting assessments of nine other ministries and another three public entities. The goal was to improve performances in the public sector and identify any common weaknesses. The result: ministries began taking corrective actions, some even before the assessments were concluded. The Guatemala government has been



*Richard W. Layton*

complimentary of the efforts, and university students in the country are expected to study Layton's methods so they can be repeated by them in other public entities.

"I have known Richard since 1974," said Deputy Administrator Fred Schieck. "I am exceptionally proud of his accomplishments as a controller and the recognition that he has earned. He has been doing very important work in promoting transparency and accountability, and the results are some of USAID's finest anywhere. I am sure that his efforts are a model for other USAID missions."

Layton's bosses describe him as a problem solver, a leader, and a man of integrity. ★



## Central America Readies for Trade

**MIAMI**—USAID has given a \$286,000 grant to Florida International University's College of Business Administration to train business executives from the six countries partaking in the Central American Free Trade Agreement (CAFTA) so they could take advantage of it.

CAFTA, which takes effect on Jan. 1, 2006, is a trade and investment agreement between the United States and Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and the Dominican Republic.

All but Costa Rica have ratified the treaty; the U.S. Congress approved CAFTA in July.

The grant will allow the business college to establish an export-training program for executives from small and medium businesses from the six CAFTA countries. The main topics include how to tackle the U.S. market—from the ins and outs of dealing with shipping and custom brokers to strategies on selling to wholesale and retail outlets.

## Trade Hub Opening Lauded

**DAKAR, Senegal**—The latest West Africa trade hub opened here Nov. 8, to high expectations that it will promote improvements in Africa's trade capacity, boost international exports, and help businesses take advantage of the African Growth and Opportunity Act (AGOA).

This is the fourth USAID-funded trade hub. The others are in Botswana, Kenya, and Ghana.

The Dakar hub, located in the Mamelles District, will include work in the fish and seafood sector, and will begin preparing West African fish and seafood exporters to exhibit in the 2006 International Boston Seafood Show. It will also look at identifying other sectors in which it can boost trade.

"The United States continues to demonstrate worldwide leadership in expanding trade with Africa through the African Growth and Opportunity Act," said Assistant Administrator Lloyd O. Pierson. "The new trade hub in Dakar is a gateway to the global marketplace, as well as a bridge to jobs and personal opportunity. With the rebounding of the global economy and the continued growth of responsible and representative governments, much of Africa is poised to see more robust economic growth in the years ahead."

Under AGOA, eligible countries can export almost any product to the U.S. duty-free.

In 2005, the West Africa trade hub in Ghana generated more than \$1 million in new exports to the United States, with another \$9 million of exports pending.

## Teams Sent to Mali Yellow Fever Region

**BAMAKO, Mali**—The World Health Organization (WHO) confirmed a yellow fever epidemic in the Kayes region of western Mali in mid-November. The Malian government reported 14 suspected yellow fever deaths and 21 suspected cases recorded between Oct. 7 and 27.

USAID is responding as well by helping the government improve its surveillance systems. Technical assistance is being provided to the Ministry of Health, and a plan is being designed to respond to the yellow fever outbreak.

WHO, the Malian Ministry of Health, and Doctors Without Borders have sent investigation and vaccination teams to the affected region.

## Embassy: Early Warning Helps Save Lives

**WASHINGTON**—A USAID-funded flood and storm early warning system likely helped save lives on the coastal areas of Vietnam hit by Typhoon Damrey Sept. 27, according to the U.S. Embassy there.

The Agency is providing \$50,000 to Catholic Relief Services, which will allow it to provide assistance to typhoon-affected communities in the country.

Damrey caused 68 deaths in the northern and central regions of Vietnam. The International Federation of Red Cross and Red Crescent Societies reports that the typhoon damaged or destroyed more than 100,000 homes, 300,000 hectares of rice and cash crops, and 22,000 shrimp and fish ponds.

According to the U.S. Embassy in Hanoi, Vietnam's news agency has reported approximately \$209 million in damages.

USAID has invested \$2.4 million in early warning systems in Vietnam since 2000.

Before the typhoon, government officials in Vietnam were able to evacuate 600,000 people from the coastline, reinforce sea dikes, and recall 40,000 fishing vessels.

## EMPLOYEES ATTEND HEALTH FAIR



Agency employees attended a health fair Nov. 16 in USAID's 14th Street lobby to learn about their options for health benefits from major plan providers like Kaiser Permanente and Blue Cross/Blue Shield. USAID's medical unit also offered free blood pressure checks during the event. For information about health options, go to [www.opm.gov/insure/health](http://www.opm.gov/insure/health).

The early warning systems were implemented by the government of Vietnam, in collaboration with the U.N. Development Program.

## Africa Receives Food Aid

**WASHINGTON**—USAID will provide an additional 85,000 metric tons of food assistance to southern Africa through the United Nations World Food Program (WFP). The U.S. contribution of bulgur wheat, cornmeal, sorghum, vegetable oil, and beans will sustain more than 6 million people for one month and is valued at \$49.4 million.

This donation—stemming from USAID's Food for Peace program—brings total U.S. food assistance to southern Africa since June 2005 to just more than 300,000 metric tons valued at approximately \$200 million.

Prolonged drought and poor harvests have exacerbated the region's insecurity, leaving more than 10.8 million people in need of food assistance over the coming months. Accordingly, the U.S. expects to ship more food in the coming months to address the urgent and growing humanitarian needs.

USAID has been actively involved in responding to the food security situation in southern Africa since early 2002. To date, the United States has provided approximately 70 percent of the total resources pledged to the

WFP Southern Africa Protracted Relief and Rehabilitation Operation, in addition to food provided through a consortium of international private voluntary organizations known as C-SAFE, which is strengthening food security and resilience throughout Malawi, Zambia, and Zimbabwe.

## Africa at Risk for Avian Flu, Say Officials

**WASHINGTON**—Senior officials of USAID's Bureau for Africa met with members of the African diplomatic corps Oct. 30 to discuss how to prepare African countries for a potential disease outbreak. Since December 2003, there have been 122 human cases of avian flu worldwide, with 62 resulting in death.

Although the virus still primarily affects wild birds and poultry, there is fear it could mutate and rapidly expand into a global pandemic.

Africa is at high risk, officials said. There is concern that migratory birds that spread the disease in Southeast Asia and, most recently, in Turkey and Romania will fly across North Africa and down the east coast of Africa in coming weeks.

U.S. ambassadors and the diplomatic corps will be advising respective governments on how best to address surveillance, rapid response, containment, and communications. ★

# Natsios to Leave Agency after Five Years at Helm

## ▲ FROM PAGE 1

"But after years of nearly constant motion, I have decided that the opportunity to pause and reflect on my experiences with USAID through writing and teaching is the right course for me at this time."

"When I started," he added, "we were going to focus on internal reform, systemic reform, fragile states, business model changes.... We did not know that 9/11 was going to take place; that we would be fighting a war in Afghanistan, a war in Iraq; that there would be a genocide in Darfur; that there would be a peace agreement signed between North and South Sudan."

Natsios presided over USAID during a massive increase in the U.S. foreign aid budget, from \$8 billion to about \$20 billion, as the United States moved to combat terrorism, rebuild Afghanistan and Iraq, battle

AIDS, prepare for possible avian influenza, and cope with the 2004 Asian tsunami and the 2005 Pakistan earthquake.

"We reorganized the Agency to align strategy and policy with budget, abolish poorly performing central programs, better organize our technical experts, and adapt to a reformed intellectual framework," he said.

"We began modernizing our business systems and have created a new business model for development, using alliances with nontraditional partners such as foundations, corporations, and faith-based groups through the Global Development Alliance.

"We appointed outreach officers and developed mission communication strategies to better tell our story, and we launched a global branding campaign to ensure the American people receive credit for the foreign assistance they finance."

"It's been an honor and privilege for me to serve and I want to thank the president, once again, for allowing me to be in his administrations for almost five years now," Natsios added.

"Most of all, I want to salute the men and women of USAID who bring hope to millions of people everyday on the frontlines of development."

A Massachusetts state legislator for 12 years, Natsios served at USAID as director of the Office of Foreign Disaster Assistance from 1989 to 1991 and then as assistant administrator for the Bureau for Food and Humanitarian Assistance from 1991 to January 1993.

He also served as vice president of the relief agency World Vision and head of Boston's Central Artery/Tunnel Project, or "Big Dig."

Former USAID chief Peter McPherson said in an interview that Natsios "has done an outstanding job. He is extraordinarily committed to better lives for poor people and has approached this very innovatively."

"Andrew has tremendous energy," McPherson added. "He came to the job with enormous knowledge about development. He spent enormous amounts of time on Africa and supported agriculture production and markets. He has done a good job in Afghanistan and Iraq, even though by the nature of it they are going to be criticized."

"His capacity to work in the White House and within the administration was very important. He's going to go down as a very strong administrator. He protected AID many times," said McPherson, who was head of USAID from 1981 to 1987. ★