



USAID
FROM THE AMERICAN PEOPLE

FRONTLINES

WWW.USAID.GOV

OCTOBER 2007

INSIDE THIS ISSUE

Mukandanga Eugenie
Rwandan copper
African Region, page 6



This judge for the Rwandan Golden Cup competition evaluates the aroma of an entry.

MAJOR THEMES:

Critical Administration Issue

New international education coordinator named SEE PAGE 2

War on Terror

Enhanced partner vetting system under consideration. SEE PAGE 5

Sustainable Development

World Food Prize goes to innovator in food preservation. SEE PAGE 5

Humanitarian Crises

Agency responds to hurricanes and earthquake in Latin America and the Caribbean region SEE PAGE 16

Aid Effectiveness

Global child deaths reach record lows SEE PAGE 1

FRAMEWORK OBJECTIVES:

Peace and Security

Aceh leader reflects on rebuilding and peace in region. SEE PAGE 5

Governing Justly and Democratically

Iraq's Provincial Reconstruction Teams focus on boosting local governance. SEE PAGE 8

Investing in People

Sri Lanka mission helps country recover from natural and man-made conflicts SEE PAGE 3

Economic Growth

Business registration time cut in Bosnia and Herzegovina. SEE PAGE 7

Humanitarian Assistance

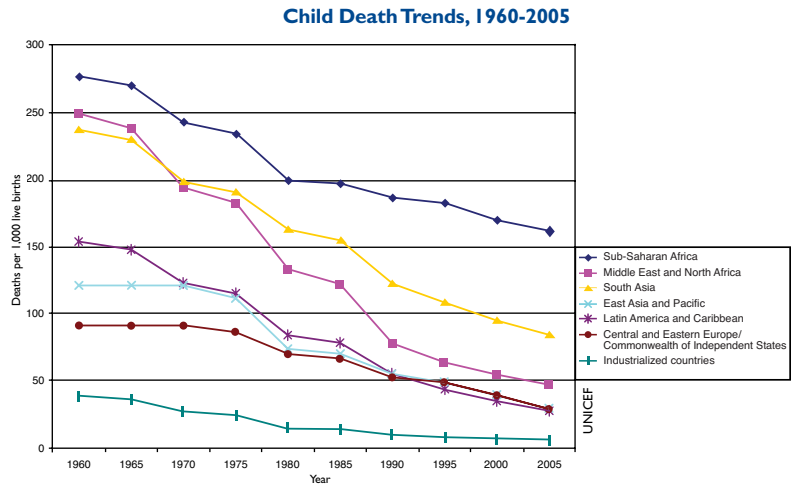
Pakistan middle school rebuilt after destructive 2005 earthquake SEE PAGE 7

Global Child Mortality Plunges Afghanistan Rate Falls 25 Percent

A dramatic 25 percent fall in the rate of children's deaths around the world – and in Afghanistan in particular – due largely to USAID and other health assistance programs working with governments in high mortality countries has been documented by two recent reports.

Global child deaths reached a record low in 2006, falling from 13 million in 1990 to 9.7 million last year, according to a United Nations Children's Fund (UNICEF) report released Sept. 13. It is the lowest level since record-keeping began in 1960.

In Afghanistan – where child death rates were among the highest in the world under the Taliban – infant mortality fell by 25 percent since 2000, largely due to U.S. supplied vaccinations, clinics and other health care, according to a study by the Bloomberg School of Public Health at Johns Hopkins University, which was released this summer.



“In 10 years we will be able to say we saved one million lives . . . if it wasn't for the support of USAID in building 671 clinics, we would not have done it,” said Dr. Faizullah Kakar, Afghanistan's deputy minister of health, at the July release of the Johns Hopkins study at USAID headquarters in Washington, D.C.

“We are saving at least 88,000 lives [per year],” Dr. Kakar said.

The huge increase in global child survival reported by UNICEF comes 20 years after USAID and UNICEF launched a “child survival revolution” focusing on vaccinations, nutrition, education, clean water, training health workers and providing medicine.

Since 1990, through USAID, the United States has spent over

see **UNICEF** on page 15 ▶



Ben Barber, USAID

BAGHDAD CHAIR:An Iraqi carpenter finishes a freshly-made wooden chair on the sidewalk in front of his shop in the Abu Nawaz area of Baghdad, where dozens of shops and restaurants have been refurbished with \$2,500 grants from USAID.

Fore Sets Agenda for Change

USAID Acting Administrator Henrietta Fore told the development community that, upon Senate confirmation, she plans to usher in a new era of foreign assistance, one where technology is embraced and collaboration is key.

Fore called for a “Global Development Commons” at a major speech Sept. 6 before members of the Society of International Development (SID) during the group's 50th anniversary celebration.

“A Global Development Commons would be a community of continuous and real-time exchange, of collaboration and partnership and action between public and private donors, agencies, NGOs, host governments, and civil society – all operating as equals,” Fore said.

“In this era, so different from that which prompted the Marshall Plan, together we need to seek a

see **FORE** on page 15 ▶

U.S. Agency for International Development
Bureau for Legislative and Public Affairs
Washington, D.C. 20523-6100
Penalty for Private Use \$300
Official Business

PRSR STD
Postage and Fees
PAID USAID
Permit No. G-107

Marshall Award Goes to Eagleburger and Shultz

Former Secretaries of State Lawrence S. Eagleburger and George P. Shultz jointly received the 2007 Marshall Award—USAID’s highest honor presented to influential leaders in international development.

Acting Administrator Henrietta Fore praised each man’s commitment to diplomacy. She called Shultz a “freedom fighter” and Eagleburger a “legendary leader.”

“It is essential that we have a major effort to reduce the number of institutions handing out foreign aid from the United States to a sensible number,” Eagleburger said Aug. 8 at the 4th Annual George C. Marshall Distinguished Lecture on International Development at USAID headquarters in Washington. He also observed that “you’ve got 50 agencies handing out foreign aid” and creating confusion.

Eagleburger, who served as secretary in 1992 and 1993 after a long career at the State Department, said all foreign aid should be “under the direction of a single agency head and she is sitting

at that table,” before pointing to Fore.

Surrounded by panels depicting the \$16 billion Marshall economic recovery plan for Europe after World War II, Eagleburger said that the United States faced different challenges back then than are seen today. “The Marshall Plan aimed at restoring the economies of already well-developed states that already had industries,” he said.

“European countries had a cadre of industrialists and farmers who were well educated – we did not create from whole cloth.”

In modern development work aimed largely at countries lacking industrial expertise, “we need to figure out what is needed by each nation,” Eagleburger said. He called on U.S. aid policy to move away from a blanket approach to needy countries, adding that he believed this was a focus of current Agency reforms.

Shultz, who was feted in a separate ceremony Sept. 17 before the World Affairs Council in San Francisco, recalled that he was a young economist at the Massachu-

setts Institute of Technology when the Marshall Plan was being debated. It was there, he said, that he learned of the genius of the plan.

“The Marshall Plan didn’t just say here’s money to fix yourself up,” Shultz said. “The Marshall Plan said think over what you need to do in order to get your country back in business and development a plan and we’ll work with you on it.”

He sees foreign aid – and USAID specifically – moving back to those tenets as a positive step, even as the challenges of international development have changed dramatically from the days when Marshall drew up his groundbreaking ideas.

Like his fellow award recipient, Shultz had some thoughts about improving foreign aid. “We don’t yet have the structure that we need,” he said.

But he counseled that adapting Marshall’s efforts to this new environment is doable. He also said Marshall’s ideals were a great inspiration to others in this time, and can be an inspiration for today. ★

First Lady Names Countries for Education Initiative

By Susan Foster

First Lady Laura Bush has announced that six countries will participate in a new presidential initiative to expand educational opportunities for the world’s poorest children over the next five years. The countries are Ethiopia, Ghana, Honduras, Liberia, Mali, and Yemen.

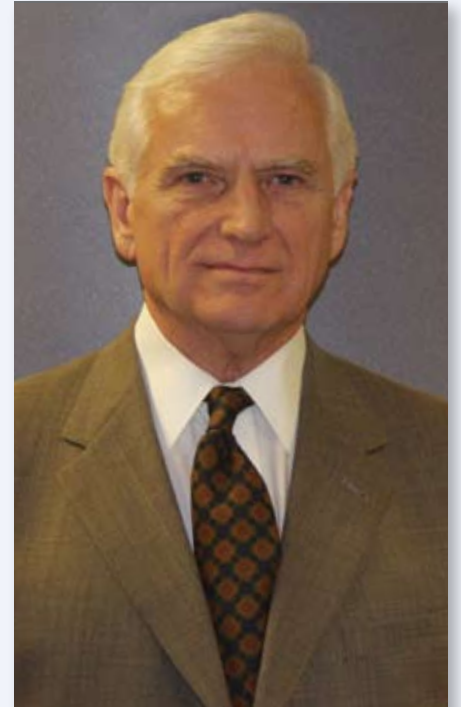
She also said that Thomas Corts will take on a new position within USAID to oversee U.S.-funded basic education initiatives in developing countries. Corts retired after serving 26 years as the president of Samford University and as an interim chancellor of the Alabama College System.

Both announcements came during a Sept. 24 luncheon that coincided with the opening of the U.N. General Assembly.

Corts has had “a distinguished education career in the U.S.” and brings “extraordinary compassion and skill” to his new position, said Bush. He will be responsible for coordinating all U.S. government funded international education programs, including the Basic Education Initiative.

President Bush outlined the \$525 million, five-year education initiative in his speech before the U.S. Global Leadership Campaign on May 31 in the Ronald Reagan Building. The president’s initiative consists of a basic education component targeted to the six countries, a technical training initiative for at-risk youth, and greater coordination with other child health and education activities.

“The president’s initiative reinforces a longstanding U.S. commitment to quality basic education globally and acknowledges our support for the Fast Track Initiative, a donor-led partnership with developing countries to accelerate the delivery of primary education,” said Joseph P. Carney, director of the Office of Education in the Bureau of Economic Growth, Agriculture, and Trade.



Thomas Corts, the former president of Samford University and interim chancellor of the Alabama College System, was named to lead USAID’s basic education initiative.

“It represents a bold, comprehensive approach to basic education through support to donor-endorsed country education plans.”

As a result of the president’s basic education initiative, 4 million more children in the targeted countries will receive access to a quality basic education. In addition to an increase in enrollment, the initiative is expected to improve student/teacher ratios; increase the percentage of students reaching grade 5 and the number of students completing primary school; and raise literacy rates in targeted grades. The initiative is also expected to increase public spending on education in each of the selected countries.

U.S. development assistance to basic education has increased from less than \$100 million in 2000 to \$520 million in 2006. For the same period, the number of countries receiving support has more than doubled to 50 countries worldwide. Since 2002, the Bush Administration has provided \$2.3 billion worldwide for basic education. ★



USAID Acting Administrator Henrietta Fore talks with Marshall Award recipient Lawrence S. Eagleburger during a luncheon and lecture at Agency headquarters in Washington Aug. 8. On Sept. 17, Fore hosted an awards ceremony for co-honoree George P. Shultz in San Francisco.

MISSION OF THE MONTH



USAID/Sri Lanka's Development in Conflict strategy focuses on the redevelopment of the conflict-affected East. Here, a young girl in Trincomalee pins a symbolic flower of peace in a soldier's lapel.

SRI LANKA



The Mission creatively leveraged funds from other sources for projects like a \$1 million water and sanitation initiative with UNICEF; a \$4 million shelter restoration program with the International Organization for Migration and the European Union; and nearly \$5 million in private sector support. These projects expanded USAID programs' development impact significantly beyond that of the Agency's core activities.

By late 2006, the government and the LTTE resumed their conflict. Post-tsunami work began to focus on large-scale infrastructure. And as the five-year strategy began to wind down, a new humanitarian crisis emerged: more than 300,000 people in the tsunami-devastated East were displaced due to the conflict and living in camps.

Results

In response to the tsunami and LTTE conflict, the Mission began a new strategy called "Development in Conflict." Successful elements retained from the previous program included:

- ▶ Creation of economic "value chains," which refers to the management of the entire production process—from producer to final retailer. Value chains help farmers get produce to markets by helping growers understand demands on the local market and helping distributors understand demands on the global market. As a result, growers get their products to distribution centers or markets faster and more efficiently.
- ▶ Using a field-based approach in which aid workers are physically located in the field to help beneficiaries secure grants. In this instance, multi-ethnic communities were also brought together to ease any potential tensions.
- ▶ Development of peoples' forums consisting of

see **MISSION** on page 15 ▶

INSIGHTS

FROM
HENRIETTA H. FORE



In September, I spoke about launching a new mandate for the global development community that at its core will call for a new means of communication and collaboration. I want USAID to embrace the concept of what I am starting to call a Global Development Commons to reassert the Agency's leadership role as the premier organization for providing humanitarian assistance and economic development in the world.

This Global Development Commons is a push to partner and exchange information and ideas with NGOs, contractors, entrepreneurs, corporations, foundations, and other government agencies – and to collectively grow stronger because of it.

As I told members of the Society for International Development when I first laid out this plan, our conversations have just begun. While USAID knows a great deal and has much to offer, we will also listen to our friends who are equally committed to the development world.

I'd like to make that happen in several ways.

I will ask the Advisory Committee on Voluntary Foreign Aid to convene a series of forums so we can reach out to the broader development community to get their ideas and input.

And I intend to put technology to good use. I've proposed DevelopmentNet, which would be created as a website to allow all the people with whom we work, including those in host countries, to see the big picture, to see where projects are happening and where they can play a role – or create a new opportunity.

As time goes on, I am confident we will identify other innovative ways to find common ground and use our collective power to build a new consensus on providing assistance to those who need it.

At the annual United Nations General Assembly, I was privileged to co-chair a panel discussion with Cisco Systems, the communications and technology corporation, to shed light on the intersection of development goals and business interests as they relate to young people in developing countries.

I plan to have more conversations like this – among my worldwide development friends and our family here at USAID.

I was able to speak with many of you at the re-launch celebration for *FrontLines*. Hundreds stopped by to share a welcoming word, offer thoughts about some facet of the Agency, and enjoy donuts and coffee early on a Friday morning.

The long lines spoke volumes about your commitment to this Agency and your excitement about the work we do. It is the same kind of spirit that I see spreading throughout our development community. So let's keep talking. Our conversation has just begun. ★

Challenge

Over the past three years, Sri Lanka has endured two large-scale disasters with major implications for its long-term development. The country was struck by a tsunami that killed 35,000 people, and it has seen peace plans crumble as renewed conflict broke out between the government and the separatist Liberation Tigers of Tamil Eelam (LTTE). In response to these twin calamities, the USAID Mission swiftly redesigned its assistance program, building on key elements of its last five-year strategy and its Tsunami Recovery Program.

In the spring of 2003, Sri Lanka was enjoying relative peace. A ceasefire between the government and the LTTE halted two decades of bloodshed, and negotiations for a definitive settlement were scheduled. A new Mission strategy laid the groundwork to revitalize the economy, strengthen democratic institutions, and help displaced and vulnerable people adapt to a post-war environment. The Mission's program had been greatly enhanced by the USAID Office of Transition Initiatives' three-year program to reconcile divided communities through small projects.

Only a few months later, the optimism began to fade. The LTTE walked out of negotiations; assassinations of military intelligence officers and moderate Tamil politicians became more frequent.

Then in December 2004, a destructive tsunami hit the Indian Ocean region killing approximately 280,000 in Indonesia, Sri Lanka, India, Thailand, and Maldives. Thirty-five thousand Sri Lankan lives were lost.

In November 2005, a new government was elected promising a hard line against the LTTE. Battles began anew in less than a year.

Innovative Response

The enormity of the tsunami's destruction immediately changed the way the USAID Mission operated. Apart from some crucial short-term help, the Mission team had to manage a \$134-million disaster-relief program – almost 20 times the size of its regular assistance program.

The Tsunami Recovery Program focused on helping people resume their livelihoods as quickly as possible. New boats and motors were provided to fishermen. Temporary shelters were built for those whose homes were destroyed by 15-foot waves. Roads and bridges were repaired or replaced. Jobs were created, and farms and businesses were helped to resume production.

"We were a tiny Mission with few staff faced with an enormous amount of urgent work," said Program Officer Sheila Young, who arrived a few months after the tsunami. "To meet the needs of a suffering population, we had to work consistently, persistently, and efficiently."

BRIEFS

Aid Workers Face Attacks in Darfur

NYALA, Sudan - Humanitarian groups faced escalating violence in Darfur, with more than a dozen aid vehicles hijacked in late September and several employees abducted or critically wounded.

In Darfur, the world's largest ongoing humanitarian crisis consumes \$1 billion a year and employs 14,000 aid workers. More than 100 were kidnapped and 66 assaulted or raped this year. Over 60 aid convoys were ambushed and 100 vehicles hijacked, the U.N. reports. Most attacks occurred on roads to refugee camps.

Two cars from World Vision were hijacked in Nyala and three of the group's local employees were wounded, one critically, in a separate attack on a convoy Sept. 20. Nonessential World Vision staff in South Darfur have been sent on leave, cutting its team by about two-thirds. World Vision feeds 500,000 people.

Since the third week in September, a dozen cars carrying aid workers have been ambushed and their passengers robbed; three aid workers were kidnapped; and a half-ton of food was looted in a refugee camp, according to the U.N.

The International Committee of the Red Cross, the Red Crescent, UNICEF, the U.S.-based Samaritan's Purse, and the French-based Action Contre la Faim are among aid groups or agencies caught in the latest violence.

The Norwegian Refugee Council, Medecins du Monde, and Save the Children UK suspended operations in the region.

USAID Develops Allergen-Free Peanuts

GREENSBORO, N.C. - Food science researchers funded by USAID say they have developed a simple process for making allergen-free peanuts, which could impact millions of peanut allergy sufferers.

There are about 3 million peanut allergy sufferers in the United States, and between 100

and 150 deaths are attributed to peanut allergies each year.

Officials from North Carolina and Agricultural and Technical State University reported in June that the new technology resulted in "100 percent inactivation" of peanut allergens in whole roasted kernels.

The inventor of the new process, Mohamed Ahmedna, an associate professor in the School of Agriculture and Environmental Sciences, is working on ways to apply the new technology to allergens in other foods as well, according to the university. The research was funded by USAID.

U.S. Helps After Floods, Drought, Fires

WASHINGTON - USAID responded to several disasters close to the end of the U.S. government's fiscal year with financial and other kinds of assistance.

In August, USAID provided \$50,000 to help Moldova respond to a widespread drought caused by extremely high temperatures and minimal rainfall during summer 2007. The money will be used to purchase and distribute seeds to farmers.

In Vietnam, heavy monsoon rains in August flooded several districts in the central part of the country. USAID provided \$50,000 to CARE International to support relief efforts.

USAID also provided \$100,000 to Mercy Corps and Samaritan's Purse to deliver relief supplies to North Korea after it experienced severe floods. And the Agency sent \$50,000 through the Indian Prime Minister's National Relief Fund to help that country recover from floods. Nepal also received \$50,000 through Save the Children for the purchase and transport of emergency relief supplies after monsoon rains caused flooding and landslides.

In Albania, USAID provided \$225,000 to the government to help it combat wildfires. The country experienced more than 150 fires in August. The finan-

cial assistance was used to cover the cost of aircraft used to bring the fires under control and to fund preparedness programs for future emergencies. USAID also provided \$50,000 to Croatia, Bulgaria, and Macedonia to help each combat wildfires.

USAID also airlifted supplies to Sudan to help provide shelter for 78,000 people affected by severe flooding in the northern and eastern parts of the country. The aid was valued at more than \$500,000.

Greek Wildfires Prompt Agency Action

WASHINGTON - USAID has provided the Hellenic Red Cross with \$1.8 million in emergency funding and supplies to assist Greek citizens after wildfires devastated parts of the Mediterranean country.

The humanitarian assistance included \$100,000; \$500,000 worth of tents, sleeping bags, blankets, and other commodities; \$1.2 million in personal protective equipment for firefighters; and other technical assistance to the Government of Greece.

On Aug. 25, Greek officials declared a national state of emergency after the wildfires raced across the country. More than 100,000 people were impacted by the fires and more than 60 people died. The fires destroyed homes, infrastructure, and thousands of kilometers of forests and olive groves. A six-person U.S. technical team - which included representatives from USAID - was dispatched to Greece soon after the disaster declaration to work with that country's officials on emergency and reconstruction efforts. ★

WHAT THEY ARE SAYING ...

FrontLines is introducing a new monthly column devoted to what our partners and others in the field of foreign assistance are saying about development.

DEVELOPING MEDIA IN STABILIZATION AND RECONSTRUCTION OPERATIONS

By Yll Bajraktari and Emily Hsu

Summary and Recommendations

In war-torn societies, the development of independent, pluralistic, and sustainable media is critical to fostering long-term peace and stability. Post-conflict civilian populations are particularly vulnerable to manipulation by mass media as tensions run high and the possibility of violent relapse remains strong. Many civilians harbor deep skepticism and mistrust of the media, being accustomed to platforms that are controlled either by the state or by political groups looking to further their political agendas.

An effective media strategy can mitigate postwar tensions by elevating moderate voices and dampening extremist ones. It can create peaceful channels through which differences can be resolved without resort to violence. The creation of a robust media culture will also allow citizens to begin holding their government accountable for its actions and ensuring its commitment to democracy.

Efforts to develop local media institutions should be undertaken separately from attempts to develop strategic communications. In an increasing number of non-permissive environments (i.e., environments where security is not fully established), the distinction between these two endeavors is blurred because of a mistaken assumption among some players that both activities share the same purpose and goal.

A poorly developed media strategy can be detrimental in a war-ravaged country still rife with violence. A hastily conceived plan may reinforce divisions between warring parties or create a weak media sector that is vulnerable to exploitation by warlords, political patrons, and spoilers. Media development efforts also fail when the public does not trust them to establish a credible source of information.

Ideally, given the media's capacity to shape war-torn countries, interveners should apply a coherent strategy in the pursuit of media development. Unfortunately, no such strategy yet exists and thus interveners have little guidance as to what tools and methods work best in the development of media institutions. In fact, media development is still conducted on an ad hoc basis from conflict to conflict.

This report seeks to fill this strategic gap. More particularly, it recommends that interveners take the following series of steps as they generate a strategy for media development in post-conflict zones:

Pre-deployment Phase: Mapping and Strategizing

1. Map out the existing media landscape.
 - ▶ Identify the postwar condition of the media infrastructure, media personnel, and other resources that have survived the conflict.
 - ▶ Assess the history of state-media relations.
 - ▶ Analyze the potential market for sustainable media.
2. Create a strategy for developing media.
 - ▶ Coordinate all relevant players in media development.
 - ▶ Identify spoilers and create a plan to isolate extremist voices while elevating moderate ones.
 - ▶ Plan to establish a responsible media sector before the first postwar elections are held.

Deployment Phase: Building and Developing

3. Build a foundation for the media sector.
 - ▶ Establish a mission-owned outlet to monitor and counter hate speech while promoting peace operations.
 - ▶ Create a representative media commission to establish media standards.

see **WHAT THEY ARE SAYING** on page 15 ▶

Agency Considers Comments Before Partner Vetting System Is Finalized

By Angela Rucker

Under proposed federal regulations, USAID would be able to request information about the staff of its partner organizations, but the Agency says it will consider comments from interested parties – including NGO leaders and legislators – before any new procedures become final.

The Partner Vetting System (PVS) is being designed to help USAID screen personnel from NGOs and other groups that receive U.S. aid to ensure none is associated with terrorist organizations. The new rules, as they currently stand, require information about “key personnel,” such as phone numbers, birth dates, and e-mail addresses.

USAID would establish a secure database where it could deposit and manage the information partner organizations provide. That data would be compared with information in existing U.S. government databases where information on terrorists is kept. If a match is found, the partner group would be unable to receive USAID funding for the intended project.

USAID officials called the effort prudent and responsible, but the larger NGO community – humanitarian groups, universities, religious charities, and others

– has protested rules they consider overreaching and onerous.

These groups say vetting their employees isn’t necessary and that they will have no recourse if their organization is rejected from receiving USAID funds. They also fear the examination of employees will have a chilling effect on the humanitarian and development work they do.

Nearly 150 comments on the proposed rulemaking had been submitted to the *Federal Register* by the initial Sept. 21 deadline. That deadline has since been extended to Dec. 3.

John Sullivan, the executive director of the Center for International Private Enterprise and chairman of the Advisory Committee on Voluntary Foreign Aid, explained that: “The NGO community supports the objective of ensuring that USAID funds are not provided to those associated with terrorism. However, this is a significant regulatory action that has raised serious concerns within the community regarding the need for a separate system from the current master list.” He also cited privacy issues and implementation of the system as concerns.

George F. Ward Jr., senior vice president for International

Programs at World Vision, said that PVS would hamper relationships in the countries where the group works and place staff at risk.

“World Vision’s main concerns about the PVS are similar to those of other NGOs that receive grant funding from USAID to support international development activities,” he said. “We do not believe USAID has demonstrated that its funds are being diverted from NGOs to terrorist organizations or individuals, or how the PVS would prevent such diversion.”

Since the controversy, Jim Kunder, USAID’s acting deputy administrator, has met with several dozen NGO heads to try to allay their fears. The Agency is stressing that it won’t make any permanent moves without further consulting the contractor and grantee community, but that putting some kind of vetting system in place is a necessary step to safeguard how foreign assistance dollars are spent.

Terrorist activity has been identified in 90 percent of the places where USAID works, including Iraq, Afghanistan, Lebanon, Pakistan, Sudan, Somalia, Yemen, and in Southeast Asia.

In 2003, USAID began a pilot program in West Bank and

Gaza to vet staffers at partner organizations and beefed up that program after a recommendation in a 2006 GAO report. The report cited the 2006 elections when Hamas, considered a terrorist organization by the United States, won decisive victories over Fatah.

USAID already requires all its partners working anywhere in the world to certify that they do not support terrorist groups before they can receive funding from the Agency in the course of making grants to the organizations. But Kunder and other USAID officials say this effort is not enough.

“The Partner Vetting System is being established in accordance with numerous statutory provisions, executive orders, and directives that prohibit furnishing support or engaging in transactions with individuals or entities associated with terrorism,” Kunder said.

But Agency officials are also quick to point out that some of the measures in the proposed rulemaking could change after they consider suggestions from NGOs and other groups.

No date has been set for a final rulemaking on PVS. ★

WORLD FOOD PRIZE GOES TO PURDUE’S NELSON

The \$250,000 World Food Prize for 2007 will be awarded to Philip E. Nelson of Purdue University for breakthrough advances in containers and systems that protect and preserve food. These are the same advances used by USAID after the 2004 tsunami, and that have helped save lives around the world.

In an announcement at the State Department June 18, World Food Prize Foundation President Kenneth M. Quinn said: “Dr. Nelson’s pioneering work, which began with tomatoes and later included a variety of seasonal crops, has made it possible to produce ultra-large scale quantities of high quality food. The food can then be stored for long periods of time and transported to all corners of the world without losing nutritional value or taste.”

USAID Acting Administrator Henrietta H. Fore, who was also on hand for the announcement, praised Nelson’s efforts to help feed the hungry and educate other food scientists. “As the world’s population grows, so must our resolve to feed everyone,” she said, noting that there are more than 850 million undernourished people today and that 25,000 people die each year from hunger or malnutrition.

“Dr. Nelson has not only been instrumental in expanding the availability and quality of food, but he has also worked to identify ways to improve worldwide transport and distribution of important food products from the developing world to markets in wealthier countries,” Fore added.

Nelson’s breakthrough allows food to be transported safely and affordably. His techniques allow perishable food to be stored in special tanks that can be shipped without introducing contaminants. The fruits of his research were used to supply potable water and emergency food aid during the 2004 tsunami in Southeast Asia, 2005’s Hurricane Katrina and other crises in the world.

Nelson was scheduled to formally receive the award Oct. 18 during a ceremony at the Iowa State Capitol. ★

ACEH’S EX-GUERRILLA LEADER VISITS USAID AS GOVERNOR

By Ben Barber

The former guerrilla leader Irwandi Yusuf fought the Indonesian government for decades, trying to win autonomy for his Aceh region of Indonesia. But he recently visited Washington and met with USAID officials as the elected governor of Aceh province.

Talks for a peace accord had droned on in Europe for years. But after the 2004 tsunami destroyed much of Aceh’s capital, Banda Aceh, killing about 130,000 people in the province, the push for reconciliation bore fruit. On Dec. 11, 2006, Irwandi was elected governor.

Irwandi now works with USAID and other donors – and with some of the same Jakarta military and civilian officials he fought for years – as he tries to rebuild Aceh and to reintegrate 50,000 ex-fighters and many

thousands more of their family members into the community.

“Aceh is still peaceful and rebuilding,” he told USAID officials and staffers in the Asia Near East Bureau Sept. 14. Rebuilding is largely complete, he said, with replacement housing to be finished next year.

USAID is rebuilding the road linking the more remote southwest coastal regions, and has provided other assistance for schools, health care, training, and other projects.

He noted that progress has been achieved but that reintegration is not as far along and that he wants to provide more assistance and jobs to ex-combatants who fought with his Free Aceh Movement.

He said that more needs to be done in protecting the environment. Only 3 percent of the lush

forests that once blanketed Indonesia’s largest island, Sumatra, remain uncut and 80 percent of those virgin trees are in Aceh, said the governor. “I have stopped all logging activity” in the virgin forest areas, he added.

He wants to replant forests adjacent to the old growth areas, and plant trees for lumber, palm oil, or fruit in other areas. He wants help so he can provide each family with four hectares of land – “this is all beyond my ability to perform because of the lack of budget.”

Aceh lost 2,500 teachers in the tsunami and has only enough funds to hire 200 more this year. Irwandi also said the region needs



Aceh Governor Irwandi Yusuf

funds to help educate 100,000 orphans of slain combatants and to assist widows of slain fighters. In addition, many fighters had their lands stripped from them by the military and want the land returned or need resources to restore farms. ★

THE REGIONS

LATIN AMERICA & CARIBBEAN

Health Services Cut Mortality for Haitian Children

JEREMIE, Haiti – At 21 months old, Juliette Luesée, of Poussière, a rural village in the county of Jeremie, southwest Haiti, was facing her third bout of pneumonia.

This time Juliette was treated at one of 60 USAID-supported mobile medical clinics that make monthly visits to villages near Jeremie in an effort to curb the fatality rates for pneumonia-related deaths. Pneumonia is the second leading cause of death in Haiti among children under age 5. In southwest Haiti, USAID's program has cut those rates in half.

Juliette's parents heard about the mobile clinic through a health agent in their village who advertised it via a megaphone. USAID-supported health agents are assigned to villages close to their homes so they can target their communities. They spread

health messages, identify and treat illnesses, and refer patients to doctors. Typically, a health agent serves 1,500 to 3,000 people.

"My child is responding to the medicine — if a neighbor's child is suffering I will tell them they must see the health agent who can help get medicines quickly," says Françoise Israel, Juliette's mother. Juliette's pneumonia was caught in time — with a trained worker and 25 cents of antibiotics, the baby was safe. Children who develop advanced pneumonia are often less fortunate and may not survive.

The clinics provide basic primary health services to 200,000 people in Jeremie and surrounding villages. Services include vaccinations to prevent diseases like polio and measles; vitamin A to prevent blindness; examinations



Five-year-old Naomi Jean received tuberculosis treatment at Grace Children's Hospital in Delmas, Haiti. The hospital, which also treats children with HIV/AIDS, is USAID-supported.

to detect malnutrition; treatment of diarrhea and malaria; pre-natal and post-childbirth consultations; and counseling on breastfeeding.

For fiscal year 2007, USAID/Haiti will spend over \$58 million to provide basic health care services, including HIV/AIDS care and services, to Haitians. USAID/Haiti's overall health program targets the most vulnerable groups — especially women and children — whose pressing concerns include malnutrition, child mortality, reproductive health and HIV/AIDS.

Tuberculosis is also a major issue. Poverty, lack of education,

and limited access to health care contribute to Haiti's ranking as the Caribbean country with the highest prevalence of TB.

In Delmas, a poor neighborhood outside of Port-au-Prince, 23 children are receiving medicine to cure tuberculosis at the TB ward for children at Grace Children's Hospital.

The hospital is supported by USAID in collaboration with the Haitian government, which is increasing the most effective treatment for TB, known as Direct Observation Therapy Short Course, across the island. Besides tuberculosis treatment and care,

the hospital also treats children with HIV/AIDS. Some children are infected with both HIV and TB, making it critical that they receive proper medical attention.

Five-year-old Naomi Jean has been taking TB medicine since June 2006. To be fully cured, children must follow a treatment regimen of six months. The first 60 days of treatment is intensive, and a hospital stay is required.

"When she first came to the ward, Naomi was malnourished and could not move from the hospital bed for about two weeks," said the doctor on duty. "Now she's healthy again." ★

AFRICA

20 Rwandan Coffees Win Awards and Profits for Growers

By David Kampf



Aleco Chigoun of the Portland, Ore.-based coffee company Stumptown Coffee Roasters, and Jeff Babcock, owner of Zoka Coffee Roaster and Tea Company in Seattle, Wash., served as judges at the Rwandan Golden Cup that featured coffees from some of Rwanda's best growers. Both men bought coffee during the auction portion of the competition.

KIGALI, Rwanda – The Rwandan Golden Cup – the country's most esteemed prize for its best coffees – was awarded at the end of August, and the winning coffees were auctioned to international buyers for record prices.

The competition – supported by USAID/Rwanda in collaboration with OCIR Café, the country's

national coffee board – was designed to improve the lives of farmers, spur economic growth, and place the country's coffee on the international map and in the hands of coffee connoisseurs worldwide.

Throughout August, Rwandan farmers vied for the award. Winning coffees were cupped, or

tasted, at least five times during the competition and judged by national and international juries. The country's 20 best coffees were selected on Aug. 31, with the highest honor going to a coffee from the SDL Muyongwe washing station in Gakenke District in northwest Rwanda. During the auction, it sold for over \$25 per pound to American companies Intelligentsia Coffee and Tea and Stumptown Coffee Roasters. Other Rwandan coffee is typically selling for about \$1.60 per pound.

"In our 150 years in the business, we have never seen prices as high as \$25 per pound for any African coffee," said Maxime Christen of the Schluter Trading Company in Switzerland and one of the international jurors. "It is a great achievement, and shows that there are people willing to pay great prices for great coffee. The producers are beginning to see some spectacular rewards for all their hard work."

The Golden Cup is a precursor to the internationally renowned Cup of Excellence. This competition among the world's finest coffees will be awarded in Rwanda

in 2008, the first time the presentation will be held in Africa.

For Rwanda, its burgeoning coffee prominence marks another kind of milestone.

In 2000, the country did not export any specialty coffee. But largely through USAID-funded programs, 3,000 metric tons of specialty coffee were being produced by 2006. Export revenue from this sub-sector hit \$8.5 million last year. Coffee is the country's largest export earner and specialty coffee contributes to the industry's growth and sustainability.

Rwandan coffee has been featured as a "Black Apron Exclusive" by Starbucks and praised as the "best of the best" by Green Mountain Coffee Roasters.

USAID/Rwanda previously provided \$10 million over six years to help develop this specialty agribusiness. The mission has helped establish cooperatives and improve the lives of their members; build coffee washing stations; train world-class cuppers (professional coffee tasters); and market Rwanda's premium coffees to the global market.

"The Golden Cup contributes to the project's objectives of improving the lives of farmers in Rwanda and spurring sustainable economic growth," added Ryan Washburn, acting mission director for USAID/Rwanda.

More recently, USAID renewed its commitment to the industry's growth by funding Sustaining Partnerships to enhance Rural Enterprise and Agribusiness Development (SPREAD), a five-year, \$6 million project implemented by Texas A&M University to improve value chain management, which refers to managing the production process from raw materials to the customer. SPREAD works to better the industry's links "from the seed to the cup."

One of SPREAD's objectives is to map the coffees of Rwanda. Similar to the geography of wines in France, SPREAD will identify the regional taste characteristics of coffees. This will allow consumers and buyers to select coffees from specific areas of Rwanda and know exactly what to expect. ★

ASIA AND THE NEAR EAST

Pakistan Middle School Rebuilds After Earthquake

By Ammara Durrani

DADAR, Pakistan – When she was 8 years old, Shabana Kausar lost her right arm to an electric shock while trying to retrieve a cricket ball from a neighborhood power transformer. During the three months she spent recovering in a hospital, Kausar never gave up on her dream of a higher education and learned to use her left hand to write.

So it was no surprise that more than 20 years later, when the Dadar Girls' Middle School was flattened in the October 2005 Pakistan earthquake, Kausar, now 30 and the school's headmistress, would act with determination to rebuild.

Two years after the 7.6 magnitude earthquake struck Pakistan, India, and Afghanistan on the morning of Oct. 8, Kausar has moved her pupils out of temporary school rooms and into a new school, both provided by USAID.

Kausar says USAID's assistance has created a better educational environment for the students. "When I saw the rubble of my school that day, I thought it would take no less than 10 years to build it back," she said. "But thanks to USAID, it took only one."

The earthquake was devastating. In Pakistan alone, more than 73,000 people died

and another 69,000 were injured. More than 2.8 million people were left homeless.

The quake's epicenter was located near Muzaffarabad, the Pakistani-controlled capital of Azad Jammu and Kashmir (AJK) and approximately 60 miles north-northeast of Islamabad. Aftershocks continued for days. And the mountainous terrain, cold weather, and toppled infrastructure initially hampered USAID and other providers of humanitarian assistance.

Today the scene is very different. USAID's four-year, \$200 million reconstruction program is rebuilding destroyed schools and clinics, rehabilitating livelihoods, and improving education and healthcare delivery in earthquake-affected areas of Districts Bagh and Mansehra in North West Frontier Province and AJK.

"Restoring educational activities in the quake-affected region is a key objective of our program," said USAID/Pakistan Reconstruction Officer Bob MacLeod. "USAID is proud to be helping people like Shabana in their quest for giving quality education to the children of these areas."

Bouncing back from tragedy would seem to be part of Kausar's

DNA. She quickly regrouped after the earthquake and moved classes into tents.

Kausar, who is from Mansehra, was the first female in her village to matriculate from the local school and go to college. In March 2005, she became headmistress of the middle school, which was built in 1992. When she arrived, the school had over 100 students, but few teachers and even fewer facilities. There was no furniture, water, electricity, or working bathroom.

Kausar took charge. She reassigned staff duties, bought new flooring for classrooms, renewed aging blackboards, and borrowed water and electricity from neighboring schools.

She learned last year that USAID would help restore the school she worked so hard to revive just a few years earlier. And, in April, her work and USAID's efforts were acknowledged when a visiting U.S. congressional delegation led by Rep. Nita Lowey (D-NY) dedicated the new Dadar Girls' Middle School.

"It's truly a privilege to be able to help people like all of you who have done so much to help yourselves; I salute your determination," Lowey said. ★

EUROPE & EURASIA

Bosnia and Herzegovina Streamlines Business Registration

MRKONJI GRAD, Bosnia and Herzegovina – "If

only everything could be as easy as this," says Dušan Čigoja as he describes registering his business, the only dry-cleaning service in Mrkonji Grad, Bosnia and Herzegovina (BiH), in a single day. "I was really surprised to see that there are no long lines and days of waiting required."

Čigoja is one of more than 40 new entrepreneurs in the municipality that launched fast-track registration of unincorporated businesses in April 2007. Reducing registration time from more than 34 days to a single day was made possible through USAID's Streamlining Permit and Inspection Regimes Activity (SPIRA), in cooperation with the Republika Srpska (RS) government and municipal institutions.

SPIRA is a four-year project aimed at improving the BiH business environment by reducing or "guillotining" regulatory burdens in three critical areas: permitting and registration requirements for starting businesses, construction permitting, and regulatory inspection.

Says Čigoja, "Years ago when I was starting my own business for the first time, I spent more than a month going from one office to another. There was always some document lacking, a certificate or a signature that caused delays. Things are so much different today; I completed everything in a day and was serving my first customer the very next day."

Prior to implementing the fast-track registration in two pilot municipalities, SPIRA had already made important strides in making the RS—one of the two entities that make up Bosnia and Herzegovina—a more business-friendly place. Last year, SPIRA met with RS Prime Minister Milorad Dodik to present proposals for improving the business environment. The RS Assembly amended laws within two weeks to reduce the time it takes to start a company by 25 days.

Says Boro Vojvodic, director of Prijedor municipality's



Dušan Čigoja registered his dry-cleaning business in Mrkonji Grad in only one day under a USAID-supported project that reduces regulatory burdens for new businesses.

Department of Economy: "The new MTR [minimum technical requirements] procedures are much simpler for business persons and we are witnessing positive reactions throughout the entire business community. Everyone hopes to see more reforms such as this one assisting the development of the economy sector."

Since its initial success, USAID has established a partnership with the RS government to substantially reduce RS approval procedures and inspection-related measures, as well as shorten the time to register craft businesses.

The initiation of fast-track registrations in the two municipalities of Mrkonjić Grad and Laktaši demonstrates that long and complicated procedures can be significantly improved.

"It was so simple and fast," says Dragica Vasić. "I came to the municipal administration building and registered my shop in like 10 minutes."

Formerly a tailor in Mrkonjić Grad's textile company, this returnee, like many, had difficulties finding a job. "There are few or no jobs for us elderly and it is even worse for the young ones," he said. "That is why my daughter and I decided to start our own business to generate some income." The fast and easy business registration also helped the father and daughter decide to open a tailor's shop.

For more information on USAID SPIRA, www.usaidspira.ba ★



Shabana Kausar, headmistress of the Dadar Middle School for Girls, has given her students renewed hope after working to rebuild the school with assistance from USAID. The school was destroyed in a 2005 earthquake.

Iraq Provincial Reconstruction Teams

PRTS – CIVIL-MILITARY AID TEAMS REBUILD IRAQ

BAGHDAD – The civilian U.S. aid workers who recently walked through this city's ancient streets to give small loans to Ibrahim Jabbar and his neighbors to restart their shops and cafes off Abu Nawaz Street did so alongside U.S. troops.

When civilian U.S. aid experts set out in Erbil, Ramadi, Hillah, and other cities across Iraq to train government workers, fix electricity, improve water, or set up jobs for youth, they wear armored vests and work with American soldiers.

The partnership between the U.S. military and civilian aid teams from the U.S. Agency for International Development, State Department, and other agencies such as the Agriculture Department, has turned out to be an effective way to help Iraqis get back on their feet.

Aid workers used to go most anywhere to assist during conflict, floods, epidemics, drought, and other humanitarian crises. The Red Cross, CARE, and the United Nations were seen as neutrals whose job was to eliminate poverty and suffering.

Terrorists in Iraq and Afghanistan have changed that. They kidnapped and then executed Margaret Hassan who directed CARE's Iraq office for nearly 30 years. Gunmen massacred five Doctors Without Borders volunteers in Afghanistan. Soon, many felt less safe and some aid groups pulled out completely.

The response to these attacks was the creation in Afghanistan in 2004 of the first Provincial Re-



The articles on these pages are excerpted from the new Iraq PRT magazine. To read the entire publication, go to www.usaid.gov/iraq.

construction Teams (PRTs). These teams consisted of two or three civilian aid experts as the core of a small military base. Traveling together, the civilian aid workers and soldiers used armed convoys to get to villages and rural areas where they work with the local citizens to build schools, irrigation canals, clinics, roads, and other development projects.

In Iraq, the PRT model widened to include up to 40 civilian aid experts working with a small number of military officers with expertise in government, engineering, and other non-military fields. Teams include Iraqi experts in education, government, language, and other areas.

Today, there are 25 PRTs in Iraq and they are rapidly growing and increasing their activities. Some are embedded inside military bases and, while led by

a State Department officer and a USAID official, include mainly military troops.

In Erbil, the PRT is helping women's groups to organize and choose the kinds of training they want: literacy, government, leadership, sewing, and other activities.

In Ramadi, which in January was the most violent city in the world according to a CIA estimate, tribal leaders turned against Al Qaeda this spring and invited the PRT to help them rebuild the city. The team handed out small loans to businesses, paid youths to clean up rubble, and is working to re-start the massive state-owned ceramic factory which once employed thousands.

Since unemployment among young people is believed to make them vulnerable to being hired by militias, PRTs in Baghdad and elsewhere in Iraq have created 70,000 jobs clearing rubble, painting, improving irrigation, and organizing soccer leagues.

The amount of funds the PRTs are spending is beginning to add up: more than \$500 million is on the books for this year.

But PRT leaders say they know they have a long way to go before the damage caused by Saddam's totalitarian rule, the war, and terrorism is erased.

"USAID (staffers) are the people who are really going to change something in the government with training programs," said Dr. Qurashi F. Alhasir, senior advisor to the deputy prime minister of Iraq.

"You faced a lot and made some mistakes but you have got the love of the Iraqi people." ★



Shoppers fill the market in Ramadi after a peace pact with Sunni sheikhs allowed some services.



A resident in old Baghdad greets Maj. Sharon Falke, who is part of a Provincial Reconstruction Team giving out grants of about \$2,500 each to restore looted and damaged businesses.

SMALL GRANTS HELP RESTORE BAGHDAD SHOPS

BAGHDAD – When a visitor finally gets out of the cramped military vehicles after navigating the still troubled streets of this ancient Iraqi capital, it's magical to find that life is not all that different from downtown Cairo, Amman, or Saana in Yemen.

Men in long robes finger their prayer beads as they navigate the perpetual road workers, digging with machinery and hand tools to repair water pipes and restore streets.

A dozen men play cards and backgammon at a sidewalk café. A

man paints carved wooden chairs in front of his shop. In timeless tradition, children race around, never too far from the eyes of watchful parents.

However, the legacy of conflict remains and U.S. aid teams walked the streets in late August, handing out grants of \$2,500 to help shopkeepers fix up their businesses.

The One Thousand Nights Hotel has already used its grant to paint the exterior and repair some interior walls. Eighteen of the 22 rooms are occupied long-term by travelers or people moving to the

relative safety of the Abu Nawas district, said the owner. However, during a visit by the U.S. soldiers and civilian aid workers who provided the grants, the hotel had neither electric power nor running water, indicating the long road ahead to reconstruct Iraq.

A half-block away, a customer drank tea at the Reshafa restaurant while cooks prepared chicken, soup, and a dish from Mosul made with ground beef and onions. "I have electric power for the fans because I bought a generator," said the owner, but he

needs a freezer and refrigerator. "Security is better now but we need more," he said.

As a visitor strolls the area, an aid worker offers merchants vouchers to attend a five-day business training course in accounting, computers, marketing, and other modern business practices.

At the next intersection, municipal workers dig up the street to fix pipes. "Sidewalk superintendents" watch the work from the street and by leaning out of windows above. It's a scene of normalcy that surprises a visitor

used to reading only about conflict in the news.

Further along, walking under the traditional enclosed wooden windows that project out over the street, one comes to a freshly painted small restaurant selling falafel sandwiches.

"This place was ruined – it was abandoned after the collapse of the former [Saddam] regime," said the owner. "I needed the expense money to get restarted. Yesterday was my first day open. I had 100 customers and sold 210 sandwiches."

These excerpts from USAID's Iraq PRTs brochure were written by FrontLines Editorial Director Ben Barber.

Iraq Provincial Reconstruction Teams



aid teams to clear rubble and restore



A man smokes and holds his small glass of hot black tea as he sits at a sidewalk café in the Abu Nawaz area of old Baghdad – an area where U.S. grants are helping restore several shops and restaurants.

MOST VIOLENT CITY IN WORLD IS REBORN

RAMADI, Iraq – When the small team of U.S. aid experts rolled across the bridge into Ramadi on a quiet Friday in late August, most businesses were closed for the weekend. But signs of a revival were clear.

Seven months earlier, in January 2007, Ramadi was cited by the CIA as the “most violent city in the world.” But now the streets have been cleared of rubble and some shops have been freshly painted in bright lime green, pink, and yellow.

Children ride bicycles and a handful of Iraqis mix cement to build cinderblock walls for a new shop.

The aid experts from USAID, the State Department, and the Department of Defense civil affairs units pointed out the huge changes they’ve helped bring about since April when the local Sunni tribes expelled the Al Qaeda militants who controlled the city for two years and dragged it into all-out war.

The Sunnis of Al Anbar Province at first seemed to support the militants. But the Al Qaeda terrorists ordered women off the streets, killed tribal elders who refused to obey their dictates, and set off street-to-street fighting with the U.S. military that badly damaged this city of 400,000.

The decision by a number of tribal leaders this spring to cooperate with U.S. forces and instead oust Al Qaeda has turned a shooting gallery into a peaceful scene of reconstruction.

The key to progress has been increased security. Thousands of young men have signed up to join the police or to join neighborhood watch groups.

Since April, there have been more than 100 days without a single attack, according to a senior U.S. military official. A visitor can now walk the streets on market days and chat with local people.

On the main street stands the newly refurbished municipal center where U.S. aid workers once had to sprint to avoid shooting. Now it’s used each weekday for government meetings and training courses set up by the Provincial Reconstruction Team (PRT).

In fact there are two civilian-led PRTs working in Ramadi: one

is embedded with U.S. forces in a large base and the other is the main PRT focused on all of Anbar Province.

The PRTs have worked with local commanders and civilians to hire Iraqi youths to clear rubble and repair streets. These short-term jobs give young people \$10 a day and make it less likely they will accept money to carry out Al Qaeda’s attacks. And, while removing rubble, the day laborers have discovered and reported weapons caches to the police.

The PRTs have also hired Iraqi contractors to repair shattered water pipes and fix sewers. The military provides cash through its Commander’s Emergency Response Program, while USAID has its own funds.

“This is one of the most destroyed cities in Iraq,” said PRT official David Smale.

“The Anbar provincial government based in Ramadi fled to Baghdad.” But now the government is resuming services as the PRT provides training, power, water, clear roads, and other assistance.

USAID staff and other civilian aid workers give the Iraqis “a feeling that there is depth to what we do – that we are more than the military, which they see as temporary,” said Smale.

In a room at an Iraqi military base, PRT experts were training two municipal officials to prepare budgets, control expenses, and improve their job performance. The PRTs in Ramadi and across Iraq have focused on getting training to government officials so they can deliver services.

Other aid workers from USAID and DOD civil affairs units have set up training for men and women in literacy, sewing, and computers. The PRT has provided food, fuel, shelter, and water for distribution to those in need.

The PRT has also organized more than 100 soccer teams in Ramadi and is expecting to hold competitions with other cities and towns in Anbar.

“The PRT is what you make of it – it’s a work in progress,” said Kent Larson, the leader of the PRT in Baghdad. ★

ERBIL FARMERS SEEK OWNERSHIP OF LAND

ERBIL, Iraq – Ferhad Ahmad Ali, 65, still wields a shovel to turn the earth and helps run irrigation pumps in his village plot. But the rail-thin, traditionally-dressed Kurdish villager is hoping for an important change – to obtain the ownership of his fields.

“We do not own our land,” said Ali in a recent interview as he sipped hot black tea in a tiny hourglass-shaped glass.

His farmlands were abandoned during Saddam Hussein’s *Anfal* campaign in 1988 when Iraqi troops destroyed 4,500 villages, drove much of the population into camps, and slaughtered an estimated 180,000 Kurds in killing pits and with chemical weapons.

Since 1991, U.S. jets kept Saddam’s troops away from Northern Iraq, so Ali could return each day from his camp to farm his fields. But the village was not rebuilt and ownership of the land remained with the state.

In recent weeks, a team of U.S. aid workers has helped Ali and others form a farmers association to seek ownership of their farms. The Kurdistan Regional Government’s (KRG’s) Ministry of Agriculture has drafted a law to privatize land with technical assistance from USAID. “The U.S. has spent its money here for the good of the people – I am a farmer and can tell you,” said Ali in a recent interview.

Unless farmers get ownership of the land, they will be unwilling to invest money and labor to improve their fields and irrigate them so they can compete with cheap food from Iran, Syria, and

Egypt flooding the Iraqi marketplace. Ownership will also allow them to borrow money to invest in machinery, seed, and fertilizer.

If the farmland ownership bill is passed, Ali said many farmers would return to the villages, rebuild their houses, and leave the cement-block houses in the camps where they have lived since Saddam’s troops drove them there in 1988. “I promise you 50 percent of the families would return to the villages if we own the land,” he said.

“I have six sons and we live in 150 square meters, but I have nearly 40 hectares of land in the village.” He’s afraid that if he works, clears the land, fixes the fields, and cultivates, the government might instead give the land to some prominent supporters.

“We have only two demands – deep irrigation wells and property ownership,” said Ali. The U.S. development experts at the Erbil Provincial Reconstruction Team (PRT) are helping them present their cause before the KRG. The PRT also helps poultry producers improve production of chicks, eggs, meat, and pharmaceuticals for poultry and livestock.

Ali’s children have grown accustomed to city life. One earns \$700 a month as an electrician and another gets \$500 a month in a cement factory. But the rest of his sons would help him work the land.

“The Kurdish people are 99 percent grateful and satisfied that the United States ousted Saddam,” he said. “Now we can stretch our legs and walk around to the limit that we like.” ★



Ben Barber, USAID

The owner of an electrical supplies shop in Erbil has received two small loans to buy stock and fix up his shop.

The Provincial Reconstruction Team giving out aid here includes civilians from USAID and the State Department, but also military officers such as Maj. Sharon Falke, who walks around in full camouflage with helmet, armored vest, and rifle. But the shopkeepers and other Baghdadis seem not to mind the hardware and greet her with obvious affection.

“The major came and gave us \$2,500,” said the restaurant owner. “But more important, she motivated us to accomplish more. I will name this restaurant after her.” ★

WHERE IN THE WORLD...

**APRIL 1, 2007 –
AUGUST 4, 2007**

PROMOTIONS

Richard B. Aaron

Contract Specialist

Debra M. Anderson

Financial Management Specialist

Randolph H. Augustin

IDI (Health & Population Officer)

Susan M. Baxter

Management Analyst

Jacqueline Bell

Supervisory Auditor

Charity Conrad Benson

Supervisory Contract Specialist

James A. Berscheid

IDI (Executive Officer)

Edward W. Birgells

Deputy Mission Director

Catherine M. Brawner

Traffic Management Specialist

Charlie Brown

Contract Specialist

Diane Bui

Attorney Advisor General

Kimberly R. Burgess

Program Analyst

Matthew A. Burton

IDI (Executive Officer)

Sandra M. Byrnes

Contract Specialist

Stephen Callahan

Supervisory Executive Officer

Ray L. Carmichael

Contract Specialist

Roberta M. Cavitt

Program Officer

Beatrice Marie Conde

Contract Specialist

Deborah M. Cook

Presidential Management Fellow

Robert F. Cunnane

Deputy Mission Director

Patrice L. Cunningham

Contract Specialist

Tanya R. Dalton

Program Analyst

Kevin Davis

Small and Disadvantaged Business Utilization Specialist

Carleene H. Dei

Mission Director

Alexander Dickie, IV

Mission Director

Katie Donohoe

IDI (Education Officer)

Marc L. Douglas

Program Analyst

Karl Fickenschler

Mission Director

Michael T. Fritz

Mission Director

Anne C. Gaven

IDI (Health & Population Officer)

James Goodwin

Lead Contract Specialist

Catherine Green

Program Analyst

April D. Hahn

Democracy Specialist

Alicia R. Harris

Contract Specialist

Stephen M. Haykin

Mission Director

Kathleen Hearne

Freedom of Information Act Specialist

Rockfeler P. Herisse

Supervisory General Business Specialist

Linda M. Hill

Administrative Operations Specialist

Janina A. Jaruzelski

Deputy Mission Director

William A. Jeffers

Mission Director

Dana L. Jenkins

Administrative Officer

Cory B. Johnston

IDI (Program/Project Development Officer)

Ismail Kenessy

Auditor

Yohannes Kidane

Accountant

Joyce Kim

Program Analyst

Katherine Kuo

Program Analyst

Elisabeth A. Kvitashvili

Director, Office of Conflict

Tameka J. Laws

Contract Specialist

Katrina Lee Vander Velde

IDI (Health & Population Officer)

Michelle Linder

IDI (Program/Project Development Officer)

Mary A. Llacer Salcedo

Auditor

Ginger E. Longworth

IDI (Executive Officer)

Clifford G. Lubitz

IDI (Health Population Nutrition Officer)

Mamesho Macaulay

Auditor

Lisa Magno

Project Development Officer

Robin F. Mardeusz

IDI (Health Population Nutrition Officer)

Wendy S. Marshall

Democracy Specialist

Robert W. Mason

Auditor

David E. McCloud

Supervisory Regional Development Officer

Mary A. McLaughlin

Attorney Advisor General

Ami Morgan

International Cooperation Specialist

O.V. Morgan

Personnel Security Specialist

Kevin James Mullally

Mission Director

Denise Murray Morgan

Information Analyst

Charis M. Nastoff

Lead Contract Specialist

Andy D. Nguyen

Auditor

Van H. Nguyen

Auditor

Carolyn M. Olidge

Program Operations Assistant

Gequeta R. Overton

Administrative Officer

Herminia B. Pangan

Comptroller

Amy Paro

Project Development Officer

Jessica C. Pearch

Auditor

Courtney Y. Potter

Auditor

Jeanne Marie Pryor

International Cooperation Specialist

Susan G. Reichle

Deputy Mission Director

Timothy J. Rice

IT Specialist (Infosec)

Denise A. Rollins

Deputy Mission Director

Michael A. Ronning

IDI (Executive Officer)

Fatma A. Rose

Auditor

Tawanna Ruth

Program Analyst

Robert W. Salley

Human Resources Specialist

Leona Sasinkova

Contract Specialist

Anne L. Sattgast

Contract Specialist

Marilynn A. Schmidt

Supervisory Regional Development Officer

Felicia M. Scott

Management Analyst

Tracy A. Scrivner

Small and Disadvantaged Business Utilization Specialist

Crystal N. Shorts

Auditor

Reena Shukla

IDI (Health Population Nutrition Officer)

Xerses M. Sidhwa

IDI (Health Population Nutrition Officer)

Eileen K. Sienkiewicz

Presidential Management Fellow

Izetta Y. Simmons

IDI (Health Population Nutrition Officer)

Marcus C. Singleton

Supervisory Security Specialist

Scott L. Smith

Staff Accountant

Mu O. Taalib

Auditor

Ana M. Tenorio

Education Development Specialist

Adrienne T. Thompson

Administrative Operations Specialist

Trent Thompson

Program Analyst

Gerard Torres

Security Specialist

Mai-tran T. Tran

Accountant

Gail D. Ulrich

Administrative Officer

Marinda D. Vinson

Financial Management Specialist

Elzadia Washington

Deputy Mission Director

Gloria J. Washington

Administrative Specialist

Eric M. Watson

Information Analyst

Jasmine W. Westfield

Human Resources Specialist

Patricia M. Wexel

Systems Accountant

Enid L. Williams

Administrative Officer

Sharonne C. Williams

Administrative Officer

Julie Janet Wilson

Inspector

John E. Winn IV

Mission Director

Lynn P. Winston

Management and Program Analyst

Andrea Jane Yates

Deputy Mission Director

Terry G. Youngblood

Auditor

**MAY 13, 2007 –
AUGUST 4, 2007**

REASSIGNED

Mohamed K. Abdou

RIG/Baghdad to OIG/AIG/A

Fatima Ali Khan

PHIL/PRM to COMP/FS

Janet Faye Allem

M/MPBP to M/MPBP/AMD

Vathani Amirthanayagam

COMP/LWOP to East Africa/PH

Cheryl A. Anderson

Haiti/PHN to DROC

Karen Lee Anderson

Nicaragua/DI to Bolivia/DEM SOT

Susan L. Anthony

Ethiopia/SSS to DCHA/FFP/EP

Martha L. Aponte

COMP/NE/OJT to RSC/OD

Robert W. Appiah

Tanzania/EXO to Ethiopia/EXO

Heather Armstrong

SM/MAO to CA/MS

Jeffrey W. Ashley

East Africa/PH to Indonesia/BHS

Mohammad K. Ayub

Afghanistan/OAA to COMP/FS

Douglas Balko

Macedonia to COMP/FS

Kenneth W. Beasley

PPC/DEI/ESPA to EGAT/EG/TI

Jane Jarosick Bise

M/CIO/KM to M/CIO/BCCS

Sheila R. Blackman

PPC/RA/PBI to LAC/SPO

Cathy J. Bowes

Pakistan/OD to RDMA/OPH

David M. Boyce

OIG/A/HL&C to OIG/MCC/PA

Morgan J. Brady

COMP/NE/OJT to RS/Africa/RFMO

John L. Brannaman

DCHA/FFP/EP to Albania

Robin J. Brinkley-Hadden

COMP/LT TRNG to LAC/SA

David G. Brown

Armenia/P to Armenia/AO

Dennis M. Bryant

OIG/A/PA to OIG/A/HL&C

Candace H. Buzzard

East Africa/PDPS to East Africa/OD

Caryle E. Cammisa

East Africa/PDPS to COMP/FS

Bradford Camp

COMP/DETAIL/SUP to Iraq/GPRT

Mark J. Carrato

COMP/NE/OJT to Colombia

Anthony S. Chan

ANE/TS to Nepal/D

Randy Chester

Afghanistan/OA to Bosnia-Herzegovina

Rachel Herr Cintron

Kenya/PH to Uganda/GD

Barry Collins

Southern Africa to CA/MS

Sonia L. Davis Clemons

M/OAA/EGAT to M/OAA/GRO

Kevin Davis

WHERE IN THE WORLD...

Laurie F. Defreese

ANE/SPO/SPPM to ANE/SPO/SPPM

Victor De Leon Diaz

Guatemala/EXO to SM/MAO

Alicia Dinerstein

Mozambique/PDM to O/S LANG TRNG

Anne M. Dix

El Salvador/SO1 to ANE/SAA

Walter L. Doetsch

Sudan/JOPA to SM/LEGO

Audrey M. Doman

LAC/SPO to E&E/EG

Francis A. Donovan

PHIL/D to ANE/EAA

Christopher W. Edwards

Sudan/PROG to Indonesia/PROG

Nancy Eslick

Afghanistan/OPPD to Uganda/PPD

Bruce Etling

Afghanistan/ODG to COMP/LWOP

Lalarukh Faiz

COMP/NE/OJT to Colombia/JOPA

Karl Fickenscher

Armenia/D to Armenia/OD

Christian G. Fung

Rwanda to COMP/LWOP

Michelle A. Godette

Bolivia/D to COMP/FS

Richard J. Gold

Egypt/DG to DCHA/DG/SAR

Catherine Green

M/CIO/BCIP to M/OAA/CAS

Carrie A. Gruenloh

DCHA/PVCASHA/PDM to DCHA/DG/EPP

Walter L. Hammond

Southern Africa/R COMPTLR to Rwanda

Robert W. Hanchett

EGAT/I&E/E to Afghanistan/OIEE

William C. Hansen

Indonesia/EXO to Albania

Wanda M. Henry

COMP/NE/OJT to Afghanistan/OAA

Tujuana Howard

AA/GH to GH/PDMS

Renee Yvette Howell

ANE/IR to ANE/SAA

Mai L. Huang

RIG/Frankfurt to RIG/Pretoria

Kathleen Hunt

LAC/SPO to ANE/IR

Sonila Hysi

COMP/NE/OJT to WB/Gaza/JOPA

John D. Irons

Peru/OFA to CA/EF

Marcus A. Johnson Jr.

India/RCO to East Africa/CON

F. Catherine Johnson

Romania to DCHA/DG/G

Sheri Nouane Johnson

COMP/NE/OJT to Bangladesh/PHN

Ismail Kenessy

OIG/A/PA to RIG/San Salvador

Thomas A. Kennedy

DCHA/PVCASHA/PDM to EGAT/PR/MD

Sepideh Keyvanshad

ANE/SAA to Afghanistan/OPPD

Margaret S. Kline

Afghanistan/OAA to Iraq/OAA

Barbara J. Krell

RS/Africa/RFMO to Afghanistan/OD

Jaroslav J. Kryschtal

RS/Africa/RCO to Iraq/OAA

Joseph P. Lessard

Nigeria to CA/EF

Andrew Levin

COMP/FS to DCHA/OFDA/DRM

Dale Lewis

WB/Gaza to Pakistan/OD

Mary A. Llacer Salcedo

OIG/A/PA to RIG/Manila

Angela Lord

O/S LANG TRNG to Dominican Republic/HPO

Angela M. Lozano

AFR/WA to COMP/LWOP

Melinda R. Lucke

DCHA/OTI to COMP/DETAIL/SUP

Yvette N. Malcioln

LAC/CAM to AFR/WA

Robin F. Mardeusz

COMP/NE/OJT to India/PHN

Robert W. Mason

OIG/A/PA to RIG/Baghdad

Margaret McCarthy

CA/MS to COMP/FS

Kathleen S. McDonald

COMP/FS to ANE/SAA

Linda Kaye Burling McElroy

COMP/NE/OJT to Haiti/D

Jacqueline McNeal Thomas

PPC/RA to M/MPBP/OD

Mark A. Meassick

Afghanistan/OEG to Sudan/PROG

Monica Medrek

Russia/SSR to COMP/LWOP

Lawrence A. Meserve

Indonesia/DDG to East Africa/OD

Lloyd Jens Miller

OIG/A/HL&C to RIG/Cairo

Carstella Moore Jones

AA/PPC to M/MPBP/AMD

Catherine M. Moore

Iraq/OAA to Egypt/PROC

Sharon L. Morris

Afghanistan/PFNP to DCHA/PFNP

Charles E. Mosby

Jordan/D to Afghanistan/OAA

Nils Mueller

Senegal/PROG to DCHA/DG

William S. Murphy

OIG/A/HL&C to RIG/Manila

Alfred Nakatsuma

PPC/SPP/SRC to Indonesia/BHS

Andy D. Nguyen

RIG/San Salvador to OIG/A/FA

Van H. Nguyen

RIG/San Salvador to OIG/A/PA

Catherine N. Niarchos

DCHA/DG/ROL to COMP/LWOP

Erin Nicholson

CA/EF to EGAT/EG/EDFM

Gregory P. Olson

COMP/NE/OJT to Afghanistan/OEG

Milan Pavlovic

East Africa/LEG to COMP/FS

Jessica C. Pearch

OIG/A/PA to RIG/San Salvador

Alicia T. Pegues

OIG/MCC/PA to RIG/Manila

Robert A. Phillips

Armenia/OD to Afghanistan/OD

Robert S. Powers

RS/Africa/SO2 to Haiti/PHN

David H. Pritchard

RIG/Cairo to OIG/A/PA

Cynthia D. Pruett

M/CFO/ICFO to Armenia/OD

Anupama S. Rajaraman

COMP/NE/OJT to Colombia

Robert Rhodes

Madagascar/PDA to AFR/DP/POSE

Susan K. Riley

COMP/LWOP to COMP/FS

Randall Robinson

WB/Gaza to COMP/FS

Lauren K. Russell

Russia/PPD to COMP/FS

Michele Russell

Peru/OHR to Afghanistan/OSSD

Robert P. Schmidt Jr.

COMP/NE/OJT to Iraq/OAA

Pat R. Shapiro

SM/PSCO to CA/DO

Lorraine Sherman

Kenya/EXO to Afghanistan/JOPA

Rhonda Shire

COMP/NE/OJT to WB/Gaza

Xerses M. Sidhwa

COMP/NE/OJT to Ethiopia/SSS

Robert M. Simmons

DCHA/DG to DCHA/FFP/EP

Mary E. Skarie

COMP/NE/OJT to Pakistan/OD

David B. Smale

Nepal/EXO to COMP/FS

Herbert B. Smith

Indonesia/BHS to COMP/FS

Kevin C. Smith

Nigeria to Ethiopia/PROG

Jeffrey Spieler

GH/PRH/RTU to GH/PRH

Thomas M. Stephens

M/OAA/GRO to RDMA/ROP

Scott R. Stiens

M/CIO/ICIO to M/CIO/BSE

Zdenek L. Suda

Malawi/PPD to ANE/SAA

Dawn A. Thomas

COMP/DETAIL/SUP to EGAT/AG/ARPG

Carrie Thompson

COMP/LT TRNG to AFR/EA

Natalie J. Thunberg

Ethiopia/D to O/S LANG TRNG

Christophe A. Tocco

COMP/NE/OJT to Rwanda

S. John Tsagronis

AA/PPC to COMP/DETAIL/SUP

Connie A. Turner

M/CFO/APC to ES

Augusto I. Urrego

OIG/A/PA to RIG/San Salvador

Ryan G. Washburn

WARP to Rwanda

Roslyn Waters Jensen

Southern Africa/R to SM/PSCO

Karen L. Welch

COMP/FSLT to CA/HP

Marcelle J. Wijesinghe

M/OAA/POL to M/OAA/GRO

Melissa S. Williams

RS/Africa/PPD to Zambia/D

Julie Wilson

OIG/I/LAC-E&E-A to RIG/Cairo

Sarah Cohen Wood

DCHA/PVCASHA/PDM to DCHA/OFDA/DRM

Jessica H. Zaman

O/S LANG TRNG to Bolivia/DEM SOT

**MAY 13, 2007 –
AUGUST 4, 2007**

MOVED ON

Hannah M. Baldwin

Darren P. Bologna

Bettie F. Bowles

Patterson W. Brown

Monique C. Bryant

Dennis Tien Bui

Bradley N. Carr

Michael M. Cassell

Fernando T. Conde

Jane T. Dana

Tye N. Ferrell

Lisa D. Fiely

James Edward Fox

Brian R. Fricke

John Y. Han

Melissa Janis

Andrew R. Johnson

Elizabeth Kiingi

Chandresh Mamlatdarna

Pamela S. Mckinley

Lester E. Munson

Patricia R. Pearson

Suraj Prasannakumar

Kendra L. Schoenholz

Karen E. Simpson

Joel E. Starr

Mohamed Tanamly

Ana M. Tenorio

Ernest Wilson

Laura K. Wilson

Susan G. Wright

**MAY 13, 2007 –
AUGUST 4, 2007**

RETIRED

Timothy T. Beans

Sylvester M. Broderick

Betsy H. Brown

Christopher Brown

Patricia Ann Chaplin

Jatinder K. Cheema

Carrie V. Dailey

Robert K. Egge Jr.

Kenneth C. Ellis

Heather W. Goldman

Roy J. Grohs

Richard L. Hemphill

Susan Hudec

Joan E. Larosa

Brenda J. Morris

Igor Nesterczuk

Thomas Michael Olson

Loryn T. Owens

Barbara K. Smither

Sanna Lee Solem

Ronald S. Stanley

John C. Starnes

Anthony J. Vodraska

John E. Winn IV

IN HOUSE BRIEFS



Luigi Crespo, USAID

FrontLines Returns with Special Deliveries from Fore, Kunder

On Sept. 21, Acting Administrator Henrietta Fore and Acting Deputy Administrator Jim Kunder took to USAID's two entrances to hand out copies of the September *FrontLines*, the first issue since the publication was temporarily suspended in May 2006. Employees queued up for copies of the publication, and were also treated to free coffee and donuts – while supplies lasted.



Pat Adams, USAID



Luigi Crespo, USAID



Pat Adams, USAID

IN MEMORIAM

As space allows, **FRONTLINES** will run obituaries for USAID colleagues whose deaths occurred when the publication was suspended. If you have information about a death of a colleague that happened between May 2006 and June 2007, please send an e-mail to FrontLines@usaid.gov.

George Byron Addison Jr., 83, died Aug. 25, in Vienna, Va. Addison joined USAID as a Foreign Service Officer in 1962, and served in South Korea, Vietnam, India, Turkey, and Egypt.

Addison retired in 1989, but returned to USAID to work as a contractor.

Edith Frances Evans, 89, died Sept. 13, in Sumter, S.C. She

was a retired secretary at USAID and had worked in Washington, Israel, Thailand, Libya, Ethiopia, Korea, Mali, Pakistan, Indonesia, and Ghana.

William Carter Ide, 88, died July 27, in Vienna, Va. Ide began his work in international development during the formation of the Marshall Plan, and in 1956 joined the Economic Cooperation Agency, one of the predecessor agencies to USAID. He served as mission director in the Dominican Republic and deputy mission director in India during the 1960s, and mission director in Nepal from 1969 to 1974. He also served as a deputy

director for the Agency's public affairs division and taught foreign affairs at the National War College before retiring in 1980.

Donald L. Plucknett, 75, died Sept. 3, in Fairfax, Va. Plucknett joined USAID in 1973 as the Agency's chief of soil and water management, and worked on issues related to food production and irrigation. In 1978, he became chief of agriculture and rural development for what was then the Asia Bureau. In this post, he initiated studies on USAID's efforts to support irrigation and agriculture in Asia and the Pacific islands. Plucknett

moved to the World Bank in 1980, continuing his work on food matters. After retiring from the bank in 1993, Plucknett ran his own agricultural research and development firm and was considered an expert in world food issues.

Leon Wight, 78, died July 5, in Locust Grove, Va. Wight was a retired Foreign Service Officer who began his career at USAID in 1952 and worked as a controller. He served in Afghanistan, Bangladesh, Brazil, South Korea, India, Laos, and Thailand. After retiring from the Agency, he worked as a consultant in Yemen.

IN HOUSE BRIEFS

Mission Directors Meet in Three-Day Conference

USAID's Worldwide Mission Director's Conference was held from Oct. 22-24, and included a series of meetings on critical issues facing the Agency. Mission directors at the country and regional levels convened just outside Washington for the biannual meeting.

In addition to mission directors, the event was open to assistant administrators, deputy assistant administrators, independent office directors, other USAID representatives, and select office directors from each bureau.

Employees Honored at Memorial Service

USAID's memorial ceremony Aug. 14 honored three Foreign Service Nationals who died in the line of duty while working for the Agency. The annual event, held in the 14th Street lobby of USAID headquarters in Washington at the site of the Agency memorial wall, was also an opportunity to honor all employees through the years who lost their lives while carrying out economic and humanitarian assistance programs.

Acting Administrator Henrietta H. Fore and Counselor to the Agency Mosina Jordan both spoke at the event.

USAID Receives Kudos for Diplomacy Efforts

A paper published at World Politics Review, an online compendium of international news and opinion, said USAID is making positive strides in its public diplomacy work.

The paper, published in mid August, reviewed the U.S. Govern-

ment Accountability Office's study of diplomacy efforts across the U.S. government. In a comparison with other agencies, the paper said: "USAID also appears to have arrived in the 21st century. Its communications specialists are required to develop written strategies, attend in-depth training that emphasizes the importance of using audience research, and are provided with a practical, field-oriented 'survival manual' that encourages staff to monitor local media and analyze local polls. The manual was recently revised, including criteria for assessing the quality of the agency's research instruments."

Agency Launches Upward Mobility Program

USAID says it will begin a new Upward Mobility Program (UMP) to introduce "underutilized and underdeveloped" employees to new career opportunities within the Agency.

The program is aimed at workers who are now at the GS-9 level or below. Those selected for the program will apply for specifically targeted entry-level positions at USAID. They will then work with managers, supervisors, and others to receive training – including formal meetings, on-the-job activities, and online sessions – to train for the higher-level job. If the training program is completed successfully, the employee will be reassigned or promoted to the target position.

For more information, call Melissa Thomas (202) 712-0191.

Fedoroff Named Science and Technology Advisor

Nina V. Fedoroff was named Science and Technology Advisor to USAID Sept. 21. Fedoroff, a plant biologist and founding director of the Huck Institutes of the Life Sciences at Pennsylvania State University, has held the same position at the State Department since July.

"Science and technology are increasingly recognized as the

principal drivers of economic growth and prosperity around the world," Acting Administrator Henrietta Fore said in announcing Fedoroff's appointment. "From the development of new crop varieties and the delivery of essential health services, to designing energy and climate change adaptation strategies, to building capacity for natural resource management, USAID programs should benefit from the best and most relevant scientific and technical advice, helping us to bring solutions to global problems and deliver results in the field."

Fedoroff's charge is to help USAID better incorporate science and technology into U.S. development efforts and to help build scientific expertise at the Agency's Washington headquarters and missions. Fedoroff will also work with USAID to respond to the recent National Academy of Sciences report "The Fundamental Role of Science and Technology in International Development." ★

Employees Instructed on Preparing Emergency "Go-Kits"



Peter C. Garcia, USAID emergency manager (center), talks with two employees during an emergency preparedness event Sept. 18 at USAID headquarters in Washington.

For the third year, USAID's emergency preparedness team brought out the to-pack lists, evacuation routes, Metro tips, and fill-in-the-blanks preparedness forms to help employees be ready to respond to a natural or man-made disaster while they are either at work or home.

"We feel that information is the key," said Peter C. Garcia, the Agency's emergency manager, surrounded by tables in USAID headquarters' 14th Street lobby. The area was piled with literature and gadgets to mark September as National Emergency Preparedness Month.

"These are the times that we're living in. People are more concerned and knowledgeable that they need to be prepared," he said.

Employees could pick up canvas USAID tote bags – the carrying case of the Go-Kit – and a bevy of information about what should be packed into them. Every employee is urged to pack a Go-Kit with basic information,

comfortable shoes, extra underwear, an emergency stash of medicine, and other items.

The Agency provides employees with a suggested list of must-have items that each kit should include; employees should also add items they would need if they were forced to shelter in their offices and cubicles for 24 hours.

Tips were also available for preparing an emergency kit at home, including what to do with pets – a particular concern after Hurricane Katrina forced many people to abandon beloved pets during the evacuation of New Orleans.

Garcia, who did a steady business with information-seekers during the two days his office staffed the lobby displays, said some people are well prepared and others need a reminder even after the events of Sept. 11, 2001. To learn more preparedness tips, check out these web sites: www.ready.gov, www.fema.gov or www.opm.gov/emergency. ★

Your Voice

By John Groake

Your Voice, a continuing **FRONTLINES** feature, offers personal observations from USAID employees. John Groarke is the deputy mission director in Egypt.

Leading in Times of Crisis: A Primer



As the Agency and its employees become increasingly engaged in dangerous overseas assignments, whether in the Middle East, Africa or elsewhere, it is more important than ever that its missions be led by those with exceptional leadership qualities. Agency employees serving in combat or hardship assignments are subject to pressures that can affect them in significant and sometimes life-altering ways. Agency leaders need to know how to mitigate the effects of these pressures to benefit employees and ensure that the Agency's mission is accomplished.

To its credit, the Agency has recognized the importance of leadership, both in its new senior foreign service promotion precepts and in making assignments to its senior management group. But what is this much discussed, yet vaguely defined quality called leadership? And why is it so important to our Agency?

To me, leadership is an intangible personal quality that, in the workplace, results in others being inspired to perform effectively, with energy, enthusiasm, commitment, and creativity. For USAID, it also means providing respected and influential participation in U.S. government interagency processes.

Leadership does not flow naturally from intelligence, education, or experience. It is inextricably linked to interpersonal skills. Some people, no matter how accomplished, are incapable of being effective leaders.

Having been a deputy mission director for the past two and a half years in both Iraq and Egypt, I

offer the following observations on effective USAID leadership, particularly in highly stressful environments.

▶ *Effective leaders always treat staff respectfully, regardless of status or nationality. Always.*

Iraqis working for USAID risk their lives in ways that we cannot imagine. Several have been killed. Indeed, many USAID local staff throughout the world make sacrifices for us. All are vitally important to our Agency. Disrespectful or disparate treatment of staff erodes morale, particularly in a combat environment, where perceived slights or injustices are magnified.

▶ *Despite their own fears and doubts, effective leaders set an example and reassure staff by always remaining poised during enemy attacks. Always.*

During the deafening blast of a car bomb, or the terror-inducing realization that rockets or mortars are being fired capriciously near your living quarters, some people remain calm, others panic, and some even laugh with fear. All staff members, however, are looking for reassurance that they will be safe. Ensuring the safety of staff is perhaps the most important responsibility of mission leadership.

▶ *Effective leaders rarely tout their own accomplishments, but always recognize the efforts of their charges. Always.*

Staff generally, but especially in stressful posts, crave acknowledgement that their work is highly valued by senior leadership. Visibly giving staff credit for their efforts is crucial for morale and ultimately for mission performance.

▶ *Recognizing that they set an ethical example for their staff, effective leaders always consult with colleagues, preferably an Agency lawyer, before making risky decisions affecting their personal interests. Always.*

We are all capable of making bad decisions on matters affecting our personal interests. When something is not clearly wrong, we sometimes think it must be right. When senior leadership appears to be acting in self-interest, even when not explicitly violating a rule, the effect on morale, especially in a high-stress environment, can be devastating.

▶ *Effective leaders recognize their fallibility and, if possible, correct their mistakes. If they can't, they always move on. Always.*

Nothing can be more frustrating to staff than leadership that cannot make timely decisions. Indecision, particularly in a fast-paced, stressful environment, increases staff anxiety and erodes confidence in mission leadership. Even the most skillful leader makes mistakes. ★



2007 Combined Federal Campaign Gears Up

By Vicki Moore

Every year, federal employees are encouraged to support charitable organizations worldwide by participating in the Combined Federal Campaign (CFC). Many federal employees make automatic contributions to their charity of choice through a payroll deduction process.

Last year, USAID employees gave a total of \$545,000 to support charitable causes, exceeding the Agency's goal by a whopping 22 percent. Forty-five percent of employees contributed on average \$507; USAID was awarded the Summit Award in recognition of this accomplishment. Overall, the capital area CFC collected \$59.7 million for charities, its highest total ever.

The CFC will commence again this fall.

One major goal for CFC and USAID is to encourage new federal employees to make CFC charitable giving a career-long habit. For many, it is easier to give through small, periodic, automatic payroll deductions over the course of a year, rather than to make a large, one-time contribution. And, as Winston Churchill said: "We make a living by what we get. We make a life by what we give."

The range of charitable organizations participating in CFC is staggering. There are 3,600 charitable organizations in 26 categories, including arts, education, the environment, animals, health, shelter, hunger, religious-themed, disaster preparedness and relief, civil rights, community improvement, and science and technology.

Each year, a group of employees in USAID's Washington headquarters and the missions help co-workers participate in the CFC. They provide employees with the necessary materials to contribute to charities, including the pledge card and the Catalog of Caring listing more than 3,000 organizations eligible to receive contributions.

The 2007 campaign will run through Dec. 31. ★



USAID
FROM THE AMERICAN PEOPLE

CALLING ALL ALUMNI

USAID is planning to host an event for Agency alumni

in Washington, D.C., and wants to hear from all

former employees who have retired or moved on.

Organizers would like to compile a list of alumni, and

are seeking suggestions and ideas for the event. If you

are an alumnus or know alumni who might not see

this notice, contact Joe Fredericks at (202) 712-0502

or at jfredericks@usaid.gov FrontLines will bring you

more details about the alumni reunion in future issues.

new consensus in international development: a commitment to work together in ways we never have before. Think of it as a declaration of inter-dependence,” she added.

Under Fore’s plan, USAID would play a key role in this global push, bringing its expertise and reach to bear on the international development conversation.

Key to Fore’s efforts is her wish to increase USAID staff – including hiring as many as 1,000 new Foreign Service Officers. She also declared that the workforce should have diversity both in ethnicities and skill sets. The plan will depend on increases in federal funding.

“I think all of you know that we are down to 2,000 [direct hire employees] in USAID,” she said during a question-and-answer session after her speech. “One thousand

are Foreign Service Officers for posting overseas. It’s just simply small. And for the wide number of mandates and challenges around the world, we just need more well-trained officers of every skill level.”

To jump start her plans for the Agency, Fore said she will ask the Advisory Committee on Voluntary Foreign Aid to convene a series of forums to help the development community come to some consensus on major development issues.

Fore added that the greatest danger to development work is competition “among well-intentioned offices, agencies, donors, NGOs.”

“We must be open to new ways of doing business. I believe that USAID, the State Department, PEPFAR, the Millennium Challenge Corporation, and other agencies all must operate as parts

WHAT THEY ARE SAYING from page 4

- ▶ Create legal underpinnings for media during the transition or help the government to do so.
- 4. Create media outlets and develop personnel.
- ▶ Encourage creation of a diverse array of media outlets and ensure media accessibility by different segments of the population.
- ▶ Establish effective on-the-job training programs and mechanisms for evaluating trainees and university-based training programs.
- ▶ Create local associations of journalists, publishers, and editors to strengthen leadership and connect local media actors to international media networks.

Exit Phase: Transitioning and Sustaining

- 5. Transition to local control and ensure long-term sustainability.
- ▶ Gradually give full control to local media leaders.
- ▶ Ensure a robust media market in which private outlets are self-sustaining.
- ▶ Create an indigenous mechanism to continue monitoring hate speech.

Yll Bajraktari is a former program specialist at the United States Institute of Peace’s Center of Innovation on Media and Conflict; he is now at the Kennedy School of Government at Harvard University. Emily Hsu is a program specialist at the Institute’s Center on Post-Conflict Peace and Stability Operations.

This article was reprinted with permission of the U.S. Institute of Peace.

The full report is available at <http://www.usip.org/pubs/special-reports/srs/srs7.pdf> ★

MISSION from page 3

- ▶ community residents – not elected officials – to influence government decisions. Such forums can take action to ensure that community needs are being met. In one instance, local officials ignored community protests that post-tsunami housing was distributed to cronies rather than the genuinely displaced. Ignoring threats, the forum wrote to the prime minister’s office and eventually the housing was re-allocated to the genuinely displaced.
- “Development in Conflict builds on our success of the last five years, streamlines and focuses our approach, and allows us to do more for the people in the East with less money,” said Mission Director Rebecca Cohn. “Their economy and systems of government have been long neglected. Their development is key to improving the people’s standard of living and safeguarding their human rights.”

In the next three years, USAID will focus on rebuilding the East, which is now under government control. Using the decentralized OTI model, the new approach includes several field offices in key post-conflict zones, and community level interventions to strengthen rural economies and local government authorities.

With LTTE firmly ensconced in the jungles of the North, the Sri Lankan conflict is far from over. But in the East, the government seeks to win the hearts and minds of its minority populations. Through the Development in Conflict program, USAID will help lay the foundation for lasting economic growth and equitable governance. ★

of a Global Development Commons that reaches across to every donor in the world, and up into NGOs and the private sector,” she said to an audience of senior officials from major USAID contractors and NGOs eager to hear more about the direction in which Fore would take the Agency.

Her talk was met with applause and questions. Is such an ambitious plan realistic? Will there be enough money and manpower? Can there really be common ground in a development commons when it may not be in everybody’s best interests?

Former USAID official Emmy Simmons, who is now a SIDs board member, mentioned food aid as one issue where aid groups, federal agencies, lawmakers, the agriculture sector, and other interests have divergent views.

Fore acknowledged that her plans are ambitious, but said she believes the moment has come to move international development forward. “You can see that we are in a new era and you can feel it,” she said.

To that end, Fore said USAID will continue expanding its efforts in public-private partnerships under the Global Development Alliance, and she announced that the Agency will soon sign an agreement with software giant Microsoft. She also said she wants to build a database and website to be called DevelopmentNet, where host countries and donors can review prospective projects. ★

\$6 billion on child survival programs in about 80 countries. The U.S. government is also UNICEF’s largest financial supporter, contributing more than \$2 billion since 1985.

Much of the progress is the result of the widespread adoption of basic health interventions, such as early and exclusive breast feeding, measles immunization, vitamin A supplementation, treatment of child illness and the use of insecticide-treated bed nets to prevent malaria, said UNICEF in a press release.

“The new figures show that progress is possible if we act with renewed urgency to scale-up interventions that have proven successful,” said UNICEF Executive Director Ann M. Veneman.

In Afghanistan, the dramatic 25 percent decline in infant deaths took only six years to achieve, said Johns Hopkins officials. Their surveys showed that: infant mortality before age 5 fell 25 percent – from 257 deaths per 1,000 live births in 2000 to 191 in 2006; 19 percent of births had a skilled attendant in 2006, up 300 percent from 2003; immunization nearly doubled from 15 percent in 2003 to 27 percent in 2007.

“One-third of all midwives are trained by USAID,” said Afghan Ambassador to Washington Said Tayeb Jawad.

USAID focuses on the development and delivery of low-cost, high-impact interventions to prevent or treat leading killers like

pneumonia, diarrhea, malaria, malnutrition, and some newborn conditions.

UNICEF’s report and USAID’s Demographic and Health Surveys have found that at least nine other USAID-assisted countries – Benin, Ethiopia, Madagascar, Malawi, Mali, Tanzania, Bangladesh, Cambodia and Nepal – have reduced infant and child mortality by 20 to 40 percent in just five to eight years with USAID assistance. This comes even in the face of continued or worsening poverty.

Many African countries are reaching more families with essential health services. Ethiopia has deployed 30,000 community “health extension workers.” Ghana, Rwanda, Senegal and other countries have expanded community-based health insurance to reduce the cost of health care to families. Tanzania and Kenya are working to accredit and franchise private dispensaries and clinics as part of their national health systems.

Significant obstacles remain. Over 5 million children a year are projected to die of largely preventable and treatable causes. Dr. Al Bartlett, senior advisor for child survival at USAID, said that “the levels of mortality in all these countries are still too high. But these successes do show that with leadership, determination, and sustained investment, we can make a difference for children.” ★

Chris Thomas contributed to this article.

FRONTLINES

IS PUBLISHED BY THE **U.S. Agency for International Development,**
THROUGH THE **BUREAU FOR LEGISLATIVE AND PUBLIC AFFAIRS.**

Jeffrey Grieco

*Acting Assistant Administrator
for Legislative and Public Affairs*

Steve Tupper

Chief of Strategic Communications and Publications

FRONTLINES STAFF

Ben Barber, *Editorial Director*

Claire McIntyre, *Production Editor*

Angela Rucker, *Writer*

Mary Jane Cotter, *Human Resources Coordinator and Employee Liaison*

CORRESPONDENTS:

AFGE – Willy Hardin; **AFR** – Christine Chumbler, Ranta Russell; **AFSA** – Francisco Zamora;

ANE – Hope Bryer, Lori Severens; **CFBCI** – Nathan Weber; **DCHA** – Rebecca Gustafson

EGAT – Jane Stanley; **E&E** – Sarah Berry, Jen Citrolo; **EOP** – Gloria Blackwell; **GC** – Ritu Tariyal;

GDA – Lorin Kavanaugh-Ulku; **GH** – Sandra Jordan, Roslyn Matthews, Chris Thomas;

IG – Debra Scott; **LAC** – Ellen Leddy; **LPA** – Barbara Bennett; **M** – Mary Mertens;

OTI – Rick Swanson; **SEC** – Dwayne Moore, Lorraine Meehan

Submit notices, story ideas, feedback to FRONTLINES articles and requests to be added to the mailing list to FrontLines@usaid.gov

SPOTLIGHT

EARTHQUAKE, HURRICANES KEEP DISASTER RESPONDERS BUSY



Zachary Borden, U.S. Navy

This was all that remained of a church in Puerto Cabezas, Nicaragua, after Hurricane Felix struck the Central American country Sept. 4.

In August and September, USAID's Office of U.S. Foreign Disaster Assistance responded to a succession of natural disasters that hit the Caribbean and Central and South America. The total assistance provided for all three disasters amounts to nearly \$5 million.

On the night of Aug. 15, a powerful earthquake struck Peru near Chicha Alta, a town about 95 miles south-southeast of Lima. Then Hurricane Dean made landfall Aug. 21 in Mexico as a Category 5 storm, ranking as the ninth most intense Atlantic storm ever recorded. The hurricane left a path of destruction from Jamaica to St. Lucia to Belize. Dean was closely followed by Hurricane Felix, another Category 5 storm, which hit Nicaragua and Honduras in early September.

For more details about the Agency's response in this region, go to www.usaid.gov.



Todd Frantom, U.S. Navy

Men from Puerto Cabezas, Nicaragua, carry boxes of MREs (Meals Ready to Eat) that were provided by USAID Sept. 8 and 9 just days after Hurricane Felix hit a swath of the country.



Andres Camacho, U.S. Embassy in Lima

Earthquake-affected families in San Andres District of Peru were temporarily put up in tents pitched at a local stadium. The earthquake destroyed more than 16,000 homes according to statistics compiled by Peru's civil defense agency and the U.N. Office for the Coordination of Humanitarian Assistance.