

ing, was offered an editorial position with the think tank's magazine *Foreign Policy*. (The publication has since been acquired by *The Washington Post*.)

He went on to earn a master's in public administration from Princeton University's Woodrow Wilson School of Public and International Affairs and then returned to Washington as a presidential management fellow and later a financial economist with the White House Office of Management and Budget. After that, it was on to the House Budget Committee, where he served as director of analysis for the Democratic staff.

When Republicans won control of the House in the 1994 midterm elections, Friedman feared that he might lose his job and reached out to a number of federal agencies, including the Office of Technical Assistance at Treasury. He decided to stay on Capitol Hill for the time being, but two years later, the Treasury Department made him an irresistible offer. As Friedman puts it, his sojourn abroad "fell from the sky."

After returning from South Africa, Friedman spent six years with the Center on Budget and Policy Priorities. In 2006, he was named deputy Democratic staff director for the Senate Budget Committee. He returned to the center last September.

A self-described "family man," the

54-year-old says he has been going to the movies more regularly now that two of his three children are in college.

Christopher Snow Hopkins

AROUND THE AGENCIES

Shari Berenbach

"We've found a new use for an old idea," says Shari Berenbach, who was sworn in last month as president of the U.S. African Development Foundation, an independent federal agency. "Cooperatives have been around a long time, but [the foundation] has applied [the model] to one of the most desolate regions in the world."

Last fiscal year, USADF made 103 project grants totaling about \$15 million. That may seem like a modest sum in the context of pestilence and famine, but the nature of the grants provides for "an economic benefit three times their dollar value," Berenbach says. The agency funds "African-designed and African-driven solutions," such as an organic cotton farm in Burkina Faso.

The foundation's goal is not just to stimulate economic activity, she adds, but also to mend the social fabric in conflict and post-conflict zones. "We want to build a certain amount of social cohe-

sion.... The essence of conflict in Africa has everything to do with economic distribution and whether people feel that they're participating in the fruits of their labor."

Berenbach grew up in the San Fernando Valley, north of Los Angeles. "I was a 'Valley Girl' before there were Valley Girls," she says. After studying political science at the University of California (Berkeley), she received a master's degree in Latin American studies from UCLA and then headed to Washington, "the de facto center of all international work."

She describes her shift away from Latin American studies as "one of those crazy things that happen in life." Her first job was with the nonprofit Partners for Productivity, an early practitioner of micro-finance in agrarian Africa. After that, Berenbach helped launch Micro-Rate, a micro-finance rating agency, and worked as an investment officer at the International Finance Corp. She then spent 13 years as president and CEO of the Calvert Foundation, the philanthropic arm of the Bethesda, Md.-based Calvert Mutual Funds.

The 61-year-old, who jogs along the C&O Canal almost every morning, was most recently director of the U.S. Agency for International Development's microenterprise development Office. *C.S.H.*

INTEREST GROUPS

Guy Swan

Lt. Gen. Guy Swan, who retired last year as commanding general of Army North (Fifth Army), has been named vice president for education at the Association of the United States Army, based in Arlington, Va. He will report to Gordon Sullivan, the association's president and a former Army chief of staff.

As one of three vice presidents, Swan will assess the implications of the military's renewed focus on the Pacific, as well as the potential impact of sequestration, the automatic budget cuts written into 2011's Budget Control Act.

Although Swan's father was drafted into the Army during World War II, soldiering is by no means the family trade. In fact, when Swan enrolled at the U.S. Military Academy at West Point in 1972, his friends were baffled. "A lot of my peers were not thinking about the military during the contentious days of the Vietnam War draft," he says. "I was a bit of an anomaly."



Aiding Africa: Shari Berenbach

PHOTO: RICHARD A. BLOOM