USAID
FROM THE AMERICAN PEOPLE

FRONTLINES

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Photo by USAID

Jamaica is home to this giant swallow-tail butterfly. See how the island nation is conserving its natural resources and drawing tourists on page 3.

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Photo by Daniel Morel, AFP

A woman is helped after a devastating 7.0 earthquake struck the capital of Haiti, Port-au-Prince, Jan. 12, smashing thousands of houses, the presidential palace, U.N. headquarters, hotels, hospitals, and many other places. Tens of thousands of people have been killed. President Barack Obama named USAID the lead agency in a massive U.S. relief effort. See the February *FrontLines* for more coverage.

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SHAH SWORN IN AS 16TH USAID ADMINISTRATOR

By Ben Barber

On Jan. 7, Secretary of State Hillary Rodham Clinton swore in Dr. Rajiv Shah as the 16th administrator of the U.S. Agency of International Development.

As his small daughter Amna tugged at the family bible held by his wife Shivam, Shah took over the leadership of the Agency, directing 8,000 people and close to $20 billion in the current year, comprising the world's largest national foreign aid program.

Nearly 1,000 people attended the ceremony, including Agency staff; leaders from the White House, the Departments of State, Defense, and Agriculture; and representatives from the Millennium Challenge Corporation, Capitol Hill, implementing partners, the diplomatic corps, former USAID administrators, and other dignitaries.

Photo by USAID

USAID Administrator Rajiv Shah signs a document during his swearing-in ceremony Jan. 7. In the background: Secretary of State Hillary Rodham Clinton; Shah's wife, Shivam; son, Sajan; and daughter, Amna.

Clinton said the Agency now had "a visionary development

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Nobel Winner Ostrom Began Work with USAID

By Melissa Giaimo

The first woman to win the Nobel Prize for economics—Elinor Ostrom—credits USAID with launching her interest in development research.

Ostrom's work challenges popular convention that common, or user-owned, resources, such as grazing land, forests, fisheries, and irrigation systems, are poorly managed by communities.

In the late 1980s, a USAID grant brought Ostrom to Nepal to begin work studying development assistance and farmer managed irrigation. Her more recent USAID-funded research at Virginia Tech focused on how alternative forest management policies and governance in developing countries affect the livelihoods of local forest users while protecting forests. This research builds upon the work for which she received the Nobel Prize.

A political science professor at Indiana University in Bloomington, Ostrom shares the $1.4 million prize with Oliver Williamson of the University of California, Berkeley.

Ostrom, 76, said her respect for people drives her work in development.

"I've seen ingenious work done by poor people who don't read, who haven't had a chance to go to school, who earn $2 to $3 a day, roughly, and yet, their ideas are ingenious," she said in an interview with *FrontLines*. "The problems they face are immense, and if I can possibly help, 'Yes!'"

Ostrom's research shows that community ownership or management of common property, such as forests, water resources, and fisheries, is more effective than commonly thought. She cites as an example the Maine lobster fishery, which is in better condition than a decade or two ago due to rules and monitoring developed by lobster fishermen.

She does note, however, that decentralized management of common resources is not always the answer and cautions against "formulaic decentralization," which she has found can promote

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Digital Media Sparks Lebanon Reforms

By Sven Lindholm

In the tightly controlled political landscape of Lebanon, the dominant factions provide few opportunities for independent or alternative voices. However, as Internet use in Lebanon has skyrocketed in the last decade, not just in Beirut, but also in outlying communities, social advocates have begun applying this technology as a forum for nonpartisan dialogue.

USAID has been working with the Social Media Exchange (SMEx) to develop digital and social media tools—such as blogs, Facebook, and Twitter—to help reduce conflict and empower youth. These tools allow users to create content and interact in environments that are harder for political forces to control and thus allow for more open expression. Based in Beirut, SMEx provides media training and consulting to civil society and nonprofit organizations in Lebanon and the Middle East.

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INSIDE DEVELOPMENT

Brian Atwood

Q and A with Brian Atwood, Former USAID Administrator

J. Brian Atwood served as administrator of USAID from 1992 to 1998. Currently, he is dean of the Humphrey School of Public Affairs at the University of Minnesota in Minneapolis. He was in Washington to address the USAID Mission Directors Conference Dec. 2 and spoke with FrontLines *Editorial Director Ben Barber by phone Dec. 7, 2009.*

Q: The United States has been delivering foreign assistance for more than 50 years. Do you see a time when the world will not need aid?

ATWOOD: Probably not. There will always be pockets of poverty that will need treatment and people who really want to receive the aid for self-help purposes, as opposed to humanitarian relief. But I can see progress made in combating extreme poverty. But I would point out that aid is only one part of the equation. Having coherent policies in the trade and finance, agriculture, and environment areas also is extremely important in dealing with poverty.

Q: What are the most important areas for USAID to invest in?

ATWOOD: Democracy and governance and economic systems, creating the microeconomic systems that help countries to produce prosperity, and the democratic governance systems that enable them to sustain that economic growth. For example: tax systems that work, banking systems that provide loans to small businesses, customs systems that work at the ports so that people can import and export, commercial codes that ensure that there is less arbitrary behavior in the economy, and legal and political systems that reflect the peoples' will.

Q: What advice would you have for the new USAID administrator?

ATWOOD: Well, we have a very talented person who's been nominated for this job, and I assume by the time this appears, he will have been confirmed. He needs to be both a moral leader and the person who reminds people about what the United States is all about. He has a unique capacity to do that.

He's a first-generation American. He is a medical doctor. He needs to lead this agency back to what it was because it's been somewhat demoralized in recent years. He has the energy and the brainpower to do this job and do it really well.

Q: What were the top accomplishments of USAID when you were administrator?

ATWOOD: Well, the easy answer is to say that we saved the agency when it was threatened, but there were many other things that we did that caused the agency to be saved. One was to put in place a results-based system so we could measure against strategic goals. And I think that's worked very well. I've spoken to more recent aid administrators and that business model continues to be used to this day.

We also put in place the Office of Transition Initiatives, which has become relevant in that gray area between humanitarian relief and long-term development, bringing about reconciliation in post-conflict societies. We put a lot of emphasis on democracy and governance before it was all that popular within the development community. We started the process within the DAC [Development Assistance Committee] that created the strategic goals for the 21st century that became the MDGs [Millennium Development Goals]. Those are some of the contributions we made.

Q: U.S. newspapers generally report only the problems or the failures of foreign aid programs; how can a more complete story be told to the U.S. public?

ATWOOD: We went to places like Seattle, Boston, Baltimore, the Appalachians with a program called "Lessons Without Borders" and had our development people talk to experts locally who were working on either inner-city problems or the problems of rural Appalachia.

Tom Friedman [*New York Times* columnist] wrote a front-page story about our bringing up the immunization rate in Baltimore thanks to learning about how we did it in Nairobi, Kenya, actually using materials developed by Johns Hopkins University right there in Baltimore.

Q: Is there a prohibition against USAID buying time on television or distributing materials in the United States to tell about its successes?

ATWOOD: The only prohibition is that in my day, the [congressional] committees cut down on the number of resources available to do that kind of work. It's called development education. It is a public service to explain what your government is doing. And if it weren't for the lack of resources, I think it's perfectly appropriate—in fact, absolutely essential—that the taxpayer understand what their resources are being used for.

I just think that development education is extraordinarily important, as it has proven to be in places like Scandinavia and the Netherlands and other countries where there is a great deal more support for development and a better understanding of why it serves our broader national interests to pursue it.

Q: What would you have done differently while you were administrator?

ATWOOD: Well, I was administrator during a very difficult period when our operating budget was cut way back by the Congress and we had to close several missions. The deepest regret I had was having to go through a reduction in force [cutting USAID staff] in addition to closing missions. So it was not an easy period to be administrator. I think I would have done anything to avoid that, but I didn't believe I had the choice.

Q: Since the United States was attacked on 9/11 and it came out of a failed state—Afghanistan—do you think that foreign aid has now become a nonpartisan issue?

ATWOOD: I think it has become more strongly bipartisan because President Bush, at least rhetorically, elevated the mission. He talked about the three Ds—defense, diplomacy, and development. And now, Hillary Clinton is using the same words, basically—the three Ds and the need to elevate the development mission. And you have bipartisan support for aid reform in both the Senate Foreign Relations Committee and the House Foreign Affairs Committee, as well as the appropriations committees. So I think that this is a period when the stars seem to be aligning in support of an effective aid program.

Q: The United States is sending foreign aid to conflict zones such as Iraq, Afghanistan, and Pakistan. How does this affect the development mission of USAID?

ATWOOD: Well, I think the best people to deal with these situations are AID professionals, but it does place a drain on what I call the prevention side of the house. If we keep being overwhelmed by crises like this, we are not going to have the resources to invest, along with other donors, in partnerships with countries that may be more fragile and may fall into crisis in the future. So I think it's extremely important that we increase our investment in prevention.

Q: What should USAID prepare for in the future?

ATWOOD: One is the climate change negotiations that will be going on in December in Copenhagen. These offer an opportunity for the developed world—that has contributed mostly to this problem—to help countries in the developing world with clean technologies and sources of energy and the preservation of rainforests. We can use the legacy of c

see **ATWOOD** on page 15 ▶

Letter to the Editor

Borlaug's Center Should Be Named

Just writing to congratulate you on the well-written tribute to Dr. Borlaug on page one in the October '09 *FrontLines* ("Borlaug, Father of Green Revolution, Dies").

I was somewhat surprised not to see specific mention of CIMMYT [Spanish acronym for the International Maize and Wheat Improvement Center] by name in the article, although there were two mentions of "a corn and wheat research institute near Mexico City."

Dr. Borlaug worked roughly four decades at CIMMYT—including the time when he launched the Green Revolution and won the Nobel Prize. He was out selecting on the CIMMYT wheat experiment station in Toluca, Mexico when his wife drove out to inform him. He considered it his second home. CIMMYT and arguably the entire CGIAR [Consultative Group on International Agricultural Research] emerged from Dr. Borlaug's accomplishments.

The Center has been a key partner of USAID over the years, and your agency's support is greatly appreciated. The USA has also benefited from Borlaug and CIMMYT's work. About one-fifth of the wheat grown in the USA has CIMMYT lines in its pedigrees. USAID is providing support for an important meeting taking place right now at CIMMYT to explore cutting-edge technologies for raising wheat yield potential.

FrontLines is excellent… I'll try to ensure that you're kept apprised in the future of work we're involved in together.

Mike Listman
Interim Head, Corporate Communications
International Maize and Wheat Improvement Center (CIMMYT)

Mission of the Month

Photo by Ruth Chisholm, USAID

Under a USAID project, residents of Flagstaff, Jamaica, received training in conservation and tourism including food preparation, customer service, and craft development.

JAMAICA

Jamaica Conserves Its Forests, One Community at a Time

Challenge

Cockpit Country, Jamaica, is a UNESCO World Heritage site that is home to over 1,500 plant and animal species endemic to Jamaica, such as the Jamaican yellow boa and the giant swallow-tail butterfly. Its wet limestone forest is the largest remaining primary forest in Jamaica.

The region boasts a strong historic appeal as it is the home of the famed Maroons, a population of freed and runaway slaves who established independent communities and forced the British colonial rulers of the island to sign a peace treaty in 1738.

Eighty-eight communities span landlocked Cockpit Country across the parishes of St. Elizabeth, Trelawny, and St. James.

Many residents farmed in ways that harmed the environment, including clearing and burning forests and illegally removing plants.

Yam farming, for example, is one of the major income earners, but it requires cutting down many young trees for "yam sticks"—poles used to hold up yam vines. This resulted in yearly losses of hectares of forest—a habitat for the region's species.

Innovative Response

Through the Protected Areas and Rural Enterprise project (PARE), USAID helped conserve Cockpit Country's biodiversity and promoted environmentally friendly ways for people to earn a living.

As a forest reserve and home to significant Jamaican heritage, the area was ripe for the development of tourism.

Flagstaff, originally called Trelawny Town and one of five original Maroon villages, is one community where residents participated in a series of conservation training workshops. The "training of trainers" approach was applied so that they could pass on what they had learned to neighboring communities.

The conservation education program, conducted in partnership with The Nature Conservancy, introduced yam farmers to an alternative, fast-growing tree for use as yam sticks and provided training for land preparation, pruning, and propagation.

The program also bought native plants to reforest 13 hectares of land under the guidance of the Forestry Department. Forest lands that had once been converted for agriculture and then abandoned were also replanted with native trees.

Flagstaff residents received training in business planning and marketing, food preparation, and customer service as well as food and craft product development.

Karen Hilliard, USAID's Jamaica director, said of her first trip to Flagstaff in 2007: "I saw the birth of a community-led initiative with vast potential and so it is a pleasure to see their tremendous progress."

Results

Since the project's start, several neighboring communities have contacted the Forestry Department to establish their own committees. Officials say the spirit of conservation is catching on.

Calvin Shirley, who attended commercial food preparation training, said people are more confident in themselves as businesspeople and as artisans. "There has been a dent in rural migration since the project began because they don't have to leave the community to find work as they have the skills they can apply and the raw materials they can use right here," he said.

To promote the site's rich heritage, PARE worked with residents to develop tours and trails as a community tourism attraction. The tour includes a newly renovated visitors center as well as signs to enhance the experience.

The residents established an artisan cooperative and a formal product line of Cockpit Country merchandise that is available at the visitors center. A private company developed the Cockpit Country brand to direct future marketing and promotion of "eco-tourism" sites.

The Ministry of Tourism has given its stamp of approval and joined USAID and the Flagstaff Local Forest Management Committee to formally open the Flagstaff Heritage Tours and Trails to the public.

Staff from USAID's office in Jamaica contributed to this story. ★

INSIGHTS

FROM ADMINISTRATOR DR. RAJIV SHAH

It is a privilege to write this column as USAID administrator. I was humbled by the presence of so many of our staff and friends of the Agency at my swearing-in. I want to extend a special thanks to Alonzo Fulgham for so ably serving as acting administrator and for moving the Agency forward over the past year. Alonzo's dedication and commitment to USAID is unparalleled, and I am enormously grateful for all that he has done during this transition period.

I have just returned from Haiti, where we remain intensely focused on saving as many lives as possible—an effort that requires us to deliver the critical health, food, water, transportation, and infrastructure services that both victims and responders desperately need as quickly as possible. I want to thank all of our staff, our inter-agency colleagues, and our partners, who have been working around the clock to help the people of Haiti during their hour of need. I also want to recognize the sacrifices of the brave men and women from our search and rescue teams who have left their families to help others.

I am greatly relieved to report that all of our Foreign Service National colleagues, U.S. direct hire and U.S. PSC [personal services contract] staff are safe and accounted for. Tragically, many of our local staff have lost dear friends and family as a result of the disaster. Our hearts go out to Herve Jean-Charles, a colleague in our mission in Port-au-Prince, who lost his daughter in the earthquake. Herve and our entire FSN family in Haiti remain in our thoughts and prayers.

Many of our NGO partners continue to experience difficulties locating staff and accessing demolished offices and facilities. In order to help our partners strengthen their operational capacities, we plan to augment shipments as airport access and partner delivery capacity increases.

What we have seen so far is a true whole-of-government effort. I want to thank our colleagues from the Departments of State, Defense, Homeland Security, and Health and Human Services, as well as the Federal Emergency Management Agency, and other parts of our government, for their extraordinary efforts and commitment to coordination.

The tragedy in Haiti reminds us of the importance of USAID's mission and our role in helping communities in need. We have a tough road ahead and there is much work yet to be done. But working together with our inter-agency partners, we can carry out the targeted, aggressive relief to Haiti that we have been called upon to provide.

I am honored to be working side by side with you to support our challenging and rewarding mission. ★

GLOBAL DEVELOPMENTS

Countries Show Dramatic Business Reform

By Melissa Giaimo

In many countries, obtaining construction permits or exporting goods—essentials for any entrepreneur—can mean never-ending lines, bribes, and red tape. But in a year of record reforms in business regulation, USAID's efforts appear to be paying off across the globe.

The World Bank's 2010 "Doing Business" report rated the Kyrgyz Republic, Tajikistan, Colombia, Egypt, Macedonia, Moldova, Liberia, and Rwanda—eight nations where USAID maintains partnerships—among the top 10 business regulation reformers between June 2008 and May 2009. More than 50 USAID offices worldwide are targeting business environment reform.

"It's a quiet revolution of the approach to administrative or regulatory governance," said Cory O'Hara, an enterprise development specialist with USAID. "You'd be hard-pressed to find another sector where you've seen such dramatic change in the last four years, and frankly, that's so well documented."

TOP 10 BUSINESS REFORMERS* OVERALL RANKING (OUT OF 183 COUNTRIES)

	2010	2009
Rwanda	67	143
Kyrgyz Republic	41	80
Macedonia, FYR	32	69
Belarus	58	82
United Arab Emirates	33	47
Moldova	94	108
Colombia	37	49
Tajikistan	152	164
Egypt, Arab. Rep.	106	116
Liberia	149	159

Source: World Bank

*Indicates greatest improvement over previous year's ranking in Doing Business report.

The "Doing Business" report, released in September, has been a catalyst for unprecedented rates of business regulation reform across the globe. The 2010 report

see **REFORM** on page 15 ▶

FRONTLINES: DECEMBERS/JANUARIES PAST

1969: USAID loan guarantees totaling $41 million were announced for energy sector investments in Korea. The Dec. 3 edition of *FrontLines* noted that the Export-Import Bank provided an additional $10 million in financing for the deal. The 316-megawatt power plant was planned for construction on an island in Inchon Harbor.

1979: The Dec. 20 issue of *FrontLines* noted that USAID mission staffs in Bangladesh, Yemen, Syria, and Lebanon were "thinned-out" following the student-led takeover of the U.S. Embassy in Tehran, Iran. The evacuees from the four countries joined evacuees from Pakistan who arrived in November following the burning of the U.S. Embassy.

1989: *FrontLines* ran a full page profile of the Agency's program in South Africa. The program was first established in 1985 by an executive order signed by President Ronald Reagan. USAID's South Africa Director Dennis Barrett was quoted as saying: "Unlike other USAID programs, the focus of the South African program is fundamentally political; to hasten the end of apartheid and to prepare blacks for a leadership role in a post-apartheid, democratic South Africa." The articles noted that the program was unique among USAID countries because there was no South African government involvement. As of 1989, the Agency's South Africa program was the largest in sub-Saharan Africa.

1999: Noting that winter was setting in again in Kosovo, *FrontLines* reviewed an almost year-long effort to provide assistance to more than three-quarters of a million refugees from the former Yugoslav province. ★

BRIEFS

Family Planning Funding Announced for Uganda

KAMPALA, Uganda—A $12 million family planning drive launched at a conference here Nov. 18, U.N. officials said, will improve access to contraceptives in Uganda, Ethiopia, Nigeria, Senegal, Tanzania, Kenya, Indonesia, and Pakistan, AFP reported.

The project, expected to last three years, hopes to reach 200 million women by encouraging governments and donor and multilateral agencies to invest in family planning initiatives.

Sri Lanka Says Half of Displaced Tamils Returned Home

COLOMBO, Sri Lanka—Sri Lanka's government said Nov. 19 that more than half of the 280,000 Tamils held in camps since the defeat of the 26-year-long Tamil Tiger insurgency in May have returned home and the rest were free to return home or to remain in the camps if they had no other place to live.

Sri Lanka asked for U.N. help resettling the remaining Tamil civilians. The country needs help clearing mines from conflict zones and building infrastructure in the north, the Bloomberg news agency reported.

World Bank Says Africa Needs $93B in Infrastructure Yearly

JOHANNESBURG—Infrastructure development in sub-Saharan Africa needs to double to $93 billion annually over the next decade, with half to address the continent's power supply crisis, a World Bank report said Nov. 12, according to AFP.

"Modern infrastructure is the backbone of an economy and the lack of it inhibits economic growth, says Obiageli Ezekwesili, World Bank vice president for the Africa region.

New Malaria Strain Resistant to Artemisinin

On the Thai-Cambodian border, a rogue strain of malaria has started to resist artemisinin, the only remaining effective drug against malaria's most deadly strain, Plasmodium falciparum, Time magazine reported Nov. 14.

A USAID malaria specialist said the Agency is monitoring the outbreaks of the resistant form of the disease on Thailand's borders with Burma and Cambodia.

Artemisinin, derived from sweet wormwood, was used to fight malaria in China for 2,000 years. In Vietnam, the drug reduced the malaria death toll 97 percent from 1992 to 1997.

U.S. Talks to Myanmar but Keeps Sanctions

BANGKOK—The United States, although embarking on a new policy of engagement, will not lift its sanctions on Myanmar unless its ruling generals make concrete progress toward democratic reform, a senior U.S. diplomat said Nov. 5, AP reported.

U.S. Ambassador for ASEAN (Association of Southeast Asian Nations) Affairs Scot Marciel spoke after he and another State Department official completed the highest-ranking U.S. visit to Myanmar in 14 years.

"We are going to maintain our existing sanctions, pending progress. They are still a useful tool. We would certainly be looking at lifting sanctions if there is significant progress," Marciel told a forum at Bangkok's Chulalongkorn University.

He and Assistant Secretary of State Kurt Campbell held talks with the ruling generals and had a rare meeting with opposition leader Aung San Suu Kyi, a Nobel Peace Prize laureate.

From news reports and other sources. ★

Clarification

An article entitled "HIV Antibodies Discovered" that appeared in the October 2009 *FrontLines* on page 1 referred to the medical trial for an AIDS vaccine. The trial was funded by the National Institute for Allergy and Infectious Diseases and the U.S. Department of Defense for $105 million. The trial was coordinated by the U.S. Military HIV Research Program and conducted by the Thai Ministry of Public Health in collaboration with trial vaccine manufacturers Sanofi-Pasteur and Global Solutions for Infectious Diseases. Infections were reduced by 31 percent among vaccine recipients, and the trial included 16,402 Thai volunteers.

Correction

An article in the November 2009 *FrontLines* on page 1 entitled "Lucy Liu, USAID Highlight Human Trafficking," quoted Marilyn Carlson Nelson. She is the chairman of Carlson Companies, of which Carlson Wagonlit Travel is a subsidiary. ★

Gates to U.S.: Global Health Aid Is Not Doom-and-Gloom

When Bill and Melinda Gates visited health projects around the world—not just their own projects but those of USAID and other U.S.-funded groups—they met people who had overcome disease and hunger and gone on to improve their lives.

But when they returned home to the United States, all they saw in the news were doom-and-gloom reports of epidemics, famine, failed programs, and misery.

So in 2009, the Bill & Melinda Gates Foundation launched the Living Proof Project to tell positive stories of U.S. foreign assistance that rarely make the evening news or the front page of newspapers.

The Living Proof Project runs video clips on its Web site that are not only about Gates projects but about USAID and other groups funded by the U.S. government or private donations. These include the President's Emergency Plan for AIDS Relief, the U.N. Global Fund, and the President's Malaria Initiative. A short ad campaign also ran on television.

"Living Proof is a multimedia communications effort that uses the power of individual stories to show the success of investments made by America to developing countries for global health," said Cyndi Lewis, senior program officer in global health at the Gates Foundation.

The project began with a two-year investigation into American attitudes towards foreign aid, using polling and focus groups.

"Americans have the perception that projects that USAID and the Global Fund and even Gates take on are insurmountable," Lewis said in an interview with *FrontLines*.

"We listened to many regular and influential Americans, and what we heard was a lack of reporting on progress—lack of connection to individuals. But that's not what you see in the field where there is so much progress and results."

So the Living Proof Project worked with USAID and other aid groups in its first year of operation "to get compelling stories on individuals and whole regions—not just lives saved but improved and empowered," Lewis said.

Positive stories can be compelling if they focus on heroic figures who overcame terrible problems. Lewis points to the "Barbershop" video from the Living Proof Project Web site as an example.

"There is a power in storytelling that goes beyond huge numbers saved—these don't stick as well as when people learn of a woman living with HIV/AIDS in Ethiopia who is not just surviving but thriving—she is a barber and teaches customers AIDS prevention," she said.

"We learned Americans want to hear these stories—not just hear a number of lives saved."

The Gates Foundation felt that "the success of global health is an untold story in America," said Lewis, from the eradication of

see **GATES** on page 14 ▶

USAID Workers Help Save Lives in Pakistani Camps

By Zack Taylor

MARDAN, Pakistan—In early May 2009, a team of health specialists in the Swat Valley received a curt message from the Taliban: Get out or expect to be beheaded. Meanwhile, the Pakistani military was advancing fast in an attempt to drive extremist militants from the area.

The USAID-supported specialists had been working to upgrade district health systems, and increase maternal and child health awareness. But they soon joined the exodus of more than 2 million people from the valley.

"We were IDPs [internally displaced persons] too," said Amhed Nasir, a project officer. "We had to leave our office with little notice. When we arrived in Mardan, our sister project was already operating in the area, so we just went to work too."

As part of the Pakistan Initiative for Mothers and Newborns (PAIMAN), staff from 11 local NGOs were assigned to Mardan and Charsadda, south of Swat and Buner districts where the fighting was taking place.

Within five days, the displaced health workers joined forces with three partners already operating to provide relief. The first priority: find a suitable place to care for the expectant mothers among the 300,000 camp dwellers.

"Women in labor were lying on the bare ground at the camp in Charsadda," said Dr. Shuiab Khan, a PAIMAN program director. "We immediately brought in 100 mattresses and bedding for the women waiting to give birth."

Project staff coordinated with the Pakistan government and other local and international aid agencies to supply food, cooking pots and utensils, latrines, and clean water.

Photo courtesy of PAIMAN

A USAID-supported program conducted medical consultations for more than 50,000 people like this mother and baby who were among the 1.7 million displaced by fighting between the Pakistani military and the Taliban in the Swat and Buner districts in May 2009.

Four emergency birthing centers were set up near the three camps in Mardan and one in Charsadda, including a sugar mill closed for 30 years, an abandoned health center, and a vacant house.

PAIMAN staff cleaned up the buildings and installed air conditioners to ward off the oppressive heat. Soon, trained birth attendants staffed the facilities, expectant mothers moved inside, and health specialists began seeing up to 400 patients per day on a 24-hour, seven-days-a-week basis.

The NGOs also set up two mobile medical camps that covered 208 sites over 10 weeks and assisted nearly 52,000 IDPs staying with host families. The mobile camps spent a day at each location helping with births, pre- and post-natal care, vaccinations, and counseling on family planning.

In the case of complications during delivery, each NGO had an ambulance to rush expectant mothers or babies to the closest

see **PAKISTAN** on page 14 ▶

Afghan Ex-Fighter Now Runs Radio News Broadcasts

Photo by Ben Barber

Masood Farivar

A former Afghan "holy warrior" who became a *Wall Street Journal* reporter in America has returned to Kabul under a USAID grant to head up a media program bringing millions of Afghans news of development and progress.

Masood Farivar, 40, has become the host of the popular talk show that is reaching some 8 million people across the country daily out of Kabul and giving many of them their first chance to hear callers voicing their own opinions.

He returned to Kabul in 2007 to train Afghan journalists, including those with *Pajhwok*, the Afghan wire service that is providing most of the Dari and Pashtu language news reports disseminated by newspapers, radio, and television.

Later, Internews, a USAID-funded media training NGO, asked him to host *Salam Watandar*, which means "Hello Countryman."

"This has become the flagship program—the NPR of Afghanistan—producing quality news programs six hours each day," said Farivar in an interview with *FrontLines*.

The show is sent by satellite to radio stations around Afghanistan and employs nearly 40 Afghan technicians, engineers, editors, and reporters, including 11 reporters out in the provinces.

Through Internews, USAID provides each station with technical equipment, staff training, and—for the first six months of operation—salaries and even fuel to run generators. After that, financial support comes from ads.

Some 70 percent of the ads are public service announcements paid for by NGOs, the United Nations, and other non-profit groups.

U.S. Ambassador Karl Eikenberry was interviewed at the *Salam Watandar* studio and had an extensive tour of the facilities.

"We do news, current affairs, and also entertainment that people need. One of the most popular shows is a call-in satirical show hosted by a popular comedian.

"Our focus is on the provincial audience—people with little or no education and little access to information."

The programs are bilingual, mixing in callers and hosts speaking both Dari and Pashtu.

Asked about press freedom, Farivar said "I am optimistic. There are problems but I don't think freedom of the press is under attack."

Even though in the past two years Afghanistan's security situation has deteriorated, Farivar said: "I came to believe that what can help is small and long term investment in media—starting to teach people in the villages about democracy will have impact."

He said that when he travels around the country and asks radio managers what impact they have, they say they are educating the public on their rights.

"Already we see results," said Farivar. "Human rights and civil society and rule of law have entered the national vocabulary."

Farivar details how he made the journey from Afghan fighter to Harvard scholar to journalist in his book *Confessions of a Mullah Warrior*. — *B.B.* ★

THE REGIONS

MIDDLE EAST

West Bank and Gaza Youth Connect Through Web Portal

RAMALLAH—A Web portal is giving Palestinian youth a way to communicate and collaborate despite restrictions on movement and access. The portal is the first of its kind in the West Bank and Gaza Strip.

Backers of the portal hope it will contribute to a strong and vibrant Palestinian economy and development of the local information and communications technology market.

"All of us are working together to develop this portal system," Jihad Jadallah told listeners at the April 23 kick off of the Palestinian Youth Portal program. Jadallah is one of over a dozen youth trainers providing Web content for the portal, Shababgate.ps. *Shabab* means youth in Arabic.

USAID's office in the West Bank and Gaza funded the portal's development as part of a contribution to the U.S.-Palestinian Partnership (UPP), a public-private development alliance launched by former Administrator Henrietta H. Fore in December 2007.

"We came here trying to think outside of the box," says Robert Schware, managing director of USAID's Global Learning Portal (GLP) development alliance, who has developed educational portals in several countries in multiple languages. "How do we help jumpstart the local economy through open source applications?"

Open source applications consist of digital information that can be freely used, distributed, and modified.

The answer was to engage young people. By connecting with members of Youth Development and Resource Centers (YDRCs), Shababgate was conceived as a one-stop-shop where Palestinian youth can access all relevant information resources through a single Web site. "We have a responsibility—all of us—to provide young people with opportunities for knowledge," said Deputy Minister of Youth and Sports Musa Abu Zaid.

The portal allows users to share information in Arabic and English, contribute to its digital library, blog, organize through a database, and collaborate on youth service initiatives involving the four YDRCs and their affiliated youth clubs.

The Palestinian Youth Portal and other GLP efforts run on open source software that can be shared and modified.

"You don't have to pay expensive licensing fees, and you can share the knowledge gained in product development," said Ala Alaeddin, manager of Intertech, the Palestinian company developing Shababgate. "In this way, it is very cost-effective."

Major Palestinian institutions have yet to integrate open source information technology into their systems. USAID and the GLP hope that local development of the portal will build the capacity for using such technology within Palestinian companies.

This is the first time that a GLP has been developed in the country where it will be used, rather than back in Washington. "We are very pleased and proud of that fact," said Thomas Johnson, former USAID education development office director.

Shababgate.ps was started in August 2009 with a group of youth from three YDRCs and now has over 120 members sharing content and participating in discussion forums.

Others involved with the portal's creation include the Palestinian Ministry of Youth and Sports; the Palestinian Information Technology Association; international information technology partners including Intel, Google and Cisco; and the Academy for Educational Development, USAID's implementing partner for the Global Learning Portal. ★

Photo by Ruwwad

Palestinian youth upload information on the Youth Portal at the Youth Development and Resource Center in Ramallah.

AFRICA

Ghana Peanut Growers Take a Crack at Shelling Device

By Natalie Hampton

HIAWOANWU, Ghana—In this village near Ejura, peanut growers have seen their yields double and triple in recent years, but they couldn't keep up with all the nuts that needed to be shelled by hand.

Photo by Natalie Hampton, N.C. State University

Jock Brandis, center, and technicians from Kumasi's Crops Research Institute demonstrate groundnut and shea nut shellers.

Now, however, the growers can increase processing from 1 kilogram per hour to 50 kilograms per hour since they have access to simple, hand-cranked shellers made of concrete and a few moveable parts to shell their peanuts—also known as groundnuts.

The improvement in crop yields came about through the USAID-funded Peanut Cooperative Research and Support Program (CRSP) at North Carolina State University and Ghana's Crops Research Institute (CRI). The CRSP joined forces with the Full Belly Project, a North Carolina NGO, to introduce the shellers in Ghana.

The Full Belly Project creates simple machines to solve agricultural problems in developing countries, then provides kits and education to build and repair the machines. Rick Brandenburg, an entomologist from the Peanut CRSP, asked the project founder Jock Brandis to help with the shellers in Ghana after learning of similar project efforts in Malawi.

Brandis spent a week at CRI in Kumasi, training technicians to cast the concrete base of the shellers and to install hand cranks and other moveable parts made from local materials so growers won't depend on overseas parts.

Before an audience of agriculture, development, and government officials, Brandis and the technicians demonstrated the groundnut sheller as well as a shea nut sheller and a simple foot-operated pump for watering a garden.

While one person can hand-shell about 1 kilogram of groundnuts in an hour, Full Belly's machine sheller can handle 50 kilograms in the same period—with less than 5 percent breakage. Some commercial shellers break 20 percent of nuts.

But the true test of the shellers came during demonstrations for growers in the villages like Hiawoanwu—whose name means "poverty doesn't kill you." At each site, growers were eager to try their hand cranking the sheller, as hulls and groundnuts fell into a bowl below.

Yaa Adu, 45, a groundnut grower in Hiawoanwu, said the sheller would help her reduce fatigue from hand shelling groundnuts, and provide an economic boost, especially when the market price for groundnuts is high.

Janet Serwaah, 46, a grower who tried the groundnut sheller during the demonstration, said she had wanted to expand her groundnut operation, but couldn't handle a larger crop yield using hand shelling. With the sheller, she said, expansion is now an option for her.

"These shellers will encourage other growers to produce groundnuts because they are such simple tools," said Mike Owusu-Akyaw, who works in pest management for CRI. "Everywhere we went to demonstrate the sheller, the growers wanted us to leave the machine with them."

USAID's Peanut CRSP, which has worked in Ghana since 1996, provided some funding for the peanut shellers, while CRI provided facilities and personnel to construct the shellers. ★

LATIN AMERICA

Colombia Backs Law Program

By Eric Beinhart

PEREIRA, Colombia—Can citizens improve their quality of life and personal security by promoting individual responsibility for respecting the law?

That's a question that the Culture of Lawfulness project set out to address. Under a culture of lawfulness, a majority of people recognize and act in accordance with the law. What makes this project different is that it engages four pillars of society: schools; media; police; and leaders from religious, civic, and community organizations.

Photo by Lisa Lungren

Students march in Pereira's Harvest Festival Parade to proclaim their support for lawfulness and government transparency.

Pereira is a relatively prosperous mid-size city with a good education system. Nonetheless, it suffers from significant violent crime and drug trafficking. Through the project, carried out by the USAID-supported National Strategies Information Center, governmental and community leaders gain the skills to foster a widespread change in attitudes towards the rule of law.

"Culture of Lawfulness gives Pereirans an opportunity to experience a positive change through the respect of the law," said Pereira Mayor Israel Londoño. "For this reason, we are working to transform current citizen behavior into habits that promote a healthy coexistence."

Educational activities are taking place throughout the city to explain the importance of respecting the law, and the role everyone has in its promotion. People from all walks of life are being encouraged to reject crime and corruption and promote lawfulness through their daily activities.

A ninth grade Culture of Lawfulness curriculum, for example, has been introduced in 56 of Pereira's 64 middle schools. Traffic educators have discussed with 1,000 motorcyclists and pedestrians the benefits of wearing helmets and respecting speed

see **COLOMBIA** on page 15 ▶

ASIA

Kyrgyzstan Adopts Interactive Teaching Approach

By Virginija Morgan

OSH, Kyrgyzstan—Just six years into her teaching career, Nurmiza Kenjebaeva, 28, represents a new wave of Kyrgyz educators. She is among 600 teachers trained in interactive teaching methods by a USAID project over the past two years.

In early October, Kenjebaeva received the Best Teacher of 2009 award from Kyrgyzstan President Kurmanbek Bakiev.

"I owe this award to the training I received from the USAID Quality Learning project," said Kenjebaeva, who teaches Kyrgyz language and literature at the Murdash village secondary school. With 408 students and 38 teachers, the school is located 20 kilometers from the Alai district center in Osh region.

Photo by CREATIVE

Nurmiza Kenjebaeva during a lesson with her sixth graders in Murdash village secondary school, Alai district, Osh region

The Quality Learning project—*Sapatu Bilim* in Kyrgyz—helps state teacher training institutes improve the ways they teach. The project also works with district education officials to enhance professional support to teachers and helps the Ministries of Education and Finance—and local governments—carry out a more effective financing model in schools.

The project introduces Kyrgyz teachers to learning objectives—measurable, achievable outcomes of the lesson—instead of teaching objectives. Teachers also learn to lead interactive classes where both teacher and students are sources of information for the class.

USAID's project also teaches educators to assess how students are progressing toward the learning objectives and to apply follow-up activities to improve results. Analytical and critical thinking, creativity, and problem solving skills are all stressed.

see **KYRGYZSTAN** on page 13 ▶

EUROPE & EURASIA

Business Registration Speeds Up in Bosnia and Herzegovina

SARAJEVO, Bosnia and Herzegovina—The road from an idea to an actual business in Bosnia and Herzegovina (BiH) is no longer winding and uncertain. Under a new rapid registration process, businesses can enter the market in a single day.

Clothing store owner Ranka Marinkovic is a new entrepreneur in Mrkonjic Grad, Bosnia and Herzegovina.

"I was surprised by how quickly the registration process went," said Ranka Markovic, an entrepreneur who opened a clothing store in Mrkonjic Grad, a town in northern BiH. "In my previous experience working for another business, it took 15 days for just one part of the business registration process to be completed. This time it took me only one day."

Small- and medium-sized enterprises are at the core of economic activity throughout Eastern Europe. Previously, entering the market for unincorporated businesses in BiH was extremely complicated and discouraging to future entrepreneurs.

USAID's Streamlining Permits and Inspections Regimes Activity (SPIRA) helped to replace outdated procedures and develop a strategy that serves both the business community and the public.

"We realized that the registration process at the municipal level was unnecessarily complex, restricting market growth," said David Lieberman, the supervisory private enterprise officer for USAID's office in BiH. "Business associations and administrative institutions were fully aware that the situation was blocking development of the domestic market and worsening BiH's competitiveness with other countries. SPIRA has helped eliminate obstacles and create conditions for faster growth of this sector."

A small number of municipalities were the first to implement the single-day registration process for unincorporated businesses. One year later, the experiment is becoming common practice, with more than one-quarter of the country's municipalities poised to implement it.

"Registration of unincorporated businesses in a single day is a win-win situation. An entrepreneur does not waste his/her precious time and completes everything in one place. The local administration operates more efficiently and there is some evidence that the grey economy is being reduced," said Slobodan Marković, director of the Small and Medium Enterprises Development Agency in BiH's Republika Srpska.

Under the project, USAID helped develop the automated Electronic Document Management and Workflow System (EDMWS) in cooperation with local institutions.

The system provides an immediate, automated information exchange between municipal representatives and utility companies involved in the construction permit process. The time required to obtain urban permits has decreased from between 270 and 450 days to less than 60 days.

The system was tested in two cities—Banja Luka and Tuzla—in the beginning of 2009. It has since expanded to other municipalities across BiH.

"We in the district are still like a baby taking its first steps in the rush of the contemporary IT world," said Dragan Pajić, mayor of Brčko District, after the launch of EDMWS. "This project will significantly contribute to the strengthening of overall IT operations of the district's government and implementation."

"It's a totally different line of work to be an entrepreneur. All of those exceptional inventions

see **BOSNIA** on page 15 ▶

FOCUS ON EGYPT

Specialized social workers at the USAID-funded Family Justice Centers provide counsel and therapy to families on the local, neighborhood level. The centers, located throughout the country's governorates, are the first level of assistance for families in crisis, serving as alternatives to Egypt's family court system.

35 YEARS IN EGYPT

LUXOR, Egypt—The majority of Egypt's 83 million people live along the fertile banks of the Nile River, with 17 million in the most crowded Arab city in the world, Cairo.

For three decades, USAID's work in Egypt was the largest assistance program in the world, spending more than $28 billion since 1975. The Agency spent $600 million in the country in 2009. Today, the Agency has projects in all 29 governorates.

"USAID's role in Egypt has really focused on improving the quality of life of the Egyptians on the governorate level and on the community level," USAID Egypt Director Hilda Arellano said. "Egypt is now a middle-income country. The [economic] indicators are very different from when we started here 30 years ago."

The private sector has grown as Egypt has had "major foreign and direct investment and vast growth in the private sector," Arellano said, including USAID support in "every area of macroeconomic reform."

School enrollment is 97 percent. In the 1970s, at the start of USAID involvement, it was about 70 percent for boys and 50 percent for girls. The infant mortality rate dropped from one in five children to one in 36.

USAID has also spent $2 billion on water and sanitation.

"We're looking at a very different reality," Arellano said. "Every one of these changes is because USAID has had a major, major impact."

When President Barack Obama addressed the world's Muslims from Cairo in June, he said: "I am honored to be in the timeless city of Cairo, and to be hosted by two remarkable [academic] institutions [Al Azhar University and Cairo University]. Together, you represent the harmony between tradition and progress. I am grateful for your hospitality, and the hospitality of the people of Egypt."

Future programs in Egypt are planned for workforce development, education, and training programs aimed at improving opportunities for all Egyptians. ★

Garbage City Teaches Recycling

Abd Elghany Hamady Barakat, who was born blind into an underprivileged family, seamlessly maneuvers the new American University in Cairo campus. Barakat received a USAID scholarship to attend AUC, where he is majoring in political science and international relations. He said he hopes to start the university's first club for disabled students.

CAIRO—The Coptic monastery of St. Samaan overlooks *Zabaleen*, Arabic for Garbage City, which gets its name from the primary source of income for its 60,000 inhabitants: garbage collection and disposal.

The church carved into the mountain is dedicated to the legend that Egypt's Coptic Christian minority performed a miracle by moving a mountain by faith to thwart threats of extermination.

"So we can make a mountain move, why can't we recycle the garbage?" said Ezzat Naem.

Naem, 45, grew up in Garbage City. His father was a garbage man. And his grandfather was the city's first garbage collector. "He was an innovator, like me," Naem said.

In 2008, USAID awarded Naem a two-year, $34,000 grant to support his creation, a community recycling school. It was one of 22 grants made by the Agency and the Synergos Institute, through the Arab World Social Innovators Program, to support entrepreneurial humanitarian men and women in Egypt, Jordan, Lebanon, Morocco, and the West Bank and Gaza Strip.

At the recycling school, students as young as 9 learn Excel, Photoshop, and other computer skills which are part of a real-life recycling business. Students create their own spreadsheets and chart how many bottles they've collected, their worth, and their profit.

The school generates about $10,000 annually from recycling products like shampoo bottles. And students learn mathematics, reading, and writing with the goal of starting their own recycling businesses.

Children in Garbage City wake up at 9 p.m. and work with their fathers until 2 a.m. before returning home with recyclables found in Cairo streets. The women work into the morning sorting their finds while their sons attend Naem's community school.

"In the beginning, I didn't even know how to write my name, and now I'm doing mathematics, and I know how to use the computer," said Ibrahim Bakhit, 13, who collects recyclable cardboard with his father at night. "I insist on learning. I want to know a lot of things."

In addition to garbage sorting, Garbage City residents earn income from pig farming. Pigs consumed 60 percent of organic garbage before Egyptian officials made the animals illegal earlier this year and slaughtered them in a nationwide response to H1N1, also called swine flu, even though there is no evidence the disease is spread by pigs. Moreover, without pigs to dispose of the waste, trash piled up, causing environmental damage.

Incomes were further cut when the Egyptian government contracted three multinational corporations to collect the city's garbage. But the townspeople found a substitute in recycling.

The school remains largely for boys—following Egyptian cultural standards—but after-hours computer workshops recently began for girls and mothers.

The city smells of garbage. Enormous bags of trash are piled on rooftops, in doorways, in alleyways, and strewn about the streets.

But Naem's students have seen the alternative.

"We are so happy when we go on field trips, spend time together, and smell fresh air," said Naem, who kept his hometown and family business secret until he revealed it in a composition that was praised by his teachers. He has since gone on to earn a bachelor's degree in commerce.

As a 12-year-old, Naem wrote in his composition: "If a minister or the president, himself, is absent for a week, his vice can replace him. But if a garbage collector is absent, no one can replace him." ★

FrontLines *writer Analeed Marcus wrote this series of articles following a trip to Egypt in October. All photos by Analeed Marcus.*

At the 3,300-year-old Karnak Temple, dedicated to the ancient Egyptian god Amun, USAID-funded archeologists from the American Research Center in Egypt and Chicago House inspect and preserve a recently-discovered room. The room has yet to be seen by tourists and retains much of its original colors and ancient etchings.

The walls of Luxor's Medinet Habu, the mortuary temple of King Ramses III, were once painted by ancient Egyptians in colors, but have over time eroded, faded, or been covered by soot and sand. Experts carefully clean of the sediments to reveal the colors beneath. But unexposed, shaded areas such as this one retain their original, ancient colorings.

From Pencils to Computers, Registry Eases Business

CAIRO—It was only after standing in line for several hours, filling out a lot of paperwork, and then waiting several days that an Egyptian could register his private business and begin work.

But a $1.8 million USAID project has changed things after it trained staff and donated computers, overhauling the outdated system.

Tax regulations require that all private businesses in Egypt be registered, which necessitates a visit to a governorate Commercial Registry Authority (CRA) office, part of the Egyptian Ministry of Trade and Industry.

Where brittle paper ledgers filled with penciled script previously recorded the country's businesses, now computers and software track those same businesses with the ability to do rapid and constant updates. Employees worked around-the-clock to read through the tattered volumes and transfer data involving 3 million registrations dating back to 1964 to computers.

USAID funded the work and trained staff on customer service, problem resolution, and new technology in 82 commercial registries throughout the country.

More than 600 of 1,200 employees have been trained, CRA Deputy Chairman Amr Hegazy said. The staff who were trained then received a 90 percent pay increase.

It used to take between six and 15 days to file a registration, depending on the governorate, he said. But now it takes 30 minutes to one day.

In Cairo, the Ramses area office alone has 400,000 registrants, manager Attia Mohamed said. The office received a renovation and everything changed—from the floor plan to database management.

"One hundred to 1,000 people per day come through," he said. "We can't compare the two cases, from before [to after]. There's a big difference."

Mustafa Ghazaly, an accountant, came to the Ramses office to register.

"It was horrible before: The place was narrow and very crowded, the process was long—it took two to three hours, and there were no fans," he said.

"I think it's excellent [now]. I'm surprised," Ghazaly said. "We were all suffering before. I have an idea that USAID has helped in a lot of areas."

The CRA project is implemented through Technical Assistance for Policy Reform II/ Deloitte. ★

Ancient Egypt Rises Again as Water Recedes

LUXOR, Egypt—The matching Indiana Jones fedoras on two leading archeologists as they entered the ancient Temple Rameses III of Medinet Habu were necessary shields for working in the 104-degree Egyptian desert in October.

Egyptian excavators emerged from among ancient pillars to greet Egyptologists Raymond Johnson, director of the Epigraphic Survey based at Chicago House in Luxor, and Gerry Scott, director of the American Research Center in Egypt, who are working to save their national history.

Medinet Habu lies miles away from the more famous Luxor and Karnak Temples but, unlike these two World Heritage Sites on the Nile's East Bank where a USAID-funded dewatering project has slowed the rate of deterioration, the West Bank temple continues to decay due to groundwater intrusion. Building structures become porous and cracked by rising groundwater levels. The wall surfaces where hieroglyphics and drawings are etched have begun falling away.

"The surface is sloughed off the stone, like skin," Johnson said.

Though some buildings have stood since 2000 B.C., neighboring sugarcane irrigation has caused water levels to rise and bring salt into the base of the ancient buildings, Johnson said. When the water recedes, salt crystals swell and shatter the fragile stone. Field scientists also fear that global climate change has begun to speed the ruin of these ancient structures.

"If the damage were allowed to continue, temples like Karnak and Luxor would start to collapse. You'd see structural failure," Johnson said. "There are places where the stone is literally turning to sand before your eyes… It's so wet and saturated."

USAID has spent $100 million in 30 years to preserve the ancient monuments, USAID's Egypt Director Hilda Arellano said. USAID has worked on more than 70 antiquities conservation projects at 30 historical sites.

"It's the challenging projects that are always the most important and the most rewarding," she said.

On Oct. 20, 2009, USAID signed a water-lowering protocol with the Egyptian Ministry of Culture's Supreme Council of Antiquities, the National Organization for Potable Water and Sanitary Drainage (NOPWASD), and the Supreme Council of Luxor City.

Luxor's Governor Samir Farag, NOPWASD Chairman Engineer Hassan Khaled Fadl, and Director of Upper Egypt Antiquities Mansour Boraik attended the signing with USAID's Arellano.

"The project we're inaugurating today is really the last phase of 30 years of water construction projects in Egypt," Arellano said. It is the third in a successful series of combined groundwater-lowering and monument conservation projects in Egypt.

The drainage project will decrease groundwater levels and protect Medinet Habu, Amenhotep III, the Ramesseum, Seti, and 20 small temples. The sites protected by USAID cover a range of historical periods: Neolithic, Pharaonic, Greco-Roman, early and medieval Christian, medieval Islamic, and Ottoman.

"Time is an element, but the growth in population is expediting the decay," said Sylvia Atalla, USAID's antiquities and environment program manager.

"We're barely keeping our heads above water," Johnson said. "These complexes represent the beginnings of world civilization…Thanks to USAID support, we've been able to get grants to address changing conditions." ★

For more articles on Egypt, see the online edition of the Dec./January *FrontLines* at www.usaid.gov/frontlines.

WHERE IN THE WORLD. . .

SEPTEMBER 13, 2009 – OCTOBER 10, 2009

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HR/OD to AA/LAC

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COMP/NE/OJT to Senegal/PFNP

Rebecca R. Black
A/AID/COO/M to Afghanistan/OD

Ebony L. Bostic
LAC/CAM to LAC/RSD

Michael R. Bradley
Sudan/FMO to Kosovo/FMO

John L. Brannaman
Albania to DCHA/FFP/EP

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M/MPBP/PERF to M/MPBP/EVAL

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COMP/NE/OJT to Nigeria

Casey A. Buffalini
SEC/OD to SEC/BIDS

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M/OAA/DCHA to FA/COO/PM

John J. Cardenas
Egypt/DIR to Peru/D

Jonathan Chappell
West Africa/RAAO to Pakistan/OD

Rachel Herr Cintron
Uganda/GD to COMP/LWOP

P. Andrew Colburn
COMP/NE/OJT to Uganda/JOPA

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Russia/SSR to Rwanda

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Afghanistan/OD to COMP/FS

William C. Hansen
Albania to Caucasus

R. David Harden
West Bank/Gaza to West Bank/Gaza/OSEMEP

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Michael L. Jones
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Michael Joseph Kaiser
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GH/OHA/SPER to GH/OHA

Enilda Martin
West Bank/Gaza to Ukraine/OHST

Albert P. Moesle
COMP/NE/OJT to Pakistan/OD

David J. Noble
Dominican Republic/OFM to M/CFO/FPS

Cory K. O'Hara
EGAT/EG/EDFM to EGAT/EG/TI

Lyne Paquette
CA/FM to COMP/FS

Nathan B. Park
COMP/NE/OJT to Honduras/DP

Sharon Pauling
Liberia/PFNP to Pakistan/PDO

Peter L. Pollis
Iraq/PRT to Afghanistan/OD

James B. Powell
SEC/OSP/SP to SEC/OSP/SE

Leona Sasinkova
COMP/NE/OJT to SA/RAAO

Susan J. Scott Vargas
Pakistan/OD to Dominican Republic/DIR

Robert M. Simmons
DCHA/FFP/EP to COMP/FS

Andrew B. Sisson
COMP/LT TRNG to CA/DO

Kristine K. Smathers
GH/SPBO to Pakistan/EXO

Teresa Spikes
HR/CSP/PO to HR/CSP

James David Stott
COMP/NE/OJT to Philippines/OFM

Carrie Thompson
Africa/EA to EGAT/PAICO

Jennifer J. Tikka
Iraq/PRT to Guatemala/RD

Christophe A. Tocco
COMP/FS to Senegal/PROG

Allen Fernando Vargas
Honduras/CONT to Pakistan/OD

James I. Wasserstrom
Afghanistan/OD to Afghanistan/OSSD

Sharon Wayne
Dominican Republic/DIR to DCHA/PVCASHA/ASHA

Karen L. Welch
CA/HP to Caucasus

Mark C. Wilt
Iraq/PFNP to Lebanon

Sarah E. Wright
Kenya/PROG to EGAT/ED

Susumo K. Yamashita
AA/E&E to Colombia

Peter E. Young
Afghanistan/OD to Caucasus

RETIRED

Lisa Chiles

Martin J. Hewitt

David L. Jessee

Nathan Johnson

Sarah A. Lewis

Susan J. Rabern

Lawrence R. Rowe

Walter E. Shepherd

MOVED ON

Saira Abbasey

Sithara Batcha

Paulinette F. P. Bedran

Jatinder F. Cheema

Carrie V. Dailey

Michelle Marie Fontaine

Jason A. Hobbs

Randall William Kindle

Nithya M. Mani

Sarah K. McKim

Anita L. Menghetti

Frances L. Outland

Yogesh Rajkotia

Edward P. Roche

Keith Ernest Simmons

Kim T. Tran

IN MEMORIAM

Thomas Hilton Armor, 66, died Aug. 17 in Prescott, Ariz. Armor worked in management and organizational development, providing consulting services to private and public organizations in more than 100 countries. Beginning in 1990, Armor consulted for USAID on international aid projects in developing countries including Afghanistan, Angola, Ghana, Guatemala, Liberia, Nepal, Pakistan, Senegal, Uganda, and Ukraine. Two days before he died, Armor returned to the United States from Kabul, where he had been leading management workshops for USAID staff. Armor graduated from UCLA with a PhD in management.

Dennis P. Bilodeau, 61, died Nov. 14 in Bamako, Mali. Bilodeau was USAID's governance and communications team leader in Mali, where he lived and worked for the past 25 years. Bilodeau's first overseas experience was as a Peace Corps Volunteer in Ivory Coast from 1971 to 1975. Under Bilodeau's leadership, Malians gained access to information through community radio and the Internet. Bilodeau graduated from the University of Southern Maine at Lewiston in 1970 with a bachelor's degree in physics and mathematics.

Mary Ann Epley, 72, died Oct. 19 in Scottsdale, Ariz. Epley served as a Foreign Service Officer with USAID for 30 years. Her posts included Washington, Vietnam, Ecuador, Ivory Coast, El Salvador, Costa Rica, Mali, Yemen, and Zambia. Epley, who retired in 1997, graduated from Seattle University, Washington, with a degree in sociology.

Joann Feldman Lawrence, 56, died Sept. 7 in Rockville, Md. Lawrence was a longtime USAID employee who worked as deputy director in the Office of South American Affairs, part of the Bureau for Latin America and the Caribbean. ★

Mission Directors Meet

Gen. David Petraeus and *New York Times* columnist Tom Friedman were among the guest speakers at the meeting of nearly 100 USAID mission directors who came to Washington from their posts across the globe in early December.

"Those of us in uniform have enormous respect for those of you in AID and I personally am among your biggest promoters on Capitol Hill," said Petraeus, who heads the Central Command at MacDill Air Force Base, Florida, which is responsible for the region from Egypt to Pakistan.

"We're proud to be working ever more closely with members of AID…with the heroes from this great organization," he said. "All of us have long been impressed with what AID's development work adds to our collective efforts in locations that are, again, critical to our national security."

Other speakers at the event included Deputy Secretary of State Jacob Lew and Gayle Smith, the National Security Council's senior director for development issues.

The conference, held in Virginia, included discussions of the USAID budget, the Quadrennial Diplomacy and Development Review process, civilian-military cooperation, food security, and dealing with expanded staff.

Petraeus noted that the lack of sustainable economic development "is not just a social or humanitarian issue, it is a serious security concern as well." He added that the military had to "embrace a new mindset, one that elevates the social, economic, and political issues that lead to insecurity."

He noted that budgets are tight and "you really have to go out and market as well what AID brings to the fight."

Lew told the mission directors that despite the economic crisis, President Barack Obama is "on a path to double foreign assistance" and "double the number of Foreign Service Officers in USAID."

But he warned that aid budgets require "showing what we're doing is working, it's paying off for the American people."

Smith said there is a critical need for USAID's development expertise at the policy-making table. She leads the Presidential Study Directive on Global Development Policy, which is designed to shape U.S. development policy, efforts, and reach.

Friedman told the mission directors: "I know so many of you are involved in nation-building in your countries—but what's on my mind is nation-building in America…how we get optimal solutions to the incredibly huge problems facing us, from health care to financial regulation to environmental regulation to dealing with our deficit, Social Security, et cetera."

Nancy Birdsall, president and founder of the Center for Global Development, told the mission directors in a luncheon address that the "downsides of globalization" make reformed foreign aid more necessary.

She said "an unequal and increasingly volatile global economy" has led to "the food crisis, the fuel crisis, and then the finance crisis. And that involves much higher risks for developing countries." ★—*B.B.*

In Oslo, Obama Vows Aid to Poor

President Barack Obama was awarded the Nobel Peace Prize on Dec. 10, 2009, in Oslo and delivered an address that included a call for international development to lift the poor of the world out of poverty and injustice.

"Our actions matter and can bend history in the direction of justice," he said.

Those who have been "jailed and beaten in the pursuit of justice" or "toil in humanitarian organizations to relieve suffering" are "far more deserving of this honor than I," he added.

True peace requires economic security and opportunity—freedom from want—he said.

"Security does not exist where human beings do not have access to enough food, or clean water, or the medicine they need to survive," he said. "It does not exist where children cannot aspire to a decent education or a job that supports a family."

Aid for farmers, education, and health care is not "mere charity," he said, calling such aid "investments in development."

And even though there has been a seemingly endless eruption of tribal, ethnic, and religious hatred and violence in many parts of the world in recent years, Obama said "we do not have to think that human nature is perfect for us to still believe that the human condition can be perfected."

"We can acknowledge that oppression will always be with us, and still strive for justice," he concluded. "We can admit the intractability of deprivation, and still strive for dignity."

For the complete text, see www.whitehouse.gov/the-press-office/remarks-president-acceptance-nobel-peace-prize. ★

IN-HOUSE NEWS

Your Voice

By Robert Clay

Your Voice, *a continuing* **FRONTLINES** *feature, offers personal observations from USAID employees. Robert Clay is the director of the Agency's Office of HIV/AIDS. This column was written a few weeks before World AIDS Day 2009.*

World AIDS Day Honors 25 Million Who Died As We Continue to Battle HIV

I had just finished my first year of graduate school at UCLA when the first case of HIV was reported in Los Angeles. Little did I know how that event, happening so close to my school, would affect and influence my professional life. Over the next three decades, HIV/AIDS would play a central role in my USAID career and become a passion and driver of my work.

As deputy director of the Health and Nutrition Office in the 1990s, I helped oversee the HIV/AIDS division's work and program. But HIV/AIDS was only a disease I read about and discussed. It took my Foreign Service posting in Zambia in 1998 for HIV/AIDS to become real.

One in five Zambians was HIV positive, and because the epidemic had been underway for 15 years, illness and death were at an all time peak. Our home was on the road to the city cemetery, and long funeral processions were daily occurrences.

It was during my first year there that I personally experienced the devastating death of one of my staff from AIDS. It changed our entire office and we were inspired to do all we could to ensure others did not face the same fate. It was those five years in Zambia, at the heart of the HIV/AIDS epidemic, which convinced me of the importance of prevention—especially reaching the next generation with effective messages.

Robert Clay

Photo by Jessica DiRocco, USAID

Reading the predictions for the next HIV/AIDS wave to hit key Asian countries, I was motivated to share what I learned in southern Africa with this region. With my five-year assignment to India, I was witness to the large scale expansion of the Indian response to high risk groups and key geographic areas. We focused the majority of our efforts on building the local capacity of the government and civil society to ensure sustainability. The scale of this effort was enormous given that most Indian states' populations are greater than those of many countries.

I am now back in Washington, leading the HIV/AIDS Office in the Bureau for Global Health. This is a very important time as the second phase of the President's Emergency Plan for AIDS Relief (PEPFAR) is being implemented with a new coordinator, Amb. Eric Goosby, and a greater focus on sustainability and country ownership.

Even though we have made tremendous progress over these 28 years—PEPFAR alone in the past five years provided care to more than 10 million people living with HIV/AIDS, supported 2 million people on life-saving treatment, and reached 58.3 million people through prevention messaging—the fight is far from over.

So on World AIDS Day and in the coming year, we should all remember and honor the 25 million people who have died from this epidemic and recommit ourselves to do all we can to address the personal tragedy caused by HIV/AIDS. ★

Your Voice

By Margaret McCluskey

Margaret McCluskey is a senior technical advisor in the Agency's Office of HIV/AIDS.

Development Meets Development

How USAID Is Helping to Find an HIV Vaccine

Margaret McCluskey at a World Vaccine Awareness Day event at the IAVI Kangemi Clinic in Kenya

"What are *you* doing here?"

This question was posed to me at a scientific meeting by a fellow researcher about six months after I had landed at USAID following my tenure as director of nursing of the Vaccine Research Center at the National Institutes of Health. The implication of the question seemed ludicrous to me, as it seemed to presume that working with a donor agency made it somehow unnecessary to keep current regarding emerging scientific discoveries and thought.

The opposite is true of course, but the notion that we at USAID randomly dole out funds is very unfortunately out there. My counterparts in development agencies for other governments, and even for large donors like the [Bill & Melinda] Gates Foundation, have shared similar experiences of such misconceptions about all that donor decision-making entails. They too, are technical experts in their respected disciplines, as are my colleagues in the Office of HIV/AIDS. We all require regular inputs from our respective fields so that we may proficiently "husband" the precious funds for which we assume responsibility.

Another common misconception is the perceived mismatch between "development" as we know it at the Agency, and the "development" of new biomedical tools like topical microbicides and vaccines. They can have a real hand-in-glove fit, as was recently seen in the news from our partner, the International AIDS Vaccine Initiative (IAVI).

It has long been presumed that the ultimate tool in the fight against the AIDS pandemic is a vaccine capable of stimulating the body's own immune system to manufacture protective proteins, known as antibodies, against the virus. IAVI scientists recently identified two unique and potent antibodies capable of blocking a wide array of HIV. These powerful naturally occurring proteins were isolated from an infected volunteer in Africa who has not as yet required anti-retroviral therapy. IAVI's antibody discovery work, funded in part by USAID, therefore, has profound implications.

Their CEO, Dr. Seth Berkley, offered this perspective: "If not for USAID support for the IAVI-affiliated clinical research infrastructure in Africa, this scientific advance could not have been produced with such efficiency…This model illustrates what can be accomplished when you marry international development work with state of the art science and innovation."

Knowing that a vaccine capable of stimulating an antibody response against HIV is thought to be the holy grail of potential tools to impact the pandemic, my boss David Stanton and I agreed with IAVI's plans to direct USAID funds to support their antibody discovery work. We are particularly happy for IAVI, for the Agency, and for the field in general, as we are all one step closer to understanding what a vaccine may need to do to stop the virus. This news, in addition to the signals of vaccine efficacy in the recent trial in Thailand, supported by the National Institutes of Health and the U.S. Department of Defense with their partners, gave HIV vaccine research some real momentum of late.

"Are we there yet?" This quintessential question asked by impatient children on a long road trip comes to mind. "No, not yet, dear, but we'll get there—don't worry" says the reassuring mom or dad. The road to an HIV vaccine is long indeed; for the first time in 27 years of research we have reached a real milestone on our way to even more hopeful future breakthroughs.

At some point, a vaccine to prevent AIDS will be a reality, as is the case with a malaria vaccine, and hopefully an improved TB vaccine. USAID will have been a deliberate part of salient discovery events, while wisely preparing to integrate these new tools with existing methods of relevant treatment and prevention. The results will be dramatic in both countless lives saved and in immeasurably improved public health—logical and worthy outcomes of *development* efforts.

In the meantime, I'll hold on to my dream, that a safe and effective HIV vaccine is a part of routine immunizations for generations to come. ★

IN-HOUSE BRIEFS

Telly Award Honors Broadcast Promoting Reading in Africa

The Bureau for Africa's education division picked up a Silver Telly during the 30th annual Telly Awards for the video *Readers Are Leaders*.

The broadcast highlighted how lives and policies have changed in some sub-Saharan African nations because of books provided through the Africa Education Initiative Textbook and Learning Materials Program.

The Telly Awards is the premier award honoring local, regional, and cable television commercials and programs. The competition receives over 13,000 entries annually from all 50 states and from countries around the world. *Readers Are Leaders* was produced by USAID with assistance from the U.S. Department of Agriculture broadcast services.

USAID is addressing the lack of textbooks and learning materials in sub-Saharan Africa through a partnership between six U.S. minority serving institutions and African ministries of education in select countries. To date, nearly 10 million products have been printed and disseminated at an average cost of $1.70 each, with 62 percent of federal dollars spent in host countries.

Water Publication Takes Top Honor by Education Group

The publication "Healthy Water, Healthy Habits, Healthy People Educators Guide" won a Distinguished Achievement Award from the Association of Educational Publishers.

The publication, which was funded by USAID, was written for sub-Saharan Africa and gives teachers a way to teach water safety to children. The 40-page book details ways to teach how common water-borne and hygiene-related diseases spread and how to stop them.

In addition to the winning publication, three companion pieces—two children's activity booklets and a poster—were distributed to nearly 1 million children in 1,000 schools in sub-Saharan Africa.

The publications were prepared by Project WET, an organization dedicated to providing water education worldwide to children, parents, teachers, and community members. ★

In Washington, D.C.'s Union Station, USAID staff, left to right, Chris Kisco, Amy Wielkoszewski, Maxine Hillary, Hope Bryer, and Audra Degesys meet Muppets Elmo and Telly Monster Nov. 10, 2009, at the opening night of a photo exhibit entitled, "Sesame Street—The Longest Street in the World" celebrating 40 years of Sesame Street around the world. USAID works with Sesame Workshop to bring educational television programs to young children in Bangladesh, Egypt, India, Indonesia, Jordan, the West Bank and Gaza, Kosovo, Nigeria, Russia, South Africa, and Tanzania. Local productions are based on the internationally recognized Sesame Street model but are tailored to reflect each country's culture and educational needs. Featuring locally created Muppet characters, the shows foster reading and math skills, good health and hygiene habits, and values such as tolerance and respect.

Agency Ventures into Cyberspace Meetings

USAID's long-distance communication just got easier and more technologically advanced with a new system that allows employees to hold meetings with colleagues around the world.

Defense Connect Online (DCO) is an online tool that allows multiple users to converse via webcam and headset. Users can view all participants in separate screens on their computer monitors and can also view and edit the same documents.

The Office of Military Affairs already uses the system to keep in contact with colleagues at field missions and regional combatant commands. The Office of Civilian Response plans to use DCO to keep in contact with Civilian Response Corps members deployed in the field.

Any USAID staff member can request a log-on from the Office of Military Affairs and use the system to organize meetings and invite anyone—even people who don't have DCO accounts—to participate.

Documents can be uploaded for all participants to access. For users in areas of low Internet connectivity, DCO offers a low-bandwidth text chat option.

Maj. James Weare, a U.S. Army Fellow on rotation to the Office of Civilian Response, has previously used DCO in military-civilian planning exercises. "You can see the reaction on the other parties' faces and see if they really get what you're talking about—in real time," he said.

The Office of Civilian Response also plans to use DCO for training, since it is difficult for Civilian Response Corps members in overseas missions to attend classes in Washington.

"[DCO] provides an interactive training environment regardless of the learner's location [through a] collaborative learning process where information, ideas, images, and even work products can be developed anywhere by anyone with an Internet connection," said Tim Sikes, a training coordinator in the Office of Civilian Response.

The Defense Information Systems Agency, which unveiled DCO in November 2007, offers free installation to U.S. agencies interested in using the system. Offices at USAID interested in using DCO should contact the Office of Military Affairs at (202) 712-4874. ★

KYRGYZSTAN from page 7

"After the trainings I feel as if I was reborn as a teacher," said Kenjebaeva.

"My attitude toward the school, children, learning, everyday lessons, colleagues, and children's parents changed dramatically," she said. "But most importantly, I became a much better teacher for my students."

She says that her students felt "lectured to" and bored under the old style of teaching. Now her students are more likely to ask questions and engage in discussions with their teacher and peers. "I came to understand the advantages of group work in class and cooperative planning of lessons," said Kenjebaeva, who now tries to maximize student participation.

Kenjebaeva credits the USAID project with making a "big difference" in her ability to teach and motivate her students. "I learned how to develop effective questions for students, and how to correctly direct the student towards the lesson's objectives," she said.

The USAID Quality Learning project anticipates it will have trained nearly 800 more teachers who will teach 50,000 secondary school students by the end of 2009. The principles of the project recently became binding for all Kyrgyzstan in-service teacher training institutes. ★

Photo by Michael Keays, USAID

Neilesh Shelat climbed on top of a mine resistant ambush protected vehicle in May 2009 to counteract poor cell phone reception during his swearing-in to the Foreign Service. He raised his right hand to take the oath of service, held the U.S. Constitution in his left hand, and wedged the phone on his shoulder. When asked what keeps drawing him back to Afghanistan, where he has worked for nearly two and a half years, Shelat said: "There is something that is truly infectious about this place that keeps people coming back—whether it is the incredible sense of hospitality or just the overall rhythm and flow that catches you off guard and shakes you a bit." Shelat currently serves as a field program manager in the Wardak Provincial Reconstruction Team.

CONTINUED. . .

SHAH from page 1

expert at the helm" and his job would be to "rebuild USAID as the premier development agency in the world" and reverse years of staff cuts.

"Development is my passion," said Shah, 36, a medical doctor by training. Previously, he served as under secretary for research, education, and economics and as chief scientist at the U.S. Department of Agriculture. There, he launched the National Institute of Food and Agriculture, a new scientific institute that elevated the status and funding of agricultural research to be more in line with other major scientific groups. He also produced initiatives in bioenergy, climate, global food security, childhood obesity, and food safety.

Prior to joining the Obama administration, Shah served as director of agricultural development at the Bill & Melina Gates Foundation, where he helped develop and launch the Global Development Program. In his seven years with the foundation, he also served as the program's director of strategic opportunities and as deputy director of policy and finance. In these roles, he helped create the Alliance for a Green Revolution in Africa and the International Finance Facility for Immunization—an effort that raised more than $5 billion for child immunization.

Shah noted that the number of hungry in the world has grown to 1 billion and climate change threatens many poor nations, but that the world now has the technology, expertise, commitment, and political will to meet those challenges.

"Now is the time," he said, "for us to step up and deliver against the ambitious goals the president and secretary have set for us: to improve lives and fight poverty; to expand human rights and economic opportunities; to build democratic institutions and improve governance; and, in the process, to advance U.S. foreign policy to enhance our own prosperity and security."

But in order to win U.S. public support for funds to fight poverty, build democracy and governance, and advance U.S. security and prosperity—especially during tough economic times—USAID must show that every dollar spent produces results.

"People want to support development work—they just want to know we can do it effectively," said Shah.

He vowed to focus on issues already noted by Clinton the previous day in a policy speech at the Petersen Institute for International Economics in Washington: women; agriculture; and building "local capacity" so developing nations' own experts could eventually lead the fight on poverty—and foreign aid would no longer be needed.

In the audience were former USAID administrators Peter McPherson, Andrew Natsios, and Henrietta Fore; Agriculture Secretary Tom Vilsack; and Sen. Richard Lugar (R-Ind.).

At his confirmation hearing before the Senate Foreign Relations Committee Dec. 1, 2009, Shah said: "USAID's motto, 'From the American people,' represents our effort to project the hopefulness and aspiration of the American dream to the farthest corners of the globe."

"I remember seeing the power of that American ideal at work in a remote village in rural South India," he said. "I served as a volunteer in a poor tribal community before medical school, and I was struck by the one-room schoolhouse where children who didn't speak our language or enjoy our freedoms from hunger or disease could look up at the wall and admire photographs of their heroes—Mahatma Gandhi, Jawaharlal Nehru, and President John F. Kennedy."

Since 2001, development aid increasingly has been linked to U.S. national security, and government officials have backed up calls for rebuilding USAID with the financial resources to make that happen.

Shah told senators he would ensure "that the development voice is heard in every major decision with respect to our foreign policy." He noted that he will report directly to the secretary of state, who had already expressed her conviction that development, along with diplomacy and defense, serves as a pillar of American foreign policy.

He also said that military-run aid programs recently launched in Afghanistan and Iraq may have large budgets but are no substitute for civilian-run USAID programs. "Knowing how to search for and support local partners—and build local capacity in a way that's sustainable—are all things that development professionals have learned over decades of efforts and decades of successes and decades of failures," he said.

Shah said that USAID is providing one-third of the 1,000 civilian positions in Afghanistan and is hiring 1,000 new Foreign Service Officers under the Development Leadership Initiative.

He noted that two ongoing studies of foreign assistance: the Presidential Study Directive on Global Development (PSD-7), led by the White House, and the Quadrennial Diplomacy and Development Review (QDDR), led by the State Department, are working to define and make decisions on foreign aid structures. "I don't want to prejudge the structural outcomes or recommendations of those processes," said Shah, who serves as a co-chair of the QDDR.

Shah also said USAID needs to do a better job of telling the public about aid successes. And, he said that monitoring and evaluation systems should be part of programs from the beginning of implementation and design. ★

LEBANON from page 1

"SMEx has helped bridge the digital divide by transforming social media into a tool that is more widely available and understood at a grassroots level," said Katie Prud'homme, USAID's Office of Transition Initiatives (OTI) country representative.

Over five months last year, SMEx brought together 25 youth as the core of a future digital and social media networking group. They were trained to assess and apply new media, and then to apply this media to transform volatile areas, using youth activism as a springboard to address tensions.

By the end of the training, several projects involving new media had emerged, including: Reforms by Youth, a place for youth to post problems and find the people and agencies to whom they can complain; Building a Culture of Peace, a multimedia training for university and younger students in Baalbeck focusing on conflict resolution; and *Jeel Yusharek*, an effort to inform and empower youth about their rights in schools by creating a social network linking teachers, students, and administrators.

Nada Akl, a budding journalist who completed the program, has begun giving training on social media at a youth center in Mount Lebanon.

"The training also enabled me to inform the redesign of our independent news site to make it more interactive," said Akl. "We now have features that allow us to upload video and audio files, and soon, through our online forum, readers will be able to recommend stories be covered that are not in mainstream news."

The project builds on a previous USAID/OTI grant to SMEx to hold social media workshops for over 300 activists. Trainees were struck by new media's ability to link across physical, social, and virtual spaces. Two blogs have evolved from this activity—one by speech impaired youth to create a virtual community and another to provide information to migrant domestic workers. ★

GATES from page 5

smallpox in 1977—which saved America $17 billion in vaccination costs—to progress against polio, malaria, and the current fight for maternal and newborn child health.

The big challenge has been how to make people pay attention to positive news.

In the past, advocacy groups displayed photos of dying children and images of people living in dire and depressing circumstances to educate the public. "But when people invest year after year, tax and private donations, they want to know the return on investment," said Lewis.

To overcome what Lewis called "a staggering communications gap," the Living Proof Project tells about aid delivered through Gates; USAID; the Global Alliance for Improved Nutrition; the Global Alliance for Vaccines and Immunization; the Global Fund to Fight AIDS, Tuberculosis and Malaria; and other programs.

See www.livingproofproject.org for further information. ★

PAKISTAN from page 5

hospital, about a half-hour away from most of the camps.

New mothers received kits containing clean blankets to swaddle the newborns, diapers, and fresh clothes for the mothers.

Outside one birthing center in Mardan, PAIMAN staff noticed a young couple weeping over a 3-month-old boy, certain he had died from the heat. They rushed baby and parents to the hospital, where doctors were able to resuscitate and rehydrate the boy. Within 20 minutes, the boy, named Haris, opened his eyes and started to cry. Within two hours, they were on their way back to the camp. The next day, the parents returned to the center the best gift for the staff they could muster: two hen's eggs.

"No words can express the joy I felt when my son opened his eyes," said Abdur Rauf, the boy's father.

By mid-August, Swat and Buner were again firmly under control of the Pakistan government, and the displaced began to return to their homes. Project staff members returned to their workaday roles.

"I think we made a real difference in the lives of a great number of people under difficult circumstances," Dr. Khan said. "The established presence of USAID in the districts was an important contributor to our success, but more important, when we came to them with our assessment of the situation, they immediately approved our plan. That saved a lot of lives." ★

OSTRUM from page 1

destruction of resources. Ostrom points to successful examples of centralized forest management, such as national forest reserves in Uganda that encourage local people to plant trees.

Ostrom's four-year, $1.14 million grant for forestry research expired in December 2009. Nevertheless, Ostrom said she plans to continue her work, and is looking for long-term funding to sustain the project for 20 years or more.

Her forestry management research was funded through the Sustainable Agriculture and Natural Resources Management program, which is one of eight active USAID-supported Collaborative Research Support Programs, each receiving just over $3 million per year. The programs are part of the Agency's support of advanced scientific research to improve development efforts around the world. ★

CONTINUED. . .

REFORM from page 4

recorded 287 reforms in 131 economies, 20 percent more than the previous year, and the most reforms since the report began tracking in 2004.

The Middle East and North Africa region has been particularly active with 90 percent of countries enacting business regulation reforms.

"The president made a commitment to enhance engagement with Muslim majority countries, and what we're seeing is that in a lot of those countries there is a renewed commitment to undertaking business climate reforms," O'Hara said. "We see our support for their reform agenda to be an integral part to the success of promoting entrepreneurship and employment in that region."

Increased attention on business reform in the Middle East and North Africa region is marking a transition away from USAID's focus on the business climate in Eastern Europe, where the majority of countries have demonstrated significant progress over the past decade.

Although most reforms focus on reducing red tape, in Colombia USAID helped expand government oversight by promoting regulation to protect consumers and investors.

Of the top 10 business regulation reformers, Colombia made reforms in the most categories—eight out of 10. And of those eight reforms, USAID was involved in half—starting a business, getting credit, protecting investors, and trading across borders.

Now ranked 37 out of 183 countries, Colombia is the number one reformed country in South America, and one of the top performers in the Latin America and the Caribbean region. In 2007, Colombia ranked 79.

"We have to be careful in analyzing the results of the report," said Francisco Gonzalez, director of USAID's Colombia Office of Economic Growth. "We cannot say Colombia is ahead in terms of competitiveness in Latin America. Colombia is ahead in terms of moving faster than other countries in Latin America in improving the business environment."

Ranked 11 in the world, Georgia is another country where USAID has supported sweeping reform. USAID was involved in 18 of the 22 key reforms underpinning Georgia's improvement in "Doing Business," according to USAID's office in Georgia. In 2006, Georgia ranked 112; in 2007, it ranked 37.

"The increase in business registrations is really dramatic and it correlates with the improvement in the 'Doing Business' survey," said David Gosney, director of USAID's Office of Economic Growth in Georgia. "There are a lot of things that came together in driving that statistic. But we feel that one of them is the ease in registration."

Despite the achievements in Rwanda, the world's top business reformer this year, the report indicates a need for significant work in sub-Saharan Africa, home to the majority of the lowest-ranking countries for business reform.

With growing USAID investment in food security and enhancing market opportunities in the agricultural sector in sub-Saharan African, O'Hara predicts greater Agency attention to investment barriers related to agriculture.

"While a farmer may know how to grow crops, if he still can't get access to credit, if he can't move his harvest to a port and ship it efficiently and cheaply, if he can't hire seasonal workers, if the rate of taxation is so high that it becomes predatory, all of these things make it impossible to succeed," O'Hara said.

The desire for reform must come from the home government, he added.

"It's a challenge of political motivation," O'Hara said. "Our programs succeed where we support reformers.

To remain competitive, economies must continuously reform business regulations. Since the first publication of the report, due in part to media attention and competition among nations, the rate of reform has increased dramatically.

"While development is a long-term goal, we have also learned that dramatic improvements are possible when governments and donors form partnerships in support of an aggressive reform agenda," said then Acting Administrator Alonzo Fulgham. "USAID is committed to supporting further reforms, and partnering with governments that take responsibility for establishing good economic policy and governance."

For more information on the report, go to www.doingbusiness.org. ★

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limits. Traffic agents conducted a survey of 1,500 people who signed a commitment to respect the rules of the road. Monthly "Take Back the Park" festivals reclaim local parks from petty criminals, drug dealers, and prostitutes.

In June 2009, Pereira hosted a Culture of Lawfulness Week, which included more than 25 activities addressing fatalism, and promoting both police and citizen participation in preventing crime. Activities included outdoor festivals and a contest for the "Most Legal and Safe Neighborhood."

"By way of this program, one enjoys a closer proximity with the community," said Police Sub-lieutenant Salamanca Moyano Arturo. "It improves my work as a police officer since it is founded on the leadership and commitment that the police should have with the community."

Some of those involved in promoting the project in Pereira noted a change in their attitudes toward the rule of law.

"With respect to myself as a teacher of the program, it has allowed me to reflect and reevaluate my mindset towards certain acts that seemed very 'normal,' but at the heart of the matter were illegal," said Nora Nidia Salazar. "For example, my perspective towards buying pirated CDs, books, and photocopied material without respecting the author's rights have changed, making me a citizen with greater respect for the laws of my country."

For more information on the Culture of Lawfulness Project, contact Jean Garland at ggarland@usaid.gov or Anu Rajaraman at arajaraman@usaid.gov. ★

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limate change and greenhouse gas emissions that we have created to shift resources from north to south for development purposes in those areas.

That and the global recession and realizing how interdependent we all are in terms of economics and the food crisis that we've been going through—I think we're going to have to devote a lot more time and energy in those areas. That's why USAID needs a very strong policy staff and a strong technical staff to be a leader within the U.S. government on these issues. ★

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[under the SPIRA project] have allowed us to focus on the business and our future, rather than chasing down paper," said new entrepreneur Ranka Marinkovic. ★

FrontLines

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"I realize that there are among us those who are weary of sustaining this continual effort to help other nations. But I would ask them to look at a map and recognize that many of those whom we help live on the 'front lines' of the long twilight struggle for freedom—that others are new nations posed between order and chaos—and the rest are older nations now undergoing a turbulent transition of new expectations. Our efforts to help them help themselves, to demonstrate and to strengthen the vitality of free institutions, are small in cost compared to our military outlays for the defense of freedom."
—John F. Kennedy, Special Message to the Congress on Foreign Aid, March 13, 1962

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Slum Exhibit Addresses Housing in Developing World

By Chris Ward

Peering into the tiny shack in Jakarta that the Asana family calls home, New Jersey native Sivan Yosef was amazed at what she saw.

"Even though I'd visited slums before while working overseas, I'd never seen the inside of someone's home, and the first thing that struck me was the extremely low ceiling, which made standing up impossible," she said. "I thought, 'how can they live here?'"

"But when I heard the family talk about their lives and saw how carefully they had decorated the room with things they'd found, it gave me a better perspective on their lives—the good and the bad," Yosef said.

Yosef's newfound insight into life in the world's fastest-growing human habitat— slums—came during an afternoon visit to a multimedia exhibit at the National Building Museum in Washington, D.C.

The exhibit, called "The Places We Live," presents a collection of photos and audio testimonials from men, women, and children living in the slums of Caracas, Mumbai, Jakarta, and Nairobi.

Created by Magnum Photos photographer Jonas Bendiksen, the 4,500 square foot installation invites visitors into the living rooms of ordinary slum residents, providing a rare—and nuanced—glimpse of people and places seldom seen by those who live in developed countries.

"'The Places We Live' was not a search for…the absolute extremes of urban poverty—I wasn't looking for the dirtiest spot, the poorest hovels, or the most crime-ridden street corner. My task was to find how people normalize these dire situations. How they build dignity and daily lives in the midst of very challenging…conditions," said Bendiksen.

USAID, Cities Alliance, and the World Bank brought the exhibit to Washington in October, timed to coincide with World Habitat Day, which was also hosted in the U.S. capital this fall.

The exhibit is designed to increase awareness of the world's nearly 1 billion slum dwellers. Officials believe that understanding is crucial for the international community to tackle the urbanization and slum growth currently buffeting many poor nations in Africa, Asia, and Latin America.

The exhibit is the first in a series of activities by USAID and its partners to highlight urban issues over the coming months. These include an academic paper competition on slums aimed at PhD students in urban development fields; an urban speaker series hosted at Agency headquarters; and the World Urban Forum 5, scheduled for March 2010 in Rio de Janeiro. ★

Photo by Jonas Bendiksen, Magnum Photos

SUNDAY PRAYERS. Residents of Kibera Slum in Nairobi, the second largest urban slum in Africa

For more information about the exhibit as well as urban issues in developing countries, visit these Web sites:
www.theplaceswelive.com
www.oururbanplanet.org
www.unhabitat.org/categories.asp?catid=584
www.usaid.gov/our_work/cross-cutting_programs/urban_programs

Photo by Jonas Bendiksen, Magnum Photos

LOS RANCHOS. Venezuela's capital city, Caracas, is located in a valley with office buildings and upscale residential areas located near the bottom. Poor neighborhoods, known as ranchos, are built into the hillsides surrounding the city. The population of Caracas has more than quadrupled in the last 50 years, fueled in part by an oil boom, but more than 50 percent of city dwellers live in ranchos. Many residents lack basic services such as sewage and electricity.