



USAID
FROM THE AMERICAN PEOPLE

FRONTLINES

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RAJIV SHAH NOMINATED AS USAID ADMINISTRATOR



Dr. Rajiv Shah

President Barack Obama nominated Dr. Rajiv Shah to be the next USAID administrator Nov. 10.

Shah, a medical doctor, is currently undersecretary for research, education, and economics at the Department of Agriculture (USDA) as well as the agency's chief scientist. At USDA he manages a \$2.6 billion budget and a staff of more than 10,000, including 2,200 scientists.

"The mission of USAID is to advance America's interests by strengthening our relationships abroad," said Obama.

"Rajiv brings fresh ideas and the dedication and impressive background necessary to help guide USAID as it works to achieve this important goal."

During his tenure at USDA, Shah launched the National Institute of Food and Agriculture,

created to increase agricultural research to address sustainable food production, climate change, bioenergy, and human nutrition.

Shah previously served with the Bill and Melinda Gates Foundation as director of agricultural development. He also worked with the foundation's co-chairs to identify new areas of giving and served as the foundation's deputy director of global health policy and finance as well as its first director for financial services to the poor.

Before joining the foundation in 2001, Shah served as a health care policy advisor to the 2000 Al Gore presidential

see **SHAH** on page 10 ▶

Agency Sends Aid for Indonesia Earthquake



Villagers in Balai Senayan receive USAID hygiene kits distributed in Pesisir Selantan district in West Sumatra, Indonesia, after the Sept. 30 earthquake.

USAID airlifted 45 metric tons of emergency relief supplies from its Dubai stockpile to Indonesia after a 7.6-magnitude earthquake struck about 30 miles off the coast of West Sumatra Province Sept. 30.

The shipment of 340 rolls of plastic sheeting, 6,720 hygiene kits, 7,200 water containers, and six generators—enough supplies to help at least 20,000 people—was provided to the

Indonesian Red Cross for distribution.

The USAID airlift followed the Indonesian government's declaration of a state of emergency Oct. 1. The Indonesian government mobilized search and rescue teams and medical staff, and was distributing relief items—including blankets, tents, and food items.

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Lucy Liu, USAID Highlight Human Trafficking

By Ashtar Analeed Marcus

WASHINGTON—Actress and UNICEF Ambassador Lucy Liu spoke out against human trafficking and lauded USAID efforts to increase awareness at an Agency symposium Sept. 16.

"The main issue is awareness," Liu said in an interview with *FrontLines* on the sidelines of the event. "Awareness is the first thing to do. It might be overwhelming. But you start small, start by understanding, going on the Internet, volunteer if you want, start spreading the word...Most people are surprised and don't know about [human trafficking]."

Liu is best known for her starring roles in the *Charlie's Angels* movies and in *Kill Bill: Vol. 1*. But her fight against trafficking is not done with martial arts—it is done by bringing the lives of victims into the spotlight and urging others to join her advocacy.

"There is hope...I believe this because of devoted individuals like yourselves, UNICEF, and USAID," Liu said before

see **LIU** on page 10 ▶



LIFE GIVING: Eighty percent of Mozambique's people live in villages and must walk on average 12 kilometers to reach a health clinic. Here, a woman and her daughter hold the anti-AIDS medicine that keeps them alive. They worried that neighbors would see the medicine and know they had the disease. For a close-up look at Mozambique, see the center special report section.

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WHAT THEY ARE SAYING ...

WHAT'S THE STORY ON MILITARIZATION?

By Ron Capps

This article originally appeared in the August 2009 issue of Monday Developments magazine, published by InterAction, the largest alliance of U.S. based international development and non-governmental organizations, and is reprinted with the magazine's permission.

Ron Capps, peacekeeping program manager for Refugees International, is a retired Foreign Service Officer and a retired Army lieutenant colonel. His 25-year career with the U.S. government included service in Rwanda, Kosovo, Afghanistan, Iraq, and Sudan.

The sprawling, isolated desert town of Nema, 1,100 kilometers from the Mauritanian capital Nouakchott, has a new, U.S.-funded health clinic. But the clinic is unused. In fact, it never opened. Fully constructed, the clinic sits abandoned because people cannot get to it and because the Ministry of Health cannot support it.

This sounds like the beginning of a story where the good intentions of donors are for naught because the host nation lacks the capacity for follow-through. Well, not exactly. The Ministry of Health can't support the clinic because the Ministry was not consulted before construction began. Funds to build the clinic came from the U.S. Department of Defense and the Special Forces soldiers who coordinated the construction worked through the Mauritanian Ministry of Defense.

But this isn't just a story about the militarization of America's foreign policy. While a critic would say that if the soldiers had coordinated with USAID maybe this would not have happened, the problem is that there is no USAID office in Nouakchott. There is no USAID presence for the soldiers to coordinate their activities with.

The Nema medical clinic is a monument to poor U.S. interagency coordination due to a staggering lack of civilian capacity in foreign affairs. So this is a story

about the effect in the field that the absence of civilian capacity has on the recipients of our assistance and on America's image in the world.

The numbers are overwhelming. While there are over 2,300,000 uniformed service members, there are fewer than 6,800 Foreign Service Officers at the Department of State and about 1,400 Foreign Service Officers at USAID. The General Accounting Office claims nearly 30 percent of language-designated positions at American embassies are filled by inadequately trained officials, and a recent article in *Foreign Affairs* noted that American embassies in Africa are short 30 percent of their assigned staffs. Things are so bad the State Department has hired over 2,300 family members to fill embassy positions.

Personnel numbers alone still don't tell the whole story. A recent study by the Association for American Diplomacy and the Henry L. Stimson Center repeatedly cited a lack of program management skills at State and USAID. Congress has granted the Department of Defense authorities and funding for security and development assistance that should reside with State and USAID; and it did so principally because the civilian agencies cannot carry their load. A congressional report cites a waning of diplomatic effectiveness in representing U.S. interests as foreign officials "follow the money," increasingly emphasizing defense relations over diplomacy. The RAND Corporation calls these discrepancies "a dysfunctional skewing of resources-to-tasks."

In 1971, former Secretary of State Dean Acheson wrote in *Foreign Affairs*, "For over a decade it has been received as accepted truth in the highly charged political atmosphere of Washington that the role, power and prestige of the Secretary and Department of State in the conduct of foreign affairs have steadily declined." Things have not gotten any better in the 38 years since Acheson wrote his article. For the past two generations, the Department of State and USAID have atrophied thanks to budget cuts and reductions in force driven by a

The real story here is that America has just passed the outermost point of one of our regular foreign policy pendulum swings and we are headed back to a more centered approach.

misguided belief that American security is solely the provenance of the military and the intelligence services. But recently, Congress and the executive branch have begun to reverse the trend.

In 2004, a presidential order gave the Office of the Coordinator for Reconstruction and Stability (S/CRS) at State the task of coordinating a "whole of government" approach to reconstruction and stability operations. At that time, interagency processes were strained by struggles over power and influence at the highest levels of government and staff were overwhelmed by the wars

in Afghanistan and Iraq. Over time, the office produced a blueprint for civilian response.

S/CRS has also created a Civilian Response Corps to serve as the civilian expeditionary capability the United States so urgently needs as a complement to its unparalleled military capacity. Once complete, it will include 250 active officers, 2,000 government officials on standby, and 2,000 in a reserve corps. These officers will bring civilian expertise from State, USAID, and the Departments of Commerce, Homeland Security, Health and Human Services, Treasury, Agriculture, and Justice. In 2008, Congress funded the active response corps and hiring began.

RAND, among others, has called for a multi-agency National Security College to address interagency planning and management shortcomings. In the 2006 Quadrennial Defense Review, the Department of Defense offered to turn the National Defense University into a university for national security professionals. The National Security Council (NSC) approved a management system for interagency operations in March 2007.

So now we have a civilian expeditionary force, an education and training program, and an interagency management system. Is this the happy ending? No, the story isn't finished yet.

The officers in the civilian response corps are an expeditionary force. They don't increase the staff of the Department of State or USAID, only rearrange it. The Department of State remains critically short of personnel, particularly in the mid- and senior-level ranks. USAID is embarrassingly understaffed. State plans to hire 700 new officers this year, while USAID wants to bring in 300. These numbers are insufficient to meet the needs.

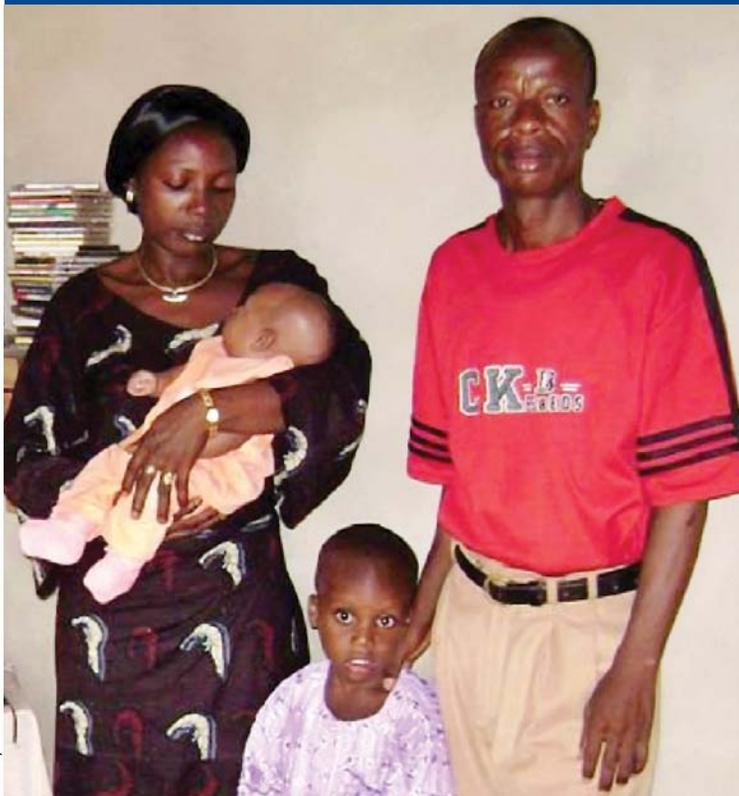
The interagency management system approved by the NSC

and the supporting structures of S/CRS and the Civilian Response Corps remain substantially untested. As of late May, there were only about 35 active response corps officers on the job. Training programs at the Foreign Service Institute were scheduled to begin in July. At a recent war game at U.S. European Command, officials stated that the military officers involved seemed reluctant to cede authority over reconstruction and stability activities to the civilians.

Defense Secretary Robert Gates is often lauded for his public calls for increased civilian capacity. However, in October 2007, he laid down his marker on the expanded role of the Department of Defense: "All these so-called 'nontraditional' capabilities have moved into the mainstream of military thinking, planning, and strategy—where they must stay." Once the Department of State regains the personnel strength and capacities to lead America's foreign affairs enterprise, Congress should pass the funding and authorities it has granted to the Department of Defense back to State.

The real story here is that America has just passed the outermost point of one of our regular foreign policy pendulum swings and we are headed back to a more centered approach. Right now, we in the development, humanitarian assistance, and advocacy communities have an opportunity to influence the political story line. Now is the time to press for greater funding for civilian personnel, more training to increase civilian capacity, and a return of authorities and funding and oversight of development and security assistance to the Department of State and USAID. ★

MISSION OF THE MONTH



Improved obstetric care is helping families in Benin, including the Gansey family shown here.

Improved Obstetric Care in Benin Is Saving Women's Lives

By Dr. André Yebadokpo and Suzanne Gold

Challenge

For many women in Benin, giving birth continues to be a life-threatening event.

National figures indicate that as many as 400 pregnant women die for every 100,000 live births, a figure that may be an underestimation. The 2008 Human Development Report ranked Benin 163 out of 177 countries for maternal deaths.

Regional data indicate that more than a third of maternal deaths are due to post-partum hemorrhage, an excessive bleeding that may occur after childbirth.

Innovative Response

USAID began to reverse this trend through its Integrated Family Health Program, known by its French acronym PISAF.

In 2004, Benin's Ministry of Health adopted a practice promoted by USAID called the active management of the third stage of labor (AMTSL), which reduces postpartum hemorrhage. However, many facilities struggled to put it into practice.

To get back on track, PISAF designed an "improvement collaborative" to translate policies into effective practice. In collaboratives, different levels of the health system work together to rapidly improve quality in a specific health care area. Teams develop indicators and a proposed set of practices, test these new practices, and then apply successful changes on a larger scale.

In Benin, PISAF launched a collaborative in 2008 to improve maternal and newborn care, with a focus on AMTSL. The collaborative also included essential newborn care and infection prevention. In consultation with the government of Benin, PISAF targeted the Zou and Collines departments in south-central Benin, which comprise nearly 20 percent of the small coastal West African country tucked between Nigeria and Togo.

The initial phase encompassed 17 health facility sites that are undergoing changes to ensure that all facilities provide the three components of AMTSL: administering oxytocin, a drug to control bleeding,

BENIN



immediately after the birth of the baby; careful traction of the umbilical cord; and uterine massage.

Results

Rapid progress in applying the three elements of AMTSL has had a significant impact on maternal mortality.

As performance of all three elements rose from 73 percent to 98 percent in less than a year—between May 2008 and March 2009—the rate of post-partum hemorrhage decreased by 53 percent.

Due to the success of the collaborative in reducing post-partum hemorrhage in the initial demonstration phase, PISAF expanded to 22 new sites in June. PISAF, implemented by University Research Co. (URC), also plans to add interventions to prevent eclampsia—dangerous and sometimes fatal seizures and a significant cause of maternal mortality—at all 39 sites.

Alice Gansey, one of the mothers who received AMTSL at the Zogbodomey Maternity Center in Zou, can hold the proof of PISAF's success in her arms.

"My husband and I expected the worst because of our previous experience," she said. "But to our immense relief, everything went well and I hardly bled at all."

Today, Gansey's son, Prince Evrard, is eight months old and healthy.

"For my previous delivery in the Bohicon maternity, I went into labor at about 7:45 a.m., and already by 8:30 a.m. I had lost consciousness due to a major hemorrhage," Gansey said. "The care given at this facility was not able to stop the hemorrhage, so the midwife referred me to the departmental hospital in Abomey. I was in crisis despite the intensive care provided...at the departmental hospital. Thank God, I managed to survive." ★

INSIGHTS

FROM ACTING ADMINISTRATOR ALONZO FULGHAM



Eleven months and ten FrontLines columns later, I am extremely pleased to report that we have a nominee for USAID administrator. I know that everyone at USAID joins me in welcoming the nomination of Dr. Rajiv Shah to lead us in carrying out the Agency's development and humanitarian mission. As an agency, and as a community, we stand committed to doing everything possible to facilitate a smooth confirmation process and an orderly transition.

I write this column days before leaving for Rome to lead the U.S. delegation to the World Food Summit. Later this month, more than 120 mission directors and senior management will descend on Washington for the Worldwide Mission Directors Conference. There they will receive their "charge" from senior administration leadership and share lessons from the "front lines" of some of the most challenging environments anywhere in the world.

And in the midst of it all, countless USAID staff—from Washington to Windhoek, Kabul to Khartoum—are providing intellectual leadership in the Presidential Study Directive on U.S. Global Development Policy (PSD-7) and the Quadrennial Diplomacy and Development Review (QDDR).

Launched in August 2009, the presidential study represents our government's first-ever attempt at establishing a global development policy. The study is considering the elements of a U.S. global development policy, the means to implement that policy, and how the U.S. government should organize itself to best carry out the policy. USAID is participating in the White House-led study for the president alongside 15 other executive departments and agencies.

At the same time, the QDDR, launched by Secretary Clinton in July 2009, is aimed at providing strategic guidance for strengthening institutional capabilities and effectuating corresponding organizational changes required for USAID and the Department of State to meet 21st century challenges. The QDDR is led by the deputy secretary of state for management and resources and is co-chaired by State's director of policy planning and myself. The effort is supported by a small inter-agency core team, which includes USAID participation.

The QDDR and PSD-7 together represent an historic opportunity for USAID and the broader development community to elevate and modernize development as an equal partner, with diplomacy, in the furtherance of our foreign policy and national security.

Meant to be mutually reinforcing, the QDDR and PSD-7 will provide a vision for our development strategy in the 21st century and a roadmap to strengthening our capacity to project "smart power."

They will help us to analyze where we are performing effectively; where our efforts are falling short; and how we can strengthen our capabilities to achieve real impact.

The QDDR in particular presents a unique opportunity to address "stove-piping" and redundancy across State and USAID, and will help USAID to define its comparative advantage vis-à-vis other donors and partners.

Just as the Pentagon's Quadrennial Defense Review serves as an analytical tool for the Defense Department to justify its resource requests, so too the QDDR will serve as a vehicle to inform our own budget request.

We will be using future pages of FrontLines, and many other mechanisms, to keep you informed of developments on both the QDDR and PSD-7.

In the meantime, I want to thank all of our staff for your support and important contributions to these endeavors. Throughout my travels as acting administrator, I am constantly in awe of the work our missions carry out on behalf of the American people and our partners in the developing world. Thank you for all that you do. ★

GLOBAL DEVELOPMENTS

BRIEFS

Vietnam Offered Typhoon Relief

WASHINGTON—Secretary of State Hillary Clinton on Oct. 1 offered Vietnam aid for typhoon victims during talks here with Vietnamese Foreign Minister Pham Gia Khiem, *Agence France Presse* reported.

“I want to start by expressing the deepest sympathy of the United States for the loss of life and destruction of property caused across so many countries through the impact of Typhoon Ketsana,” Clinton told reporters.

Vietnam intensified efforts to get food to stranded victims of the typhoon, which killed at least 92 people and left 19 missing, according to official figures. It was one of the worst disasters to hit the country in years.

EU Revamps Afghan Aid

LUXEMBOURG—EU foreign ministers agreed Oct. 27 to overhaul Europe’s joint civilian aid strategy in Afghanistan, promising to deliver better and

more effective aid to stabilize the country, the Associated Press reported.

Sweden’s Foreign Minister Carl Bildt acknowledged the EU’s current aid plan is not working well amid widespread corruption and increased fighting between Taliban and insurgent forces against NATO troops.

“There has to be a new start,” Bildt said. “There has to be a dedicated, credible reform strategy by the Afghan authorities.”

The bloc’s 27 foreign ministers backed a new strategy which holds Afghan officials accountable for the use of European aid money and said they would help any credible government that emerges out of the Nov. 7 presidential runoff.

The EU as a whole already spends some \$1 billion a year in aid and development assistance in Afghanistan, and member states have spent more than \$13 billion in aid to Afghanistan since 2002, mostly in propping up the government’s finances and supporting U.N. projects.

Clinton Announces Energy Aid to Pakistan

ISLAMABAD, Pakistan—Secretary of State Hillary

Clinton on Oct. 28 announced a \$125 million package that targets repairs and improvements to the Pakistani energy grid, United Press International reported.

Clinton met with Pakistani Foreign Minister Shah Mahmood Qureshi in Islamabad on a day that a massive suicide bombing in Peshawar killed more than 80 people.

She noted that Pakistan needs “partners in infrastructure and in health and in education and energy.” The \$125 million package targets repairs to power generation facilities, improves the effectiveness of local utilities, and promotes overall energy efficiency, the State Department said.

Included in the program are updates to a hydroelectric power station and rehabilitation of several thermal power stations.

The energy package comes on the heels of a significant aid package for Pakistan that focuses on economic and educational development. That measure also authorizes U.S. military assistance to help Pakistan in its fight against al-Qaida and other insurgents, focusing specifically on counterinsurgency and counterterrorism measures.

China Pledges \$10 Billion in Loans to Africa

SHARM EL-SHEIKH, Egypt—Chinese Prime Minister Wen Jiabao on Nov. 8 pledged to give Africa \$10 billion in loans, AFP reported.

“We will help Africa build up its financing capabilities... We will provide \$10 billion (U.S.) for Africa in concessional loans,” Wen told a Forum on China-Africa Cooperation held in Sharm el-Sheikh.

He also said China would cancel debts of African countries to increase his country’s role in the continent. Previously, he pledged \$5 billion in assistance over three years at the last Forum on China-Africa Cooperation summit, held in Beijing in 2006, and has signed agreements to relieve or cancel the debt of 31 African nations.

Chinese direct investment in Africa soared from \$491 million in 2003 to \$7.8 billion in 2008. Total trade between China and Africa topped \$100 billion in 2008—a tenfold increase in eight years. ★

FRONTLINES: NOVEMBERS PAST

1969: The Nov. 19 issue of *FrontLines* noted that the Agency had donated 16,500 tons of wheat flour to Korea following a grain shortage resulting from extreme flooding in the country’s southern provinces. In a related aid shipment, the Agency also provided 4 million doses of vaccine in response to a cholera outbreak in and around Pusan.

1979: A special bulletin printed in the Nov. 29 issue of *FrontLines* noted that “in the wake of the Nov. 21 burning of the U.S. embassy,” non-essential employees and dependents were evacuated from Pakistan. The burning was prompted by a false rumor that the United States had invaded Mecca.

1989: In a front page article, *FrontLines* reported that two USAID Inspector General auditors died Oct. 22 when the Boeing 727 they had boarded crashed upon approach to the Tegucigalpa, Honduras airport. Robert Hebb and Rolando Barahona were returning to Honduras after a trip to Costa Rica. *FrontLines* reported that a third IG auditor, Eugene Van Dyke, was critically injured in the accident that claimed a total of 131 lives.

1999: In a series of articles, *FrontLines* noted that Oct. 12 marked the birth of the world’s 6 billionth person. ★

Brause Named to Advisory UN Post

Jon C. Brause, USAID’s deputy assistant administrator in the Bureau for Democracy, Conflict and Humanitarian Assistance, was recently named to a group that provides advice to the United Nations Central Emergency Relief Fund (CERF). CERF, created in December 2005, is charged with speeding up relief operations in emergencies, financing those that are under-funded and making funds available quickly. The fund, which is managed by the U.N.’s undersecretary for humanitarian affairs, has allocated nearly \$1.3 billion for humanitarian assistance to nearly 70 countries, according to the U.N.

Brause will be part of the fund’s 16-member advisory panel, which includes representatives from government, humanitarian NGOs, and academia. Seven new members



Jon C. Brause

Photo by Harry Edwards, USAID

were named in October.

The other new members are: Luz Amanda Pulido, director of Colombia’s Risk Management Department in the Ministry of the Interior and Justice; Satu Helinä Lassila, senior adviser for Finland’s Humanitarian Assistance Unit in the Ministry of Foreign Affairs; Silvano Langa, senior adviser in Mozambique’s Ministry of State Administration; Janina Ochojska, founder and head of Poland’s Polska Akcja Humanitarna; Brig. Gen. Abdullah Muhammad Alsuwedi, the general manager of Qatar’s Directorate of Civil Defense; and Elena Madrazo, secretary-general of Spain’s Agency for International Aid and Development (AECID). ★

UGANDAN COMMUNITIES GAIN AUTONOMY

By Sven Lindholm

Odek is a small hamlet in northern Uganda named after a quiet river. Yet it is known more as the home of Joseph Kony, the leader of the Lord’s Resistance Army (LRA). Devastated during the long rebellion, Odek is slowly showing signs of recovery.

In July 2009, the primary school in Odek that Kony attended reopened—a politically and historically significant event. Its renovation—the school is now attended by 900 pupils—included classrooms, teacher housing, a kitchen, and latrines. The reopening is designed to ease the burden of families returning to Odek from camps for internally displaced persons.

USAID has been working in post-conflict northern Uganda since May 2008 to help increase the visibility of, and confidence

in, all levels of government. The greatest focus has been at the sub-county level, where decisions are made on the ground and ownership rests with local communities.

This approach mirrors that of the Ugandan government, where local governments have strong powers to address their development needs.

“Rather than spreading grants too thin through a vast geographic area, work is targeted to sub-counties by using a series of criteria such as return rates, the effectiveness of sub-county leaders, a local development plan, the existence of other USAID and donor activities, and the ability of the sub-county government to take the lead in the actual implementation,” said John Gattorn, USAID’s Office of Transition Initiatives (OTI) deputy country representative.

For other sub-counties in northern Uganda, including Agoro, Alero, Kitgum, Matidi, Pabbo and Purongo, a similar coordinated effort is taking place to show that life is going back to normal and to build confidence in the government.

Now that the LRA insurgency is over, governance rests with local leaders. ★

ENTREPRENEURS TACKLE SOCIAL PROBLEMS

By Sarina Beges

At first glance, harvesting tomatoes with local farmers in the rural expanse bordering the Dead Sea may not seem like the most ideal way for Jordanian youngsters to spend a weekend.

But for a group of youth from Amman, participating in “exchange tourism” activities to interact with the local community in Ghor al Mazra’a is a way to share experiences and break ethnic stereotypes in a country marked by pronounced socioeconomic divides.

Social innovator Rabee Zureikat launched the Zikra Initiative in 2007, and this new model of exchange tourism to address social problems in Jordan and to support economic development. Funds from the tours are re-invested into micro-loans and workshops for entrepreneurs—mostly women—to start small businesses while preserving local traditions.

“In the past nine months, we have increased our micro-loan entrepreneur members from six to 18 loans through our exchange activities,” said Zureikat, who is 29. “Eighteen



Mohammad Kilany demonstrates technology designed by Souktel that allows job seekers to apply via mobile phone.

families currently have a sustainable form of income to support their families by opening kiosks, clothes retail, tailor shops, animal farmers...chicken, sheep, bees...and much more. Women have become more independent and have sustainable income.”

Today, social entrepreneurs in the Arab world are introducing new ideas and approaches to address persistent social, economic, and environmental problems. Operating on a grassroots level, they seek to recast

an existing system that is failing the most underserved in society.

But social entrepreneurs face a number of challenges in scaling up their projects and need support from local institutions and policymakers for their ideas.

USAID and the Synergos Institute launched the Arab World Social Innovators Program in October 2007 to support 22 social entrepreneurs based in Egypt, Jordan, Lebanon, Morocco, and the Palestinian Territories who

USAID Software Improves Financial Awards Tracking

This month USAID begins deployment of its new system—the Global Acquisition and Assistance System (GLAAS)—to all Washington offices. Based on a successful pilot program, 20 USAID missions and 13 offices already manage awards, commit funds, and track development resources via GLAAS. Nearly \$2 billion has been obligated through the new system to date.

GLAAS deployment to all Washington users is scheduled to be complete by March 2010. Overseas deployments will then follow and continue through June 2011. As a web-based system that standardizes business practices for the Agency, GLAAS integrates with USAID’s financial man-

agement system, Phoenix, and government-wide systems, including FedBizOpps, FPDS-NG, Grants.gov, and FAADS.

Once GLAAS is fully deployed, USAID will be able to improve its financial tracking and report in real time on the billions of dollars awarded for USAID development programs each year. The GLAAS standardized and integrated approach will allow USAID to increase its work efficiency and improve its transparency and accountability. The Agency’s legacy system, the New Management System (NMS), which is used only in Washington offices, and other non-automated mission systems eventually will be phased out.

deliver positive social returns to their communities through education, social justice, sustainable agriculture, and the arts.

Over two years, the Global Development Alliance provides seed funding and professional

development to grow start-up ventures into sustainable organizations to serve a larger number of youth, women, children, and those with special needs. There

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Mother of Three Reflects on Work in Afghanistan



Sarah-Ann Lynch’s work in Afghanistan has been her most memorable assignment at USAID.

By Jan Cartwright

For Sarah-Ann Lynch, a seasoned Foreign Service Officer and mother of three—ages 15, 12, and 8—the most difficult thing about serving in Afghanistan was making the decision to go. The year-long

position would entail an extended separation from her family.

“What I told my kids is that this is a really important effort that I needed to be a part of,” she said. “I think they understood and were proud of what I was doing.”

In July 2008, Lynch arrived in Kabul as the director of the Agency’s Afghanistan program office. Knowing that the separation would be difficult, the family “tried to treat it as kind of a normal year, maintaining routines as much as possible.”

As head of the program office, Lynch was in charge of assembling and managing the team that handled strategy and budget functions for the office, as well as donor coordination, information management, and cross-cutting issues such as gender.

“We had such a committed and solid team, both on the American and Afghan sides—and it’s rewarding for me to know

that this team that I helped put together is still together, doing great and very important work to improve the lives of Afghans.”

The pace and pressure of the work was relentless but invigorating. Within two weeks of arriving, Lynch was asked to give a presentation on all USAID programs in the country to senior Afghan government officials.

“When you went to sleep at night, you never knew what challenges you would face the next day. It was definitely an exciting job,” she said.

Lynch was able to get out of Kabul fairly frequently for meetings and project visits. One of her most vivid memories is of a dedication ceremony she attended for a women’s garden center in Baghlan province in northern Afghanistan. The project would allow local women to receive training and also have private space to themselves—

a rare opportunity for many Afghan women.

“I got to sit down with a small group of women at the center. Like women everywhere, they just want more opportunities for their children and for themselves,” said Lynch, who has some insights into the struggles and rewards of motherhood.

While in Afghanistan, Lynch kept in close touch with family back home. “We Skyped, we phoned each other, and we e-mailed, so I kept in lots of communication that way. Plus, employees are allowed four breaks during the year, and I did manage to touch base with my family on all of those breaks, so we had the human contact as well during the year. And I think that really helped a lot, because I did stay connected.”

Lynch grew up in Stoughton, Mass., and attended Mount Holyoke College and Tufts

University’s Fletcher School of Law and Diplomacy. Although she started her career working in international business, she was always drawn to development, having served in the Peace Corps in Morocco.

Lynch has been with USAID for over 16 years and has served in Bangladesh and Peru, but she counts her posting in Afghanistan as her most memorable assignment. It was also the fulfillment of her dream to work in a region that she had studied in graduate school.

“My experience in Afghanistan turned out to be even more enjoyable than I had anticipated...we all felt that we were taking part in something very important. It made us want to work hard to make a difference.”

Lynch is now based in Washington as director of strategic planning and programs for the Afghanistan-Pakistan Task Force. ★

THE REGIONS

LATIN AMERICA

Indigenous Brazilians Map the Amazon

By Héctor R. Cerpa

BRASÍLIA—The people of the Paiteir/Suruí indigenous tribe made contact with modern civilization 40 years ago. Now, with the help of USAID, they are teaming up with Google Earth to map the Amazon—and limit deforestation.

Google Earth and USAID partner Amazon Conservation Team are working with the Metareilá Indigenous Association of the Paiteir/Suruí in the northwestern Brazilian state of Rondônia to develop new technologies for forest mapping and management.

Chief Almir Suruí, leader of the Paiteir/Suruí, inspired the project when he traveled to California in 2007 and met with Google Earth officials. During his visit, the chief learned how to conduct Internet searches, post YouTube videos, and use Google Earth tools—skills he brought home to his people.

The Paiteir/Suruí are believed to have first encountered non-Indian people during the construction of the 2,000-mile Trans-Amazon Highway in the 1970s. Since then, they have struggled against cultural and environmental degradation. Because loggers, miners, and ranchers surround their territory, Paiteir/Suruí leaders hope that technology from Google Earth will help monitor disruptive activities of those infringing on their land, as well as raise awareness about rain forest destruction.

By end of this year, tribal members will begin to use solar chargers, android cell phones,

and an Open Data Kit—Google's suite of tools that, among other things, run survey forms from a cell phone to collect and manage data (including text, GPS location, photos, video, audio, and barcodes) to map the forest.

Using Google Earth and satellite data, the Paiteir/Suruí hope to become better informed about forest resources, protect the forests, and participate in negotiations related to reducing greenhouse gas emissions and preventing deforestation.

Ultimately, their aim is to reforest 7,000 acres of ancestral land and access the international carbon market. They are also inventorying the forest to develop baselines and hope to attain “gold” status by meeting rigorous standards for biodiversity, conservation, and community involvement as well as obtaining carbon offset credits.

This initiative will help to meet the objectives of the Declaration of Cuiabá, which calls for legal mechanisms to protect the rights of traditional forest dwellers and rewards them for their efforts to conserve and restore the forest and to use resources in a sustainable fashion. Seven Amazon regional governors signed the declaration in Cuiabá, Mato Grosso, Brazil, in early April.

As part of its support for the initiative, USAID helped build an office headquarters for the Paiteir/Suruí association and contributed to development of the Suruí Forest Management Plan. ★



In April, Paiteir/Suruí ethnic group members met at the headquarters of the Metareilá Association in Cacoal, where indigenous leaders received training from Google Earth Outreach to map forest resources on their ancestral land.

ASIA

Indonesian Classrooms Turn Interactive



Students from Madrasah Tanjungpura are benefiting from student-centered learning under a USAID education project in Indonesia.

By Roman Woronowycz

KARAWANG, Indonesia—Most kids at Madrasah Tanjungpura in Karawang are too young to realize how much their school has changed in the last four years. They barely recall when classroom activities consisted mostly of listening to the teacher and scribbling notes from a blackboard, with little interaction among students in a drab, austere classroom.

Today students ask questions and work in groups. Their classroom is stimulating, with walls filled with examples of their work, colorful posters, and instructional material.

So how do the kids like it? A classroom of sixth graders responded enthusiastically.

“I ask the teacher questions!” said Siti Rodiya.

“I discuss problems with my classmates!” Ujang Saefudin added in.

The changes at Madrasah Tanjungpura are due in large part to USAID's Decentralized Basic Education project, operating here for three years.

The project is part of a \$157 million initiative to provide assistance to national, provincial, and local education stakeholders in Indonesia to make the classroom experience inspiring and enjoyable.

Madrasah Tanjungpura, an Islamic religious school less than two hours from Jakarta, is one of 1,049 primary schools in seven Indonesian provinces where the five-year project is being carried out. Almost 4,000 other schools have replicated the program using their own resources.

In Indonesia, madrasahs follow the same national curriculum as secular schools, but also have a religious education component.

One major hurdle in implementing decentralized basic education has been to get teachers to move from teacher-centered to student-centered learning.

“It was difficult to get the teacher accustomed to receiving feedback from the kids and facilitating classroom discussions,” explained Imas, the project's master teacher trainer in the Karawang district, who uses only one name.

With time, teachers began to understand the importance of using lesson plans and teaching aids.

This past school year, Madrasah Tanjungpura attained the highest scores in student testing from among all the madrasahs in its district and placed fifth in West Java Province.

The reforms at Madrasah Tanjungpura include the involvement of the school committee and parents.

USAID trainers encouraged the school committee at Tanjungpura, consisting of community leaders, to consult more frequently with parents to resolve school issues. Today school budgets and plans are posted for all to see, and the administration works closely with the school committee.

School Principal Wasta Kamal said that a “spirit of striving for excellence has taken hold” as a result of the closer cooperation.

The classrooms at Madrasah Tanjungpura still do not meet many Western expectations: computers are rare; pupils sit at gouged wooden tables; paint peels from dirty walls; and cracked tiles hang from the ceiling.

But the education inside those walls is earning high marks—even from students.

“Mothers have told me that children do not want to miss class because they feel they will miss something important and enjoyable,” explained Jalu Cahyanto, USAID project activity manager.

Imas, the master teacher trainer, added, “When the teachers see that the children are excited, they get excited.” ★



USAID
FROM THE AMERICAN PEOPLE

SPECIAL REPORT: MOZAMBIQUE

WWW.USAID.GOV

NOVEMBER 2009



A child leans on a tree in the village of Ampivini near Nampula where a USAID program has taught families to improve the health of their children by feeding them peanuts, sesame, millet, and eggs.



A child pushes his homemade wagon, which uses old drink cans for wheels.

A PEACEFUL CLIMB FROM POVERTY

MAPUTO, Mozambique—This African country is slowly rising—it was the poorest country on earth 15 years ago and now it is the fourth poorest. Yet since a vicious civil war ended in 1992, it has been living in peace.

While Sudan, Somalia, Democratic Republic of Congo, Uganda, and other African countries seem unable to end conflicts that drag on for decades, the 21 million people and many tribes in Mozambique appear to have decided violence is not the way to deal with their differences.

“This is not a crisis country, it does not make a lot of noise, but it is a huge country working to do a lot of good things,” USAID’s director in Mozambique, Todd Amani, told *FrontLines*.

It’s been 25 years since USAID opened its office in Maputo, the capital of a nation that is nearly twice the size of California and has 1,500 miles of Indian Ocean beaches. The Agency spent in that quarter century some \$2 billion helping the country develop, deal with emergencies, fix roads and railroads, fight an epidemic of HIV/AIDS, increase agricultural exports, improve the healthcare system, develop the business sector, and demobilize soldiers after the civil war.

“Donor assistance got this country back on its feet after 15 years of a civil war that killed one million people,” said Todd Chapman, chargé d’affaires at the U.S. Embassy here. He served here in 1994 and sees improvements to markets, roads, and buildings since the end of the war.

With more than 150 employees to carry out Agency programs, USAID spending is increasing to almost \$186 million in 2009—mainly for fighting HIV/AIDS—along with about \$100 million the United States contributes via the World Bank, African Development Bank, International Monetary Fund, the Global Fund, and U.N. agencies.

The U.S. Millennium Challenge Corporation is also

investing \$507 million over five years.

Education is a new USAID priority as the country has tripled elementary school enrollment from 2 million to 6 million in the past four years and must train more teachers and build more schools.

Natalia*, a shy 11-year-old girl in the northern town of Ampivini, shows a visitor her school books—Portuguese language, Mozambique history, math, and the other subjects typical of classes around the world.

But only half of adults can read and the struggle for quality education remains a challenge.

Some 80 percent of the people live in the countryside and the average person needs to walk for many kilometers to reach the nearest health clinic. There are only 600 doctors for 21 million people and most of them live in the cities.

Some 85 percent of the country’s arable land has not yet been farmed. And where crops are grown, they are largely tended by hand tools and without fertilizer or improved seeds that could vastly increase yields.

The country provides its landlocked neighbors Zimbabwe, Zambia, and Malawi with transport corridors of road and rail so they can export and import through Mozambican ports. But excess water from the Limpopo, Zambeze, and Save Rivers that

flow toward the ocean periodically floods these corridors and vast areas of the country. USAID has helped save many lives through preparing for these floods.

September marked the start of the fourth general election campaign since 1995 when the RENAMO rebel movement—backed by anti-communist, apartheid South Africa and white-ruled Rhodesia (now known as Zimbabwe)—agreed to compete for power as a political party against the still ruling leftist FRELIMO party.

While RENAMO’s political future remains in question, this year a breakaway faction formed the MDM party (Democratic Movement of Mozambique), which appears to have gained popular support. However, the Election Commission partially disqualified the MDM over technical issues in its paperwork—a move that U.S. Chargé d’Affaires Chapman criticized as violating the spirit of democracy.

“Mozambique is an adolescent democracy. [However], it is a sound place to do business and advance U.S. interests,” said Chapman Sept. 15, just as the White House announced that Leslie Rowe would be the next U.S. ambassador to Mozambique. ★

*Last name has been withheld for privacy reasons.



Natalia, a shy fifth-grader in Ampivini near Nampula, shows a visitor her schoolbooks. Mozambique education is conducted in Portuguese, although most people speak local, tribal languages.

MOZAMBIQUE

Learning to Prevent AIDS

NAMPULA, Mozambique—It's Friday night in this northern city and five young women are standing on a dark side street waiting for male customers to come by.

"Those are the prostitutes we are working with," said an aid worker, calling out to one of them to come and explain how aid is helping them.

Katia*, 24, walks over to explain. She is one of the sex workers who has received help

from USAID and learned how to protect herself and her customers.

An NGO supported by USAID—Population Services International (PSI)—"explained to me about the importance of using condoms to prevent disease," she said.

"They [the NGO staff] advised me to use both male and female condoms. The men accept this."

Since as much as 16 percent of the adult population in

Mozambique is HIV positive—along with a considerable number of small children who got HIV from their mothers at birth—the protective measures Katia takes could save her life as well as the men who are her clients.

Not only does the USAID-funded program train her to protect herself, she is trained to teach the other sex workers how to prevent the spread of disease. She also has learned how to avoid physical abuse. "They told us to be calm and not to respond with aggressiveness," she said. "It works."

Katia wears an ID card that says "100 percent Life" in Portuguese—identifying her as a counselor for her fellow sex workers and clients.

She receives \$40 a month to be an educator. The other women listen to her advice, she said, but the men are often only interested in sex.

"My dream is to study more but I have no possibility," she said. "I'm the oldest of five children, my father is dead, and my mother has no work."

She charges as little as \$2 and as much as \$20 for sex,

depending on how much the men can afford to pay, she said.

The USAID program has trained 23 sex workers as counselors in Nampula City and nearby towns. Each one has on average 80 conversations a month with one to three people for a total of up to 4,700 contacts a month—all aimed at stopping the spread of HIV/AIDS and protecting the health and lives of both women and men. ★

**Last name has been withheld for privacy reasons.*

ANTI-RETROVIRAL DRUGS KEEP PEOPLE ALIVE 16 Percent of Adults Are Infected

MAPUTO, Mozambique—In the dusty yard in front of their cinderblock house in the Polana Canico neighborhood, Adelina* and her daughter Cecilia, 12, nervously show a visitor the anti-retroviral (anti-AIDS) medicine they must take each day to remain healthy—in fact, to remain alive.

"I don't want the neighbors to know we have AIDS," said the mother, covering the white plastic medicine bottle with her hand.

"But who cares? What is important is that I am still alive."

Twice a day they take the anti-retroviral pills that combine three medicines: nevirapine, stavudine, and lamivudine. The pills enabled Cecilia to resume school, which she failed two years ago due to illness. She now has dreams of a future: "I want to be a doctor," she said. "Maybe a nurse. But doctor is better. I want to help people."

She bathes quickly inside a corrugated metal bathing shelter, puts on her school uniform, and walks off to class. To save 25 cents, she walks for an hour instead of taking the bus.

About 16 percent of Mozambicans are HIV positive, of whom about 30 percent are receiving treatment. The need for medicine and ways to prevent the spread of the disease have become the major task of many aid agencies, including USAID.

A large poster with a USAID logo in downtown Maputo shows a popular singer advising people to get tested and prevent the spread of AIDS. But still the spread goes on.

The United Nations reported Sept. 30 that the number of people worldwide taking anti-retroviral medicine increased by 1 million last year, to 4 million. But 2.7 million new infections were reported in 2007.

So USAID is funding programs—some of it with \$250 million from the President's Emergency Plan for AIDS Relief (PEPFAR)—to encourage people to avoid multiple sex partners, delay the onset of adolescent sex, get tested, and use condoms.

A tent has been set up in a Maputo street near a clothing market. Inside, a woman has decided to get tested. First, the health worker, funded by USAID, counsels the woman on what the test means and how she can cope with either a negative or a positive result. It reaches 10,000 people each month with these tent programs, implemented by U.S.-based Population Services International and Johns Hopkins University. USAID also supports nationwide condom distribution.

The worker closes the tent flap for privacy, draws some blood, and in 15 minutes Preciosa*, 36, is beaming with delight. She is not HIV positive.

"I came because I wanted to know my status," said the mother of three, who sells clothes in the market. "Now I know. This is fine. I will do everything in my power to keep myself safe. I will keep to my husband and will take him to be tested."

"My cousin died of HIV. It was very sad. She was 19 years old and sick and never said anything to anyone."

The battle against AIDS is part of a wider battle to improve public health in this country where the average lifespan is only about 40 years. Malaria, tuberculosis, diarrhea, and pneumonia are also deadly.

"The minister of health said he needed to build up the public health system," said USAID's director in Mozambique, Todd Amani. "So we moved money to improve the pharmaceutical logistics system, and to build medical supply warehouses, health centers, and a clinical training center for future nurses and other health workers."

Because AIDS continues to spread, "we are shifting gears

and increasing money for prevention, training health care workers, training doctors, and for the health infrastructure; and we are putting less money into treatment," said Amani.

The Global Fund to Fight AIDS, Tuberculosis and Malaria is distributing more of the anti-retroviral medicines now while "we do more prevention," said Chargé d'Affaires Todd Chapman from the U.S. Embassy. "The supply chain for the medicine is more expensive than the drugs."

Meanwhile, U.S. funding to fight malaria through mosquito nets, indoor spraying, and medicines is scheduled to increase

"I will do everything in my power to keep myself safe. I will keep to my husband and will take him to be tested."

from \$20 million a year to almost \$40 million in 2010.

"We save as many lives through fighting malaria as HIV," said Chapman. ★

**Last names have been withheld for privacy reasons.*



In a village about two hours drive from the capital Maputo, a community health worker trained by USAID teaches her neighbors how to protect their health: build a covered latrine, use mosquito nets to prevent malaria, use condoms and pills to prevent AIDS or regulate family size, be tested for diseases, get vaccinations, put aside money for transport to a hospital to deliver babies, watch for signs such as bleeding or convulsions, and feed themselves and their children three times a day.

MOZAMBIQUE

U.S. Helps Mozambique Prepare For, and Recover From, Floods

CHOKWE, Mozambique—

When a 20-foot deep blanket of water unleashed by a cyclone swept across the vast, low-lying plains along the Limpopo River in 2000, Jaime Mussa, 47, fled into a tree with his wife and children.

“I was terrified—it was the first time I saw something like this,” he said recently as he tended his restored clothing shop in the market here. “That day, God gave me the strength to get to the tree. There were snakes and garbage in the water.”

Helicopters brought his family to high ground as hundreds of thousands of people were displaced and about 800 died.

Yet when another flood spread across the Zambeze River plains north of here in 2007, an emergency response plan supported by USAID and the Mozambique government rushed 113,000 people to high ground

before lives could be lost.

“USAID mainly helped with the early warning system—this was very important and saved lives,” said João Ribeiro, director general of the National Disaster Institute in Mozambique.

In an interview, he said that flooding hit the Zambeze region again in 2008 “that was worse than 2000, but we could warn people in time and moved 89,000 people” to safety.

A visitor can readily see the risk people face in Mozambique. A few hours’ drive north of Maputo, the land suddenly drops about 100 feet and unrolls flat as far as the eye can see, pierced by rivers heading towards the ocean. When these rivers flood, there is no nearby high ground to run to.

Ribeiro’s institute has—since 2000—set up a way to cope with floods. He receives reports from USAID’s Famine Early Warning System (FEWSNET) that uses

satellite imaging to spot rising flood waters. Then he sends out alerts to even the most distant rural families through community radio stations.

With advance warning, people can bring their goats and other animals with them to prepared high ground sites. USAID supplies plastic sheeting for shelters, mosquito nets, water purification, and other emergency supplies.

Other donors have provided rubber boats and bicycles so trained emergency workers could spread the alarm of flooding.

In the long run, said Ribeiro, the government plans to resettle people on higher ground where they could switch to arid land crops and leave the lowlands for grazing.

USAID also gave cash grants to 115,000 people affected by the 2000 floods. A helicopter flew in the cash after waters destroyed the bridge over the Limpopo.



This family in a low-lying village about a four-hour drive from Maputo, received \$100 from USAID to rebuild their dwelling after the 2000 floods.

Rosa Valenti Machava, 55, showed visitors her three small mud huts in the community of Josina Island—rebuilt after the floods with a \$100 USAID grant. A neighbor used her U.S. grant to buy clothes and school books for her five children.

At the Rosa D’Ouro Bakery in Chokwe, 36 workers kneaded and shaped balls of dough for the tasty brown rolls coming out of an oven. The business was

restored with a USAID loan after 20 feet of water swamped the business in 2000. Some \$25 million in loans to 250 businesses was given out and then repaid.

The railroad leading from Maputo to the Zimbabwe border also was rebuilt with USAID funding after the floods undercut the road bed. Now the daily train to Zimbabwe leaves Maputo Station around 1 p.m. each day. ★

CASHEWS AND CO-OPS HELP FARMERS EARN MORE

NAMPULA, Mozambique—

The cashew trees turning northern Mozambique’s landscape green are also producing tons of valuable nuts for export as USAID helps the country try to regain its place as the world’s leading exporter of cashews.

At Condor—the largest cashew processing factory in Mozambique—600 men and women fill the factory floors with their chatter and their hard work, steaming the nuts, removing their outer shells, cleaning patiently all clinging skins, sorting them, and then sealing them in plastic bags with carbon dioxide to kill all unwanted organisms before shipment.

“We are paying back USAID” for the loan it gave to start the factory, said manager Americo Matos, 28, who moved here from Portugal to run the operation.

USAID also supports planting improved varieties of cashew trees. In 2006, the Cooperative League of the USA (CLUSA), which has been working with USAID support for 15 years in Mozambique, helped to plant 5,000 cashew trees, which are expected to produce triple the yield per tree when the plants

fully mature in five to seven years.

With some 80 percent of the people of Mozambique living in the countryside—mainly off small scale farming—aid projects that can help them grow and sell their produce are bound to reduce the poverty that still stifles development.

USAID is trying a new approach here—getting small farmers with one or two hectares of land to become “emerging” farmers who increase their farm size to 20 hectares or more. Stephen Gudz, who heads the CLUSA team in northern Mozambique, said that when farmers expand cultivation they can buy seed and fertilizer at discounts, buy or rent farm equipment, and sell large volumes of produce that attract buyers and give the farmer clout in the market place.

Aside from cashews, USAID assistance goes to produce sesame for export to the Middle East; soybeans to serve as feed for the burgeoning chicken industry; and sweet potatoes for local consumption.

U.S. assistance also helped 20,000 farmers form a producer

cooperative called IKURU, which cleans and sells sesame, ground nuts, and corn. American farmers have long known that when they form such cooperatives to improve production and market their produce, they can vastly increase their income.

“I’d like to have enough money to invest in equipment that would clean and grade my sesame seeds,” said Moises Rapozo, the manager of the IKURU program. ★



Workers clean and sort cashew nuts at the Condor Cashew Factory, which receives USAID support.



Lydia Ernesto Tembe (right), 45, a volunteer health worker, tests a woman for malaria. For nine years, Tembe, trained by USAID, has provided villagers with such tests as well as condoms and medicine for malaria, diarrhea, worms, pneumonia, and other illnesses. She is one of 6,500 community health workers trained through U.S. aid programs.

Portuguese Fort No Longer Repels Foreign Visitors

MOZAMBIQUE ISLAND, Mozambique—The 60-foot tall stone walls with their grim, iron cannons that the Portuguese built here in the 1580s kept Dutch and other foreigners from interfering in their control over the Indian Ocean—from Mozambique to Goa and Sri Lanka.

But now the Fortress of São Sebastião and the 400-year-old houses along the narrow streets of this island have become a U.N. World Heritage Site and are expected to draw thousands of foreigners—this time as tourists to experience the local culture and history, enjoy the beaches and coral reefs, and create local jobs by spending money.

USAID is one of many donors that believe preserving the ancient forts and homes is as important for tourism as rebuilding the game parks that once held thousands of lions, elephants, giraffes, and other wildlife.

To the south, Gorongosa National Park is being restocked with wildlife and restored to its former status as Mozambique's premier wildlife park with

USAID funding and support from American philanthropist Greg Carr—inventor of voice mail in the 1980s.

Carr, who has been extensively interviewed on *60 Minutes* and other media, has spent millions of his own money to save the 1,800 square-mile park. Meanwhile, grants from the United States and other donors are working to preserve the Greater Limpopo Trans-Frontier Conservation Area—part of a three-nation park system—as well as Lake Niassa and Pemba Bay. The U.S. government's 2009-2014 Country Assistance Strategy for Mozambique predicts that 141,000 jobs will be created by stimulating the economy through tourism, especially up here in what is called “the Northern Arc.”

Here on the island, October is shifting from the chill winter of the southern hemisphere to spring. Some of the 13,000 Mozambique residents are out in the evenings—children play in the ancient cobblestone streets and a languor envelopes tourist

and local alike in the breezes off the ocean.

Whales can be seen offshore and small sailing boats ply the choppy waters searching for fish in the protected areas between outer islands and the mainland, which appears as miles of beach decorated by a fringe of palm trees.

Residents say that what is needed here is sanitation, preventing malaria, and building

hotels—probably on the mainland to protect this small and fragile island—as well as an airport or cruise ship docking facility.

Jumping into the water off Semaforo Island—which holds a lighthouse, dunes, and spectacular rocks etched by the surf—one sees sea urchins, giant clams, soft coral waving in the current, and colored fish. Protecting the reefs is another priority of aid

donors hoping to prevent the destruction that has hit so many reefs from Thailand to Mexico.

With 1,500 miles of Indian Ocean coastline but very little in the way of hotels, transport, and restaurants, Mozambique may well be the next frontier for adventurous foreign travelers seeking a natural, unspoiled landscape and friendly population. ★



This perfectly intact 16th century fort on Mozambique Island once blocked Dutch warships from the Indian Ocean as part of a Portuguese fortress chain reaching to Goa in India, Sri Lanka, and further east. The U.N.-declared World Heritage Site may now help lure thousands of tourists to the country's coral reefs, sandy beaches, and game farms under a USAID tourism plan.



A sailboat plies the bay between Mozambique Island and the African mainland.



WORK BREAK: A carpenter takes a break from making doors and window frames in northern Mozambique to take care of a child. Behind him a poster reminds people to vote in the Oct. 28 elections.

AFRICA

In Sierra Leone, Scholarships Help Girls Stay in School

FREETOWN, Sierra Leone—A normal school day for a typical 13-year-old girl in the rural areas of this country begins at 5 a.m. with a trip to the nearest well or river. Girls may make several trips and carry as many as 10 gallons of water between the well and home before starting out, without breakfast, on the long hike to school.

Without public transportation, many students must walk, through the heat of the dry season and the downpours of the rainy season, an average of two hours per day between home and school.

Classes usually last from 8 a.m. to 1 p.m. Then, it is time to walk home, and help parents in the field to cultivate rice, cassava, or other crops. Instead of doing homework, girls must earn money to help offset school fees of about \$30 per year and

for additional expenses including school supplies and school clothes. After nightfall, the family leaves the fields to consume their first, and only, meal of the day.

Not surprisingly, few girls finish school in Sierra Leone. According to statistics, in Africa, girls make up the majority of the 33 million primary school age children not enrolled in school—a figure the Ambassadors' Girls' Scholarship Program is looking to cut.

Since 2004, the program has provided scholarships and grants to help Sierra Leone's girls—and a handful of boys—ages 9 to 14 resist the pressure to drop out of school. The scholarships cover tuition, books, school supplies, and uniforms and shoes.

By 2010, the effort hopes to have provided 550,000 scholarships in more than 30 African

countries. The program is part of a multi-year, \$600 million initiative to boost basic education among African youngsters. In addition to the scholarships, the program covers teacher training and the development of text books and other learning materials.

This year in Sierra Leone, 3,000 girls and 1,200 boys across six districts have benefited from a \$2 million program focused here. But competition for scholarships is tough. At one school, 48 students were selected from among 689 candidates.

Aminata Mansaray is a scholarship recipient who enrolled in the program at St. Ambrose School in 2005. She hopes to attend college to study accounting. "Before going to bed every night, I study two hours, thanks to the program," she said.

The program is vital in Sierra



Since 2004, the Ambassadors' Girls' Scholarship Program has provided scholarships and grants to help Sierra Leone's girls resist the pressure to drop out of school.

Leone, where most people live on less than \$1 per day and would be hard pressed to afford the mandatory school fees. Girls here often drop out of school to look for work in the city or to start families.

"I will always be grateful to the AGSP [Ambassadors' Girls' Scholarship Program]...and I hope to achieve my desire of becoming a nurse," said Kaday

see **SIERRA LEONE** on page 11 ▶

EUROPE & EURASIA

Exiled University Graduates First Class

VILNIUS, Lithuania—Palina* beamed with pride and happiness. On July 27, she and 113 other young Belarusian men and women tossed their graduation caps in the air to celebrate receiving bachelor's degrees from the European Humanities University (EHU).

Palina's class is the eighth to graduate from EHU, but the first to graduate after the university was forced to leave Belarus. The university was founded in Minsk in 1992 as an independent educational institution, and offers an international-standard liberal arts curriculum. However, in 2004, it was shut down by the Belarusian authorities because of its commitment to academic freedom.

"I always wanted to receive a western-type education, but my family couldn't afford sending me abroad," said Palina, a native of Borisov, a small city 70 kilometers from Minsk, the Belarus capital. "So I decided on the European Humanities University in Minsk as I had heard so much from my peers about its high quality education and about its unique atmo-



Palina, the highest achieving student in the media and communications program of European Humanities University this year, presents flowers to the guest of honor, President of Lithuania Valdas Adamkus, at the graduation ceremony on June 27 on the EHU campus in Vilnius.

sphere of freedom. But then the university was closed."

With funding from the U.S. government and other donors, and technical assistance from USAID, EHU was re-launched in Vilnius in 2005, allowing Belarusian students and professors to continue academic studies and research projects, and to develop critical thinking skills.

"When I came across the information that the university reopened, I felt extremely lucky," Palina said. "Especially since it

offers a media and communications program for which there is no equivalent in Belarus. Moreover, I was happy to learn there was a chance to get a scholarship."

Since EHU reopened, USAID has also established an online university with more than 100 social science and liberal arts courses serving 900 Belarusians.

Now that she has a bachelor's degree in journalism,

see **LITHUANIA** on page 11 ▶

MIDDLE EAST

Real Estate Reform Enables Egyptians to Own Homes

CAIRO, Egypt—A new real estate office in one of Cairo's poorest slums is enabling more residents to buy homes and protect their property rights.

In Mokattam, a district that is home to tens of thousands of *zabaleen*, or garbage collectors, the state-of-the-art office is processing property registration quicker and more accurately than ever before. Given the district's high number of planned and already existing residential developments and the high concentration of lower-income residents, USAID and the government of Egypt selected Mokattam to be the flagship registry office.

Through a USAID project, international land registration experts created a fully-automated, operational model registry office in Mokattam. The registry streamlined file and document management and uses electronic signatures on paper documents. Specific documents require manual signatures, such as final deeds, but are also scanned into the registry database for record keeping.

A decade ago, 90 percent of urban real estate and land



A teller prepares for the grand opening of the property registration office in the Mokattam district of Cairo.

was not formally registered in Egypt. On average, 93 days were required to register a simple transfer of property, and registration costs were equivalent to 7 percent of the property's value.

The first major step in modernizing mortgage finance infrastructure in Egypt was to create an electronic records system. This made records dramatically easier for prospective buyers and mortgage lenders to search and determine the right owner.

Egyptian Financial Services (EFS) re-engineered its business process to decrease registration

see **EGYPT** on page 10 ▶

WHERE IN THE WORLD...

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Young artist Charles Caudle, 10, explains his contribution to a painting to Acting Administrator Alonzo Fulgham at Hubbard Place in Washington, D.C., Oct. 5. Fulgham and members of the Office of the Chief Operating Officer volunteered at Hubbard Place to commemorate both Hispanic Heritage Month and President Barack Obama's volunteerism initiative, United We Serve. "[USAID employees] work all over the world, so it's very exciting that they're also interested in Washington," said Nancy Hoof, Hubbard Place owner and principal developer with Summerset Development. USAID partnered with Hubbard Place to volunteer staff time and expertise on a community development project.

Photo by Ashraf Analeed Marcus, USAID

Group Recognized for Gay, Lesbian Rights Advocacy

By Angela Rucker

The organization that represents gay and lesbian employees at USAID picked up the 2009 award for Employee Resource Group of the Year from Out & Equal Workplace Advocates.

It marks the first time a U.S. federal employee organization has won the award, which recognizes individuals and organizations that advance equality for lesbian, gay, bisexual, and transgender (LGBT) employees in workplaces throughout the United States and is better known by its nickname, the Outies.

Ajit Joshi, policy director of Gays and Lesbians in Foreign Affairs Agencies (GLIFAA) and a senior program officer in the Bureau for Democracy, Conflict and Humanitarian Assistance, was in Orlando Oct. 8 to receive the award along with 11 colleagues—gay and straight—from the Agency and the Departments of State and Agriculture.

GLIFAA represents LGBT employees from State and other foreign affairs agencies in addition to USAID.

USAID tied with General Motors' employee resource group People Like Us (PLUS), and beat out finalists from corporate heavyweights including the



Ajit Joshi, left, and Chadwick Mills of USAID

New York Times Co. and Sodexo Inc. to take home the trophy before a crowd of nearly 2,000.

In videotaped remarks, Secretary of State Hillary Rodham Clinton congratulated the group on its win and its legacy of advocacy, and offered her support: "I promise to continue to fight for a world in which all people live free from violence and fear regardless of who they

see **ADVOCACY** on page 11 ▶

CONTINUED...

LIU from page 1



Photo by Karen Bleier/AP

Lucy Liu

a packed ballroom here. “My hope is that you will share my outrage.”

Human trafficking is most often associated with sexual exploitation, but also includes children and adults who are forced into soldiering, begging, factory and farm work, domestic servitude, and human organ sales, panelists said throughout the event at the Willard Intercontinental Hotel.

USAID spent a total of \$134 million on anti-trafficking

activities between fiscal years 2001 and 2008. And every year the United States produces a Trafficking in Persons Report, which details trafficking by country.

Estimates show that human trafficking takes in \$10 billion worldwide, second only to drug trafficking. Every year between 700,000 and 4 million people are bought and sold. Many victims, both boys and girls, are as young as 7 years old—some are younger.

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is little local funding to support these groups.

“Right now I feel we’re having a substantial social impact in certain communities within Palestine, but with [the project’s] support, we can now scale up our work so that our technology reaches more people in more places,” said Mohammad Kilany, co-founder of Souktel, an initiative to create employment in the Palestinian Territories.

Another challenge for the social entrepreneurs is moving their project from an idea into reality.

Volunteer consultants from Booz Allen Hamilton’s Social

Entrepreneurship Assistance Program help with business planning and organizational design. In addition, the USAID-Synergos program provides access to a global network of peer advisors and mentors to help develop projects. Entrepreneurs have been featured in international media outlets, building awareness about their programs in the Arab world.

Raghda el-Ebrashi is a 25-year-old with a vision: to inspire Egyptian youth to find solutions to poverty in Egypt by breaking traditional dependency on charity.

As the founder of Alashanek Ya Balady Association for

UNICEF’s Susan Bissell, a symposium panelist, called it the “commodification of children and childhood.”

Throughout the day, panelists and audience members gave emotional testimony, referring to the sale of humans worldwide as “cannibalizing our planet’s youth,” and noting that “children are prime prey for traffickers all over the world.”

Poverty and human trafficking are strongly linked, experts said.

Marilyn Carlson Nelson, chairman of Carlson Wagonlit Travel, spoke on the tourism industry’s responsibility to combat sexual exploitation of children. “We believe that all of us must work against the root cause of this issue, which in most cases, is poverty,” she said. “We must create and support options for employment which take away the desperation felt by parents who sell children into slavery in order to provide for the rest of the family.”

Liu worked with USAID and MTV EXIT on a multimedia animated series targeting young viewers to increase their awareness of human trafficking. On television, the series has reached 560,000 households. Liu is also the producer and narrator of *Red Light*, a feature film on the personal stories of young trafficking victims.

“This is an environment that knows the history and what’s going on in the world,” Liu said of USAID and the development audience she addressed. “But a lot of people don’t know what’s going on in the world.” ★

SHAH from page 1

campaign and as a member of Pennsylvania Gov. Ed Rendell’s transition committee on health. He has also worked at the World Health Organization, as a policy aide in the British Parliament, and co-founded Health Systems Analytics and Project IMPACT for South Asian Americans.

Shah earned a medical degree from the University of Pennsylvania Medical School, a master of science in health economics from the Wharton School of Business, and is a graduate of the University of Michigan. He also attended the London School of Economics.

Since the Obama administration took office in January, USAID’s top leadership position has been filled by Acting Administrator Alonzo Fulgham.

“I am grateful for all that USAID has accomplished under the leadership of Acting

Administrator Alonzo Fulgham,” said Obama, “and the thousands of career men and women who fulfill USAID’s mission day in and day out—particularly their hard work in jumpstarting a landmark initiative to bring more than \$20 billion for agriculture development to the world’s most food-insecure countries. I look forward to working with Rajiv in the months and years ahead.”

Secretary of State Hillary Rodham Clinton, who was in Singapore at the time of the announcement, said in a statement that Shah is “someone who understands the importance of providing people around the world with the tools they need to lift themselves out of poverty and chart their own destinies” and that the nominee “has the skills and experience to lead a reinvigorated USAID in the 21st century.” ★



Dr. Rajiv Shah, former director of agricultural development at the Bill & Melinda Gates Foundation, visited the International Fertilizer Development Center in Abuja, Nigeria, in 2006 to learn about improvements in cassava growth with better fertilizer.

Photo courtesy of the Bill & Melinda Gates Foundation/Praashant Panjari

EGYPT from page 7

time and then began training their staff. EFS established a Training Development Center and developed a five-week training program. With USAID support, about 140 staff members were trained in the core curriculum, customer service, and information technology.

“The training was excellent,” said Mona Masry, a senior technical investigator in the real estate publicity department. “It’s fantastic to have all information available on one screen and not have to search through stacks of paper records. It makes our work quicker and easier, and this will mean better services for the public.”

The technical assistance has created a demand-driven property registration environment in

Mokattam. Also, the incidence of errors has been significantly reduced, while protection of property records and ownership information has increased markedly.

The World Bank’s Doing Business 2008 report, comparing regulation of 178 countries’ economies between April 2006 and June 2007, named Egypt the top economic reformer in the region and the world, highlighting property registration as a key factor.

According to the report, simplification of administrative procedures for property registration ensured Egypt’s spot among the top 10 reformers around the world. The average number of days to register property in Egypt dropped from 193 in 2007 to 74 in 2008. ★

Sustainable Development in Cairo, she believes that social entrepreneurship must be recognized by society before it can truly take root.

“...Social entrepreneurship is not known in Egypt,” said el-Ebrashi. “If you say what is social entrepreneurship in Egypt, no one except the academics will answer you.”

Still, the social entrepreneurs in the Arab world are slowly becoming recognized as champions of the underprivileged and for delivering sustainable solutions to persistent development challenges.

Sarina Beges is with the Synergos Institute. ★

ADVOCACY from page 13

are or whom they love.”

“I felt like it was the recognition that was long overdue,” said Joshi, who thanked Clinton for backing the group and credited GLIFAA members’ persistence and courage.

“We succeeded because we had a committed, global [employee resource group] membership—out as LGBT and straight allies—who believe service for their country is not incompatible with fundamental human rights—American rights,” he said.

This year GLIFAA stepped up its advocacy for same-sex partners of Foreign Service Officers (FSOs).

“When President Obama was elected, we decided that we had a window of opportunity,” Joshi said. “We had to seize that opportunity.”

It worked. Clinton announced in June that same-sex partners may receive some of the same benefits as married couples, including medical care at post, visas, and other advantages. USAID Acting Administrator Alonzo Fulgham followed up with a similar rule change in August.

The Department of Justice, the Centers for Disease Control, and the Peace Corps have also instituted partner benefits, following the State/USAID lead.

LGBT employee resource groups from the Departments of Commerce, Labor, and Education; as well as the Securities and Exchange Commission, Pension Benefits Guarantee Corp., NASA, and the private sector have all called GLIFAA for advice.

Joshi said that, while the award is a milestone, the group is continuing its work to ensure that the new rules on same-sex couples are implemented and to build bridges with other advocacy groups at the Agency. ★ 

SIERRA LEONE from page 7

Conteh, a scholar who walks about 12 kilometers from her village in Bombali District to attend the Wesleyan Church of Sierra Leone primary school. “I would have been forced to marry and bear children at this age, had it not been for the AGSP.” ★

EARTHQUAKE from page 1

USAID immediately released \$300,000 for the local purchase and distribution of emergency relief supplies by Mercy Corps. In addition, USAID reserved at least \$3 million for relief efforts in the days after the earthquake.

To augment the Indonesian government’s relief efforts, USAID sent an 11-member Disaster Assistance Response Team, or DART, Oct. 2 to coordinate the U.S. government’s response effort, support local officials, assess humanitarian conditions, and prioritize needs.

“Since 2003, USAID has assisted local, regional, and national disaster management agencies in Indonesia and other disaster-prone countries in the region in organizing and conducting training in medical first response, collapsed structure search and rescue, and hospital preparedness for mass casualties,” said Carol Chan, the Agency’s acting director of U.S. foreign disaster assistance. “So we knew that Indonesia has vast local capacity to respond in the aftermath of this earthquake. The assistance we are providing is in support of the Indonesian government’s relief efforts.”

At least 1,000 people died and 4,000 were injured in the quake, according to official reports.

The earthquake caused significant infrastructure damage in Padang and Pariaman cities, as well as Padang Pariaman and Agam districts in West Sumatra Province, according to the U.N. Office for the Coordination of Humanitarian Affairs (OCHA). Heavy rains and landslides damaged structures and left houses uninhabitable.

As of mid-October, the earthquake damaged more than 265,000 houses, 105 health facilities, 52 bridges, 131 irrigation systems, and 81 markets, according to OCHA.

The Indonesian government said it would transition from the emergency response phase to rehabilitation and reconstruction in the coming weeks. USAID intends to continue to work in support of those efforts.

In total, USAID has provided more than \$5.2 million to assist those affected by the Sumatra quake. ★ — A.A.M. 



A destroyed section of the polyclinic building at Dr. H. Djamil Hospital, Padang, West Sumatra, Oct. 7

LITHUANIA from page 7

Palina plans to pursue a master’s degree in public policy and pursue a career working with media projects, especially those that are youth-oriented.

“Four years at the university prepared me not only as a future journalist, but also as a researcher, a person who understands media processes and knows how to manage them,” said Palina. “EHU contributed to my future and my understanding that I am in control of my destiny.”

“EHU teaches students to take responsibility for their own future. Our society often seems oppressed and inert, and one that can not define its future. By bringing back this experience, we [Belarusians] can contribute to transforming it into the society where common values are shared and critical thinking is encouraged.” ★

*Palina’s last name has been withheld for security reasons.

Photo by D. Mahendra, USAID

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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SPOTLIGHT ON MOROCCO



A USAID literacy program is helping thousands of Moroccan women to read and write Modern Standard Arabic. MSA is used for all official written material, including laws, utility bills, and street signs.

New Training Methods Boost Women's Literacy

By Karima Rhanem

FIGUIG, Morocco—A new way to teach Modern Standard Arabic (MSA) is empowering women and changing literacy programs across Morocco.

The teaching model, developed by USAID and Morocco's State Secretariat for Literacy and Non-formal Education, simplifies the approach to becoming literate in the official, national language.

MSA is used for all official written material, including religious writings, laws, utility bills, street signs, and transportation schedules.

But mastering MSA is not easy, even for native Arabic speakers. This is particularly true in Morocco where the dialect, known as Derija, is quite different from standard Arabic.

Fatima Tabarit, 60, speaks only Tashalhit (an indigenous Amazigh, or Berber, language unrelated to Arabic), and—like many Moroccans—has little knowledge of Derija, let alone MSA.

USAID introduced a program called Advancing Learning and Employability for a Better Future. The literacy component of the program helps train women to read and write the Arabic alphabet in their native dialects and then to transfer their new literacy to MSA.

By first learning to use Arabic writing in the language they are fluent in, the women are more confident, attend class regularly, and learn more quickly.

"I can read the water and electricity bills; I can understand

the bus signs in the street; I can count from one to 10; I can take a taxi and travel alone; I can note *Shumisha's* [cooking classes on television] recipes; I can discuss with my husband and children several issues. Yes, I can read and write," Tabarit said while watching a satellite news show that is broadcasted in MSA throughout the Arab world.

The new USAID approach to literacy has achieved attendance and retention rates of more than 90 percent within the pilot group of 400 women in the 16 target provinces.

The program also informs women about Morocco's new Family Code, the law's defined status for women.

"I was not in favor of the new legal status for women because I simply did not know what it was or how it was improving our lives. Now I think that every Moroccan woman should learn about its content," Khadija Lhafi, 25, said.

Some Moroccan local associations as well as regional educational academies have adopted USAID's literacy training modules. Now about 24,000 Moroccans in the Grand Casablanca Region, including 10,100 women, benefit from literacy training methods developed by USAID and its partners and demand for training has increased throughout Morocco. ★

For more articles on Morocco, see the online edition of the November *FrontLines* at www.usaid.gov/frontlines.

BUDGET TRAINING IMPROVES LEGISLATIVE DEBATES

By Karima Rhanem

Although the Moroccan parliament had authority to oversee the budget, it lacked reliable information and analysis until USAID's Parliament Support Project helped create a Budget Analysis Bureau (BAB).

Described by the Moroccan press as "profound and effective," the BAB supports both houses of Morocco's parliament and has expanded the legislature's role in evaluating and executing the national budget.

It has provided more than 40 budget papers, enabling members of parliament to better understand the budget and provide more effective analysis.

"The BAB is a model of partnership with USAID and an example of effectiveness and efficiency for the other administrative units in the Moroccan parliament," said Moroccan Senate President Maati Benkaddour.

He also recently announced that the BAB budget for fiscal year 2009 will be doubled to help fulfill its role as an independent directorate.

Since its creation, the BAB has contributed to a substantial increase in committee oversight initiatives on budget or financial issues. Parliament made 72 substantive amendments to the 2008 national budget, compared with 33 in 2006.

"The achievements of the Moroccan parliament represent a lesson for other Arab parliaments to learn as they establish legislative budget offices in their countries," said Nouredine Bouchkouj, the secretary general of the Arab Inter-Parliamentary Union.

The Lebanese, Egyptian, and Jordanian parliaments have expressed interest in learning from the Moroccan BAB model.

USAID worked with the State University of New York on the project. National institutions such as Bank Al-Maghreb (the national bank), the High Commission for Planning, and the Audit Court provided training and technical assistance to the BAB. ★



The woman-owned Al Ouaha cooperative produces date jelly in Morocco's Errachidia province but the arid region faces challenges such as plant diseases, lack of water, and poverty. With USAID assistance, the cooperative has expanded sales and employees, and has added new products such as medicinal plants and olive oil.