

U.S. DEPARTMENT OF STATE

STATE

M A G A Z I N E

Happy
Holidays

DECEMBER 2006



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A Time for Reflection and Hope



As we come to the holiday season, I wish to personally thank all the men and women of our State Department who are serving worldwide. You work so admirably to further the diplomatic mission of our nation, and your continuing efforts are helping to promote peace and prosperity for our citizens and people everywhere. As we bid farewell to 2006, we give thanks for our many blessings, we reflect on our achievements and we prepare ourselves for the challenges ahead.

President Bush has tasked all of us with a bold mission, one that summons the decency and the determination that characterize our nation at its best. Though we deal with the world as it is, we also embrace

in Asia or Africa, in Latin America or the Middle East, we are advancing our goals of security and freedom, and we are building new partnerships with all who aspire to the universal ideals of liberty and human rights.

Our successes this year have not come without sacrifice, as nothing of real value in life ever does. These are extraordinary times, and they demand much of us. This holiday season, our thoughts turn to the many members of our State Department family whose devotion to service has led them to dangerous posts abroad, far from their homes and their loved ones. We also remember the precious friends and colleagues we lost this year, both the men and women of the State Department and the many Americans in uniform who have made the ultimate sacrifice to defend our country. We honor their legacy, and we send our deepest condolences to their families.

“This holiday season, our thoughts turn to the many members of our State Department family whose devotion to service has led them to dangerous posts abroad, far from their homes and their loved ones.”

our ability, indeed our responsibility, to rally our many international partners around a vision of a better world, and to work every day—slowly at times, never without patience and humility, but always with confidence and optimism—to make that vision a reality.

This year has been a time of testing—a time when America, and the entire international community, has faced new challenges and tough decisions. This has been a year when hope has also demanded courage, and when a love of peace has also required the will to defend it. Yet whether

In the year that lies ahead, we resolve to redouble our commitment to the people and the principles that depend on us, to shoulder our duty with renewed vigor and to advance the promise of freedom, justice and peace for all mankind. Thank you all for your good work, and may you and your families have a safe and happy holiday. ■

Shared Services Initiative

Regarding Under Secretary Fore's piece, "Moving to Shared Services," in the October issue, this initiative is right on target. By moving to share administrative and information technology services throughout the Department, State will improve support and achieve economies of scale. The outmoded practice of multiple bureaus each providing administrative and IT services is too costly and too slow for a Department engaged in transforming American diplomacy.

As acting executive director for the Information Resource Management Bureau, I recently participated in the implementation of a major shared services initiative: the groundbreaking partnership between the Bureau of Administration and IRM. A Bureau assumed responsibility for administrative

services previously provided by IRM, while IRM assumed responsibility for computer desktop and network services previously provided by A. While this shared services partnership meant the abolishment of IRM's executive office, where I served for a decade, the initiative has my full support.

I encourage my colleagues throughout the Department to join this epic shared-services initiative and help transform management and results at State.

Dan Sheerin
Bureau of Information
Resource Management

Ambassador Wharton's Tutorial

I'd like to share a Foreign Service memory which links two articles in the September issue, "Stamps of Approval," honoring six legendary diplomats, and "Learning History's Lessons," a profile of the Office of the Historian.

My first post was Lisbon, where Ambassador Clifton R. Wharton, one of the legendary diplomats, was then consul

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general. It was under his stern but avuncular gaze that I was introduced to consular affairs.

One morning, Mr. Wharton was conducting one of his vigorous tutorials with me, correcting (again) a draft of mine. Emphasizing the crucial importance of clear and correct writing, he said, "I never want to see in *Foreign Relations of the United States* something you wrote with the notation 'sic'." He pulled a volume of *Foreign Relations* from a nearby shelf and opened it to an entry he'd written as a young chargé in Monrovia. He jabbed at the page and I saw that dreaded "sic" forever attached to Mr. Wharton's document. He reshelfed the volume and with a final admonishment or two sent me back to work.

For all I know, Ambassador Wharton used that same "show and tell" with countless young FSOs in training, but for me, it was an unforgettable lesson from a true officer and a gentleman.

Ralph W. Richardson
Retired Foreign Service officer

Spotlighting Centers of Excellence

I announced our Shared Services initiative in my October column. Since then, the Management family has made significant progress in advancing the pilot projects geared toward providing world-class global services more efficiently.

Our focus this month is the Bureau of Human Resources, which has rolled out the HR Centers of Excellence pilot program. Candidate bureaus—Administration, Consular Affairs, Diplomatic Security, the Foreign Service Institute and Arms Control and International Security Affairs—are working to demonstrate that they can meet and maintain best-in-class performance standards for customer satisfaction, responsiveness, timeliness and service efficiency. In setting the standard, HR looked to public and private sector shared services leaders, including the Department of Treasury's Administrative Resource Center. During the pilot, the candidate COE will be measuring the following HR process metrics to see if they can meet or exceed the ARC standard: Time from Managers Request to Signed Position Description, Time from Signed Position Description to Job Announcement, and Average Number of Days to Hire, from close of announcement to job offer. In addition, they will be measuring their cost efficiency in providing these services.

It is our goal that by the end of this pilot next summer, we will have determined which of the candidate bureaus can meet the HR COE standard. Each of you will be able to track the results of this pilot on the Department Intranet. By the pilot's completion bureaus will have had access to all the information needed to assess whether they wish to divest of their HR services by signing on with a COE as a service provider or petition to become a COE themselves.

Now is the time to begin taking stock of your HR operations. Can your bureau meet the best-in-class standard? Go to <http://hrweb.hr.state.gov> and start measuring. Map out your process in hiring and other HR services and measure your progress along each step in the process. By analyzing data gathered over a period of a few months, you will see how your bureau compares to the Centers of Excellence.

Shared Services and Transformational Diplomacy—it's about management excellence

As we change our diplomatic posture to shift more positions overseas, we must consider that the average overseas position costs roughly three times that of a domes-



tic position. In times of tight budgets, we require a more efficient business model to enable us to redirect resources to strategic foreign policy programs instead of administrative overhead.

Performance measurement is essential to our providing the most effective and efficient platform for carrying out Transformational Diplomacy. By using target measures, baselines and benchmarks to track our organization's efforts toward an end result, we ensure accountability and progress toward our goals. By mapping work processes, we better understand our capabilities and how to align our work more efficiently.

Recognizing process mapping as a best practice in quality management, in 2005 the Una Chapman Cox Foundation gave the Department one of its largest grants, \$600,000, to conduct workshops to train employees in process mapping. As a result, 8 workshops were held in 7 locations, covering 45 processes, involving 159 Department employees representing 83

posts, all regions and 3 domestic offices. Posts are able to use these process maps to improve efficiency and customer service by clearly delineating responsibilities and identifying bottlenecks.

If you were not able to attend the workshops, there is invaluable information not only on process mapping, but also on shared services and other performance measurement topics right at your fingertips:

- <http://m.state.gov>

Shared Services dashboard summary, links to individual shared services Web sites such as HR and A Bureaus

- <http://agssi.a.state.gov>

Best Practices, Success Stories, Toolkits

- **American Productivity & Quality**

Center online research library (registration free to State employees—see link on A/GSSI's Web site)

- **FSI Classroom and Distance Learning**

PD529—Strategic Planning and Performance Measurement

- **FastTrac Distance Learning**

15744—General Skills: ISO 9000

44733—The Auditing Process

OPER0406 Continual Quality Improvement

OPER0405 Processes for Quality

Products and Services

OPER0403 Quality-minded

Management

OPER0401 The Who, What & Why of ISO 9000

- <http://bunchelectroniclibrary.state.gov>

E-books, databases, periodicals/journals

Whether your bureau is interested in buying a shared service, becoming a Center of Excellence or improving a work process, I encourage you to consult these resources, schedule time to study systemic problems/issues in your workflow and utilize performance measurement to reenergize your work group, and take distance learning classes on quality improvement and performance management.

I urge you as customers to sit on customer service boards and to complete customer satisfaction surveys—your ideas are the most important element to creating positive change and management excellence. ■

NEWS

Embassy 'Shadow Day' Reaches Out to Youth

The U.S. Embassy in Panama opened its doors to 28 Panamanian high school students and eight teachers for an “employee shadowing day” at the initiative of Ambassador William Eaton.



Visiting students practiced fire safety with the embassy staff.

The students—from different backgrounds—came from local high schools, both public and private.

They were briefed by several sections—political, general services, economic, public affairs and law enforcement—on the work they do. This was followed by the highlight of the day for

some students: a demonstration of fire-extinguishing techniques, led by the maintenance office.

Students then shadowed their embassy hosts for the morning hours. Ambassador Eaton took his new assistant, Isaac Villaverde from Instituto Fermin Naudeau, to a public ceremony where the embassy donated boats to the maritime service. Public affairs officer for the day Miriam Rodriguez, of Instituto Fermin Naudeau, helped distribute press releases and assisted journalists with interview requests. Other students witnessed the hectic routine of the housing section. Yuneirys de Leon from Escuela Isabel H. Obaldia attended a conference at a local hotel with her host employee.

At noon, all the visitors enjoyed lunch with Ambassador Eaton and discussed their impressions of the day.

Yarielis Bethancourt, a 12th grader from Instituto Rubiano who plans to study to be a maritime engineer, said she did not realize that the embassy did so many goodwill projects for Panamanians until she shadowed People-to-People Coordinator Martina Hand.

The visitors expressed sincere appreciation for the opportunity and went home with flag pins, certificates of participation and lifetime memories

of their visit to the embassy and their luncheon with the U.S. ambassador.

Daysiree Batista, a senior from Instituto Fermin Naudeau, said, “It is interesting what the U.S. Embassy is doing with the Panamanian students. It’s an incentive for us to study English.”

PLUS>>> EMBASSY BOMBINGS REMEMBERED + EXCHANGE SPECIALIST SELECTED AS MANSFIELD FELLOW + STATE GOES 'GREEN' ON REAL PROPERTY INITIATIVE + AFSA SEEKS NOMINATIONS FOR AWARDS + OBO INDUSTRY DAY + NICOSIA BLOOD DRIVES HONOR 9/11 VICTIMS + AFSA COLLEGE AID APPLICATION AVAILABLE NOW

Families and Victims of Embassy Bombings Remembered

The State Department paused on August 10 to remember those killed and injured in the August 7, 1998, terrorist bombings of the U.S. embassies in Nairobi and Dar es Salaam, and to honor the families who lost loved ones that day.

Speaking at a ceremony in the Delegates Lounge, Under Secretary of State for Political Affairs Nicholas Burns assured the families, friends and colleagues of the victims that the Department cares about them and is “listening to all those who were affected that day.” He stressed that al-Qaeda failed to achieve its objectives with the attacks.

“The terrorists”, Burns said, “didn’t kill our spirit, and they didn’t kill the sense of purpose and mission that the United States has to have in the world, about the kind of country we are and the kind of world we hope to build.”

Highlighting lessons learned from the tragedies,

Under Secretary for Management Henrietta Fore emphasized that the Department makes great efforts to take care of its own.

“We live with the knowledge that risk and danger abound in the work that we do,” she said. “It is our duty as well as our obligation to be prepared.”

Former U.S. Ambassador to Kenya Prudence Bushnell and former Chargé d’Affaires to Tanzania John Lange attended the event. Ambassador Bushnell, noting that “like a lot of people, I don’t need a ceremony to remember what happened on August 7,” stressed that “we all need to be reminded” about the importance of community.



Posing in front of the memorial plaque are, from left: Under Secretary for Political Affairs Nicholas Burns; Anthony Holmes, president of AFSA; Lily Muraka, Tanzania deputy chief of mission; Prudence Bushnell, former ambassador to Kenya; Lily Semba, Embassy Nairobi chargé d’affaires; Peter Macharia, Embassy Nairobi second secretary; Jendayi Frazer, assistant secretary, Bureau of African Affairs; and Wilfred Pere, Embassy Nairobi education attaché.

“It was,” she said, “community that got us up that steep hill in Nairobi. It is community that allows the State Department to do its important work, and it is community in the United States that keeps us resilient no matter what happens.”

During his turn at the podium, Ambassador Lange shared with the audience an e-mail from a Foreign Service member who was in Dar es Salaam on the day of the attack and is now serving elsewhere in Africa. “I do go to Dar,” she wrote, “and each visit is very emotional. I am not sure if I will ever get over it or if I even want to. The moment and place is a part of my life, so more than likely it will be with me forever.”

In addition to former Ambassador Bushnell and former Chargé Lange, several family members of victims and survivors attended the event. They include Howard Kavalier, who lost his wife, Prabhi; Deborah Hobson-Bird, whose husband, Sgt. Kenneth Hobson, was killed; and Lydia Sparks, who was injured.

EXCHANGE SPECIALIST SELECTED AS MANSFIELD FELLOW

James L. Hathaway, an international leadership exchange specialist for East Asia with the Bureau of Educational and Cultural Affairs, has been awarded a prestigious Mansfield Fellowship.

In September, he began 10 months of full-time Japanese language study, to be followed by a year in Japan working in a ministry or agency of the government of Japan. During the year in Japan, he plans to examine public diplomacy engagement and economic cooperation between Japan and China and Japan and the United States. He also plans to explore public-private partnerships and their role in bilateral and regional economic cooperation.

“James Hathaway has demonstrated a strong career interest in Japan and a commitment to using the knowledge and skills gained through the fellowship in service to the Department of State and the U.S. govern-

ment,” said L. Gordon Flake, executive director of The Maureen and Mike Mansfield Foundation, which administers the program with the Bureau of Educational and Cultural Affairs as grantor.

Mr. Hathaway is the second Department employee to be named a Mansfield Fellow. William Heinrich, a foreign affairs analyst in the Bureau of Intelligence and Research, Office of East Asia and Pacific Affairs, is now in Japan for the second year of his fellowship.

Established in 1994, the fellowships are building a core group of U.S. government officials who serve as a resource to their agencies on Japan issues because they have proficiency in the Japanese language and experience working inside Japan’s government. Some 75 Fellows, representing 21 agencies and departments of the U.S. government, have entered the program.

STATE GOES ‘GREEN’ ON PMA REAL-PROPERTY INITIATIVE

The Department is the first federal agency, behind the General Services Administration, to have gone “green” on the President’s Management Agenda Real Property Asset Management Initiative scorecard.

By coordinating their efforts and by sharing each other’s real property experience and resources, the Office of Real Property Management and the Bureau of Overseas Buildings Operations were able to move the Department’s scorecard to green on progress and yellow on status, up from previous red scores on both.

This accomplishment was recognized recently with an award celebration in the Delegates Lounge featuring Under Secretary for Management Henrietta Fore and OBO Director General Charles Williams.

AFSA Seeks Nominations for Dissent Awards

The American Foreign Service Association is calling for nominations for the 2007 AFSA Constructive Dissent Awards. These unique awards are based on integrity and professional courage rather than performance of duties.

AFSA feels it is vital to recognize and honor those who have demonstrated the initiative, integrity and intellectual courage to promote constructive and creative dissent on an issue which affects the work of the Foreign Service.

The four awards offered are: the Tex Harris Award for Foreign Service Specialists; the W. Averell Harriman Award for junior officers (FS 6-4); the William R. Rivkin Award for mid-career officers (FS 3-1); and the Christian A. Herter Award for senior officers (FE OC-CA).

The nomination should include the following:

Part I—the name of the award for which the person is being nominated; the nominee's name, grade, agency and position.

Part II—the nominator's name, grade, agency and position, and a description of the nominator's association with the nominee.

Part III—the justification for the nomination. This narrative should discuss the actions and qualities the nominator believes qualify the nominee for the award, giving specific examples of accomplishments that fulfill the criteria. Part III should not exceed 700 words.

Submissions that do not meet the criteria of initiative, integrity and intellectual courage that contribute to constructive dissent, as determined by our judges and the awards

& plaque committee, will not be considered.

All winners receive a monetary award of \$2,500 and a framed certificate and are honored at a reception in late June in the Benjamin Franklin Diplomatic Reception Room. The Secretary of State is invited to participate in the ceremony.

AFSA also offers three awards recognizing exemplary performance of assigned duties or voluntary activities at an overseas post that demonstrate extraordinary contributions to effectiveness, professionalism and morale.

—The Delavan Award acknowledges the work of a Foreign Service office management specialist who contributes significantly to post or office effectiveness and morale.

—The M. Juanita Guess Award is presented to a com-

munity liaison officer who has demonstrated outstanding leadership, dedication, initiative and imagination in assisting the families of Americans serving abroad.

—The Avis Bohlen Award recognizes the accomplishments of a family member of a Foreign Service employee whose relations with the American and foreign communities have greatly advanced U.S. interests.

Details on nomination procedures and a nomination form can be found on the AFSA web site at www.afsa.org/awards.cfm.

Any questions should be directed to Barbara Berger, coordinator for professional issues, at berger@afsa.org or (202) 338-4045, ext. 521. The deadline for submitting nominations is February 28, 2007.

OBO INDUSTRY DAY FEATURES MATCHMAKING EVENT

Since its inception five years ago, the Bureau of Overseas Buildings Operations' Industry Day—popular with both industry and government—has expanded from an annual one-day event to this year's first-ever two-day matchmaking event.

Congressman Frank Wolf, chairman of the Science, State, Commerce and Justice Appropriations Subcommittee, presented an update on his committee's activities and received an award in recognition of his strong support over the last several years.

Under Secretary for Management Henrietta Fore gave the keynote address. She encouraged public-private partnerships and emphasized the importance and accomplishments of the strong partnership between industry and OBO.

Industry Day brings together owners, developers, contractors, engineers, consultants, government officials and architects. This year, more than 500 people attended on day one, including representatives from Israel, Germany, The Netherlands, Canada and 30 U.S. states. Participating were 278 first-time attendees, 39 woman-owned businesses and 46 minority-owned businesses.

More than 400 people participated in day two's matchmaking event, featuring one-on-one appointments between companies, OBO representatives and business matchmakers.

The annual Industry Day helps OBO provide the very best "platforms for diplomacy" that meet U.S. diplomatic needs while providing safe and comfortable accommodations.



An OBO division attracts attendees with a large display panel.

U.S. Embassy staff members donate blood with a smile.



Nicosia Blood Drives Honor 9/11 Victims

In memory of the innocent people from more than 90 countries who perished five years ago on Sept. 11, 2001, 11 staff members from the U.S. Embassy in Nicosia and 44 officers and sailors from the visiting USS *Hue City* donated blood to the Nicosia General Hospital and Limassol Hospital blood banks, respectively.

These blood drives, undertaken in response to the urgent need for donations to Cyprus' blood supply, highlighted the bilateral cooperation between the United States and Cyprus against all forms of terrorism.

AFSA COLLEGE AID APPLICATION AVAILABLE NOW

High school seniors and college undergraduates who are children of Foreign Service employees—active-duty, retired and deceased—are eligible to apply for one-time academic/art merit awards and renewable need-based financial aid scholarships sponsored by the American Foreign Service Association Scholarship Fund.

Awards range from \$1,500 to \$3,000. Applications are now available and the submission deadline is Feb. 6, 2007.

There is no AFSA membership requirement for parents of applicants for the financial aid scholarships. For the merit competition, at least one Foreign Service parent must be a member of AFSA or the Associates of the American Foreign Service Worldwide.

Students applying for financial aid scholarships need to maintain at least a 2.0 cumulative grade point average and take 12 credits a semester. Beginning this year, AFSA has dropped the U.S.-college-only requirement and will now fund students who attend an overseas university.

A total of 55 financial aid scholarships—some funded by Diplomats and Consular Officers Retired and AAFSW—and 15 merit awards are offered each year through AFSA's Scholarship Fund.

Visit the AFSA Scholarship Program web page at www.afsa.org/scholar/index.cfm for details and to download an application, or contact Lori Dec at dec@afsa.org, (202) 944-5504 or (800) 704-2372, ext. 504.

Students can also visit online scholarship search engines such as www.fastweb.com, www.wiredscholar.com, www.srnexpress.com and www.brokescholar.com to explore other scholarship opportunities.

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M A G A Z I N E

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The submission deadline for the February 2007 issue is December 15. The deadline for the March 2007 issue is January 15.

Department of State Employees: Making a Difference in the Lives of Others



Like the brave men and women of our Armed Forces, Department of State personnel have always responded to our nation's call to service. Under challenging circumstances, they are making a positive difference in the lives of others.

This year, two of our colleagues, Ambassador Nancy Powell and Special Assistant Christina Sanford, were awarded prestigious Service to America Medals for their exceptional efforts. They were honored at a gala awards ceremony in Washington, D.C., along with seven other notable public servants, including a Nobel Prize-winning physicist and the architect of the personnel recovery system that guided the rescue of Jessica Lynch and others in Iraq and in Afghanistan.

Service to America Medals are awarded annually by the Partnership for Public Service and the magazines of the Atlantic Media Company, *The Atlantic Monthly*, *National Journal* and *Government Executive*, to celebrate the accomplishments and commitment of America's outstanding federal employees. They

highlight the great, inspiring work that public servants do each and every day.

For example, more than 50 countries around the world have experienced outbreaks of avian influenza among their poultry populations, and there are concerns that the ongoing outbreaks have the potential to turn into a human influenza pandemic that would have significant international political, economic and social consequences.

The Department of State established an Action Group to coordinate United States preparedness and response to avian influenza and the threat of a global human influenza pandemic. We are working with countries around the world and key international organizations to assist in the preparation, surveillance and response to the threat.

Ambassador Powell, the winner of the 2006 Homeland Security Medal, led key diplomatic efforts to organize international preparations for an avian flu pandemic. Her work in the early days of the task force and the international partnership laid the foundation to save not just Americans but innumerable lives worldwide. She helped bring together nations at the January 2006 donors conference to pledge \$1.9 billion to help affected countries develop preparedness plans, improve surveillance systems and

Christina worked diligently with the Iraqis to figure out the transition process to a government elected by the Iraqi people. She chose to work for the Department after graduating from the New York University School of Law because she wanted to do something that "made a difference and impacted people in a way that she felt working in the private sector wouldn't do" for her. In her words: "You have to like coming to work every day. If you can't say that, then it is not worth showing up."

The Department of State is full of heroic individuals, and it is important that they get the recognition they deserve. We also want to encourage a new generation to serve.

I encourage all of our bureaus to submit nominations for the 2007 Service to America Medals. You can learn more about the application process and obtain online application forms at <http://www.servicetoamericamedals.org>.

On April 27, 2006, the White House issued an Executive Order identifying responsibilities of federal departments with respect to volunteer community service. Deputy Assistant Secretary Teddy Taylor is the Liaison for Volunteer Community Service, and HR/ER/WLP has been delegated with the responsibility to promote volunteer opportunities and

“The Department of State is full of heroic individuals...”

begin to build the capacity to contain and treat avian influenza. In her words, she enjoys the concept of service and continues to find challenges working in the public realm.

Christina Sanford, the recipient of the 2006 Call to Service Medal, served as chief of the Legal office at the U.S. embassy in Iraq and provided critical support for Iraq's democratically elected government.

practices available to all employees. Information on ways to volunteer will soon be available on the HR/ER web site. These will include the President's Council on Service and Civic Participation which created the President's Volunteer Service Award.

If you have suggestions or comments, please send them via unclassified e-mail to "DG Direct." ■

CONSULATE'S CENTENNIAL
MARKED WITH CALGARY
COWBOY HATS
BY BETTY RICE

In September, the U.S. Consulate General in Calgary celebrated 100 years of continuous operation.

In a ceremony before the City Council at Calgary City Hall, newly arrived Consul General Tom Huffaker and his wife Claire were "white-hatted" by Calgary Mayor Dave Bronconnier. It's a local tradition for visiting and newly arrived dignitaries receive white cowboy hats as a welcome—the equivalent of a key to the city.

That evening, the Huffakers hosted more than 100 business contacts, Consulate General staff and friends at a reception to mark this important milestone. Plans are

under way to continue to celebrate the anniversary over the next year.

In the late 1890s, Americans began to emigrate to western Canada in record numbers. In 1894, records showed 50 Americans living in western Canada; by 1905, that number had jumped to 105,000. U.S. settlers were looking for good crop-and-range land. Their first stop was usually Calgary. Then they scattered across Alberta and Saskatchewan.

At the time, there was a small consular agency in Lethbridge, Alberta, but beyond that, there was no official American presence

Calgary at 100



between Winnipeg, Manitoba, and Vancouver, British Columbia—a distance of more than 1,100 miles. As Americans poured into the region, local leaders and the press began calling for Washington to consider setting up shop in a bigger, more permanent way.

In early 1906, it was reported that the U.S. House of Representatives had authorized the State Department to appoint a Calgary-based consul. Although Regina, Saskatchewan, and Edmonton, Alberta—both provincial capitals—were also considered, Calgary was ultimately chosen because of its proximity to the rail lines and the large number of Americans already present and doing business in the fast-growing city.

The *Daily Herald* theorized as to why the decision was made: “This is the result of a quiet campaign dating back to last July (1905), when the newspaper correspon-

dents from Washington were entertained in Calgary. They took the first opportunity to display their appreciation, and have steadily annoyed the members of Congress until the authority has been secured.”

So, in September 1906, the Consulate General in Calgary opened its doors. Over the years, additional offices were set up in other western Canadian cities, but only the consulate in Calgary has withstood the test of time and demographic and economic trends.

Today, the consulate covers the provinces of Alberta and Saskatchewan and the Northwest Territories, and handles U.S. citizen and nonimmigrant visa issues for the province of Manitoba, as well. ■

The author works in public affair at the U.S. Consulate General in Calgary.



*Above: Consul General Tom Huffaker and his wife Claire pose with the staff on the steps of Calgary City Hall after their “hatting.”
Left: The Huffakers pose with Calgary Mayor Dave Bronconnier in Council Chambers. They are holding a photo of the first office building in which the Consulate General was located.*

Eyes and Ears

ONE-OFFICER POSTS SPREAD TRANSFORMATIONAL DIPLOMACY THROUGHOUT FRANCE **BY THOMAS J. WHITE**

While “transformational diplomacy” and “American Presence Post” may be relatively recent additions to most diplomatic lexicons, the APP concept has been alive and well in France since 1999. The U.S. Mission to France created the first APPs more than seven years ago, and the five in France represent the most successful experience with the model to date.

The mission hosts American Presence Posts in Bordeaux, Lille, Lyon, Rennes and Toulouse, in addition to two traditional consulates general in Marseilles and Strasbourg. These posts provide an important frontline capability in the mission’s transformational diplomacy agenda throughout France.

The rationale creating APPs in France was straightforward. Like other Western European countries, France witnessed the closure in the 1980s and 1990s of many long-established consulates. Closure rates increased in the late 1990s with the need to find resources to staff new embassies in the former Soviet republics.

Then-Ambassador Felix Rohatyn and his country team saw that the United States was losing its eyes and ears in important regional centers in France. With France’s global diplomatic and military presence and its status as the world’s fifth largest economy, cultivating favorable French atti-

tudes toward American people, policies and products is especially important. The U.S. Mission in France resolved to correct this situation by creating the American Presence Post concept, reestablishing an on-the-ground presence throughout the country using existing embassy positions and resources.

Each APP is staffed with one mid-level Foreign Service officer, supported by one to four Locally Engaged Staff. The agenda is focused: public diplomacy, commercial advocacy and essential American citizen

services. The APPs have proven to be an effective way to bring America’s message to the French people, through close contacts with the regional press, speeches and seminars with local educational institutions and outreach to specialized groups, including France’s substantial Muslim community.

APP Bordeaux

Consul J. Brinton Rowdybush

U.S. consular activities originated in Bordeaux in 1790, making it the first per-



APP Bordeaux Consul J. Brinton Rowdybush speaks to high school students at the College Jean Lartaut Jarnac.

manent consular post in the world for the young United States. In 1995, the consulate was closed for budgetary reasons. In 2000, Bordeaux was reopened as an APP. Today, its district covers the three southwestern regions of Aquitaine, Poitou-Charentes and the Limousin. Although Bordeaux is known worldwide for its wine, the region is also a major player in aeronautics, lasers, pharmaceuticals and wood. Its eight universities enroll 125,000 students. The University of California has had an active exchange program based in Bordeaux for more than 40 years. The United States is the leading foreign investor in Aquitaine, as well as the primary supplier and customer of the region.

APP Lille

Consul Jeffrey Hawkins

APP Lille's district covers the north of France, from the outskirts of Paris to the Belgian border. Lille sits on a major European crossroads and is roughly equidistant from Paris, Brussels and London. Other major centers include the ports of Calais and Dunkerque and historic Amiens. Long dependent on smokestack industries like textiles, steel and mining, the region passed through a difficult period of retrenchment in the 1980s and 1990s. The region now seeks to turn its central location close to 300 million of Europe's most prosperous consumers into an engine for economic renewal. A key focus is providing support to U.S. business. APP Lille supplements its thin staff with strong support from the embassy in designing public diplomacy programs targeting the region's large university population, vibrant regional media and active cultural institutions.



APP Lyon

Consul Angie Bryan

France's second-largest metropolitan area Lyon is both France's culinary capital and the historical capital of the French silk industry. Lyon hosts several national trade shows and is Interpol's world headquarters. The largest and oldest APP (like Bordeaux, a former consulate general), APP Lyon covers much of central and eastern France, including Chamonix, Clermont-Ferrand, Grenoble, Dijon and Saint-Etienne. Ties to the United States are extensive: 14 friendship associations, 15 sister-city relationships, Tufts University's European campus, an American Club and France's second-highest concentration of American businesses. With Lyon's pharmaceutical and biotech industry and Grenoble's high-tech cluster of enterprises and research institutions, the region is one of France's most dynamic.

APP Rennes

Consul Virginia Murray

The APP Rennes district—western France, including Brittany, Normandy and much of the Loire—is familiar ground to American travelers. The older generation retains an emotional bond with the U.S. because of the allies' role in liberating the area during World War II. The challenge is to connect with the younger generation. APP Rennes has created an active outreach program, targeting small-town grammar schools and big-city universities, to encourage students to study English and pursue advanced degrees in the United States. An active public diplomacy outreach program addresses issues from Mideast policy to U.S. environmental efforts. APP

Rennes is responsible for one of the biggest commercial success stories emerging from France in recent years: General Electric this year signed a \$200 million contract to supply propulsion systems to a French-Italian naval frigate program, thanks in large part to the liaison work of the post's commercial assistant.

APP Toulouse

Consul Jennifer Bachus-Carleton

The APP district covers the Midi-Pyrenees region, the largest in France, roughly the size of Belgium and the Netherlands combined. Best known as the home of Airbus, Toulouse is one of the leading European cities for aerospace and aviation, and the final assembly point for



Above: Lyon Consul Angie Bryan, second from right, attends the 100th anniversary of the town of Roybon's own Statue of Liberty. To her right is Andre Vallini, vice president of the French American Friendship Group in the National Assembly. Raybon Mayor Marcel Bachasson is third from left. Left: U.S. Ambassador Craig Stapleton, center, poses at Ecole Centrale de Lille with French students bound for a semester at the University of Texas at Austin.

Airbus aircraft. The city also is one of the fastest-growing centers in France for biotech research and boasts a strong electronics industry. With more than 110,000 students enrolled at three public universities and 14 graduate engineering and business schools, Toulouse ranks second only to Paris as an academic center in France. ■

The author is minister-counselor for economic affairs at the U.S. Embassy in Paris and coordinator for APP activities in France.

Limestone, light and the turquoise waters of the Mediterranean make for scenic vistas. Many coves are made of rugged, chiseled limestone.





Valletta

**MEDITERRANEAN CROSSROADS
DRAWS TOURISTS AND BUSINESS**

BY LISA HAMLIN AND
JONATHAN SCHOOLS

Merhba bikom fi Malta.

Welcome to the Republic of Malta, location of the world's oldest known free-standing man-made structures, such as the megalithic temples at Hagar Qim on the main island of Malta or Ggantija on the island of Gozo.

Welcome to a country with a rich history as a strategic crossroads between Europe and Africa. Malta, an independent republic since 1964, has been ruled at various times by the Phoenicians, Romans, Arabs, Normans, Aragonese, Spanish, French, the Knights of Saint John of Jerusalem—also known as the Knights of Malta—and the British.

Welcome to the land of the Maltese Cross, worn by the Knights, with its eight points representing eight nationalities: Auvergne, Provence, France, Aragon, Castile, England, Germany and Italy.

Welcome to a country with a complex history and an exciting future.

Embassy employees Chris Jones, left, and Martin Agius, right, join Deputy Chief of Mission Bill Grant in practicing rock climbing on one of Malta's many limestone outcroppings.



Malta is the largest of the three inhabited islands that comprise the Republic of Malta and is home to the capital city of Valletta. Despite its diminutive size—26 miles long by nine miles wide—Malta has been viewed for centuries as some of the most prized real estate in the region because its location at the heart of the Mediterranean makes it militarily and commercially strategic and a natural maritime crossroads for travel between Europe, Africa and the Levant.

An Epic History

Not surprisingly, Malta's 7,000 years of history is a violent and bloody one replete with epic naval battles, surprise invasions and repeated occupation. Malta was the most bombed real estate, per square meter, of any country during the Second World War.

Malta was ruled by Britain from 1814 until it achieved a peaceful independence in 1964. The British legacy left an indelible mark on the culture, cuisine, education, health care, government and language. Maltese and English are both official languages, and in

May 2004, Malta became a member of the European Union.

Malta is seeking to transition from an economy based largely on tourism and manufacturing to one that is more knowledge-based, as evidenced by the recent announcement of SmartCity@Malta, a government-sponsored information technology park being created by Dubai-based investors and modeled on the successful Dubai SmartCity concept.

Several major motion pictures have been filmed, in whole or part, in Malta, including *The DaVinci Code*, *Munich*, *U-571*, *Troy*, *Gladiator*, *Popeye* and *Midnight Express*.

Malta is one of the smallest nations in Europe, approximately twice the size of Washington, D.C. The population of 400,000 swells to nearly one million in the summer months, which are generally hot and dry. Many tourists come from Europe—especially Great Britain—and Asia. A number of cruise ships are either based in Valletta's Grand Harbour or are regular visitors during their Mediterranean cruises.

The tourists are attracted by more than 300 days of annual sunshine, some of the best diving in the region, affordable accommodations, dramatic scenery and Malta's rich history and architecture.

Flying in, visitors can see that the Maltese islands are not volcanic in origin. They are rounded lumps of ancient seafloor that were pushed above water level when the African and European tectonic plates collided. The terrain is mostly low, rocky hills and steep sea cliffs with little in the way of natural water- or land-based wildlife. Grass and trees are sparse.

The islands feature indented coastlines, numerous bays, rock-terraced fields and clusters of homes that form the many sprawling villages. The contrast between the honey-colored stone of buildings—built from quarried Maltese limestone—and the deep azure hue of the sea is striking. The unique quality of light in Malta is celebrated by photo enthusiasts and landscape artists alike.

U.S. Presence

The United States has had a diplomatic presence in Malta since 1796 and an embassy since Malta became independent in 1964. Malta's location and importance in shipping drives much of U.S. interests.

AT A GLANCE



Country name

Malta

Capital

Valletta

Government

Republic

Independence

September 21, 1964 (from the United Kingdom)

Population

400,200

Languages

Maltese and English

Total area

316 square kilometers

Approximate size

Nearly twice the size of Washington, DC

Currency

Maltese lira (MTL)

Per capita income

\$19,700

Unemployment rate

7.8 percent

Import partners

Italy (32.3 percent), United Kingdom (11.5 percent) and France (9.6 percent)

Export partners

France (15.4 percent), United States (14.4 percent) and Singapore (12.3 percent)

Internet country code

.mt

Airports

1

SOURCE: CIA World Factbook 2006



Above: As a predominantly Catholic country, Malta celebrates many saints with band concerts, processions and fireworks. Right: Ambassador Molly Bordonaro and her daughter Skylar plant a tree donated by the embassy during a ceremony at Malta's Ta'Qali National Park.

The country is situated on one of the world's main east-west trading routes, and approximately 30 percent of all global container cargo passes through Maltese waters. The Malta Freeport is a major regional container transshipment facility serving ships trading between North Africa, the Middle East, Europe and the United States.

Embassy staff, in concert with the Department of Homeland Security, State's Bureau of International Security and Non-Proliferation and other U.S. government agencies, work closely with Freeport officials to ensure robust controls are in place to prevent and detect the spread of weapons of mass destruction.

The U.S. government donated a Vehicle and Container Inspection System mobile screening unit to Maltese Customs and conducts extensive training with Maltese authorities on detection techniques. The United States has also donated most of the funding for two 87-foot coastal patrol boats to the Maltese Maritime Squadron for search and rescue operations and border control.

The United States and Malta recently signed an updated extradition agreement and are finalizing a Proliferation Security Initiative agreement. The embassy's Defense Attaché Office works closely with the Maltese Armed Forces on a variety of issues, and the resident Naval Criminal Investigative Services attaché works with Maltese authorities on port visits of U.S. Navy vessels transiting or stationed in the Mediterranean theater of operations.



PHOTOGRAPHS: U.S. EMBASSY IN VALLETTA



Top: Private yachts like this one and cruise ships like the QEII frequent Malta. Middle: Ambassador Bordonaro and John Mifsud, director of Malta Customs, walk together during a groundbreaking ceremony at Malta Freeport where the U.S. is renovating a warehouse. Bottom: Catherine Brown, left, sang at the Ambassador's Residence during Daniel Pearl Music Days.

The consular section, in addition to routine consular work, instituted monthly citizen services visits this year to the neighboring island of Gozo. This initiative has been well received by the many dual-national citizens who reside there. Other embassy officers accompany the consular team on their visits and expand their contacts with the local leadership of this somewhat culturally separate sister island of Malta.

Following its entry into the EU in May 2004, Malta hopes to capitalize on its historically strong ties to North Africa and strategic location to persuade more American businesses to locate to Malta. American businesses already directly employ approximately 3,000 Maltese citizens, and American franchises increase that number considerably. Ambassador Molly Bordonaro and embassy staff see that inquiries from potential U.S. commercial interests are presented to Maltese business executives and government officials.

All these mission programs are supported by a multifaceted public diplomacy program. The ambassador is an active speaker to local organizations and business associations. Embassy staff and family members participate in outreach activities, such as the successful local school program, that pairs them with groups of students to speak about subjects the teachers propose in advance. Schools report enthusiastic responses from their students, and embassy presenters are gratified to talk about America.

In December, the purchase of a 10-acre site for the construction of a new embassy compound should be completed, and construction will follow according to the Office of Overseas Buildings Operations timetable. This is a much-anticipated event for all embassy employees.

Working at a small post such as Malta has its advantages. For one, people typically perform multiple tasks and have overlapping and numerous responsibilities not typical for an officer at a larger post. And while the isolation of life on a small island isn't for everyone, it is perfect for some, and Sicily is only a 45-minute ferry ride away. Families with children love the generally safe and friendly atmosphere of the islands, not to mention the weather.

So, as they say in Maltese, *Sahaa*—good health and see you soon. ■

Lisa Hamlin is the community liaison officer and Jonathan Schools is the management officer at the U.S. Embassy in Valletta.



Summer Vacation

U.S. TEEN VOLUNTEERS AT ROMANIAN
ORPHANAGE **BY TIMOTHY PHILLIPS**



Can an American teenager make a difference in the lives of children with disabilities in Romania?

You bet. Mark Phillips, my son and a 10th grader at Saguaro High School in Scottsdale, Ariz., first became involved in community service at age three, when he rode his tricycle more than two and a half miles in Japan to earn money for the American Red Cross. Since then, he has volunteered with many other charitable organizations.

In the fall of 2005, Mark founded the Red Nose Club at his high school, a service organization committed to improving the lives of children with serious illnesses and physical and mental disabilities. The name and inspiration come from the 1998 movie *Patch Adams*, in which a physician on his visits to pediatrics wards often wore a red nose to cheer up his young patients.

Mark lived in Romania with me from 2003 to 2005, so it was natural that one of the club's projects would be a fund-raiser for Scoala Speciala, a special needs school and orphanage for mentally challenged children in Breaza, Romania.

In June, Mark and I traveled to Romania to present the \$1,000 his club raised for the school. Speaking in perfect Romanian, Mark presented the check at a festival that featured performances by special-needs students throughout the region.

In today's world, where teens go to school dressed in the latest fashions and sporting expensive cell phones, the Scoala Speciala is a world apart. The school's administrators told us the \$1,000

raised by Mark's club would be given to students to buy new shoes that fit—a rare privilege.

Mark wanted to show that Americans do more than just give money. Working through a representative of the Romanian Ministry of Foreign Affairs, he volunteered to spend his summer at the school as a teacher and counselor.



Mark Phillips speaks to high school students on the importance of volunteer service.

The school comprises grades one through eight, with students ranging in age from 6 to 16, grouped according to their ability to receive instruction. Of the 104 children, 90 percent have been either orphaned or abandoned and live on the school grounds.



Top left: Mark poses with the mayor of Breaza, George Maracineanu. Left: Students create playground art at Scoala Speciala. Above: Students buy shoes using the money donated by Mark's club.

“I came here to help at the orphanage. I made a promise to the director and I will be here for the summer.”

Romanian orphanages have received much unfavorable press. At the Scoala Speciala, conditions were certainly challenging. On the positive side, the school's administrators and teachers are dedicated, caring and concerned for students' welfare. All were doing their best with limited resources.

One of the school's major concerns is “mainstreaming” students into society. To assist in their transition, the school turned a classroom building recently constructed by a British charity into a dormitory for graduates entering the workforce.

I questioned how Mark would cope, alone, with the many daily challenges. But he was committed: “I came here to help at the orphanage,” he said. “I made a promise to the director and I will be here for the summer.”

While working at the orphanage, Mark lived with Romanian families and became immersed in the life of a small Romanian town. He was exceptionally successful as a “professor” and a counselor, teaching language skills and taking the students on long

hikes in the surrounding countryside. Skilled in information technology, he repaired several of the school's computers.

He visited a local high school and spoke on the importance of volunteer service, a concept largely extinguished in Romania after more than five decades of communist rule. The students expressed interest in establishing a Romanian chapter of his Red Nose Club in Breaza.

On July 4, the Mayor of Breaza visited the Scoala Speciala to commend Mark for his volunteer service and present him with a proclamation from the city.

“It is people like you,” he said, “not governments or the military, that are the heart of the relationship between our two countries.”

Mark truly represents the American volunteer spirit, putting service above self in an extremely challenging environment. As he told the Romanian newspaper *Jurnalul National*, “Each young person should understand the importance of volunteer service. The fact that you can make a difference and help people is its own reward.” ■

The author is a financial economist with the Bureau of Economic and Business Affairs and served in Bucharest from 2003 to 2005.

David poses with an emergency-room doctor at Central Hospital.



The Price of Life

PRACTICING MEDICINE IN CENTRAL AFRICA **BY DAVID M. NELSON**

How can we put a price tag on life? Well, in Cameroon it's possible—and you could put the figure at \$200, or even less. That's what a person needing medical care might have to pay to save his or her life.

I'm 15 and want to be a doctor. So when I met Dr. Bart Muhs, a Fulbright exchange scholar at the U.S. Embassy in Yaounde, I asked if I could visit his hospital—the University Hospital Center of Yaounde.

Dr. Muhs, a vascular surgeon who teaches at New York University, took me on surgical rounds with his Cameroonian colleague Dr. Marc Guifo. I saw the good and bad parts of the practice of medicine in Africa.

On one hand, there are dedicated doctors and nurses doing heroic work in very difficult circumstances. Cameroon is blessed with well-trained medical profes-

sionals who care deeply about improving people's lives.

On the other hand, patients who need surgery must provide—up front—all the equipment needed, including scalpels, rubber gloves, antibiotics, anesthetic and even bed sheets. They must also pay all required fees for their hospital room and medical care.

Dr. Guifo, an orthopedic surgeon, told me the cost for a typical appendectomy is the equivalent of \$200—about three or four months' salary for an average Cameroonian. Half of the time, the patients never return with the required items, because they don't have the money or would rather die than burden their families with debts. Many of these patients do succumb to their injury or illness, either for

lack of treatment or because they turn in desperation to “roadside doctors,” often with tragic results.

Cameroon has only one medical school—at the University of Yaounde—and it takes in only about 85 new medical students each year. Estimates of the number of doctors practicing medicine in Cameroon range from one for every 10,000 people to one for every 40,000—far fewer than the World Health Organization recommends. There is a similar shortage of medical support staff.

But the main problem is not the lack of doctors; it's the skewed distribution of medical care. Most doctors work in Yaounde or Douala, Cameroon's commercial center. There is an acute shortage of medical personnel and clinics in remote areas.

Widespread poverty and cultural norms lead people in rural areas to opt for traditional medicine over modern science. For example, many poor people believe HIV/AIDS is a poison that can be cured only through traditional potions.

Many of the patients in the surgical ward of the University Hospital Center were victims of car accidents. Before Dr. Muhs arrived, many received quick amputations because the doctors did not know the latest advances in vascular surgery. I watched as Dr. Muhs conducted one minor surgery after another, using bottles of anesthetic he carried in his pockets to prevent theft or profiteering. The patients didn't know it, but he was saving their arms and legs—and teaching other surgeons how to do the same for their patients.

During my second hospital visit, Dr. Muhs allowed me to observe a complex operation to remove an aortic aneurysm from a Cameroonian woman. He cautioned me that operations of this magnitude are almost never done in Cameroon and that the patient might not survive the procedure. The surgery lasted more than four hours and consisted of the removal of a section of the aorta, which was then replaced with a synthetic tube. I have never seen so much blood in my life, but happily the patient did survive.

For my third hospital visit, I went to Yaounde's busiest medical facility: Central Hospital. I was led through cancer wards, the maternity clinic and the emergency room by Dr. Marcel Monny Lobe, a hematologist and HIV/AIDS researcher and the father of a classmate of mine at the American School of Yaounde.

Each section of the hospital has its own lab and doctors often do the lab tests themselves. As at other hospitals, treatment is administered after payment has been made, but Central Hospital is different in one important respect: When a patient needs emergency care or a woman is in labor, payment can be made afterward. I was impressed with the care given, especially because I had been told this was the "hospital of last resort" in Yaounde.

So what have I learned about the practice of medicine in Central Africa? I've learned that despite the unfortunate payment system, there are still doctors, nurses and hospital staff working hard to save lives. And I've learned something about myself: More than ever, I want to be a doctor. I am starting to do volunteer work at Central



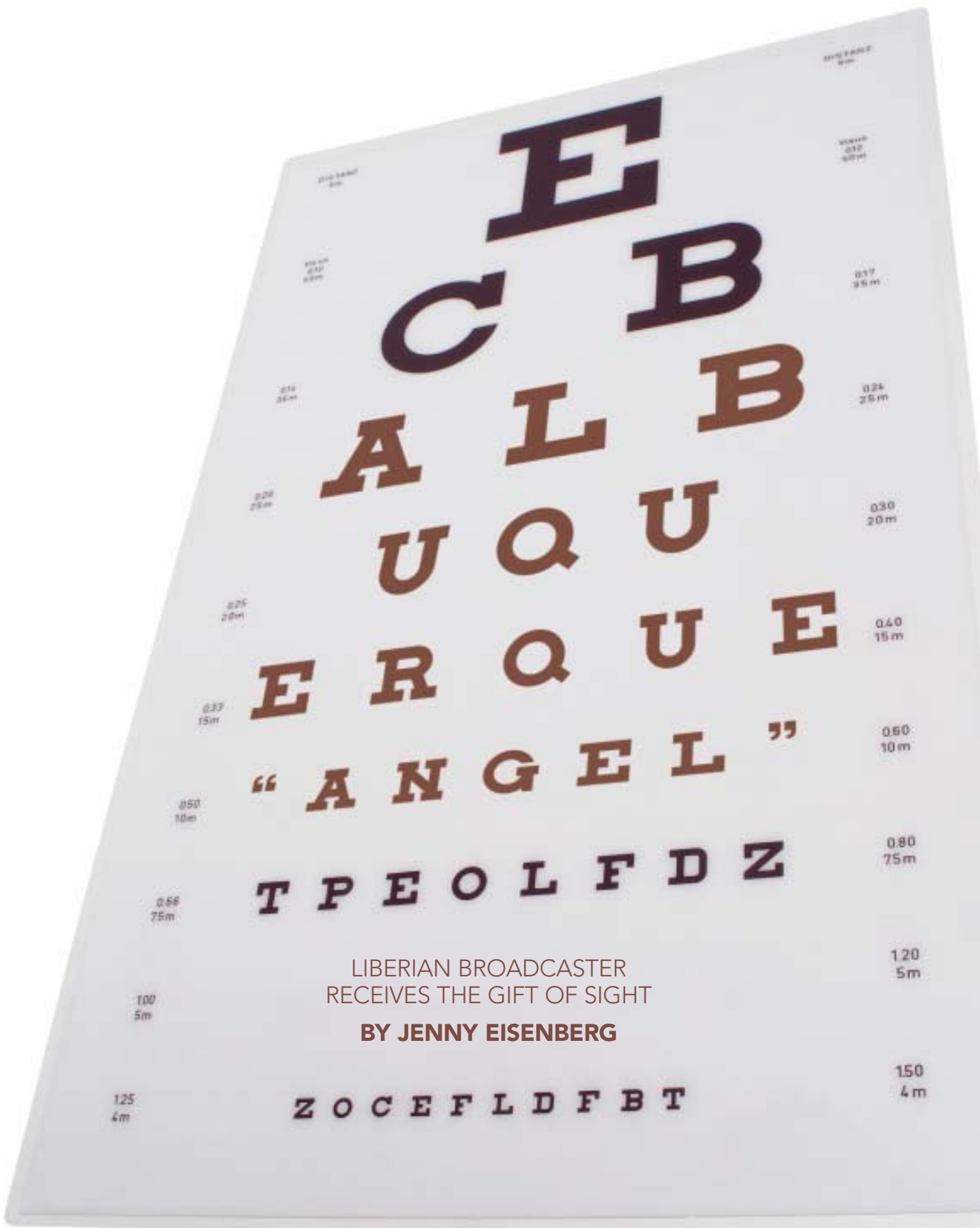
Top: A lab technician at Central hospital briefs David. Bottom: Dr. Marc Guifo and David check on a young patient.

Hospital under Dr. Monny Lobe's supervision. I hope someday I will have an opportunity to help people in Africa or one of the other countries where I've lived growing up in the Foreign Service.

Bart Muhs spent many of his weekends performing surgery in Cameroonian villages that have no clinics, with patients

placed on tables, desks and even the hoods of cars. Maybe, like him, I too will be able to save someone's life. ■

The author is in the 10th grade at the American School of Yaounde. His father, Rick Nelson, is deputy chief of mission at the U.S. Embassy in Yaounde.



LIBERIAN BROADCASTER
RECEIVES THE GIFT OF SIGHT

BY JENNY EISENBERG

PHOTOGRAPHS: (ABOVE) CORBIS; (OPPOSITE PAGE) BETTY DAVIS

When Liberian radio broadcaster Jeff Tarnue arrived in the United States on July 16 for a three-week International Visitor Leadership Program, he expected a career-enhancing opportunity to meet fellow American radio broadcasters. He could not have anticipated that the journey would change his life.

It did, though. Through the generosity of an American he had just met, Mr. Tarnue received the gift of sight.

The tenacious force that made the gift possible was Betty Davis, who has volunteered with the International Visitor Leadership Program for 14 years in her hometown of Albuquerque. She invited the delegation of Anglophone African radio broadcasters to her home for dinner and a chance to see how “regular” Americans live. The group was to leave Albuquerque the next day for meetings in Santa Fe, and from there would go to Miami before returning to Africa.

Mr. Tarnue told Mr. and Mrs. Davis he was born with cataracts and had been blind since birth. He said no one in Liberia had the training or tools to remove cataracts.

That night, Mrs. Davis awoke at 3 a.m. with insomnia. “I kept thinking, ‘He’s never been evaluated by an ophthalmologist!’” As she lay awake throughout the night, she kept poking her husband Dana, repeating “He’s never been evaluated by an ophthalmologist!”

Undeterred by the fact that the group was leaving Albuquerque, Mrs. Davis called two ophthalmologists on the off chance they would agree to evaluate Mr. Tarnue to determine whether anything could be done to help him. Both doctors called to say they could fit him in for appointments that very day. The group, however, had already arrived in Santa Fe for professional meetings.

After calling Mr. Tarnue to see if he wanted to proceed (he did), she hopped into the car, drove to Santa Fe, picked him up and drove straight to the doctor’s office in Albuquerque, arriving just in time for the appointment. As soon as that appointment ended, they jumped back into the car and drove straight to the other doctor for the second opinion. Both doctors agreed that an operation would be worthwhile.

Mrs. Davis got permission from the Bureau of Educational and Cultural Affairs to extend Mr. Tarnue’s visa for medical purposes, and accepted responsibility for him while he remained a guest in her home. He rejoined his group for meetings



The world is no longer a dark maze for Jeff Tarnue.

in Miami, but instead of flying back to Africa he returned to Albuquerque. Surgery on his right eye was performed on August 24 and five days later surgeons operated on his left eye. He can now see colors and can read the large “E” on an eye chart. Doctors anticipate continued improvement.

By the time he returned to Liberia in September, he had been a guest of the Davis family for six weeks. Family friends went out of their way to look up recipes for Liberian food and cook familiar dishes to make him feel more at home. He touched many hearts in the community, where he sang with the church choir and attended free computer courses for the blind between his operations.

Three doctors cared for Mr. Tarnue while he was in Albuquerque. Even though they waived fees for some (and in one case all) procedures, medical bills nonetheless grew to more than \$3,700 for anesthesia

and specialists at the hospital. The Davises also paid \$494 for an airline ticket to bring him back to Albuquerque from Miami. With the help of the Internal Revenue Service, Mrs. Davis set up an Employer Identification Number to receive contributions on behalf of Mr. Tarnue. She has already raised \$2,970, but anticipates receiving more bills for medical services.

Readers wishing to contribute toward the medical expenses can make a check out to the “Jeff E. Tarnue Medical Fund” and send it care of Betty Davis at:

*Albuquerque Council for
International Visitors
Sheraton Uptown Albuquerque Hotel
2600 Louisiana Boulevard, NE, Suite 227
Albuquerque, NM 87110 ■*

The author is an international visitor exchange specialist in the Bureau of Educational and Cultural Affairs.



A Critical Difference

FSN OF THE YEAR FIGHTS
FOR DEMOCRACY IN BURMA
BY BILL PALMER

Six outstanding Foreign Service National employees were honored in October as FSNs of the Year for the regional bureaus. One of them—Sann Sann Myint of Burma—received the Department-wide FSN of the Year Award for her work at the forefront of transformational diplomacy in Burma providing inspiration and support to the democratic opposition.

She was chosen from among 55 FSN nominees from posts worldwide. She and the other winners received certificates, cash awards and trips to Washington. Highlights of the trip included a photo opportunity with Secretary Condoleezza Rice, a reception given by the Office of Overseas Employment and a tour of the Pentagon.

At the awards ceremony, Under Secretary for Political Affairs Nicholas Burns said Department officials abroad could not live without the friendship and dedication of FSNs.

“All of us who serve overseas feel that dedication,” he said, adding that one of this year’s honorees, Amany Abdel Kader Osman, taught him the rules of the road for protecting American citizens in Cairo when he was a junior officer there 23 years ago. He said every Foreign Service officer in the room could cite cases of FSNs who made a critical difference in their careers, as Ms. Osman had done for him.

EAP AND FSN OF THE YEAR
Sann Sann Myint

Sann Sann Myint, a cultural affairs specialist at the U.S. Embassy in Rangoon, is the 2006 Foreign Service National of the Year. Nominated by the Bureau of East Asian and Pacific Affairs, Ms. Myint was cited “for her exceptional and courageous efforts working in one of the world’s most oppressive authoritarian environments.”

She is at the forefront of the post’s transformational diplomacy efforts in Burma, especially for her work with members of Burma’s beleaguered political opposition led by Nobel Laureate Aung San Suu Kyi.

When Burmese authorities suddenly released a large group of political prisoners in 2005, the embassy counseled them and drew hundreds into English language programs at the American Center, where Ms. Myint works on exchanges and speaker programs.

Her work with Burma’s ethnic minorities gives her credibility with these groups and has enabled her to bring their leaders together. She has inspired the democratic opposition to overcome differences and become more cohesive.

Why does she take the personal risks her work entails? “Everyone deserves freedom and equal opportunity,” she says. “I’m in a unique position. The least I can do is listen and be supportive of their (the opposition’s) aspirations.”

Though Burma’s military regime remains entrenched, she does not despair. “We have to have hope,” she says. “Without believing in the triumph of truth, how could we survive?”

Ms. Myint, who has worked for the embassy for 12 years, is married and has three sons.



SCA
Ahmad Wali Saidi

Ahmad Wali Saidi, who was principal cashier at the U.S. Embassy in Kabul, is the FSN of the Year for the Bureau of South and Central Asian Affairs. He was cited for his “courage, dedication, creativity and

resourcefulness in an incredibly tough and dangerous wartime environment.”

Despite having no particular background in finance, Mr. Saidi founded the financial section of the embassy after it reopened in 2002. “When I got the job, I read lots of financial books,” he says. He took them home at night and also studied Department regulations.

But the *Foreign Affairs Manual* didn’t apply very well to a country with a cash economy. “Checks were unacceptable to vendors and others outside the embassy,” Mr. Saidi says. As there were no banks then, he drove an embassy car every week to a U.S. military base to cash checks. He carried as much as \$100,000 over a dangerous route “where robbers would shoot you for \$100,” he says.

When the U.S. military suddenly stopped cashing embassy checks in 2004, Mr. Saidi acted quickly to locate a bank and establish a relationship. Without his

As there were no banks then, he drove an embassy car every week to a U.S. military base to cash checks. He carried as much as \$100,000 over a dangerous route “where robbers would shoot you for \$100,” he says.

initiative, the embassy could have been without money for salaries, fuel and water bills.

He helped the FSNs open bank accounts and convinced vendors he worked with to do the same. He has moved from cashing hundreds of checks each pay period to a paperless check cashing system. He persuaded a bank to install an ATM at the embassy—only the fourth ATM in the entire country.

In short, he moved the embassy out of the financial stone age into the modern financial world in a few short years.

Mr. Saidi, who now works in the embassy's narcotics affairs section, lives with his family and recently became engaged.

AF Alemseged Abadi

Alemseged Abadi, customs and shipping supervisor at the U.S. Embassy in Addis Ababa, is the FSN of the Year for the Bureau of African Affairs. He was cited for his “consistently outstanding efforts in support of mission and U.S. Government goals.”

He developed and used relationships with high-level government officials to facilitate bilateral negotiations—particularly the long and complex effort that led to the signing in December 2005 of a lease for the site of a much-needed new embassy compound.

The site, adjacent to the current embassy, is on land once owned by Emperor Haile Selassie and long used by the Ethiopian Navy. There was an effort to

Mr. Abadi says his approach with all government officials is the same: “You have to be respectful, smile and have a good approach.”

give the land back to the late emperor's family, Mr. Abadi said. But he tirelessly worked his contacts, from the city mayor to the ministries of Defense and Foreign Affairs. When contacts were replaced by new faces—a common occurrence—he had to start all over again.

Thanks to his persistence and knowledge of Ethiopian culture that helped him identify potential roadblocks, a new embassy complex will soon be built to relieve the chronic overcrowding at the growing mission.

He was also successful in working out arrangements with the culturally conservative Ministry of Foreign Affairs to extend certain diplomatic privileges to embassy members of household, such as



ALEMSEGED ABADI



LUIS BECCAR

parents and fiancé(e)s, and to grant visas to same-sex partners.

Because of his relationships, U.S. embassy shipments clear customs in a few days, compared to two or three weeks for other embassies, he says.

Mr. Abadi says his approach on all contacts with government officials is the same: “You have to be respectful, smile and have a good approach.” It doesn't hurt that some of his relationships go back to his school days.

He has worked at the embassy since 1997. He is married and has a daughter.

WHA Luis Beccar

Luis Beccar, a political specialist at the U.S. Embassy in La Paz, is the FSN of the Year for the Bureau of Western Hemisphere Affairs. He was cited for “his critical role in facilitating communication between embassy officers and key political, social sector and government leaders during a prolonged period of institutional crisis and social unrest in Bolivia.”

Mr. Beccar said he could see changes coming in the country—changes that led to the 2005 election of populist President Evo Morales—and started developing contacts three years ago with some of the people in the social movements that are now in power. For instance, he personally knows seven of the nine new regional governors. Thanks to him, the embassy was not starting from scratch.

“The dynamics of Bolivian politics is such that things can change very rapidly,” he says. “I treat everybody in the best way and as equally as possible. Anyone can become minister of foreign affairs there.”

He is helped by Bolivia's well-developed cell phone network, which enabled him to stay in minute-by-minute touch with many legislators who fled after miners armed with dynamite marched toward Congress in 2005. He assured them of U.S. government interest in their fate. “I can use my cell phone when I'm asleep,” he says, smiling.

His boundless energy, insightful analysis, people skills, good humor and flexibility greatly benefited U.S. interests during a time when the U.S. image was often under siege.

Mr. Beccar has worked for the embassy four and a half years. He is married and has a young daughter.

NEA

Amany Abdel Kader Osman

Amany Abdel Kader Osman, the senior FSN in the American Citizen Services unit at the U.S. Embassy in Cairo, is the FSN of the Year for the Bureau of Near Eastern Affairs. She was cited for “her extraordinary skills, dedication and amazing effectiveness in protecting U.S. citizens in Egypt.”

She has demonstrated exceptional liaison work with Egyptian government officials at all levels to support American officers and provide essential emergency services to Americans after terrorist attacks, deaths, accidents and arrests.

Following the 2005 terrorist bombing in Sharm El Sheikh, her round-the-clock communication with State Security and the South Sinai governor’s office tracked down every lead regarding casualties and helped guide a consular officer to the location of a dead American.

She is there for the victims and their families. “I don’t mind being there to hold them and give them a shoulder to cry on,” she says. “They are vulnerable and need someone to look after them. I thank God I can play that role.”

Her work on more than 25 cases of child abduction stands out. She combines her knowledge of Egyptian family law and local practice to help American parents gain access to and in some cases legal custody of their children.

She says she is always looking for new resources and new ways of doing things that will help in the next incident or crisis.

“I love what I do,” she says. “I like to help others and like to feel I make a difference.”

Ms. Osman has worked at the embassy 24 years. She is married and has two sons.



AMANY ABDELKADER OSMAN



AGRON RAMAJ

Eurasian Affairs. He was cited for his monitoring efforts during severe ethnic violence and his outstanding political reporting.

Mr. Ramaj lives in a society in transition and “I have been in transition myself,” he says. He trained as an electrical engineer and worked as a journalist for an independent political weekly, where he started to create an impressive base of contacts. “I knew most of the political players when I started working at the U.S. Office,” he says.

“I don’t mind being there to hold them and give them a shoulder to cry on. They are vulnerable and need someone to look after them.”

Over a three-day period in 2004, the worst violence since 1999 swept Kosovo, leaving more than 1,000 Serb homes and religious sites destroyed. Mr. Ramaj worked for 48 hours straight as a one-man call center, monitoring events in each of the country’s 30 municipalities.

Kosovo has been under U.N. rule for seven years and the U.S. plays a key role in shaping U.N. policies, so American officers need accurate, unbiased information. Mr. Ramaj, a scholar of Kosovo history and particularly of the 1998–99 war, focuses on providing them with the relevant background, as well as analyzing patterns in current events and the motivations of politicians.

With his complete fluency in Albanian, Serbian and English and ability to interpret the meaning of conversations, he has been the interpreter and adviser of choice for the office’s chiefs of mission. And he has been a prolific reporter: He wrote nearly 100 cables a year in the postwar years of 2001 and 2002, when Kosovo was getting a lot of attention in Washington. He still does about 50 per year, and his cables have been singled out for praise at the highest levels of the Department.

He has been working at the office for six years. He is single. ■

The author is a writer/editor at State Magazine.

EUR

Agron Ramaj

Agron Ramaj, a political specialist at the U.S. Office in Pristina, is the FSN of the Year for the Bureau of European and



Annerieke Owen, wife of Consul General Michael Owen, reaches high with her paintbrush.

July 26, 2005,

was a day that Mumbai and environs will never forget. The economic engine of India sputtered to a halt as the city, formerly known as Bombay, drowned in a torrential 37-inch rainfall. More than 1,000 people died as the poor-to-nonexistent drainage network and oversilted rivers failed to absorb the monsoon downpours.

Protected from the flooding by virtue of living on higher ground in the residential neighborhoods near work, the Americans working at the Consulate General were hardly prepared for the grim stories and images relayed to us by the news and our local staff, who, in the worst instances, lost nearly all their possessions as their homes succumbed to the deluge.

The traditional agricultural villages of Raita and Bhifol, precariously perched on the edge of rapidly expanding Mumbai, about a two-hour drive from the consulate, were submerged under nearly seven feet of water by the Ulhas River. The devastation was still visible a year later. For the poorest villagers, the cost of rebuilding even a simple home might have meant financial ruin, as they would have to borrow at high interest rates against unpredictable harvests.

It was to assist these villagers that Habitat for Humanity India, Rotary Club International and the American Consulate General teamed up to provide new housing. Rotary and Habitat provided high-quality building materials, and the villagers paid with “sweat equity” by building their own homes. With the assistance of gung-ho volunteers from the consulate, the new houses got built before the onset of the new monsoon.

Elementary, Homes

CONSULATE HELPS FLOOD-RAVAGED INDIANS REBUILD HOMES **BY ANTHONY RENUZULLI**

Over the course of four Saturdays, 35 consulate volunteers—both Locally employed and American staff, led by Consul General Michael Owen and his wife Annerieke—traveled to the villages for long, hot days of mixing and pouring cement, fetching water, spackling, painting and trying not to collapse from exhaustion.

The villagers—old and young, male and female, many without shoes and gloves—carried out their work with a dignity and sense of purpose matched only by their friendly disposition. As the volunteers painted the last few houses, while the first sprinkles of the new monsoon arrived, they could not help but match the villagers' smiles, knowing that soon some families would call these houses "home."

While Habitat for Humanity usually sells its new homes—financed with affordable, no-interest loans—funding for these particular houses was provided by Maharashtra state flood recovery assistance, making this a genuine public-private partnership.

This team effort was aimed not only at building 100 new homes, but also at raising the profile of Habitat for Humanity ahead of the October visit to India of Habitat's most illustrious volunteer, former President Jimmy Carter. Each year since 1984, he and his wife Rosalynn give one week of their time to Habitat projects.

The 2006 Jimmy Carter Work Project took place Oct. 29–Nov. 3 in a village near Lonavala, two hours from Mumbai. The JCWP brought 2,000 volunteers from around the world to construct 100 homes. Consul General and Mrs. Owen volunteered the entire week, and 140 U.S. Navy sailors and officers whose port visit to Mumbai coincided with the building project joined in the effort on two days.

The JCWP was the first annual event of Habitat for Humanity India's five-year campaign to provide better housing for 250,000 low-income Indians over the next years. Habitat estimates that 41 million Indians are homeless and that 60 percent of the 180 million dwellings in the country are temporary or in dilapidated condition. ■

The author is a Foreign Service officer who was until recently assigned to the U.S. Consulate General in Mumbai.

Bottom left: Anthony Renzulli, Wilson Ruark and a member of Habitat for Humanity India take a short break from painting. Bottom right: Consul General Owen, center rear, is surrounded by colleagues and villagers, whose new homes were finished before the monsoon arrived.



Mrs. Owen (red pants) helps out at the Jimmy Carter Work Project near Lonavala.





Posters of President Saleh of Yemen flank the entrance to President's Hospital in Marib. The left poster shows him with an anesthesia machine and the right poster with a CT scanner.

Hearts, Minds and Lives

MODEST PROJECT RUNS SHORT ON BUREAUCRACY, LONG ON GOODWILL
BY JEAN E. RINALDO, AHMED ATTIEG AND NABEEL KHOURY

After Vietnam, the phrase “winning hearts and minds” may have a sad or cynical ring to it. Back in the Sixties, that mélange of political goals, military operations and humanitarian projects didn’t end very well.

We still need to win hearts and minds and so we still try. In August at the President’s Hospital in Marib, Yemen, it seemed to work.

In the governorate of Marib, there is tribalism, a strong Islamic tradition, fierce independence and poverty. American aid to Yemen has been focused here and in other governorates that are remote, poor, politically sensitive and potential places for terrorists to hide.

Health care is primitive. The governments of the United States and the Republic of Yemen recently worked

together to address the deficit through the construction of the President’s Hospital in Marib, a modest but modern 200-bed facility that opened in April. It is designed to meet the acute-care needs of the five neediest governorates.

The hospital has two operating rooms and a four-bed intensive care unit. Helped by a \$6 million infusion of funds from the U.S. Department of Agriculture’s food-aid

program, it has modern anesthesia machines, cardiac monitors and mechanical ventilators.

But to win hearts and minds, the hospital must not only be well equipped, it must build a reputation for professionalism and success. It must save lives. It needed an infusion of U.S. medical expertise to optimize the technology.

Jean Rinaldo, the Department’s regional medical officer, saw a way to do this. The Sanaa RMO’s region encompasses five African and Arab nations in the Red Sea and Gulf regions. One is Djibouti. The RMO goes there quarterly to keep tabs on the health of embassy staff and to check out the medical facilities that embassy personnel might use if they get sick.



Left: Dr. Rinaldo watches as Ambassador Thomas Krajewski, center, and the Yemeni deputy minister of health sign the Memorandum of Understanding on physician training. Below: Dr. Bonnema checks out a new anesthesia machine at President's Hospital.



There, in early August, Dr. Rinaldo bumped into a gold mine: a Department of Defense medical team at the Combined Joint Task Force Horn of Africa. The cadre of highly qualified U.S. physicians was led by anesthesiologist Craig Bonnema. When not deployed to Djibouti, Dr. Bonnema is the chief of anesthesiology at the Pensacola Naval Hospital. It was a “Eureka!” moment.

In surgery, anesthesiologists watch and treat heart rate, blood pressure and—in the worst case—cardiac arrest. When not in the operating room, anesthesiologists run intensive care units, keeping critically ill patients stable and comfortable until they heal. They make medical miracles possible through a fine amalgam of instinct and technology. If these things are done badly, lives are lost. Also lost are the

hearts and minds of the families who trusted the caregivers and the hospital.

To bring Dr. Bonnema to Yemen, RMO Rinaldo and Dr. Ahmed Attieg of the U.S. Agency for International Development visited the Ministry of Health in Yemen to generate a Memorandum of Understanding between the American Embassy and the Yemeni ministry. The MOU was intended to forge a long-term commitment to work together on physician training.

Deputy Chief of Mission Nabeel Khoury leant his prestige to the project when it seemed to be faltering. He accompanied Dr. Attieg and Dr. Rinaldo to meet the minister of health, a pediatrician who understands the public health needs of the tribal governorates. His enthusiasm clinched the deal. The MOU was signed by

Ambassador Thomas Krajewski and the deputy minister of health in August.

Then, Navy Commander Mark Kreuser from the Sanaa embassy joined Dr. Rinaldo and Dr. Attieg on a quick trip to Djibouti to convince Dr. Bonnema to become the first “visiting professor” at President’s Hospital. They also convinced Dr. Yahia Huraibi from Al Thawra Hospital in Sanaa and arguably Yemen’s best anesthesiologist to come along to Marib with Dr. Bonnema to translate his lectures and forge a professional link with the anesthetists of the five remote tribal governorates.

USAID identified and transported 28 Yemeni anesthetists from these districts to Marib. Not all were trained anesthesiologists. Some were technicians, some were surgeons. The Ministry of Interior pitched in with a security detail to accompany the small convoy of SUVs from Sanaa through mountainous badlands to Marib.

The President’s Hospital visiting professor project probably set a world record for intergovernmental and interagency collaboration. It was short on bureaucracy, long on goodwill.

In three days of anesthesiology training, no political word was spoken. Dr. Bonnema talked about local anesthetic agents that can be used to block entire nerves for half a day so that traumatic injuries to arms and legs can be surgically repaired without general anesthesia. He talked about how to treat cardiac arrest in the operating room. Dr. Huraibi added his thoughts and put it all into colloquial Arabic. The U.S. footprint was subtle but just about everybody in Marib knew we were there.

Isn’t this what winning hearts and minds is about? We did something together, taught something and learned something that might save someone’s life. And we’ll be back. Both sides made a mutual promise that what we started in August in Marib would happen again. ■

The authors work at the U.S. Embassy in Sanaa. Jean Rinaldo is the regional medical officer, Ahmed Attieg is senior health adviser with USAID and Nabeel Khoury is deputy chief of mission.

POLICE LINE DO NOT CROSS

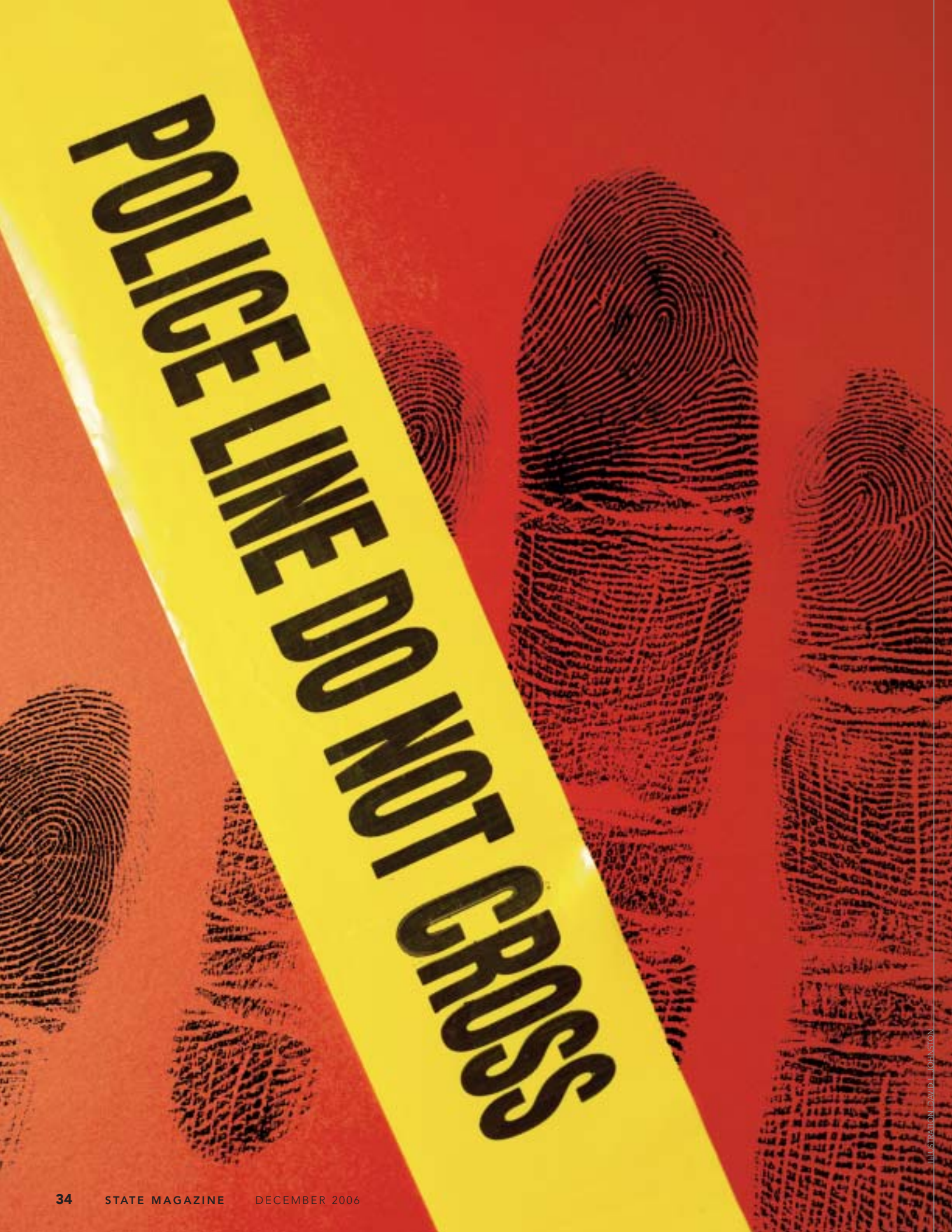


ILLUSTRATION: DAVID L. JOHNSTON

Building CSI Tbilisi

INL PROJECTS WILL HELP GEORGIANS FIGHT CRIME
BY JUSTIN WARD

The Republic of Georgia's 2003 bloodless coup, the "Rose Revolution," declared war against corruption. A new president was elected. Governmental reforms were launched, and several policemen and high-ranking officials were arrested and tried for aiding and abetting organized drug and alcohol smuggling circuits.

It was the dawn of a new era for Georgia.

"The Georgian government has made great strides in the areas of police reform and forensic investigations," said Chris Panico, the narcotics affairs section chief for the U.S. Embassy in Georgia.

And with the help of the United States and other nations, Georgia formed a new police force that now consistently ranks high in public opinion polls as one of the most trusted government institutions, he said.

To continue the crime fighting efforts, the State Department's Bureau for International Narcotics and Law Enforcement Affairs has engaged the U.S. Army Corps of Engineers, Europe District, to award a contract to help the Georgian government establish enduring security measures.

"It's one contract but two projects," said Wayne Uhl, a district program manager for International Engineering. One is the construction of a new police academy and the other is a renovation of a building that will house a new forensics laboratory. Both facilities will be in the capital, Tbilisi.

"These two facilities will greatly enhance the government's ability to meet head-on the

needs of an emerging democratic society," Mr. Panico said.

The three-story international law enforcement academy, capable of housing up to 128 recruits, will be one of many Department-funded police academies throughout Europe, Asia and Africa. Under U.S. direction, these facilities seek to cooperate in combating organized crime, harmonizing international law enforcement activities and building linkages between U.S. law enforcement entities and future criminal justice leadership.

The forensics lab, which will involve the total renovation of a nine-story building, will help with the technical side of law enforcement, Mr. Uhl said. The work will provide laboratory space for petroleum testing, ballistics, automated fingerprint filing, proper evidence control and storage and a DNA facility. The goal is an effective forensics lab that will help the Georgians apply modern scientific principles to criminal investigations and prosecutions.

"The refurbishment will allow the Forensic Bureau to finally establish itself as the primary crime lab in the country," Mr. Panico said.

As time goes on, other countries in the region will also become better equipped, better trained and better coordinated with one another, according to INL's web site. ■

The author is a public affairs specialist with the U.S. Army Corps of Engineers, Europe District.



From left, Dr. Thales Castro, author Diana Page, Dr. Claudio Marinho and Dr. Humberto França participate in the academic roundtable at the Pernambuco Governor's Palace.

The Tie That Binds

RECIFE CONSULATE CELEBRATES ITS ROLE IN U.S.–BRAZIL DIPLOMACY

BY DIANA PAGE

The U.S. Consulate in Recife, Brazil, is a four-officer post—a mere dot on the hump of northeastern Brazil bulging toward Africa.

But this small consulate covers a consular district of 50 million people in an area three times the size of France. It is the oldest continuous U.S. diplomatic post in Brazil. The first consul, Samuel Voorhees, arrived in Recife in 1815, an important year in Brazil's history. The Portuguese monarchy, which had fled Napoleon's armies and set up its royal court in Rio, made Brazil the seat of the Portuguese Empire. In 1815, the monarchy elevated Brazil from colony to empire, a status equal to Portugal, and opened Brazilian ports to free trade. Recife, as Brazil's third largest city and a major port for the trade of sugar, cotton and slaves, constituted an important economic hub for U.S. shipping. This

economic importance continued after Brazil gained its independence in 1822.

Brazil and the United States emerged as close friends and allies at the turn of the 20th century. The two countries set up a string of air and naval bases along the northern coastline, near Recife, during World War II.

Perhaps the highlight of the history of U.S. interaction with the city of Recife occurred 100 years ago on a rainy July 21, when the U.S. cruiser *Charleston* anchored in the port of Recife and Secretary of State Elihu Root came ashore.

Why did he come to Brazil and pay an official call in Recife?

Brazilian historians recount the role of Joaquim Nabuco, the son of an aristocratic plantation family, born in Recife in 1849. He is best known for his role in fighting slavery as a lawyer, politician and

writer. But Nabuco was also a diplomat.

In 1905, he became the first Brazilian ambassador to Washington, after the two countries upgraded their diplomatic representation. He and Brazilian Foreign Minister Rio Branco advocated for a close partnership between Brazil and the United States, two of the hemisphere's major republics, to counterbalance the European colonial powers. Through their efforts, Brazil and the United States achieved an "unwritten alliance."

President Theodore Roosevelt and Secretary Root warmly welcomed Nabuco as an ally and friend. When the Third Pan American Conference—the first outside North America—was held in Rio de Janeiro in 1906, Root stopped in Recife on his way to Rio to learn about the place where his great friend Nabuco had grown up. The city received him with enthusiastic honors.



Above: The centennial keynote speech at the Governor's Palace was given by Ambassador Rubens Ricupero, second from left. To his left are Gov. José Mendonça Filho, at the microphone, and Diana Page. Below: In July, the *Diario de Pernambuco* ran an article on Secretary Root's visit 100 years ago.

This year, to celebrate the centennial of that visit, the Recife consulate and the Joaquim Nabuco Foundation held an academic conference at the Pernambuco Governor's palace, where Root was formally received. The conference served as a joint reaffirmation by Brazilians and Americans of our mutual interest in working together for peace and rule of law throughout the hemisphere.

The Department's Office of the Historian and the librarians at the Ralph J. Bunche Library helped, sending down the 1906 volume of *Foreign Relations of the United States*, which contained the cables on Root's trip. The U.S. Embassy in Brasilia's Information Resource Center provided copies of the *New York Times* and *Washington Post* articles.

Recife's 180-year-old newspaper, *Diario de Pernambuco*, became another partner

in the history project, reprinting the 1906 coverage of the Root visit in a full-page special section.

The consulate invited as keynote speaker former Brazilian ambassador to Washington Rubens Ricupero, a scholar as well as a former finance minister and secretary general of the United Nations Conference on Trade and Development from 1995 to 2005.

Speaking to 100 invited guests, including Governor of Pernambuco José Mendonça Filho, Ricupero recreated the worldview of 1906, when wars over border disputes, monetary and resource claims in far-off territories were common among the major powers. The United States had just emerged as a power to be reckoned with by

winning the Spanish-American War and taking possession of some former Spanish colonies, including the Philippines.

Ricupero said Ambassador Nabuco saw European nations as belligerent colonial powers, but saw the United States as a self-reforming democracy, sharing more values with Brazil than did the Europeans. Secretary Root quickly grasped the idea that Brazil was the ideal partner for the United States in its effort to unite the Americas around their common interest in peace and prosperity.

Secretary Root's trip to South America led to closer cooperation between the two giants of the hemisphere. Ambassador Ricupero noted that over time the Pan American system led to the formation of the Organization of American States.

"Little by little, this system helped to avert wars, to resolve disputes and give the Americas the lowest incidence of armed conflict of any region in the world," Ricupero said.

The hemisphere's foreign ministers now meet frequently. The Summit of the Americas is a regular event. In many specialized forums, Brazil and the United States work side by side against the modern scourges of terrorism, drug trafficking, disease and poverty.

As the centennial celebration showed, the alliance is still strong. ■

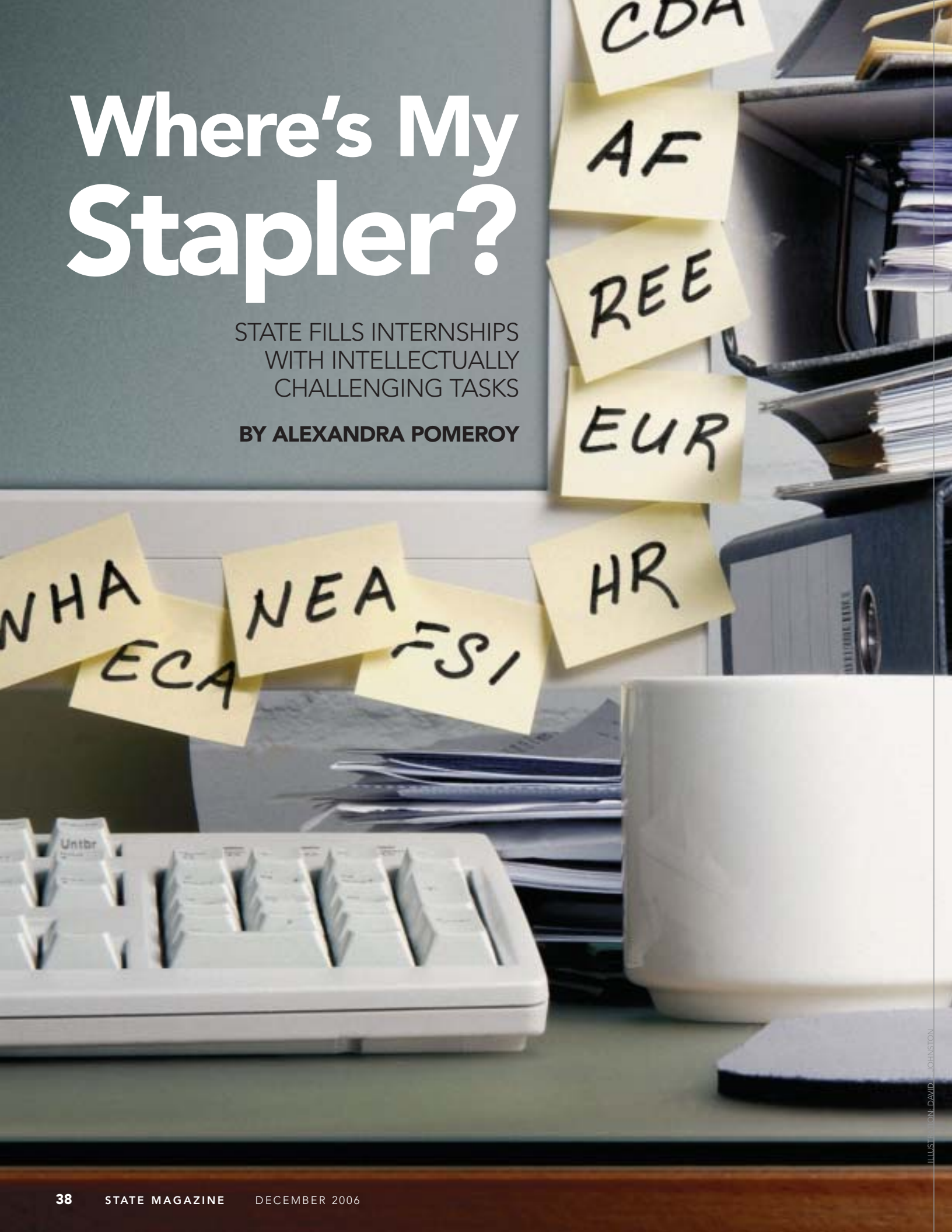
The author is principal officer at the U.S. Consulate in Recife.



Where's My Stapler?

STATE FILLS INTERNSHIPS
WITH INTELLECTUALLY
CHALLENGING TASKS

BY ALEXANDRA POMEROY





As a former Foreign Service “diplobrat,” I was initially hesitant to apply for an internship with the Department of State. From my experience rummaging through files as a summer hire at the U.S. Embassy in Cairo to knowing the community liaison office staff to discovering my American identity when I finally landed back in the U.S. after years of brief visits, I felt I had an insider perspective on what is often perceived as the glamorous life of the Foreign Service.

“Not for me, thanks; that’s my Dad’s thing,” was my standard response—until last year.

I recall having lunch with three diplobrat buddies—all international relations majors who had mastered a foreign language or two. “So what do you guys think you will be doing after graduation?” I asked. The unanimous response was, “Definitely not the Foreign Service!” Yet a year later, three of the four of us jumped on the opportunity to sign up for a summer at State.

I arrived on my first day at State skeptical of statements such as “Internships always provide you with an opportunity to learn about things you can’t learn in the classroom.” I had a friend who interned in a renowned international law firm where the most challenging tasks were running errands and, above all, stapling documents. Thus I half expected my internship to be similar: running errands, answering phones, escorting people to meetings and, for the most part, pretending to be busy.

As orientation proceeded, I met a range of public-policy-driven peers, coming from as far as California, Texas and New York. Most of us were unsure of what direction our lives were taking, but were genuinely interested in public diplomacy.

I began my first day in Regional Security Affairs in the Africa Bureau fully expecting to run pieces of paper to and from offices and staple documents. Yet, to my surprise, I was thoroughly briefed on the new foreign assistance framework proposal and the main issues circulating in the department, and was asked what my interests were. I thought to myself, “Maybe they’re just being polite. They can’t actually be taking this internship that seriously.”

They were. Throughout the summer, my co-workers would constantly shoot me e-mails or knock on my door to direct me to a session relating to a particular interest of mine, urge me to attend an intern lecture

series or give me graduate school advice. My direct supervisor became my mentor, and never ceased to amaze me in the way she looked out for interesting opportunities for me to become more involved at State, updated me on bureau happenings and provided great feedback on everything from note-taking skills to writing funding allocation requests.

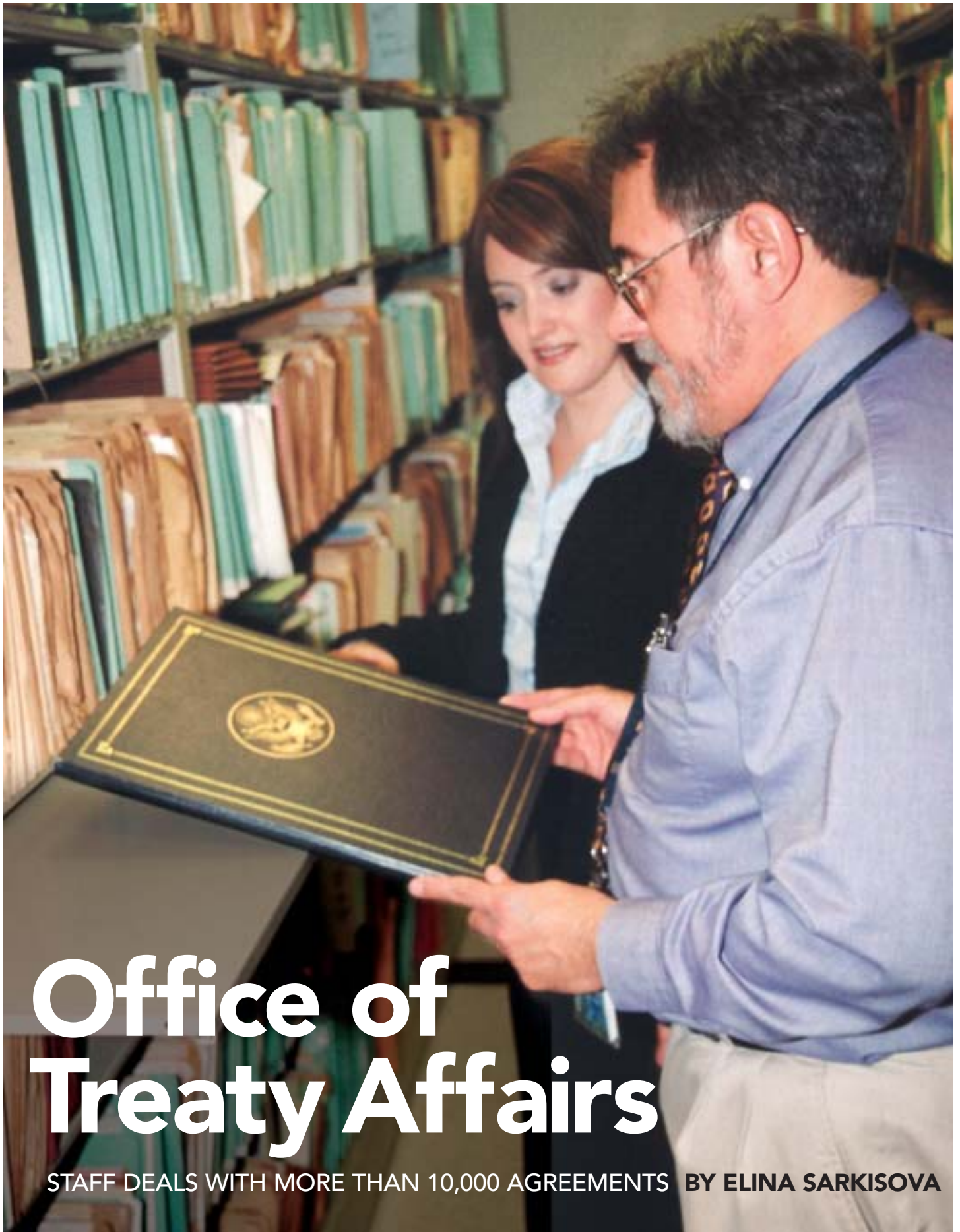
My surprisingly rich experience is not unique. The feedback from other college students I talked to during the summer centered on the Department’s sincere efforts to genuinely immerse the interns in what’s going on in the world. They want us to be an active part of the process.

Tom Opstal, a William and Mary senior who interned in the Bureau of European and Eurasian Affairs, said, “This internship is different because of its emphasis on giving us challenging, intellectual tasks to complete, as opposed to mundane office work, which is typically associated with other internships.”

Christine Perot, a junior from Penn State, added, “I wish I had done more of these before. This internship has given me such focus on what I want to do after school in terms of graduate school and my career—a great insight on the government process.”

In stark contrast to other summer “resume boosters,” State offers a wonderful support system that encourages mentoring and allows interns to become real insiders. As a result of my summer experiences, I am drawn more and more toward pursuing a Foreign Service career. Unlike my friend who felt like a drone at that international law firm, I am happy to report that there is no stapler glued to my hand. ■

The author was an intern in the Office of Regional Security Affairs in the Bureau of African Affairs.



Office of Treaty Affairs

STAFF DEALS WITH MORE THAN 10,000 AGREEMENTS BY ELINA SARKISOVA

PHOTOGRAPHS: BILL PALMER

Whether it's mailing a letter reliably and easily to anyone in the world or knowing what date and time it is anywhere, it is easy to overlook the impact of treaties and international agreements on our everyday lives.

The Office of Treaty Affairs in the Office of the Legal Adviser (L/T) plays a key role in developing, coordinating and keeping records on treaties and treaty making.

L/T is a small office with a long reach, both internationally (the United States has more than 10,000 treaties and agreements in force with virtually every country in the world, as well as with some international organizations) and within the U.S. government, where many offices are involved in the treaty process.

The 15-person office consists of attorneys, treaty analysts, a treaty archivist, a treaty editor and paralegal treaty specialists, all of whom perform functions that are unique within the government.

"L/T deals with all areas of international law," says Mallory Stewart, an attorney-adviser in the office. "Every day I feel as if I'm learning about a new area of international agreements or of U.S. treaty practice. This is the most interesting part about this office, but also, admittedly, one of the most challenging elements of L/T's work."

The office is the principal repository for U.S. treaties and other international agreements. Accordingly, it maintains records of bilateral and multilateral treaties and agreements to which the United States is a party or anticipates becoming a party. These records include negotiating histories. Many of its one-of-a-kind

At a Glance

Office name
Office of Treaty Affairs

Symbol
L/T

Office director
John J. Kim

Office location
Harry S Truman, Suite 5420

Web site
www.state.gov/s/l/treaty

Email address
treatyoffice@state.gov

Opposite page: Treaty Archivist Jennifer Walele and Treaty Analyst Tom Malionek consult one of the thousands of treaties stored in L/T's treaty vault. Below: From left, Treaty Paralegal Michelle Cannon, Treaty Specialist Beverly Holman and Treaty Editor Christine Plunkett look over a treaty.





Treaty Analyst Lois Alder, left, and Attorney-Adviser Mallory Stewart discuss a treaty issue.



Treaty Analyst Frank Holleran, left, and Assistant Legal Adviser for Treaty Affairs John Kim confer.

documents are housed in L/T's vault. The collection is managed by Treaty Archivist Jennifer O'Neal Walele.

The office advises other offices within the Office of the Legal Adviser and other Department bureaus, overseas and other government agencies about all aspects of treaty law and procedure, including constitutional questions. It also provides guidance and assistance in the authorization, drafting, negotiation, application and interpretation of approximately 400 agreements annually.

"Often, there are no easy or established answers to many questions and so, together with other lawyers, we help develop sound and practical guidance that, over time, establishes the treaty law and practice of the United States," says John Kim, assistant legal adviser for treaty affairs.

Tools of Diplomacy

Treaties and international agreements are indispensable tools of diplomacy. It was not until after World War II, however, that their numbers began to surge. The Treaty Office has evolved to keep pace. Under Secretary of State Frank B. Kellogg in 1928 issued a Department order setting up a treaty section in the Division of Research and Publications. Although its function was mostly procedural, it also supplied vital information regarding existing and prospective agreements.

In 1946, this treaty section was transferred to the Office of the Legal Adviser. Today, under the direction of Mr. Kim, the office provides advice on U.S. treaty law and practice and performs certain statutory responsibilities on behalf of the Secretary of State for maintaining, publishing and reporting U.S. international agreements.

The office's treaty analysts do a job that exists nowhere else. Each analyst is responsible for monitoring and assisting in the negotiation and completion of agreements in a range of subject areas throughout their life cycle, from initial concept onward. Because so much of what happens in the world of treaties is based on customary international law and the practices of other countries, the analysts serve as an important institutional memory to negotiators and anyone dealing with treaties and agreements.

Many Department employees will come into contact with L/T in connection with the process by which the Secretary authorizes the

Treaty Affairs Pop Quiz—True or False?

- Once the President or Secretary of State signs an international agreement, the United States is bound by it.
FALSE: Some agreements enter into force when they are signed, but others may require ratification or some other action to bring them into force.
- A pastry chef could validly sign a treaty for the United States written in chocolate icing on a sheet cake.
TRUE . . . but not automatically: Anyone could validly sign an agreement for the United States, but not without an authority called "full power," which must be signed by the Secretary of State. There is nothing legally significant about the medium in which the treaty is written or signed, although we generally use more permanent (and far less tasty) paper and ink.
- The United States becomes a party to a treaty as soon as Congress ratifies it.
FALSE: Under the Constitution, it is the President who ratifies treaties; the Senate gives its advice and consent.
- A minute is how long it takes to sign an agreement.
MAYBE, but in treaty language, a "minute" is also a record of an understanding or negotiation that may be included with an agreement.
- Information about all international agreements to which the U.S. is party is available online.
TRUE AND FALSE: The office is perfecting a Treaty Information Management System to store and retrieve this information, but it has to accommodate 230 years worth of evolving treaty practice, so it is still in the testing phase. The office posts treaty information on the Web page as it becomes available for public release. It plans to update more frequently Treaties in Force on the Web page.



Secretary of State Condoleezza Rice and Bosnian Foreign Minister Mladen Ivanic sign a Status of Forces Agreement and Open Skies Agreement last year. The two L/T treaty analysts helping to turn the pages are Daphne Cook, left, and Frank Holleran, right.

negotiation and conclusion of international agreements. The “Circular 175 procedure” refers to regulations developed by the Department to ensure that treaties and other international agreements are made within constitutional and other legal limitations, with due consideration of foreign policy implications and with appropriate involvement by the State Department.

Binding or Nonbinding?

Governments frequently wish to record the terms of an understanding or arrangement between them without creating obligations that would be binding under international law. A non-binding instrument may carry significant moral or political weight. Under U.S. law, any such document must be reviewed before it can be signed, to ensure that it truly does not contain international legal obligations.

“It’s a very common misconception,” says analyst Tom Malioneck, whose portfolio ranges from Antarctica to Yukon River salmon. “You think, ‘I don’t want this to be legally binding, so I don’t need to involve the Treaty Office because it doesn’t need Circular 175 review.’ But by law, only State—in particular L/T—has the authority to say that a particular document is nonbinding and doesn’t need a ‘175.’”

By law, the Secretary of State is required to transmit copies of international agreements (other than treaties, which are sent to the Senate) to Congress within 60 days of their entry into force. This responsibility has been vested in the assistant legal adviser for Treaty Affairs, who depends on all Department officers to transmit copies of international agreements to the office as soon as possible after their entry into force.

The office then publishes both an updated list of treaties in force and the text of each individual document. The annual

Treaties in Force lists the more than 10,000 U.S. treaties and international agreements in force as of January 1 of each year. The Treaties and Other International Acts series contains the official text of each treaty or international agreement.

The office is also the government’s depository for certain multilateral treaties. This task entails “arranging and conducting signing ceremonies, drafting diplomatic notes, making certified copies of agreements and updating the new treaty web site,” says Frank Holleran, an analyst and treaty depository officer.

Moving aggressively into the 21st century, the office increasingly is making important treaty information available on its new web page. It is developing a state-of-the-art, searchable computer database of critical treaty-related information. For the first time ever, there will be a searchable database of all U.S. international agreements, including parties, dates of signature, date of entry into force and subject matter. The office is also planning to establish a searchable electronic database of Circular 175 memoranda.

These steps are necessary for the Office of Treaty Affairs to organize the tremendous volume of information it receives every year and improve the ways in which it makes this vital information accessible to policymakers and lawyers throughout the government and the world.

“We are a unique resource in the government,” Mr. Kim says, “and so we need to organize ourselves better for the 21st century.” ■

The author is a paralegal specialist in the Office of the Legal Adviser.

Home Base

PILOT PROGRAM DELIVERS ALL THE COMFORTS OF HOME **BY RAPHAEL MIRABAL**

In June 2006 the Bureau of Human Resources initiated a contract with Oakwood Apartments to provide lodging for employees assigned to the Foreign Service Institute for training. The contract culminated a yearlong effort to resolve the problem of employees' paying out of pocket

number of room nights we fund each year—currently more than 200,000—could be exploited to leverage better rates for the Department.

We explored a number of possibilities, including Government Services Administration contracts, before we decided to

the pilot year. We expect this to grow steadily to the 200,000 room nights in the contract.

All Department of State employees assigned to the D.C. metropolitan area for training, whether new employees attending the A-100 or Specialist classes or employees passing through D.C. for training on their way to another assignment, can stay at Oakwood apartments and HR will pay the lodging bill while they are on TDY orders. Employees should make tentative reservations with Oakwood via the toll free number or the Oakwood Web site and inform their CDA personnel technicians and HRPCSLodging@state.gov that they want to be part of the program. Once their orders are received showing that their per diem includes meals and incidentals only, they can confirm their reservation with Oakwood.

Oakwood bills HR directly. The employees still receive the meals and incidentals portion of their per diem and are responsible for any additional charges.

The stay can include consultations as well as scheduled training. Any annual leave or home leave will not be paid by this contract, and arrangements must be made by the employee to pay Oakwood

directly for these days. Discussions are underway with other bureaus to allow all employees to benefit.

Under the contract, Oakwood provides local telephone service, basic cable TV, weekly maid service, daily shuttle service to and from FSI and the Falls Church metro station. For a full description of services and a virtual tour of the facilities, please go to the Oakwood Web site at www.state.oakwood.com. ■

The author is Deputy Executive Director of the Bureau of Human Resources.



Oakwood offers clean and comfortable living accommodations and other conveniences.

for temporary duty expenses while in a training status for more than 60 days.

The Bureau of Human Resources had long been aware of the financial hardships the sliding scale per diem created for employees on long-term TDY, but attempts to resolve this issue proved too expensive. One estimate pegged the cost of eliminating the sliding scale per diem at \$15 million.

We were able to extend the 100 percent per diem from the old maximum of 30 days to 60 days, but by 2004 our office began looking for new solutions. We felt that the

issue our own solicitation. GSA would have been faster but more expensive, and we were trying to minimize costs as much as possible.

We signed the contract on June 28 with the winning bidder, the Falls Church property of Oakwood Apartment. In 2006 alone, we saved 36 percent off the average D.C. per diem rate, which is a flat \$120 per night regardless of the season. Oakwood is now providing efficiencies, one-, two- and three-bedroom apartments, depending on family size, to FSI students. To date we have more than 24,000 room nights booked for

Talent Show Features Musical State Employees

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series had three outstanding programs recently, including its first annual talent show. Piano prodigy Kevin Hobbs, winner of the International Young Artists Competition, presented music from 1683 to the present. He performed difficult works by Jean Phillippe Rameau, Sergei Rachmaninoff and Alberto Ginastera with self-assurance and was rewarded with resounding applause.

The 1st Annual State Department Talent Show revealed an impressive array of performers. Barbara Pollard led off with a rousing "I Really Love the Lord," which she sang with heartfelt sincerity. Cynthia Andrews performed a sultry "Good Morning Heartache." Jennifer Leland sensitively performed the rhythmic "Children's Corner Suite: Piano, Dr. Gradus ad Parnassum," written by Claude Debussy for

his daughter. Rosa R. Ducker sang her rendition of "Alabaster Box."

Taking a comical path, Cindy Slaughter played the guitar and sang her own composition, "Talking Past Down," which she said was written out of frustration with the workplace. Talented saxophonist Torrey Burton gave a lively performance of "Blue Boston." Andrew McCombe impersonated Frank Sinatra with his rendition of "My Way." To end the show, Stephen Black and Jackie Newton offered an entertaining interpretation of Ike and Tina Turner's "Rolling on the River."

Back by popular demand, The Marquis Trio, consisting of pianist Diane Winter Pyles, cellist John Kaboff and clarinetist Dr. Brian David Jones, performed works by Max Bruch and Luis Farrenc with a seamless sound: each instrument was of solo quality, but did not overpower the others. ■

The author is a computer specialist in the Executive Secretariat.



Torrey Burton plays his sax during the Department Talent Show.

CALENDAR

December 6 Dr. Sita Chakrawarti, holiday vocalist

December 13 James Matthews, holiday program

Performances are on Wednesdays at 12:30 p.m.
in the Dean Acheson Auditorium.



U.S. Ambassador to Bolivia

Philip S. Goldberg of Massachusetts, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Bolivia. Previously, he was chief of mission in Pristina and before that deputy chief of mission in Santiago. His other overseas postings include Bogotá and Pretoria. He was chief of staff for the American delegation at the Dayton Peace Conference.



U.S. Ambassador to Papua New Guinea, the Southern Solomon Islands and Vanuatu

Leslie V. Rowe of Washington, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Papua New Guinea, the Solomon Islands and Vanuatu. Previously, she was deputy chief of mission in Nairobi. Her other overseas postings include Bangkok, Lisbon, Recife, San José and São Paulo. She is married and has three children.



U.S. Ambassador to Equatorial Guinea

Donald C. Johnson of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Equatorial Guinea. He previously served as ambassador to Cape Verde and to Mongolia. His other overseas postings include Guatemala, Moscow, Taipei, Beijing, Madrid, Tegucigalpa and Moldova. He served in the U.S. Army.



U.S. Ambassador to Djibouti

W. Stuart Symington IV of Missouri, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Djibouti. Previously, he taught at the National Defense University's Joint Forces Staff College and worked in Iraq on the election process and political issues. His other overseas postings include Honduras, Spain, Mexico, Ecuador and Niger, where he was deputy chief of mission.

*retirements

Foreign Service >>>

Atherton, Lewis R.
Blocker, Merrie D.
Byrnes, Albert
Campbell, William Noel
Carson, Johnnie
Chenevey, Robert James
Cheyne, Gerard A.
Clerici, Laura A.
Coleman Jr., Robert E.
Cook, Frederick R.
Crane Jr., William Holmer
Crook-Castan, Clark Harris
Cunningham, Nancy S.
DeThomas, Joseph Michael
Dlouhy, David Bryan
Ecsodi, Joao Maria
Fellingham, John S.
Gaddis, John Patrick
Goldberg, Robert D.
Grayson, Lois

Hays, Donald S.
Herbert, Kevin F.
Holloman, Ann Elizabeth
Johnson, David H.
Johnson, Mary H.
Jones, Frances Thornton
Kamanu, Lillie J.
Kimberly, Cynthia L.
Lane, Robert L.
Light Jr., Frank Gristock
Merante, Joseph John
Merz, Dennis Wayne
Moody, Larry A.
Mooney, William F.
Moore, Alice C.
Moreth, James E.
Olson, Gordon R.
Page, Harriette E.
Parkin Jr., Ernest J.
Perett, William Gregory
Peters, Mary Ann
Phalen, Thomas P.

Pinkley, Adele M.
Pinson, Anthony Desales
Powers, Brian W.
Rendeiro Jr., John G.
Ritchie, John Alexander
Romeo, Nicodemo
Rosenstein, Douglas J.
Serwer, Claudia H.
Skinner, Charles Bronson
Smiley, Alfred Alan
Smith, Glenn W.
Smith, Karen M.
Specht, Stanley Howard
Spirnak, Madelyn E.
Stevens, Michael A.
Thomas, Shelia F.
Uncu, Lucy Perron
Wangsness, Steven Jerome
Weatherston, Roy
Westgate, Sam
Wood, Peter S.

Civil Service >>>

Armstrong, Frances Ann
Cajina, Magna M.
Cigtay, Olcay S.
Dalch III, Walter E.
Davis, Janet V.
Dearing, Cynthia S.
Duquette, Robert W.
El Assal, Elaine C.
Gibson, Henrietta A.
Howard, Joseph S.
Jackson, Hortensia Sophia

Johnson, Cynthia A.
Lincoln, Beverly E.
Masserini, Mary A.
Mills, Delores A.
Murchison, Margaret Ann
O'Brien, Margaret Y.
Parsons, Terry M.
Prieto, Steven D.
Ritchie, Alice Stevens
Sharp, Jerry L.
Weaver, Kathleen Susan
Wills, Beverly Ann



<<< William J. Barnsdale, 84, a retired Foreign Service officer, died of pancreatic cancer Sept. 24 in Berkeley, Calif. He served in the Navy in World War II before joining the Foreign Service in 1947. His career was mostly in Italy, where he served in Naples, Bari, Florence and Rome. He also served in Stockholm, Bombay, Belgrade and Blantyre. In 1975, he joined the U.N. World Food Program and was posted to

Islamabad and Rome. In retirement, he was an active member of the Foreign Service Association of Northern California and the World Affairs Council, and frequently spoke on world affairs.



<<< Peter Benedict, 67, a retired Foreign Service officer, died May 16 of cancer in Raleigh, N.C. In his 23-year career, he served overseas in Mauritania, Niger, Cameroon and Zimbabwe. After retirement, he served with Family Health International, Chemonics International and Research Triangle Institute International, where he was senior project director for the Iraq Democracy and Local Governance

Program. He enjoyed fly fishing, skeet shooting, wood marquetry, reworking old clocks and listening to choral music.

Louis G. Bush, 89, a retired Foreign Service regional medical officer, died Oct. 3 in Twin Falls, Idaho. He served in the Peace Corps in the Philippines. After joining the Department in 1962, he served overseas in Laos, Somalia, Liberia, Tunisia, Nepal, Vietnam and West Germany. After retiring from the Foreign Service, he continued to practice medicine in Pocatello, Idaho, until he was 75.



<<< Charles H. Forms, 83, a retired Civil Service and Foreign Service employee, died July 12, 2004, of a massive stroke. He served in the Army during World War II. He worked for the U.S. Information Agency, the Voice of America and the Department. He served overseas in Manila. He retired in 1978 after a 36-year career.



<<< Robert Charles "Griff" Griffin, 77, a retired Foreign Service medical technologist, died Sept. 23 of vascular disease caused by hypertension and diabetes. During his 29-year career, he served overseas in Kabul, Saigon, Moscow, Monrovia and Cairo. After retiring in 1985, he accompanied his wife, Foreign Service officer Christa Ute Griffin, on assignments to Athens, Lagos, Doha and Bujumbura.

They retired to Upper Marlboro, Md.



<<< Elizabeth Marie Jordan, 79, wife of retired U.S. Information Agency officer Robert F. Jordan, died Sept. 23 of mesothelioma in Silver Spring, Md. She accompanied her husband on postings to Asuncion, Rosario, Monterrey, Tegucigalpa, Palermo, Port-au-Prince, Dublin, Lisbon, Havana, Manila and Brasilia. She taught English in binational centers and was honored by the government of Honduras

for her volunteer work in hospitals. She helped produce several cookbooks of ethnic recipes.



<<< L. Robert Kohls, former director of training and development for the U.S. Information Agency, died Aug. 9 of lymphoma in San Francisco, Calif. He served with the U.S. military in Korea. After his tenure at USIA from 1974 to 1983, he became executive director of Washington International Center of Meridian House. He taught at various universities in San Francisco from 1987 to 2004 and was an

influential writer on intercultural studies.



<<< Olga Kuprevicz, 74, a retired Foreign Service communications officer, died Sept. 30 in Alexandria, Va. Her overseas postings included Bonn, New Delhi, Madrid, Abidjan, Tokyo and Nairobi. She enjoyed traveling and supported many philanthropic causes.



<<< Jacqueline F.H. McGinness, widow of retired Foreign Service officer Alfred J. "Jack" McGinness Jr., died Sept. 23 in Washington, D.C. She married her husband in Paris in 1956 and accompanied him on postings to Vientiane, Taipei, Nairobi, Ankara, Beirut, Oslo, Budapest, Tehran, Paris and Madrid before his retirement in 1988.



<<< Virginia Everly Neubert, 84, widow of retired Foreign Service officer Joseph Walter Neubert, died Oct. 4 in Bothell, Wash. She served as a Foreign Service secretary from 1951 to 1956 in Chile and the Soviet Union. In 1956, she resigned after marrying her husband, who died in 1984.

Building Blocks

Appropriately, in the midst of the 2006 holiday season, this issue recognizes the generous nature of Americans and the giving spirit of our colleagues around the world.

Let's go to Georgia, where the 2003 Rose Revolution launched extensive government reforms and a war against corruption. The U.S. Embassy in Tbilisi and the Bureau for International Narcotics and Law Enforcement Affairs joined forces with the U.S. Army Corps of Engineers to help the new government build a police academy and to renovate an old building to house a new forensics laboratory. The aim is to help the fledgling government meet the security needs of an emerging democratic society.

A time zone away, on the Indian sub-continent, heavier than normal rains and subsequent flooding in the summer of 2005 had devastated large areas of Mumbai and surrounding villages. A year later, many areas, including two small agricultural villages on the outskirts of Mumbai, still lacked adequate housing and the new monsoon season was at hand.

The American Consulate General joined hands with Habitat for Humanity India, Rotary Club International and the villagers to build 100 new homes in the two villages, Raita and Bhifol. Rotary and Habitat provided the building materials; the villages and 35 Consulate volunteers, including Consul General Michael Owen and wife

Annerieke, supplied the sweat equity. On four consecutive Saturdays, the Consulate volunteers took the two-hour trip to work side by side with the villagers—mixing and pouring cement, fetching water, spackling, painting and sweating.



Their efforts beat the monsoons and won some new friends for the U.S.

On yet another continent, a resourceful regional medical officer overcame a challenge with some creative thinking. After the United States and Republic of Yemen governments cooperated to build a

modern and much-needed 200-bed hospital in remote Marib, the RMO found a way to train Yemeni anesthetists on the state-of-the-art technology built into the new hospital. Working closely with the U.S. Embassy in Sanaa, the U.S. Agency for International Development and various Yemeni ministries, RMO Dr. Jean Rinaldo coordinated efforts to set up a visiting professor project for the new hospital.

The intergovernmental and interagency collaboration led to an apolitical three-day training seminar featuring Yemen's top anesthesiologist and the chief of anesthesiology at the Pensacola Naval Hospital, who at the time was leading the Department of Defense's Combined Joint Task Force Horn of Africa. At the end of the day, Dr. Rinaldo's efforts likely won over some hearts, changed some minds and undoubtedly saved some future lives.

Last but not never least, a final salute to our colleagues en route to their final posting: *William J. Barnsdale; Peter Benedict; Louis G. Bush; Charles H. Forms; Robert Charles "Griff" Griffin; Elizabeth Marie Jordan; L. Robert Kohls; Olga Kuprevicz; Jacqueline F.H. McGinness; and Virginia Everly Neubert.*

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN JANUARY

- Diversity at State
- Department Inner-View—Under Secretary Karen Hughes
- Worklife Quality
- Where's My Step Increase?
- ... and much more!



Questions? Comments?
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LYING IN STATE: UNCOMFORTABLE BRIEFS

I KNOW YOU JUST ARRIVED HERE AT POST LAST NIGHT, BOYD, BUT UNDER SECRETARY NOGGIN IS HERE FROM WASHINGTON TODAY AND I NEED YOU TO GIVE HIM A FULL BRIEFING ON THIS COUNTRY'S POLITICAL AND ECONOMIC SITUATION.



... AND SO IN CONCLUSION THE CURRENT POLITICAL SITUATION IS DYNAMIC, WITH CHANGE POSSIBLE BUT ELEMENTS SUPPORTING THE STATUS QUO QUESTIONS?



WASN'T THAT JUST A LOT OF EMPTY POLITICOBABBLE THAT YOU COULD JUST SPOUT WITHOUT ACTUALLY KNOWING ANYTHING SPECIFIC ABOUT A PLACE?



OKAY, THE TRUTH IS THAT THIS COUNTRY IS SECRETLY CONTROLLED BY A RACE OF SUPER-INTELLIGENT LEMURS WHO HAVE ENSLAVED THE HUMANS AND DEMAND TOTAL OBEDIENCE. THEY EVEN CONTROL THIS EMBASSY - ALL HAIL THE LEMUR OVERLORDS!



BOYD, DID YOU JUST START MAKING THINGS UP IN YOUR BRIEFING?



ONLY THE GOOD PARTS...

YOU DIDN'T TELL THEM ABOUT THE LEMURS, DID YOU?



ALL HAIL THE LEMUR OVERLORDS.



DEC.2006

Calgary

Albuquerque

Romania

France

Tbilisi

Mumbai

Brazil

Panama

Nicosia

Cameroon

WHO>WHAT>WHY>WHERE



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