



HAITI: RADIO TÊTE-À-TÊTE, A MEETING OF THE MINDS IN COMMUNITY TRANSFORMATION

St. Marc, Haiti – Community radio has been noted for its potential to create public space – a town hall on the airwaves.

After five years of support through RAMAK, the Haiti Media Assistance and Civic Education Program has enabled Radio Tête-à-Tête to become an advocate of the public good – galvanizing a community on the air – in a city with a history of immense political violence and bloodshed.

While this town hall provides potential for reconciliation, the issues it addresses can also be a potential source of tension and even violence. But mostly, Radio Tête-à-Tête is a resource for St. Marc, which is plagued with economic and social desperation and a high incidence of rape and social violence.

The community radio airwaves of Radio Tête-à-Tête – the name suggests the station's intent to engage listeners as if in a one-to-one conversation – have spurred the transformative power of community action.

Radio Tête-à-Tête was mobilizing community advocacy around a tax issue.

St. Marc currently receives just \$1.30 of tax income from the \$25,000 the government collects for the ships that dock in the harbor. The station has featured the issue on the air and in a letter to President René Prével while keeping listeners on top of the story.

Under its director, Marc-Antoine Aldorphe, Tête-à-Tête, has attracted 160,000 listeners, most of whom live in rural areas. Aldorphe's drive is reflected in his commitment as a journalist and activist, a combined role

that may rankle many journalists. But in Haiti, as elsewhere, journalism often melds with activism.

Under RAMAK, Aldorphe joined several journalists in 2002 for training at The Miami Herald—an experience he credits with having helped him realize how he could change his country and himself. Making a community radio station work and channeling professional creativity and drive are a tall order anywhere—particularly in Haiti.

RAMAK held a third National Conference for Community Radio in late September. The three-day session highlighted community radio in the pre- and post-election period. Just days earlier, Aldorphe mediated a civic dispute when residents of a nearby street erected barricades to protest a two-year-old dispute over the lack of access to electricity. In a phone call, he assured the mayor and a senator that the troubles had been resolved by bringing contentious community factions together to ensure that dialogue with the electricity provider continues.

Under RAMAK, Tête-à-Tête received radio station equipment. Fundraising training administered by RAMAK is helping the station become self-sustaining. Radio Tête-à-Tête now understands fundraising in uncertain economic conditions. The trainings have been key in helping Aldorphe raise the monthly \$10,000 needed to operate the station which is generated by advertising revenue and staff salaries.

When possible, Tête-à-Tête helps community radio stations in the neighboring towns of Kampeche and Kalalou raise funds through advertising slots purchased by St. Marc's private sector.

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CREATIVE'S PRESIDENT AND CEO, M. CHARITO KRUVANT, NOMINATED TO EXECUTIVE COMMITTEE OF THE FEDERAL CITY COUNCIL

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M. Charito Kruvant, President & CEO, Creative Associates International, Inc.

CREATIVE AWARDED NEW PROJECTS

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caribbean

HAITI: RADIO TÊTE-À-TÊTE, A MEETING OF THE MINDS IN COMMUNITY TRANSFORMATION

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“Radio is a tool to transform the masses, to influence people,” says Aldorphe, who obtains contributions from both private and public sectors.

The station also raises funds to give back to the community. To mark its eighth anniversary on the air, Tête-à-Tête has begun to raise funds to finance a common room for inmates of St. Marc’s prison, a much needed improvement on a squalid room.

He believes the station has an impact on authority to take the views of the people into account.

To Aldorphe, the future is bright for St. Marc, where he hopes community transformation will help it become a model city for other Haitian communities. He also wants Radio Tête-à-Tête to instill confidence in its listeners. By practicing directness and clarity in broadcasts and in working with the community, he and the station are trusted advocates.

“That’s the model,” he says.

– Majella van der Werf of the Communities in Transition division.



Staff of Radio Tête-à-Tête in St. Marc, Haiti, one of 40 RAMAK-supported community radio stations.

PHOTO BY: MAJELLA VAN DER WERF, CREATIVE ASSOCIATES INTERNATIONAL, INC.



africa

LIBERIA: YOUTH PROGRAM’S 10,000 GRADS ARE HOPE FOR FUTURE

More than 100 young men and women gathered this fall in Monrovia’s Logantown neighborhood to be recognized as graduates of the Liberia Transition Initiative’s (LTI) Community Youth Peace Education Program, known as CYPEP.

Despite cloudy skies outside, spirits were high on this fall day inside the packed Life Tabernacle Full Gospel Church where graduates sang a tune

that celebrates self esteem, along with stressing youth and community empowerment – the goals of the CYPEP YES initiative – Youth, Education and Life Skills.

The program, implemented by Creative Associates International, Inc. and made possible by the U.S. Agency for International Development’s Office of Transition Initiatives, seeks to promote the reintegration of war-affected youth and peaceful resolution of conflict. LTI created CYPEP to improve relationships between youth from different religious and ethnic backgrounds and to empower them to transform a culture of violence into one of peace and tolerance.

CYPEP was conceived following the October 2004 violence in Monrovia that alerted LTI of the need to target youth within the city and the surrounding areas. The intensive six-week program was launched in seven communities in Monrovia, and later extended to four other cities including Kakata, Gbarnga, Ganta and Tubmanburg. In August 2005, a second phase of the program was initiated involving an additional 10 communities in Monrovia and 37 communities in Buchanan City. The program’s success ensured the need for a third cycle of trainings, this time

expanding the total number of CYPEP graduates to an estimated 10,000.

USAID Liberia Director, Wilbur Thomas, attended the ceremony and congratulated the graduates. Following the announcement that 571 young people sponsored by the YMCA were graduating from CYPEP that day across Monrovia, Thomas said: “I now have 571 more reasons to be happy and hopeful about the future of Liberia.”

With a grant from LTI, the YMCA of Monrovia has led community sensitization and awareness training efforts, recruited local facilitators and participating youth, and coordinated CYPEP activities.

“Your task does not end here, with the acceptance of your certificate,” said Peter Z.N. Kamei, National Secretary General for YMCA of Liberia. “You are the new peace ambassadors for Liberia. You must continue to promote a dialogue in our multi-ethnic communities, to work with your community leaders, and to preserve the democracy that Liberians have earned.”

– Maggie Klousia of Creative’s Education, Mobilization and Communication division.

Brighter futures for CYPEP graduates in Liberia.



PHOTO BY: LIBERIA TRANSITION INITIATIVE, CREATIVE ASSOCIATES INTERNATIONAL, INC.



NICARAGUA: CREATIVE PRODUCES ‘GET OUT THE VOTE’ CAMPAIGN IN RUN-UP TO ELECTIONS

When Nicaraguans went to the polls on Nov. 5, they had a choice of presidential and legislative candidates from a wide spectrum of political camps.

And in an effort to encourage voters to go to the polls, a non-partisan national mass media campaign was implemented to encourage Nicaraguans to take positions on issues of the day and cast their ballots.

The “Get Out the Vote” (GOTV) Media Campaign, popularly known by the slogan, “If I Vote, I Can Demand,” was acknowledged to be the only truly non-partisan effort of its kind focused on engaging Nicaraguans – particularly women, young adults, indigenous, and other minority communities – through a series of radio and TV spots and a radio soap opera. Because the GOTV Campaign did not endorse any political party or candidate, it resonated well with Nicaraguans who found the Campaign’s messages informative and constructive, and reinforces the notion that voting could significantly impact the nation’s future.

Mariela Lopez-Vargas, Chief of Party for the GOTV Campaign, said she recalls a grandmother and potential voter at a women’s gathering in a small village instilling the importance of the right to vote. “In the same manner they plant trees knowing they will not see them mature, women needed to vote in defense of the rights of girls to come,” Lopez-Vargas said.

The campaign, funded by the U.S. Department of State, was implemented by

Creative Associates International, Inc. of Washington, D.C.

Creative produced a total of eight 30-second spots for radio and eight for TV. The spots produced for TV were also adapted for radio to reach rural areas where radio predominates. Sixteen radio spots were broadcast and continued through election day.

TV spots were aired by four nationwide channels and 22 regional cable services. Radio spots and the soap opera series were aired nationally on 14 stations, as well as 27 local stations, during the six weeks prior to election day. Both radio and TV spots aired during primetime in order to reach a maximum number of voters.

The soap opera series aired for four weeks once daily on three national stations and broadcast twice daily on regional stations. While schedules varied from station to station, each aired the series twice a day, from Monday to Friday.

The GOTV radio soap opera series focuses on Roy, a rural youth, who comes to realize that it’s in his power to change his life for the better and that voting will prove to be an important step in meeting his life goals. GOTV messages were designed while keeping in mind the responses of 15 focus groups that revealed public perceptions of how the upcoming elections will affect Nicaraguans, their views on the political process, and what concerns them most. In addition to reaching voters, Creative’s local partners incorporated these issues in the GOTV campaign for a more-informed public debate.

“It has been rewarding to our team to realize that the right to vote rests in the hands of a people, who even when feeling let down by

politicians, state that they can overcome their lack of motivation to vote. Their participation in these elections confirms that they are defending their fundamental right,” Lopez-Vargas said.

Ideas for the focus group sessions and their actual implementation were carried out with the assistance of two of Creative’s local NGO partners in the GOTV campaign, Hagamos Democracia (HD) and the Institute for Development and Democracy (IPADE). With Creative’s technical input, HD and IPADE monitored the impact of the media spots throughout the campaign to evaluate their effectiveness and adjust spots, when necessary, to ensure that messages have wide appeal to Nicaraguans.

“Probably my own favorite experience has been the focus groups we convened,” Lopez-Vargas said. “These groups provided a wonderful opportunity to understand voters’ prevalent perceptions, and to have first-hand contact with Nicaraguans in remote areas, where disenchantment with politics is strongly felt, though a resilient conviction in the democratic process is at the very surface.”

While the GOTV campaign’s immediate goal was to get Nicaraguans to vote this season, the project will also leave behind skills for improved awareness-raising efforts.

Through their own improved organizational capacities to conduct focus groups and outreach efforts, Creative’s local partners, HD and IPADE, will be better equipped to help inform voters in future election seasons.

— Reported in Managua and Washington, D.C. by the GOTV team along with assistance from Alexandra Pratt.

An actor in a public service announcement that encouraged Nicaraguans to vote as part of the “Get Out the Vote” campaign.

PHOTO BY: NICARAGUA GET OUT THE VOTE CAMPAIGN





ALGERIA: ALGERIAN EDUCATORS MEET MICHIGAN COUNTERPARTS TO BOOST ICT IN SCHOOLS

Five delegates from the Algerian Ministry of Education visited DeWitt High School in mid-Michigan to observe how a U.S. school successfully integrates Information and Communication Technologies (ICTs) as a pedagogical approach that could be used in Algeria's schools.

The week-long tour is sponsored by the U.S. Department of State's Middle East Partnership Initiative (MEPI) as part of its Partnership Schools Program (PSP). MEPI's PSP program in Algeria is implemented by Creative Associates International, Inc. of Washington, D.C.

MEPI is an essential component of the President's Freedom Agenda. Through its Education Pillar, MEPI is partnering with host governments and private sector organizations to enhance access to quality education for young people in the Middle East. Creative has partnered with the College of Education at Michigan State University (MSU) in East Lansing, a leader in the educational uses of ICT.

"The MEPI initiative has been the first communication between the Algerian and American education systems," said Samir Boubekour, Director of Donor Cooperation for Algeria's Ministry of National Education. "It is launching the relationship between our countries."

A leader in the uses of ICTs, the DeWitt High School provided Algerian educators with a prime example of educational technology in action. Participants observed various types of instructional laboratories, media centers and classroom technologies.

Tina Templin, superintendent of DeWitt Public Schools, welcomed the delegates, saying her team was excited about this visit because they "recognize the necessity of working with and understanding a world larger than DeWitt, Michigan," and that technology will play an important role in creating bridges between the Algerian and DeWitt school systems.

"When you see ICTs in a high school in America, you know that it is possible and actually working. You know that if you work enough and invest enough you will get there too," said Taha Housine Zerguini, Director for Algeria's National Center for the Integration of ICT in Education. "And if you have a problem, you just call somebody or send them an e-mail...these people have already solved the problems we will encounter. This makes the project real. We have new contacts who are leaders in this field."



Along with supporting Algeria's ICT efforts, plans are underway to establish links between U.S. and Algerian high school students in DeWitt and other schools to facilitate understanding and encourage communications among students. A web-based program will link students and teachers through interactive, curriculum-based activities that will result in the exchange of audio-media and written presentations prepared by both Algerian and American students.

"This is really a training for us, not simply a visit. We see how these ICTs are beneficial and will incorporate similar ideas in planning for our schools," said Ratiba Rougab, Advisor to the Algerian Minister of National Education. "It is important for us to see students' media skills put to use through TVs in classrooms or through computers and other ICTs that are used to complete technical assignments. It helps us develop our way of thinking."

The DeWitt visit also gave Algerian educators the opportunity for questions and answers about the mechanics and best practices in:

Training staff in ICT equipment use and curriculum integration; developing student skills using ICT; using ICT to transform pedagogy, and using software to manage records; communicate information; assign homework; initiate communications with parents; provide supplemental instructions to students and increase accountability.

The visit to DeWitt was followed by meetings with experts at the Michigan Virtual University. Upon completion of the week-long tour, participants will identify 10 high-impact ideas that will benefit the Algerian ICT planning process.

"To bridge our two cultures, there is nothing better than technology as it is being presented to us" through the College of Education at MSU, said Ahmed Benai, Director of Education of Blida Province, Algeria.

MEPI is a Presidential initiative to promote positive change in the Middle East and North Africa through diplomatic efforts and through results-oriented programs, both regional and country-specific. Reform is of strategic, long-term importance to the national security interests of the United States and to the U.S. goal of ensuring that the people of the region experience the benefits that come with political freedom, more open economies, and greater educational opportunities. A key element of MEPI is creating links and partnerships among Arab and U.S. civil society, private sector, and governmental entities to jointly achieve sustainable reform. For more information about MEPI, visit www.mepi.state.gov.

- Marc Bonnenfant of the Education, Mobilization and Communication division



africa

SOUTHERN SUDAN: CREATIVE ASSESSMENTS HELP GoSS MANAGE URBAN GROWTH

After 21 years of war and destruction, the Government of Southern Sudan (GoSS) is about to begin what is sure to be a historic transition as it emerges from a rebel movement to a governing body.

It is also a time when the GoSS must acquire the skills to manage its urban centers which are expected to undergo tremendous population growth in a very short time.

And as refugees and Internally Displaced Persons (IDPs) return to their hometowns and their lands, but find them already occupied by others, ensuring the fragile peace will require the GoSS's urgent attention to developing a transparent system for managing land rights, and plans for breathing life into ravaged economies.

To ease the transition, the Sudan Participatory Town Planning (SPTP) project has carried out detailed assessments of the former garrison towns of Wau and Malakal, to help the GoSS address primary concerns such as town planning issues and the reintegration of returnees. Both Wau and Malakal are expected to double and triple in population size in the very near future.

"Along with Juba, the GoSS capital, Malakal and Wau constitute three of the most strategic urban centers in Southern Sudan," said Hans-Christian Vejby, who is SPTP Chief of Party. "They form a triangle, with all three having important regional economic roles given their port status on the Nile. Malakal and Wau also serve as a cross-roads between North and South and serve as the political and cultural center for the regions."

Made possible by the U.S. Agency for International Development and implemented by Creative Associates International, Inc., SPTP along with the GoSS, have also conducted detailed assessments of the region's former capital, Rumbek, and the new capital, Juba. While strengthening the GoSS's capac-



SPTP Chief of Party, Hans-Christian Vejby (center) with urban planning consultant, Fernando Murillo (right) and SPTP Project Officer/Town Planner, Natalie Topa (left).

ity to manage land tenure and town planning, SPTP assessments also reveal the need to initiate community participatory structures for town planning and development. True to Creative's strengths to secure political transition, governance and democracy in post-conflict settings, the Wau and Malakal assessments recommend establishing a Guided Land Development Public-Private Board comprised of stakeholders.

"Creative employed an interdisciplinary method for urban assessments which focused on urban planning, land tenure, governance, GIS/mapping, and reintegration," Vejby said. "The team was in the field for 30 days. The approach looked at both the GoSS perspective and local tribal leadership's perspective to the sensitive issue of urban growth, and reported on options which could be adopted to address the critical issue of resettling war-affected returnees and landless poor."

The SPTP assessments identify specific concerns for Malakal and Wau. While Malakal has allocated government land for a new community in the outskirts of town called, "Naivasha," to transfer

returnees from the inner-urban area, its fee-based structure for a land lease system is unaffordable for low-income families which must also purchase basic housing materials. In Wau's Nazareth neighborhood devastated during the war, returnees are reclaiming their original plots only to find them occupied by other families. Interviews with tribal community leaders and governmental officials find different perspectives on issues of land rights.

The SPTP project also examines methods to bring potentially conflicting parties together to find common solutions. The Wau and Malakal assessments provide a model for developing communities to facilitate neighborhood planning and economic sustainability.

The SPTP assessments suggest a model for both physical infrastructure and economic development. This model provides a means for employing returnees to build towns while also providing them with skills to generate wages and empower families to invest in land and housing. In this way, several of the assessment's objectives can be met: infrastructure is rebuilt while the economy is bolstered.

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PHOTO BY: SUDAN PARTICIPATORY TOWN PLANNING PROJECT, CREATIVE ASSOCIATES INTERNATIONAL, INC.



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SOUTHERN SUDAN: CREATIVE ASSESSMENTS HELP GOSS MANAGE URBAN GROWTH

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The cash-for-work approach with its land-lease fee proposal, would inject \$300,000 into municipal government budgets, allowing for reinvestment in future community development efforts. As proposed, the SPTP assessment recommendations, if implemented, stand to provide Southern Sudanese townships, such as Wau and Malakal, with a foundation for long-term community empowerment, and effective government oversight.

“Creative’s approach to resettlement and reintegration takes a holistic ap-

proach, said Richard Wagner, SPTP’s Project Director. “Our counterparts in the GoSS support this because it engages governmental land administration and tenure systems, and infuses much needed resources into the localities. Additionally, returnee advocates and organizations (both GoSS and non-governmental) support the approach because it empowers families to earn wages which can be turned into a durable asset, titled land for housing.”

Since it began in June 2004, SPTP has provided critical assessments for town planning and allotment of resources and created maps and the first GIS reference points for 10 of Southern Sudan’s key cities.

SPTP’s assessments of Wau and Malakal will be available for viewing soon on the project’s web site: www.southsudanmaps.org.

— Alexandra Pratt with assistance from the Sudan Participatory Town Planning team



latin america

GUATEMALA: BUSINESSES GIVE EX-GANG MEMBERS JOBS, SKILLS TO LEAD NEW LIVES

With the inauguration of Challenge 100 – Peace for Guatemala on Wednesday December 13, the Youth Alliance Program opened a new chapter in its quest to create alternative programs to help rehabilitate ex-gang members into productive members of society.

Challenge 100 – Peace for Guatemala is a unique employment program that pairs 100 former gang members – young men and women alike – with 100 businesses where they will learn skills to help them become responsible citizens with legitimate employment.

“This project is a positive, creative and very human effort to provide jobs to those former gang members who have had the courage to leave the gangs and had not been able to get jobs,” said Harold Sibaja, Regional Director for Latin America and the Caribbean for Creative Associates International, Inc.

Challenge 100 is an initiative of the Creative Associates’ managed Youth Alliance Program, made possible by the U.S. Agency for International Development’s Global Development Alliance.

Sibaja created both the Challenge 100 concept as well as its predecessor, Challenge 10, a competition among 10 male ex-gang members to succeed at opening legitimate businesses with the help of private-sector mentors. But unlike Challenge 10, Challenge 100 will not be a filmed for broadcast on TV.

“Challenge 100 is a job opportunity program because what is important is to give these kids another chance,” said Lynn Sheldon, Director of the Youth Alliance Program. “They live with societal stigma, they have visible tattoos, have never held jobs, at least not for the long term, they have little education.”

The inauguration this week was attended by U.S. Ambassador, James M. Derham, local Guatemalan government officials, church members, business associations and local and international press and business sponsors.

The inauguration “was successful because the effort had meaning. We have successfully involved business leaders in the solution to address Guatemala’s

gang issue,” Sibaja said.

Creative Associates, through Challenge 100, has built an alliance with the Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (CACIF), a prominent umbrella organization for 9 branches of private business to offer jobs to both young men and women former gang members.

Selection criteria for Challenge 100 candidates required that applicants be referred by a church or other reputable organization; were drug free and not involved with gang activity for a reasonable time; had no criminal convictions pending, and were willing to take part in psychological and IQ testing. The Youth Alliance Program provided successful applicants with training and orientation addressing work ethics, values and principles, conflict resolution and communications tools prior to Wednesday’s inauguration.

The enthusiasm of supporters at the Challenge 100 launch suggests a promising outcome. “We will be thinking beyond Challenge 100,” Sibaja said.

— Alexandra Pratt with assistance from the Youth Alliance Program..



PHOTO BY: MARVIN MENDEZ

Challenge 100 participants display the Challenge hand sign signifying a dove.



CREATIVE'S PRESIDENT AND CEO, M. CHARITO KRUVANT, NOMINATED TO EXECUTIVE COMMITTEE OF THE FEDERAL CITY COUNCIL

As a member of the Executive Committee of the Federal City Council for Fiscal Year 2007, Mrs. Kruvant will be engaged in efforts to discuss and report on current projects of importance, including:

- Best practice research and leadership recruitment support for the incoming Mayor and City Council Chair.
- Support to public school reform.
- Developing the National Music Center and Museum.
- Securing regional funding for METRO.
- Supporting the Metropolitan Police Department.

For more information about the mission of the Federal City Council, visit, <http://www.federalcitycouncil.org>.

MRS. KRUVANT SPEAKS TO HARVARD GRADUATE STUDENTS ABOUT DEVELOPMENT, EDUCATION

Mrs. Kruvant, conducted a seminar for students of the International Education Policy Master's Program (IEP) at Harvard University's Graduate School of Education in November.

The seminars expose students to a variety of international education initiatives and provide them with opportunities to dialogue with distinguished practitioners in the field of education policy, said Barbara Perlo, IEP Program Coordinator.

"In past years, the students have benefited immensely from this experience," she said. "They are always excited to make connections with international education and development practitioners and very much enjoy the insight

someone like Mrs. Kruvant can offer."

Mrs. Kruvant discussed current projects and initiatives, international development experiences, and her own unique perspective as a minority woman leading a worldwide professional services firm.

MRS. KRUVANT CO-AUTHORS CHAPTER IN NEW HANDBOOK ON CORPORATE SOCIAL RESPONSIBILITY

Mrs. Kruvant along with Barbara Krumsiek, are co-authors of a chapter in "The ICCA Handbook on Corporate Social Responsibility."

The ICCA – Institute for Corporate Culture Affairs – showcases CEOs and companies that have seized the opportunities offered by CSR, Corporate Social Responsibility. It is intended to stimulate further exchange and development in the field and to capture the state of the art of CSR.

In "The Business of Empowering Women: Innovative Strategies for Promoting Social Change," Mrs. Kruvant addresses the importance of women's participation in civic life and the economic development in societies. She also cites Creative Associates' work in helping to build the capacity of the Afghan Women's Educational Center, a women-run NGO.

In addition to Mrs. Kruvant, ICCA also collected chapters from corporate leaders of companies including Toyota, Canon, Amnesty International, Volkswagen, Credit Suisse, The Body Shop and the UK Government. The book is published by John Wiley & Sons, Ltd. of West Sussex, England.

PROFESSOR JOHN BLACKTON SPEAKS TO 500 EUROPEAN SECURITY PRACTITIONERS IN ZURICH

Professor John Blackton, a Creative Senior Advisor, served as a lecturer and panelist at the 7 th annual International Security Forum (ISF) in Zurich, Switzerland. The event, "New Risks and Threats: The Challenge of Securing State and Society," gathered 500 European military, intelligence, academic, think-tank security practitioners and analysts to review major transnational security concerns.

Professor Blackton's lecture focused on the theme of Security Governance, an approach which has widened and deepened the concept of security to enable international and local actors to better meet the new security threats that have emerged since the end of the Cold War. While "governance" or "security governance" is a new analytical perspective and concept still in its formative stages, it promises to yield policy-relevant insights on security dimensions of post-conflict peace operations, Professor Blackton said.

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“ While governance or security governance is a new analytical perspective and concept still in its formative stages, it promises to yield policy-relevant insights on security dimensions of post-conflict peace operations... ”

Professor John Blackton
Senior Advisor
Creative Associates



PHOTO BY: LUIS AGUILAR



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In his remarks in Zurich, he also said that governance, in the security sector, refers to the multiplicity of non-state actors such as international organizations, NGOs, multinational corporations, and non-state armed groups. Additionally, security governance signals the growing interaction of these state and non-state actors at various territorial levels – local, provincial, regional, national and international.

At the local level, security governance refers to the relevant internal security arrangements which may be dominated by national security forces, local police, or – in failed states and post-

conflict settings – by armed non-state actors or groups controlled by warlords.

This multi-layered approach to security governance in post-conflict peace operations puts high demands on the providers of expert assistance. These providers need to coordinate internally their external peace-building policies, in ways which bring coherence to the activities of the emerging (or re-emerging) ministries of foreign affairs, interior, defense and homeland security.

These needs and challenges reflect the wider and deeper notion of security governance. They represent security

issues where the military is only one aspect such as DDR and controlling small arms and light weapons.

Because civilian actors, both private and public, are critical determinants of most security outcomes, they must be integrated into the peace-building process. The multitude of these actors is formidable, and the complex layering of security challenges is deceptively complex. The challenges of security governance are more easily articulated than overcome, but they will be very much with us in the decades ahead.



washington, dc

CREATIVE AWARDED NEW PROJECTS

SRI LANKA: CREATIVE TO BUILD WORKFORCE SKILLS OF UNEMPLOYED YOUTH

Creative Associates International, Inc. expands its geographic reach to the Indian Ocean through the recent award of the Accelerated Skills Acquisition Program, known as ASAP, to launch soon in Sri Lanka.

The \$3 million award from the U.S. Agency for International Development in November 2006 is designed to meet USAID's goal to build Sri Lanka's workforce readiness.

In partnership with the Christian Children's Fund and the International Youth Foundation, Creative Associates will strengthen the capacity of private and public-sector training institutions to deliver quality training, job counseling and placement assistance and school-to-work services to improve employment possibilities for ASAP participants aged 15 to 25.

Working with both the private sector and state officials including the Ministry of Vocational and Technical Training and Chamber of Commerce Training Centers, the Creative ASAP team will

develop a skills course, improve trainers capacity to deliver effective training, and link students with employment opportunities.

Course work will focus on job search strategies and building, employability through English language skills and computer literacy, enabling students to seek multiple job opportunities, not just those in the service sector which accounts for only 51 percent of the country's employment opportunities. ASAP will also establish links between trainees and employers as well as trainers and employers, especially in rural areas. Marginalized businesses and training organizations will be supported through a grants program to help develop capacities to secure employment for youth. ASAP will continue through September 2008.

UGANDA: CREATIVE WINS EDUCATION AND HEALTH INITIATIVE

Creative Associates International, Inc. was awarded its third task order under the Basic Education/Linkages to Education and Health initiative, known as ABE-LINK, to support the Uganda Ministry of Education and Sports.

Made possible by the U.S. Agency for International Development, the \$22 million Ugandan Initiative for TDMS and PIASCY (UNITY) project will help the ministry improve education and implement the Presidential Initiative on AIDS Strategy to Youth (PIASCY). The TDMS is the ministry's Teacher Development and Management System.

The project will also assist the ministry to implement a new curriculum, update its policy agenda, assist teachers in providing instruction in local languages, and expand parent-teacher and community involvement in education. This new initiative builds on six years of work in Uganda under the Creative Associates-managed Basic Education Policy Support (BEPS) activity, also a USAID initiative. When it ends in November 2009, the UNITY project will have enhanced the quality of education



PHOTO BY: CREATIVE ASSOCIATES INTERNATIONAL, INC.

BEPS teacher training activity in Northern Uganda, June 2006.

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CREATIVE AWARDED NEW PROJECTS

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of 7 million primary school students, contributed to the training of 14,000 primary teachers and 50,000 in-service primary teachers, and improved the management capabilities of 15,000 primary school administrators and district education officials.

SOUTHERN SUDAN: CREATIVE SUPPORTS TRANSITION THROUGH EDUCATION AND HEALTH

Creative Associates International, Inc. was awarded in October 2006 a task order to provide basic education and health services to the Three Areas of Sudan.

HEAR SUDAN, as the project is known, is a \$3 million initiative of the U.S. Agency for International Development under the Basic Education/Linkages to Education and Health initiative, known as ABE-LINK.

HEAR SUDAN will link community members, state and local authorities, educators and health workers in their efforts to establish sustainable access to quality education and health services. Among its many activities, the project will provide an Accelerated Learning course to students whose education has been interrupted, expanding on Creative's success implementing accelerated learning in Afghanistan, Liberia, Guatemala and Iraq.

In keeping with ABE-LINK's goals, HEAR SUDAN will also develop resource materials and community-based projects that reinforce student learning, engage service providers in delivering effective health and hygiene messages to community members, and rehabilitating schools and health clinics.

Because The Three Areas are still emerging from conflict, all participants in project activities will also be trained in conflict-resolution strategies to help secure a sustainable transition from war to peace.

Working with its international partners JSI and EDC and local partners Upper Nile Women's Welfare Association and the Alliance for Missions in Africa, Creative will demonstrate model strategies to improve the quality of education for increased enrollment and retention and the health status of enrolled and out-of-school primary school-aged children. Stakeholders including teachers, local authorities and PTAs will receive training to improve their knowledge and skills for practical application and delivery of community projects.



By its scheduled end date in September 2009, Sudan HEAR will have increased the number of school-aged students enrolled and being retained in primary school to 27,000. Nearly 200 communities and 1,108 health workers will be involved in strengthening school and health services. The quality of teaching will be improved with the training of 4,860 teachers and 180 PTAs strengthened. About 270 community-development projects will have also been completed.

SOUTHERN SUDAN: CREATIVE DEVELOPS FRAMEWORK WITH UNICEF FOR SKILLED WORKFORCE

Creative Associates International, Inc. is working with a team of vocational education experts and Southern Sudanese officials to draft a policy and framework for vocational training to improve employment opportunities for its youth.

In collaboration with UNICEF, Creative will assist the Ministry of Education, Science and Technology (MOEST) in developing a vocational education plan so that out-of-school children and youth between the ages of 6 and 21 – especially girls and young women – who lack basic education, will acquire the skills they will need to be productive workers.

Working with MOEST's Vocational Education Unit, the Sudan UNICEF team will develop a realistic policy framework that takes into account Sudan's limited resources and provide a plan for delivery of services to meet the vocational needs of several Sudanese communities in central and western Equatoria.

Plans for Sudan's vocational program will focus on governance and management, resource allocation and the core policies of formal and non-formal education programs.

Creative and partners will also identify and advise the MOEST on effective global trends in the vocational education field and their potential application in the context of Sudan's needs.

Sudan UNICEF follows on several programs administered by Creative in support of the Government of Southern Sudan (GoSS). Since 2004, Creative Associates has surveyed land, developed maps and provided plans for community development to help the GoSS accommodate the needs of returning refugees and Internally Displaced Persons.

Creative is also working to provide primary education and health services to school children. The \$400,000 Sudan UNICEF award is set to continue through December 2006.

— Alexandra Pratt, Margaret McLaughlin, Jeanne Moulton and Joanne Murphy.



NEW FACES IN WASHINGTON, D.C. AND FIELD



Jeff Fischer joins Creative as Team Leader of Elections & Political Processes in the Communities in Transition division. Jeff will assist Creative with the development and management of the firm's electoral assistance portfolio and the promotion of innovation in elections assistance in post-conflict and politically unstable environments.

Jeff is the founder of a private consulting practice specializing in electoral processes conducted in conflict environments. Recent clients include the United Nations, International Organization for Migration, United States Institute for Peace and IFES.

Up to May 2006, he served as the Founder and Senior Director of the Center for Transitional and Post-Conflict Governance at IFES. Jeff also served as Senior Advisor for Elections and Governance at IFES and as the organization's first Executive Vice President directing daily operations of all IFES departments and programs. Prior to his employment by IFES, Jeff served the organization on a consultative basis on electoral assistance projects in Haiti (1990) and Guyana (1992).

During his career, he has held four internationally appointed posts in post-conflict transitions. In 1996, he was appointed by the Organization for Security and Cooperation in Europe (OSCE) to serve as Director General of Elections for the first post-conflict elections in Bosnia and Herzegovina.

Jeffrey Marburg-Goodman joins Creative's Office of the President as General Counsel. Jeffrey's legal experience extends from contract and granting mechanisms and related policy and regulatory issues to public-private partnership agreements, as well as partner-country governance issues.

Prior to joining Creative, he led a team of five attorneys and additional staff at USAID, where he was Assistant General Counsel for Acquisition and Assistance (Chief Procurement Counsel), with overall legal responsibility for most of the U.S. foreign aid program's instruments and funding (comprising a worldwide portfolio of U.S. Government contracts, grants and cooperative agreements in excess of \$20 billion). In recent years, this has included the portfolio of contracts and grants supporting Iraq and Afghanistan postwar reconstruction and development, the 2004 Tsunami region reconstruction, and 2005 Pakistan earthquake relief, as well as Darfur and southern Sudan relief and reconstruction, HIV/AIDS, tuberculosis, and malaria health programs implementation.



Jeffrey was also the principal proponent of a U.S. Government commitment to procurement capacity-building and reform in developing countries. His recent publications include "2005 International Procurement Year In Review: OECD Developments and Foreign Aid Untying" and "USAID's Iraq Procurement Contracts: Insider's View," both featured in American Bar Association law journals.

Jeffrey earned a juris doctor at Harvard Law School and a bachelor's degree in political science at Amherst College, both in Massachusetts.



Farah Malebranche joins Creative’s Communities in Transition division as Chief of Party for the Haiti Media Assistance and Civic Education Program, known by its Creole acronym as RAMAK.

Farah brings 10 years of professional experience in training, organizational development, and micro-enterprise. Prior to becoming Chief of Party, Farah was RAMAK’s Program Director, responsible for training programs for project partners and 40 community radio stations located throughout rural and often isolated areas of Haiti.

Farah received a bachelor’s degree in administration management of small and medium-sized businesses at the Université Quisqueya in Port-au-Prince, Haiti.

John O’Connell joins Creative’s Office of the President as a Program Associate. Before Creative, he worked as both a research and teaching assistant while attending the Humphrey Institute of Public Affairs at the University of Minnesota in Minneapolis. As a research assistant, John co-authored a study on the new Light Rail transit system in Minneapolis. While serving as a teaching assistant, he helped facilitate a graduate level class on the theory and practice of civic engagement.

John received a master’s degree in community and economic development at the Humphrey Institute of Public Affairs at the University of Minnesota in Minneapolis and a bachelor’s degree in political science from the University of St. Thomas in St. Paul. He has also completed coursework in international law and politics as part of semester abroad at John Cabot University in Rome, Italy.



Marc Bonenfant joins EMC as a Program Associate on the Middle East Partnership Initiative projects. Before Creative, Marc implemented education and diplomacy projects for the International Visitor Leadership Program at World Learning.

Marc received a master’s degree in international educational policy from the Harvard Graduate School of Education and a bachelor’s degree in anthropology and French from the University of Georgia. He is fluent in French, conversant in Bamana and studies Arabic.

NEW FACES

CREATIVE TIMES

A QUARTERLY PUBLICATION

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PHOTO OF THE SEASON



PHOTO BY: BESS. CREATIVE ASSOCIATES INTERNATIONAL/KABUL, AFGHANISTAN, AUGUST 2006

Creative's Building Education Support Systems for Teachers (BESST) project is collaborating with Media Support Solutions (MSS), a local partner in Afghanistan. Together, they have produced a teacher training video series in the effort to implement distance learning through television. BESST is a follow-on to the Afghanistan Primary Education Program (APEP), which Creative implemented successfully from 2003 to 2006. BESST aims to strengthen the system for training primary teachers while working with Afghanistan's central and provincial ministries.

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Creative Associates International Inc., is a private, professional services firm headquartered in Washington, D.C. Since its inception in 1977, Creative has assisted governments, communities, NGOs, and private companies worldwide to lead and to manage change.

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