



FIRST LADY PRAISES EFFORTS OF USAID AND CREATIVE IN EGYPT

In her remarks at the World Economic Forum held in Egypt in May, First Lady Laura Bush lauded the valuable contributions being made by the Creative Associates-implemented Technology for Improved Learning Outcomes (TILO) project. The U.S. Agency for International Development-supported initiative works closely with the Ministry of Education and the Ministry of Communication and Information Technology to create a model to manage technology in schools that reflects a new Egyptian reform agenda.

In her remarks, Mrs. Bush noted that TILO should be a great complement to Egypt's education goals.

"The United States is proud to partner with the government of Egypt to support its education goals, including the expansion of technology in schools," Mrs. Bush said. "Last October, USAID launched the \$21.5 million Technology for Improved Learning Outcomes activity in Egypt. This initiative – known

as TILO – will provide IT equipment and training to around 200 primary and preparatory schools in seven governorates. "TILO is designed to help students think critically and apply knowledge to real-life situations," she continued. "The project's objectives are coordinated to the Ministry of Education's standards for student learning in three domains: computer literacy skills, higher-order critical thinking skills, and active learning, problem solving and cooperative learning skills."

TILO will also transform 85 experimental preparatory schools into laboratories for technological innovation under Egypt's "Smart School" Initiative.

"We see so much enthusiasm in schools and so much interest in public-private partnerships," said Andi Bosch, TILO Chief of Party in Egypt. "We were all very excited to have the First Lady recognize the TILO project."



LAURA BUSH SPOKE AT THE EGYPTIAN EDUCATION INITIATIVE MEETING SUNDAY, MAY 18, 2008, AT THE WORLD ECONOMIC FORUM – INTERNATIONAL CONGRESS CENTRE IN SHARM EL SHEIKH, EGYPT. MRS. BUSH TOLD HER AUDIENCE, "ADVANCES IN TECHNOLOGY AND GLOBAL COMMUNICATION ARE OPENING NEW MARKETS AND EXPANDING OPPORTUNITIES FOR PEOPLE AROUND THE WORLD. THE EGYPTIAN EDUCATION INITIATIVE RECOGNIZES THAT IMPROVED EDUCATION IS THE KEY TO TAKING ADVANTAGE OF THESE OPPORTUNITIES."



PHOTOS BY: SANJIM YAOUBY/BESST, AFGHANISTAN, APRIL 2008

IN AFGHANISTAN, CREATIVE'S PRESIDENT AND CEO, FINDS CHILDREN LEARNING AND THRIVING

When Creative's President and CEO, M. Charito Kruvant, visited the firm's three projects in Afghanistan recently, she found the proof of impact that she was looking for.

She met scores of happy and outgoing students. She also met with NGO representatives who she found to be far more sure of their roles in civil society.

"The work is complex, the environment is rugged and the results are there," Mrs. Kruvant said after her return. "The children are really learning. Seeing the children laughing, giggling and making eye contact when they speak is the most invigorating work I've ever been involved in."

Mrs. Kruvant witnessed the impact of a teacher training program that focuses on student-centered teaching methodology, implemented by the Building Education Support Systems for Teachers (BESST) project in 11 of Afghanistan's 34 provinces. She also visited schools in Panjsher province.

In partnerships with the Ministry of Education, Creative's BESST program is improving teaching practices and building school administrators' abilities to manage teachers, as well as

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SRI LANKA: PRIVATE SECTOR ENDORSES NEW JOB TRAINING CURRICULUM

A new job-training curriculum will increase job opportunities for Sri Lanka's overage and out-of-school youths by training them in the skills the private sector needs most.

The curriculum, developed by the U.S. Agency for International Development's Accelerated Skills Acquisition Program, known as ASAP, was recently launched in Colombo, Sri Lanka and received the endorsement of the Ceylon Chamber of Commerce (CCC), one of the largest corporate chambers in the island nation.

ASAP is designed to boost the preparedness of youth for the workplace by providing training opportunities and obtaining the active support of the country's private institutions, including the CCC. The unveiling of the curriculum also involved 20 of ASAP's other public-private training partners and other key stakeholders with country-wide interests in building the workforce skills of unemployed youths ages 15 to 25.

"Recruiting youth of the regions for work in the fast growing and diversifying job market, is the solution for Sri Lanka. ASAP offers the country a chance to do this," said the Secretary General and CEO of the CCC in his address, echoing the strong endorsements from the public- and private-sector partners. A 22-month program, ASAP is implemented by Creative Associates International in partnership with the Christian Children's Fund and the International Youth Foundation.

Creative and its partners are working to strengthen the capacity of private- and public-sector training institutions in Sri Lanka to deliver quality training, job counseling, placement assistance,

and school-to-work services to improve the employment climate for ASAP participants. According to the International Labour Organization's Colombo area office, unemployed youth comprise about 40 percent of Sri Lanka's unemployed workers.

"The ASAP curriculum is based on input that the private sector gave us about what skills they are looking for in the people they hire. The private sector – both individual firms and chambers – are also providing speakers for ASAP classes," said Mark Sorensen, USAID's Workforce Development Advisor in Sri Lanka. "In order for employability training to be effective, it has to be done in partnership with employers. I am very pleased to see the private sector in Sri Lanka participating in ASAP so enthusiastically."

The USAID Mission Director Rebecca Cohn and ASAP Chief of Party Shevanthi Jayasuriya along with her team, attended the meeting. The curriculum launch was the last in a series of meetings held in Colombo and other regions with partners who work in – or are interested in expanding to – the five ASAP regions of Batticaloa, Ampara, Anuradhapura, Monaragala and Colombo.

The ASAP curriculum will be an invaluable tool in the effort to create a favorable employment climate for Sri Lanka's overage and out-of-school youth by building the capacity of job-training centers to deliver demand-driven skills. The curriculum provides training materials on career skills, English language, business and entrepreneurial skills and computer literacy courses and offers students the flexibility to enroll in courses that align with their interests and skills.

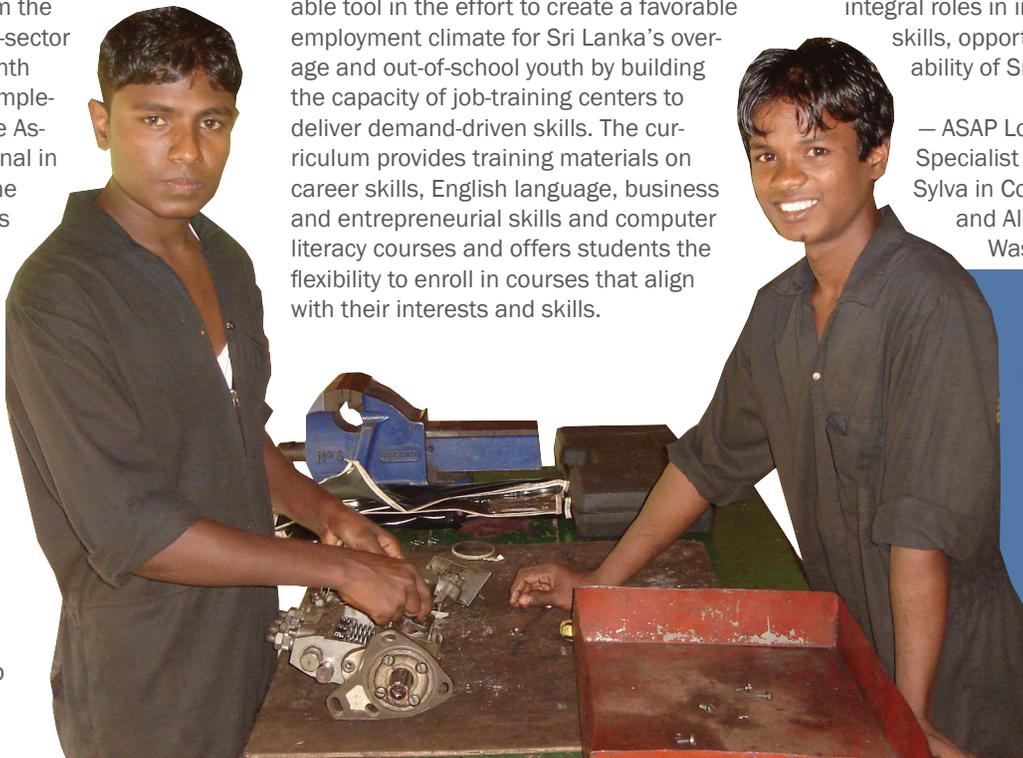
The enthusiasm among ASAP's training partners was clear. At the Colombo meeting, partners spoke about the quality of the ASAP curriculum and the program's efforts to secure strong partnerships with the private sector. A representative of IDM Computer Studies Islandwide, a training institute, said that ASAP courses are being demanded by its branches outside of the ASAP target areas.

Private-sector partners also publicly commended the program and its impact. A representative from Delmage Forsyth and Co. Ltd., who was present at the meeting, said the "program is the exact requirement for our new recruits to orient them to the workplace. They will not only understand the basics of how to conduct themselves on the job, but will also gain the confidence needed to forge ahead in their chosen careers."

Commenting on the quality of ASAP participants, a representative from Brown & Company PLC said that "ASAP entrepreneurship trainees would be a very suitable group of young people with whom we can work in our effort to outsource repair centers."

The sentiments highlight ASAP's success in gathering key stakeholders who play integral roles in increasing the job skills, opportunities and employability of Sri Lanka's youth.

— ASAP Local Program Specialist Samudrika Gayani Sylva in Colombo, Sri Lanka, and Alexandra Pratt in Washington, D.C.



LEARNING NEW SKILLS AT THE SOS CHILDREN'S VILLAGE IN ANURADHAPURA, SRI LANKA, A TRAINING PARTNER OF THE ACCELERATED SKILLS ACQUISITION PROGRAM (ASAP).

PHOTO BY: SHEVANTHI JAYASURIYA, ASAP



el salvador

EL SALVADOR: REGIONAL YOUTH ALLIANCE USAID-SICA INAUGURATED IN SAN SALVADOR



PHOTO BY: KAREN AZUCENA, SAN SALVADOR/SDO

PROJECT DIRECTOR, SALVADOR STADTHAGEN, WELCOMES GUESTS AT THE INAUGURATION OF THE REGIONAL YOUTH ALLIANCE USAID-SICA IN SAN SALVADOR, EL SALVADOR.

The Regional Youth Alliance USAID-SICA program, an initiative of the U.S. Agency for International Development (USAID) and the Central American Integration System (SICA), was officially inaugurated this spring in San Salvador. The project is implemented by Creative Associates International.

The inauguration gathered officials from the Government of El Salvador, U.S. Embassy in San Salvador and others from international organizations, churches, the private sector and civil society. Special guests included Christy McCampbell, Deputy Assistant Secretary of the U.S. Department of State's Bureau of International Narcotics and Law Enforcement

Affairs, and Constance L. Rice, Co-Director of the Advancement Project Los Angeles.

The program, known in Spanish as Alianza Joven Regional USAID-SICA, is a direct response to the public security, investment and development challenges caused by youth gangs throughout Central America. Over the 33-month project, Creative along with its partners, will implement innovative community-based crime prevention programming throughout the region, gather and organize knowledge, including legislation and best practices with the aim of achieving regional coherence. It will also work with and strengthen the role of the Sistema de Integración Centroamericana (SICA) in coordinating regional approaches

to reducing youth crime in Central America. SICA is the organization of Central American countries which leads the region's integration efforts. Creative will also award sub-grants to regional organizations in 45 targeted communities working with gangs and gang prevention. The sub-grant program will reach about 3,000 at-risk youths; other sub-grants will raise awareness of the dangers of gang life and sensitize the public to becoming more engaged in prevention and reintegration efforts.

For more information, contact Project Director Salvador Stadthagen at SalvadorS@caii.com.

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working toward improving policy-making and planning systems, developing teacher recruitment and deployment practices, and developing a credentialing system for teachers. BESST is supported by the U.S. Agency for International Development.

"Our staff is so committed and our partners are so clear about their mission," Mrs. Kruvant said.

She also visited the Capacity Development Program, also funded by USAID. As a member of the BearingPoint consortium, Creative implements the NGO component of the CDP which works to strengthen Afghan NGOs so they may provide Afghans with basic public services, urban renewal, advocacy and emergency assistance. She said she noticed a confidence among NGO representatives and others with

whom she met. "The men whom I encountered this time are more comfortable in the presence of women," Mrs. Kruvant said. "I really appreciated that."

In another project, Creative supports the USAID Afghanistan Initiative to Promote Afghan Civil Society, engaging media and outreach to improve the roles and visibility of civil society.

"I am so glad I was able to have the opportunity to spend time with our project teams," she said. "I'm counting the days until I can go back. Afghanistan is beautiful."

For more information about Creative's efforts in Afghanistan, visit www.caii.com.



CREATIVE'S PRESIDENT AND CEO, M. CHARITO KRUVANT, IN AFGHANISTAN.



africa

NIGERIA: COMPASS SCHOOL INTERVENTIONS WIN PLEDGE FROM LAGOS' GOVERNOR

PHOTO BY: COMPASS BASIC EDUCATION TEAM, LAGOS, NIGERIA



AFRICAN BETHEL SCHOOL STUDENTS AT THE SCHOOL'S NEW FACILITIES.

Prior to renovations that repaired and furnished classrooms with new roofing, student desks, chairs, ceiling fans and lavatories, African Bethel School students were left to learn under ever worsening conditions of school infrastructure and lack of furniture.

A recipient of COMPASS support, the school recently came to the attention of Nigeria Lagos State's Executive Governor, Babatunde Raji Fashola, who visited the school last fall. At the time, the governor said: "The renovation of the school by government and development partners is an example worthy of emulation by others."

In April, reflecting on the achievements of COMPASS and the promise of education and learning at African Bethel, Gov. Fashola pledged additional funds for the continued improvement of the school.

The governor's interest in African Bethel acknowledges the successful collaborations that have taken shape among the government, community, private sector and the COMPASS project in refurbishing the school.

African Bethel was established in 1916 in the heart of the local government area of Ikorodu in Lagos, but by 2006 the school was barely functioning due to insufficient funding and inept management. COMPASS helped change that.

COMPASS – the Community Participation for Action in the Social Sector project

– aims to provide interventions to schools that promise the greatest returns for expanding access to quality basic education to Nigerian students across the three states of Lagos, Kano and Nasarawa.

COMPASS' education component is implemented by Creative Associates International, of Washington, D.C. and funded by the U.S. Agency for International Development.

Creative's Project Director, Semere Solomon, believes that African Bethel was the chosen site for the governor's visit and subsequent pledge for funding because the school was a recipient of "a whole dose of COMPASS interventions."

In addition to rehabilitating the school infrastructure, the project also provides schools with much needed resources such as professional development opportunities for teachers, tools and methods to improve the effectiveness of PTAs, models to harness private-sector contributions to schools, and the administration of de-worming drugs to improve the quality of education.

"Our school is now [like] a private school," said student AkaroWese Esther, referring to the school's transformation.

Esther's views reflect the general attitude toward state schools which are often dilapidated and stand in stark contrast to Nigeria's private schools. Providing basic education to poor students is a growing challenge for Nigeria and revamping schools such as African Bethel is intended to serve as a model for other schools to follow.

For teachers and parents, the need to create quality learning environments for students make COMPASS interventions crucial to schools such as African Bethel. Lack of appropriate classroom facilities and ineffective teaching have led to widespread apathy among Nigerian students. In 2005, almost half of all children in Nigeria did not attend primary school, according to the 2006 census, putting the country among UNICEF's top ten of worst countries in the world for school attendance.

The first beneficiary of COMPASS' school rehabilitating activities, African Bethel

can boast an increase in student overall motivation and participation which could impact student achievement in the long-term. Likewise, enrollment has increased from 717 to 865. This success is largely due to the COMPASS method of promoting the participation of all stakeholders (parents, PTA, community, private sector) in building an adequate learning environment for children. To facilitate African Bethel's improvements, the COMPASS basic education team created a Project Implementation Committee (PIC), whose function included assuring the smooth implementation of the project and leveraging more resources to complement the COMPASS/USAID funding.

Composed of representatives from the Local Government Education Authority, the PTA and community members, the PIC worked with COMPASS sub-grantee HESDAN – Health and Sustainable Development Association of Nigeria – to obtain resources from the private sector. Together, PIC and HESDAN leveraged resources and in-kind donations from Nigerite Plc. and Berger Paints, which offered their products at a 30 to 40 percent discount.

"The government will not relent in its efforts to develop education in the state [Lagos] and bring to its schools quality standards within the shortest possible time. Other private interests should endeavor to join the government in doing this task [creating quality schools]," said Gov. Fashola, commending the private sector's contributions to African Bethel.

Efforts to create a quality learning environment at the school were not restricted to the school's infrastructure – a Teachers' Resource Center (TRC) was also created. The TRC provides teachers with access to learning materials so that they can continue to improve on the pedagogical training they received from the COMPASS team. Further, the COMPASS activities at African Bethel led to the Lagos State Ministry of Women Affairs and Poverty Alleviation to supply and administer de-worming medicines to students.

—COMPASS Education Specialist Lawal Nurudeen, and PTA Grants and Training Manager Muiyiwa Olowe in Lagos, Nigeria and Alexandra Pratt in Washington, D.C.



latin america

GUATEMALA: USAID YOUTH CHALLENGE ALLIANCE PROGRAM PROVIDES OPPORTUNITIES TO GUATEMALA'S VULNERABLE YOUTHS

In recognition of Creative Associates' pioneering success in helping former gang members turn their lives around through mentoring and job opportunities, the U.S. Agency for International Development (USAID) has awarded Creative the Youth Challenge Alliance Program in Guatemala.

The award builds on Creative's successes under a longtime predecessor project known as the Youth Alliance Program, which developed unique education and employment programs targeting the country's vulnerable youth and former gang members through initiatives including Challenge 10—Peace for the EX™, Challenge 100—Peace for Guatemala and seven "For My Neighborhood" Outreach Centers.

"Integrating and improving the ability of vulnerable youths to access the labor market and succeed, is not only critical to their well being and that of their families, it is equally important to the national security of the region and the United States," said M. Charito Kruvant, President and CEO of Creative Associates International. "We have found that when these youth are given a chance to succeed, they do, and become responsible contributors to civil society and the economy."

Creative will continue to provide workforce development opportunities to reduce the risk of youths entering or taking part in

gang activity. To that end, Creative will work to leverage private sector, faith-based organizations and government resources to provide adequate interventions for at-risk youths.

The Youth Challenge Program (YCP) will also provide employment, mentoring and training for 200 former gang members – both young men and women alike – by building on alliances developed with the private sector under the Youth Alliance Program which was implemented by Creative from 2004 until earlier this year.

"The YCP will build on the Youth Alliance Program's impact which continues to benefit Guatemalan youth, who would otherwise have few alternatives to counteract the powerful influence of gangs," said Harold Sibaja, Creative's Latin America Regional Representative and Director of the Youth Challenge Program. "Former gang members are now fully employed due to our efforts and many vulnerable youths are kept from the streets by frequenting our Outreach Centers. Creative, working with USAID, will continue to provide sustainable crime-prevention capacity through training, education and income generating activities."

Under the 18-month \$1 million cooperative agreement, Creative will engage its technical expertise in vocational training, youth education, alliance building among the private sector, public sector and faith-

based organizations to improve the lives of vulnerable and at-risk-youths in Guatemala, a group that makes up 66 percent of Guatemala's total population. Of those, many face challenges finishing elementary school. The number of those involved in gangs regionally is estimated by the U.N. to approximate 70,000 and of these, 14,000 are believed to be in Guatemala.

Given these demographic factors, the YCP's attention to youths is timely and critical to the country's future socio-economic development. With a focus on impoverished youths who live in neighborhoods with high unemployment and limited job training opportunities, it's expected that the YCP will provide positive alternatives to street life and crime.

In addition to workforce development and the insertion of former gang members into society, the YCP's other activities include establishing at least 10 new Outreach Centers to provide vocational, recreational and educational services to vulnerable youths. The program will also collaborate with the Government of Guatemala to develop and implement a youth focused crime-prevention strategy.

The YCP will also benefit from the activities of the Creative's Regional Youth Alliance USAID-SICA for Central America and Mexico. Known in Spanish as Alianza Joven Regional USAID-SICA, the program – recently launched in San Salvador, El Salvador – will provide local, national and regional stakeholders the necessary resources to use proven community-based gang prevention approaches. It will also assess regional legal frameworks and practices for multi-country policy and legal reforms.

For more information, please contact Lynn Sheldon, Creative Project Manager for the Youth Challenge Alliance Program, at LynnS@caii.com.



PHOTO BY: MARVIN MENDEZ, YOUTH ALLIANCE PROGRAM

When given the opportunity, these youths succeed.



SUDAN: HEAR PROJECT TAKES CRUCIAL STEPS TO LONG-TERM DEVELOPMENT OF CHILDREN

The HEAR Sudan project has embarked on a health program which provides vitamin A supplements and de-worming tablets to more than 10,000 children. This simple but crucial measure seeks to reduce the high rates of student absenteeism and lethargy in the classroom.

The Health, Education and Reconciliation project, known as HEAR Sudan, is supported by the U.S. Agency for International Development (USAID) and implemented by Creative Associates International and its partners, the Education Development Center (EDC) and John Snow, Inc. (JSI). It operates in the Three Areas of Sudan – Abyei, Southern Kordofan (Kauda) and Blue Nile (Kurmuk).

Adopting a holistic approach, HEAR Sudan recognizes that many children suffer debilitating illnesses caused by drinking contaminated water, a problem exacerbated by a lack of knowledge of basic hygiene and insufficient access to vitamin A.

To improve student health and school performance, HEAR Sudan distributed vitamin A and de-worming supplements to children last fall and again in February and March 2008, in Abyei and

Kauda. The supplements, supplied by the World Health Organization (WHO), are one of the simplest and most cost-effective interventions for improving a child’s health and, as a corollary, academic performance.

According to the WHO, vitamin A deficiency does its worst damage during childhood and is a major contributor to childhood mortality and illness. In its early stages, vitamin A deficiency causes blindness. In addition, the WHO maintains that vitamin A is also essential for the functioning of the immune system, a fact less well known. Even before blindness occurs, vitamin A deficient children are at increased risk of dying from infectious diseases such as measles, diarrhea and malaria. By taking vitamin A supplements, child mortality can be reduced in at-risk populations by as much as 23 to 34 percent.

Vitamin A deficiency usually coincides with worm infection, which is why HEAR Sudan emphasizes de-worming to help reduce such incidences. Through JSI’s efforts, HEAR Sudan has also distributed de-worming medicines along with the vitamin supplements. Worm infections are associated with a significant loss of micronutrients and can impede the absorption of vitamin A, contributing to retarded growth, anemia and low cognitive performance in school.

“As a result of treating school-age children, we can reduce the burden of disease due to intestinal worm infection by so much as 70 percent in the community as a whole,” said John Boveington, HEAR Sudan’s Chief of Party.

HEAR Sudan’s other components involve providing students with well-skilled teachers and supportive PTAs to ensure they have a safe learning environment. By its scheduled completion in September 2009, HEAR Sudan will have increased the number of school-aged students enrolled and retained in primary school in the Three Areas by 9,000. Expected outcomes include improving the quality of teaching by training 380 teachers; strengthening 180 PTAs and completing 90 community-development projects. Nearly 200 communities and 380 health workers will be involved in strengthening school and health services. HEAR is a project being implemented under the USAID Assistance to Basic Education/Linkages in Education and Health (ABE-LINK) Indefinite Quantity Contract.

— Alexandra Pratt

STUDENTS LIKE THIS BOY RECEIVE A DOSE OF VITAMIN A THROUGH THE SUDAN HEAR PROJECT IN ABYEI.

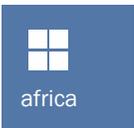


PHOTO BY: LOUIS NYOK, SUDAN HEAR



PHOTO BY: ALPP

CLASSROOM IMPROVEMENTS HELP STUDENTS LEARN BETTER.



LIBERIA: ALPP GRANT HELPS IMPROVE A LEARNING ENVIRONMENT

Before the Accelerated Learning Program PLUS (ALPP) provided a school improvement grant to C.D.B. King Elementary School in Monrovia, students struggled to see the chalkboard and their own work. Today, the classroom is awash in light, among other improvements that have enhanced the way students in the ALPP Level II class are learning.

“Before our classroom was very dark, at times the teacher asked us from the back row to the front of the classroom to see what the teacher had written on the board,” said Aminata Kamara, a 10-year-old girl in the ALPP level II. “But, now, I can sit anywhere to participate in class.”

Another student, 11-year-old Lorenzo Johnson, an ALPP Level II student, said: “The white paint on the walls and dividers in the classroom have made the entire class brighter and given me freedom to sit in any

part of the class and be able to copy from the blackboard.”

Separated into three sections by dividers, the classroom serves 337 ALPP students from levels I, II and III. ALPP provides over-age and out-of-school youths with the chance to obtain a sixth grade education in just three years. ALPP is funded by the U.S. Agency for International Development (USAID) and implemented by Creative Associates International in collaboration with Liberia’s Ministry of Education.

ALPP is designed to serve 54,000 over-age youth throughout six counties in Liberia. A total of 270 ALPP schools are serviced through six Learning Resource Centers, which act as hubs for ongoing teacher training, materials development and grants management, among other activities.

ALPP’s small grants program promotes youth leadership in schools undertaking community activities. Part of the ALPP Service Learning curriculum, these activities enhance learning and improve educational facilities and also involve community members in supporting the school.

At C.D.B. King Elementary, community members provided in-kind support to the project and painted the walls and dividers with a bright white and blue that enlivened the classroom. Twelve newly installed transparent roofing sheets allow more natural sunlight into the room that benefits the students sitting far from the windows.

“The room was once dark but the small grant has improved the learning environment for the students,” said Anthony Nelson, the school’s principal. Today, the students are flourishing.



washington, dc

STABILIZATION AND DEVELOPMENT: ‘WHOLE OF GOVERNMENT’ APPROACH NEEDED FOR FAILED STATES

PHOTO BY: CREATIVE ASSOCIATES INTERNATIONAL, INC.



CREATIVE'S SENIOR VICE PRESIDENT FOR PROGRAMS, DICK MCCALL.

Stabilizing failing and failed states will require extraordinary presidential leadership to plan an agenda that reflects all the needs of the U.S. government, military, agencies and the development assistance community, said Dr. Robin Dorff, a Creative Associates Senior Advisor in remarks made at Texas A&M University.

Dorff's comments echo those made during his participation, along with Creative's Senior Vice President for Programs, Dick McCall, at Texas A&M University's conference on Leadership and National Security Reform: The Next President's Agenda held at the Bush School of Government and Public Service.

Co-sponsored by Creative, the forum explored the security and development challenges confronting the United States. Both McCall and Dorff advocated for reforms that integrate security and development, particularly in conflict and post-conflict states.

"The argument is that military and civilian interests are not mutually exclusive and that both sides need to work closely together," Dorff said.

To U.S. policy makers and the military, 9/11 brought to light the consequences of not addressing the problems of failing and failed states. Notably, the attacks were a catalyst that broadened the debate on nation building to include possible collaboration between the military and the development assistance community. Meant to advance current thinking on the subject,

the March 20th conference gathered development professionals, policymakers and academics to examine how current threats, policies and strategies have changed since 9/11 and how the U.S. and Europeans, among other allies, have responded to security challenges.

Ahead of the curve prior to 9/11, Creative initiated discussions and sponsored events on the subject by highlighting the need for bridging the security and development gap. Since then, the firm has launched the Creative Center for Stabilization and Development, which addresses stabilization challenges and the conditions needed for delivering results in non-permissive environments.

The notion of integrating security and development assistance to stabilize communities in transition is "fairly new," according to Dorff, who is also Research Professor of National Security Affairs at the Strategic Studies Institute, where he lectures on failing and failed states, interagency processes and stabilization and reconstruction operations, among other topics.

"But Creative considered the idea even earlier in 1998 when Creative Associates President and CEO, M. Charito Kruvant, led an effort with other senior management to expand the Creative team's perspectives on the relationship between security and development," he said.

The effort grew out of "The Project in Search of a National Security Strategy" and "led to one of the earliest arguments for developing a national security and grand strategy for the United States," said Dorff, who along with Max G. Manwaring and Edwin G. Corr, published in 2003, *The Search for Security: A U.S. Grand Strategy for the Twenty-first Century*. The book, largely a result of Creative's initiatives, "addresses how development is key to bringing stability to failing states and the necessity of integrated approaches," Dorff said.

At the conference, Dorff chaired a panel on "Learning from Failed States" during which McCall presented a paper on Building Failed States. According to McCall, "as we have approached it, nation-building has

focused too much on a top down approach and denies a broad-based ownership of the processes and doesn't give the vast majority of the population a stake in the outcome."

McCall's statement speaks to Creative's vast experience of more than 31 years in development, particularly its approaches that encourage participation of community members, working from the ground up. But changing the approach to building failed states will be a challenge.

McCall says there is a multiplicity of U.S. government departments, agencies and offices involved in articulating and implementing U.S. policy abroad. Many agencies and departments often have divergent priorities which detract from a unified strategic vision.

Speaking of the essential elements needed to develop a new national security strategy, McCall said, "we tend to develop segmented policy and programmatic responses based on narrow, short-term, parochial interests. As a result, there has been a failure on our part to understand the reality and internal dynamics of problems on the ground, which prevent us from devising appropriate strategies to fit the situation and address the root causes of conflict."

To Dorff, this means taking a whole of government approach. "To address these things...the problems of failed states and to provide the whole of government approach" - military, government and development assistance actors - "we'll need to pull together," Dorff said.

—Alexandra Pratt

"The argument is that military and civilian interests are not mutually exclusive and that both sides need to work closely together."

***Dr. Robin Dorff
Creative's Senior Advisor***



washington dc

JAMES SCHMITT: CREATIVE'S NEW VICE PRESIDENT OF STABILIZATION AND DEVELOPMENT



Tell us about your experiences and what led you to working in stabilization and development for Creative?

I am very fortunate in that I have had the opportunity to support numerous programs where populations in transition, in particular, were a key factor of concern. In my early twenties, I witnessed refugees from Eastern Europe who rushed to what was then West Berlin to seek a better life for themselves and their children in a free and democratic society. Later, when assigned to South Korea, I saw the stark realities of life in a totalitarian state from across the world's most fortified border. In the late 1990s while assigned to NATO, I deployed to the Balkans in support of the Kosovo Verification Coordination Centre – a conflict which resulted in acute humanitarian requirements caused by displaced populations concentrated in camps along the border between Macedonia and Kosovo. Finally, I had the chance to work a number of support requirements in the Middle East, specifically with two previous assignments in Iraq.

Since then, and given the continued instability in Iraq and Afghanistan, my duties have kept me continuously working in stabilization and reconstruction support programs throughout the CENTCOM and newly formed AFRICOM areas of responsibilities. Through this work, I have been familiar with Creative's efforts for some time.

Joining the Creative Center for Stabilization and Development was a great fit for me and is very exciting given its demonstrated subject area expertise and long operating history working with communities impact-

ed by conflict and instability in support of U.S. Government requirements worldwide.

What is the mission of the Creative Center for Stabilization and Development?

Creative's Center for Stabilization and Development (CSD) is an established partner for U.S. Government stabilization and reconstruction efforts that provides integrated, first-response stabilization services, training, and expertise for conflict and post-conflict environments in order to enhance U.S. Government stabilization objectives. It also mitigates programmatic risk for those efforts and fosters sustainable development and institutional capacity at the local level.

How will the Center's services help improve support to civil-military stabilization and reconstruction requirements?

The U.S. Government has already established the initial mechanism for interagency civil-military cooperation in the post conflict environment through NSPD 44 and DoD Directive 3000.05, so our role at Creative is really to serve as an experienced private-sector resource to help assist the Department of State, the Department of Defense and other U.S. Government agencies and their partner providers prepare for and achieve stabilization and reconstruction objectives in challenging environments around the world.

Today's complex environments require supporting organizations which understand the interagency framework and the many local and international stakeholders and multilaterals likely to be present in future stabilization and reconstruction work. In the past, providers would typically deploy to post-conflict or areas of instability and work out solutions at the ground level with the variety of entities that happened to be operating in the same space. Arguably, this approach no longer suffices. To best maximize stabilization goals and objectives, service providers will want to consider the implementation of activities

such as pre-deployment contingency planning and staff training, table-top exercises, pre-mission area studies and situation assessments, as well as gain true local knowledge prior to and as part of contingency deployments in support of U.S. Government stabilization and reconstruction programs.

Tell us how Creative's history in the Stabilization and Development sector?

Creative has been supporting U.S. Government development efforts for over 31 years and throughout that time, has routinely deployed to some of the most difficult and complex environments in the world. This requires early planning, quick response, local knowledge, and the ability to effectively interact with multiple stakeholders and U.S. Government interagency frameworks.

What makes Creative a Partner of Choice?

Our staff has the deep, multi-cultural and multi-disciplinary field-based experience that is so critical in delivering on the increasingly contingency-based stabilization and reconstruction requirements. As someone who has joined the company only recently, I can say that its culture of talent, expertise, and commitment to serve, is readily apparent and truly impressive within the industry.

Creative's demonstrated history of quiet and thorough effectiveness supporting U.S. Government stabilization requirements provides a strong foundation for the Center for Stabilization and Development. A learning organization, Creative's operational origins reside within the areas of education and conflict mitigation. Creative has carefully developed tactics, techniques and procedures gained through a focused approach on developing lessons learned with follow-on implementation within its many past and on-going projects. It is a partner of choice.

CREATIVE ETHICIST AUTHORS BOOK ON DEVELOPMENT'S MORAL DIMENSIONS

Stephen Schwenke, Creative Associates International's Team Leader for Civil Society and Governance, is the author of a new book that will appear in early 2009 on the application of ethics to development, titled "Reclaiming Value in International Development."

As a development ethicist, practitioner and professor, Schwenke argues that development professionals must give greater consideration to "the moral dimensions that motivate and sustain development actions, peace building and what values and virtues constitute the 'good' of good governance." The book will be published by Praeger.

Schwenke is no stranger to ethical dilemmas. He spent many years in East Africa, notably Uganda, witnessing first hand the effects of corruption, bad governance and lack of leadership on ordinary lives

– as well as the many outstanding local resources available to support integrity – which if harnessed, could positively influence social outcomes. His years in Africa convinced him that ethics are integral to practical solutions to geo-political issues, especially as they relate to development. To Schwenke, development has too long been seen too narrowly as an economic problem even though "the dilemmas we face are inextricably moral in nature."

Schwenke is also an adjunct professor at Georgetown University's Public Policy Institute where he instructs his students, in ethical values that are applied to challenges of globalization, the environment and political questions that impinge upon human rights, sovereignty and U.S. foreign policy.

– Alexandra Pratt



DR. STEPHEN SCHWENKE, CREATIVE'S TEAM LEADER FOR CIVIL SOCIETY AND GOVERNANCE AND IN-HOUSE ETHICIST, HAS AUTHORED A FORTHCOMING BOOK.

PHOTOS BY: LAZARINA TODOROVA, CREATIVE ASSOCIATES INTERNATIONAL, INC.



DONATIONS SEND 11,000 BOOKS TO CHILDREN IN SUDAN'S THREE AREAS

Children in Sudan's Three Areas will soon be learning from these high-quality textbooks on history, science, math and art. Creative Learning, the non-profit sister organization of Creative Associates International, raised funds that will ship the books through its Kids in Southern Sudan initiative, known as K.I.S.S., which raises funds for educational and recreational materials for Sudanese children.

Creative Learning obtained the nearly 11,000 books valued at more than \$350,000 from Harcourt Trade Publishers Literacy Team with help from Brother's Brother Foundation, a Pennsylvania-based charity. Weighing 13,000 pounds, the books will be shipped from Norfolk, Va. to Mombasa, Kenya in late May en route to Rumbek, Sudan and then to Kauda, Kurmuk and Abyei. Through the K.I.S.S. initiative, Creative Learning raised nearly \$20,000 in donations to pay for shipping.

Creative Associates implements the Health, Education and Reconciliation (HEAR) project which will distribute the books to its Education Resource Centers in Sudan's Three Areas.



UP TO 11,000 BOOKS WILL GO TO STUDENTS IN SUDAN'S THREE AREAS.

PHOTOS BY: LEE MARSHALL, CREATIVE ASSOCIATES INTERNATIONAL, INC.



NEW FACES IN WASHINGTON, DC



Creative is proud to announce the arrival of **James Schmitt** as Vice President of Creative's Center for Stabilization and Development.

James will lead and manage Creative's stabilization practice, including its operations, at the home office and overseas.

Prior to joining Creative, James was the Senior Vice President for ArmorGroup North America, Inc. James has also served as Chairman of the Board for the International Peace Operations Association (IPOA), an association which promotes high operational and ethical standards for companies working in post conflict environments around the world. There, he provided managing guidance and board oversight to IPOA's operational staff, which consist of 33 private-sector companies.

He received a master's degree in Business Administration from F.W. Olin Graduate School of Business, Babson College, Wellesley, Mass. A veteran, he served in the U.S. Army where prior to discharge, he was a staff officer with Special Operations Central Command. He speaks German and Norwegian.



Wendi Carman joins the Education, Mobilization and Communication division as a Program Associate. Before joining Creative, Wendi was an Instructor and Counselor for the Juntos Distance Learning Project in Holyoke, Mass. Wendi also served as a volunteer in the return refugee sector in Mauritania with the U.S.

Peace Corps. There she helped procure funding, provisions and technical aid for infrastructure projects in refugee resettlement communities. She also initiated village-based literacy classes for women and children in their local language, establishing a native tree planting program in village schools, and training local instructors to teach environmental education.

Wendi received a master's degree in International Education from the University of Massachusetts and a bachelor's degree in Spanish Literature and Latin American Studies from the University of Oregon in Eugene. She is fluent in Spanish and has intermediate knowledge of French.



Deepika Chawla joins the Education, Mobilization and Communication division as a Senior Associate. Deepika brings more than 10 years of experience in education financing, resources mapping and evaluation of education programs in the United States and abroad.

After the successful piloting of the National Education Accounts in Morocco, she went on to work with the Government of Nigeria in the preparation of Education Accounts in two states and helped build local capacity for future replications. She has also collaborated with the Government of Ethiopia in conducting a resource mapping exercise and a financial gap analysis in the field of

education, to help ensure a more efficient allocation of resources. In India, Deepika analyzed factors affecting participation of girls in education in rural areas and identified the principal determinants, which act as barriers to continued participation and retention in the education cycle.

She has designed and implemented several quantitative and qualitative evaluations of higher education training programs in the United States as well as for USAID-funded projects overseas.

Deepika received a doctorate in Education Administration, Training and Policy from Boston University and doctorate and master's degrees in Psychology with a focus on education from Punjab University, Chandigarh, India.



Gideon Culman joins the Office of the President as a Program Associate working on Creative's initiatives in public-private partnerships through USAID's Global Development Alliance (GDA).

In previous incarnations, Gideon worked as a Communications Associate at GDA where he wrote and edited articles promoting the GDA business model for a variety of audiences. He also arranged and provided support for high-level GDA events at USAID, Johns Hopkins University and Georgetown University.

Gideon received a master's degree in Eastern Classics and Liberal Arts from St. John's College in Santa Fe, N.M. and a bachelor's degree in Human Ecology from College of the Atlantic in Bar Harbor, Maine. He speaks and writes fluent German, basic Japanese and Mandarin Chinese, and has translated Sanskrit and Latin.



Arielle Jean-Baptiste joins the Business Development Unit as a Recruitment Manager. She brings over 15 years of experience in project management, human resources and recruitment as well as working in conflict environments.

Before Creative, she was a Senior Project Coordinator for ACIDI/VOCA where she also served as an international recruiter. Arielle also has extensive experience in Haiti where from 2003-04, she worked for the UN Office for Project Services in Port-au-Prince. From 1999 to 2003, she served as a Personnel Specialist and interim Executive Officer for USAID.

A familiar face at Creative, Arielle served on Creative's Media Assistance and Civic Education Program in Haiti in 2002 as a Senior Political Program Manager; she managed contracts, grants and cooperative agreements in the effort to strengthen independent media.

Arielle received a bachelor's degree in Global Business and Public Policy with a minor in Human Resources from the University of Maryland University College, College Park, Md. She is also fluent in French and Creole.

PHOTOS: CREATIVE ASSOCIATES INTERNATIONAL, INC.



PHOTO OF THE SEASON: PRESIDENT GEORGE W. BUSH HEARS FROM AN ALPP GRADUATE IN VISIT TO LIBERIA



PHOTO BY ERIC DRAPER, WHITE HOUSE

As he stood on stage with President George W. Bush earlier this year, Moses Kwalula Jr., 15, a graduate of the Accelerated Learning Program Plus (ALPP), said: "I want to thank the Government of America and Creative. Nothing can stop me now." He made the remarks to an overflow crowd in Monrovia including First Lady Laura Bush and Liberian President Ellen Johnson-Sirleaf. Implemented by Creative, ALPP is funded by USAID. Moses is among scores of war-affected youths who benefit from ALPP learning opportunities. The program enables the completion of six years of elementary school in just three years, giving many the possibility of re-entering the formal school system.

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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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