



## Annual General Meeting

October 21, 2016

### Agenda

Center for Global Development, 2055 L St, NW, Washington, DC 20036

### Learning from History

- 8:15-9:15 Registration/Coffee
- 9:15-9:45 Opening and update – Co-Chairs - Carol Peasley and Tish Butler
- 9:45-11:00 Panel and Discussion – **Learning from the History of US Foreign Assistance 1789-1950**, moderated by **Jim Bever**, DAA/LPA, USAID
- **John Sanbrailo**, Director, PADF, author of “Extending the American Revolution Overseas: Foreign Aid, 1789-1850” – **US Foreign Assistance 1789-1900**
  - **Julia Irwin**, USF/Tampa, author of Making the World Safe: The American Red Cross and a Nation’s Humanitarian Awakening – **US Humanitarian Assistance 1890s-WW II**
  - **Curt Tarnoff**, CRS - author of “The Marshall Plan: Design, Accomplishments, and Relevance to the Present” – **The Marshall Plan**
- 11:00-11:30 Coffee Break
- 11:30-12:45 Panel and Discussion - **Lessons from USAID Country Experience**, moderated by **Casey Dunning**, CGD Fellow at USAID
- **Michael Pillsbury**, author of “Secret Successes of USAID” – **lessons from Taiwan and Korea**
  - **Jim Fox**, author of “Real Progress: 50 Years of USAID in Costa Rica” - **lessons from Costa Rica**
  - **Larry Heilman**, author of forthcoming book USAID in Bolivia: Partner or Patron – **lessons from Bolivia**
- 12:45-2:00 Lunch
- 2:00-2:30 Election announcement and annual awards
- 2:30-3:00 Comments by **USAID Administrator Gayle Smith**
- 3:00-4:00 Panel of former USAID Administrators - **Lessons from the past for the next Administration**, moderated by **John Norris**, Senior Fellow, Center for American Progress
- **Peter McPherson**, USAID Administrator 1981-1987
  - **Brian Atwood**, USAID Administrator 1993-1999
  - **Henrietta Holsman Fore**, USAID Administrator 2007-2009
- 4:00 Adjourn



## **UAA 2016 Annual General Meeting Speakers**

**Jim Bever** is Deputy Assistant Administrator for USAID's Bureau of Legislative and Public Affairs. He has been USAID Mission Director in Ghana, Egypt, West Bank and Gaza, and Pakistan, and he served as USAID Faculty at the National War College as well as Coordinator for the USAID/Washington Task Force for Afghanistan and Pakistan. In prior positions with USAID, he served in a variety of positions in energy technology, and as a program officer and desk officer. Prior to joining USAID, Bever was Chief of Party for the Kingdom of Morocco National Energy Investment Program, and was Deputy Director of the Energy Management Training Program for the Overseas Development Council. He holds a BA in economics from Cornell University, a Masters in Foreign Service from Georgetown University, and a Masters in National Security Strategy from the National War College.

**John Sanbrailo** has been Executive Director of the Pan American Development Foundation since 1999. Prior to joining PADF, he served as USAID Mission Director in Ecuador, Peru, Honduras, and El Salvador. He has been a consultant for the Inter-American Development Bank, the World Bank, Latin American governments, corporations and non-governmental organizations. Mr. Sanbrailo holds a BA in Economics from University of California at Berkeley and Masters degrees in Public Administration and Economics from Harvard University and San Francisco State University. He is preparing a book on the history of United States assistance in Latin America.

**Julia Irwin** is Associate Professor of History at the University of South Florida. Her research focuses on the place of humanitarianism, health, and welfare in 20th century U.S. foreign relations. Her book, *Making the World Safe: The American Red Cross and a Nation's Humanitarian Awakening*, published in 2013 by Oxford University Press, is a history of U.S. relief and assistance for foreign civilians in the era of the First World War, and focuses on both the diplomatic and the cultural significance of humanitarian aid in these years. She is currently researching and writing a second monograph, *Catastrophic Diplomacy: A History of U.S. Responses to Global Natural Disaster*, analyzing how the United States government, American charities and relief organizations, and the U.S. public have responded to disasters caused by overseas tropical storms, earthquakes, floods, and other so-called "Acts of God," since the late nineteenth century. In addition to narrating the history of these responses, it will examine how the U.S. foreign disaster relief infrastructure has changed over time and the reasons why these changes occurred.

**Curt Tarnoff** is a Specialist in Foreign Affairs in the Foreign Affairs, Defense and Trade Division of the Congressional Research Service (CRS) of the Library of Congress. CRS provides non-partisan and objective research, analysis, and informational services to Members of Congress and their staff. His work at CRS has focused on the US foreign economic aid program, with particular emphasis on the operations and programs of USAID, the MCC, and the Peace Corps. Before joining CRS in 1987, he worked as a foreign policy legislative assistant for a US Senator, and as a program officer with the UNDP in Botswana. He has several degrees in



international relations, including a PhD from the London School of Economics and Political Science.

**Casey Dunning** is currently the Center for Global Development's inaugural CGD Policy Fellow at USAID. Prior to this position, she was senior policy analyst for the Rethinking US Development Policy initiative at CGD and conducted the Center's analysis on the Millennium Challenge Corporation and researched the application of aid effectiveness principles within USAID. Dunning previously worked as a senior policy analyst for the Sustainable Security and Peacebuilding Initiative at the Center for American Progress where she also supported the US Representative to the UN High Level Panel of Eminent Persons on the Post-2015 Development Agenda. She has worked on harmonizing gender violence and rule-of-law programs in Liberia with Emory University's Institute for Developing Nations, and at the Carter Center and the International Rescue Committee. She received a BA from Emory University and a Master's degree in public policy from George Washington University.

**Michael Pillsbury** is a Senior Fellow and Director of the Center on Chinese Strategy at the Hudson Institute. He is a defense policy advisor, former high-ranking government official (including staff roles on four U.S. Senate Committees) and the author of numerous books and reports on China. His most recent book is The Hundred Year Marathon: China's Secret Strategy to Replace America as the Global Superpower. He was a research consultant at USAID from 1991 to 1994, where he wrote "Secret Successes of A.I.D.," a study reviewing the history of USAID's role in promoting economic policy reform from 1960 until 1993. He holds a Bachelor's degree in history from Stanford University and a PhD from Columbia University.

**James Fox** taught engineering as a Peace Corps volunteer in El Salvador, which convinced him that he should study economics and go to work for USAID. After postings in Costa Rica, Uruguay and Colombia, he found the Washington environment uncongenial for economists, so he sojourned to Treasury, the Senate Foreign Relations Committee and the State Department, returning to his first love when economics again mattered to the Agency. He was chief economist for the LAC Bureau during the 1980's, and was later head of economic growth evaluation at CDIE.

**Larry Heilman** is a Research Associate in the Anthropology Department at the Smithsonian's Natural History Museum, where his research is focused on the "U.S. Government's Development Assistance Program in Bolivia, 1942-2013." From 1968 to 1987, he served as a USAID Senior Foreign Service Officer responsible for planning, implementing and evaluating programs in Africa, Asia and Latin America. After leaving USAID, he worked as a private consultant, as a Director for Management Systems International, and as resident technical advisor for monitoring and evaluation for a USAID-funded local government project in Poland. He continues to teach and consult on Latin American cultural development. He has a Master's degree in history and anthropology from UC/Berkeley and a PhD in history from American University.



**Gayle Smith** was sworn into office as the seventeenth Administrator of USAID on December 2, 2015. Prior to becoming Administrator, Smith served as Special Assistant to President Obama and Senior Director for Development and Democracy at the National Security Council (NSC). She was previously a Senior Fellow at the Center for American Progress, Co- Founder of the ENOUGH Project, and Co-Founder of the Modernizing Foreign Assistance Network. During the Clinton Administration, she served as Special Assistant to the President and Senior Director for African Affairs at the NSC, and as Senior Advisor to the Administrator and Chief of Staff of USAID. Prior to her U.S. Government service, she worked as a journalist in Africa for over 20 years, where she covered military, economic, and political affairs for the BBC, Associated Press, Reuters, Boston Globe, Christian Science Monitor, Toronto Globe & Mail, London Observer, and Financial Times. She is a graduate of the University of Colorado at Boulder.

**John Norris** is the Executive Director of the Sustainable Security and Peace-building Initiative at the Center for American Progress. He has held senior positions at the United Nations, the State Department, and the International Crisis Group and is currently also a member of President Obama’s Global Development Council. He worked for USAID in the 1990s, both as a speechwriter for Brian Atwood and as a field disaster expert. In 2014 he wrote a series for DEVEX on “USAID: A History of US Foreign Assistance”, a review of the tenures of the 16 USAID Administrators. He is the author of several books, including *Mary McGrory: The First Queen of Journalism* and the *Disaster Gypsies*, a memoir of his work in the field of emergency relief. He has published commentary in scores of outlets, including *The Washington Post*, *Los Angeles Times*, *Wall Street Journal*, and elsewhere. He has a graduate degree in public administration.

**Peter McPherson** was USAID Administrator from 1981 to 1987. He has been President of the Association of Public and Land-grant Universities (APLU) since 2006.. He was President of Michigan State University from 1993 to 2004. He has also served as a Group Executive Vice President with the Bank of America, as Deputy Secretary of the U.S. Treasury, as Chair of the Board of the Overseas Private Investment Corporation, as managing partner of a law firm, and as special assistant to President Gerald Ford. He was a Peace Corps Volunteer in Peru in the 1960s. He holds a Bachelor’s degree from Michigan State University, an MBA from Western Michigan University, and a JD from American University Law School.

**Brian Atwood** was USAID Administrator during the Clinton Administration for six-and-a-half years. He is now a senior fellow at Brown University’s Watson Institute and professor emeritus at the University of Minnesota’s Hubert H. Humphrey School of Public Affairs. He served as chair of Global Policy Studies and professor of public policy at the Humphrey School from 2012 to 2015. From 2010 to 2012, Atwood was the Chairman of the Development Assistance Committee (DAC) of the OECD. He was dean of the Humphrey School from 2002 to 2010. He led the Clinton-Gore transition team at the State Department in 1992, and was under-secretary of state for management prior to his appointment as head of USAID. During the Carter administration, Atwood was assistant secretary of state for Congressional relations.



He was also the first president of the National Democratic Institute for International Affairs (NDI) (1986 to 1993), was Dean of Professional Studies and Academic Affairs at the Foreign Service Institute, and was a Foreign Service Officer, serving in Cote d'Ivoire and Spain. He is a frequent contributor of editorials and opinion articles on foreign affairs and has appeared numerous times as a speaker and on radio and television programs. He holds a Bachelor's degree in government and history from Boston University.

**Henrietta Holsman Fore** was USAID Administrator from 2007 to 2009. Among her many accomplishments during that period was her call upon USAID Alumni to form an association so USAID could draw on this vast body of experience – hence the UAA! She is currently Chairman of the Board and CEO of Holsman International, a manufacturing and investment company. Previously she served as Undersecretary for Management of the State Department (2005-2007), as Director of the US Mint (2001-2005) and as USAID's Assistant Administrator, first for Private Enterprise and then for Asia (1989-93). She is Global Co-Chair of the Asia Society and a Trustee of CSIS and serves on numerous other non-profit Boards, including that of the Center for Global Development (CGD). She holds a Bachelor's degree in history from Wellesley College and a Master's in Public Administration from the University of Northern Colorado.

10.17.16



# Real Progress in Costa Rica: 50 Years of USAID in Costa Rica

James Fox

USAID Program and Operations Assessment Report No.23  
November 1998

## CONCLUSIONS

It is impossible to adequately characterize the impact of an enterprise with so many diverse elements. Rather, the result of assistance was more a mosaic that emerged from the independent decisions of large numbers of people spread over decades. Some broad generalizations do emerge from looking at this mosaic:

1. Assistance programs were collaborative and well intentioned, and most achieved their intended purpose. Costa Rican economic and social progress was faster as a result of these efforts.
2. For the most part, USAID pushed in the correct direction. The policies and orientations that were pursued were generally better than those existing at the time.
3. The most evidently successful activities included the Inter-American Highway, which provided the backbone for Costa Rican transportation; collaborative rural health programs, which produced spectacular successes and were adopted elsewhere; and the macroeconomic reform program of the 1980s.
4. In retrospect, two large mistakes are evident: encouraging Costa Rica to participate in the Central American Common Market, with its high barriers to trade with other countries; and trying to enlarge governmental social programs in the late 1970s, when an economic crisis loomed.
5. In these and other cases, USAID approaches did become better over time. Lessons from past failures, in Costa Rica and elsewhere, were gradually incorporated into new projects.
6. All in all, U.S. economic assistance to Costa Rica met both the developmental and the foreign policy goals it was intended to serve.



# USAID in Bolivia: Partner or Patrón?

Lawrence C. Heilman

A First Forum Book Forthcoming November 2016

"A fascinating insider's account.... Heilman provides frank insights into the US government's attempt to create development through its aid program."—Erick Langer, Georgetown University

## DESCRIPTION

After Bolivia had received more than \$4.7 billion from the US government to support 70 years of development efforts, why would Evo Morales abruptly expel USAID from the country in May 2013? The answer, alleges Lawrence Heilman, is rooted in a complex slice of history beginning with US assistance to Bolivia during World War II. Heilman explores that history from the perspectives of both the US and Bolivia, presenting a tapestry of mutual benefits and conflicting interests. He appraises the ideas and personalities that determined US foreign aid policies/programs across successive administrations ranging from Franklin D. Roosevelt to Barack Obama; the political and economic context that shaped Bolivia's development aspirations; and the goals/strategies of the AID mission in Bolivia that guided its decisions about specific projects. The result is an in-depth picture of USAID in one country, but also important insights into US aid policy overall.

## ABOUT THE AUTHOR

**Lawrence C. Heilman** is research associate in the Anthropology Department at the Smithsonian National Museum of Natural History. He served twenty-two years with USAID achieving the rank of a senior Foreign Service officer.

## CONTENTS

- The Bolivian Context.
- The United States, Partner or *Patrón*: Franklin D. Roosevelt, 1933-1945.
- A Development Mission to Fight Communism: Harry S. Truman, 1945-1952.
- Revolution Dictates the Development Path: Dwight D. Eisenhower, 1953-1961.
- The Alliance for Progress, a Non-Communist Manifesto: John F. Kennedy and Lyndon B. Johnson, 1961-1969.
- New Directions for Reaching the Rural Poor: Richard Nixon and Gerald Ford, 1969-1977.
- In Pursuit of Basic Needs and Human Rights: Jimmy Carter, 1977-1981.
- Out of Chaos a New Development Path Emerges: Ronald Reagan, 1981-1989.
- The War on Drugs with a Development Agenda: George H. W. Bush, 1989-1993.



- USAID's Development Surge: Bill Clinton, 1993-2001.
- Restructuring Development Assistance: George W. Bush, 2001-2009.
- Ending USAID's Development Drama: Barack Obama, 2009-2013.
- Lessons Learned.



## **USAID HISTORY PROJECT**

### **STATUS REPORT FOR UAA ANNUAL GENERAL MEETING - OCTOBER 21, 2016**

**Objective** – Compile and publish in a two year period an independent, objective and concise history of USAID’s 55 years of development experience.

**Audience** – The history will be designed to reach primarily an audience of policymakers and practitioners who wish to learn from experience and apply these lessons to future programs. It can also serve as a resource to tell the story of development as a key instrument of foreign policy, contribute to the new United States Diplomacy Center and be helpful in explaining the role of USAID and development more broadly.

**Institutional Home** – Nancy Birdsall, President of the Center for Global Development, has kindly offered to house the project at CGD and to publish the book, consistent with its normal high standards.

**Author** – We have discussed this project with a wide array of possible authors, ranging from economic consultants, journalists, academic historians and others. We have not been able to commit to anyone until the amount of money needed for the project is secured.

**Budget** – We project a total cost of about \$300,000 to cover the cost of the author(s) for about two years as well as research assistance, publishing and other incidental costs. The choice of author will also influence the total amount needed given the difference in cost, for example, between an academic and a consultant.

**Fund-Raising Status** – Pledges received in the past year now total about \$170,000. These include over 130 pledges of generous financial support from several former USAID Administrators, members of the UAA Executive Committee and from the broader USAID Alumni community. We have not had any success in our half-dozen efforts to gain private foundation support for this project, and we are not seeking funding from USAID in order to maintain the independence needed to insure objectivity.

#### **Next Steps**

- Continue efforts to find support among the UAA membership and other sources.
- Additional suggestions from Alumni for potential financial support would be most welcome.
- Create Advisory Group to sketch out areas of priority to assist author once he/she is selected. Alumni interested in participating should let Alex Shakow know.



- Consider whether alternative to one-author model - e.g., individual chapters prepared by separate authors – might be necessary. Experience of alumni authors on this point would be welcomed.

For more detail and to see the proposal, go to [www.usaidalumni.org](http://www.usaidalumni.org), scroll down to the **USAID History Proposal** heading and click on “here”.

Ashakow:10.16.16



## Call for Volunteer Mentors

The 6th cohort of the highly successful UAA/USAID mentoring program is about to be launched. There is an urgent need for alumni volunteers to participate in this high priority activity focused on support of overseas USAID officers.

Alumni with experience in the full range of USAID backstops and interest in strengthening the current generation of FSOs are requested to send expressions of interest to the address below. In addition to new volunteers, we also would welcome a return of alumni who had mentoring relationships through participation in earlier cohorts. Many of those who have participated in the program to date report that the experience was as fulfilling for them as we all hope it was for their mentees.

For almost four years, the program has responded to over 80 requests from officers serving in missions worldwide. The program calls for a six-month commitment, extendable as desired by both parties. Mentor/mentee pairs communicate primarily by phone and Skype, supported by e-mail, as needed. A highly regarded training program, now scheduled for Dec. 15, 2016, is provided at the outset of the cohort cycle. Our experience is that development of successful, trusting relationships requires a regular schedule for contact. Each relationship will be different, but a common characteristic is that the agenda and nature of the contact is mentee driven, with joint responsibility for taking initiative and building trust.

We would appreciate receiving your response not later than October 31, 2016. Communications should be directed to John Heard ([johnheard2@msn.com](mailto:johnheard2@msn.com)).



## **USAID Authors Session**

### **Paul and Kathleen Vitale**

(Retired USAID/Peace Corps)  
will speak about

### **"Endangered Threads Documentaries and the Maya Textile Tradition"**

This event is co-sponsored by  
DACOR's Newberry Cultural Series

Monday, October 24, 2016  
10:00 am - Noon

DACOR - 1801 F Street, NW, Washington, DC 20006

Reservations are required and should be made asap by emailing [intern@dacorbacon.org](mailto:intern@dacorbacon.org), copy to [ashakow@comcast.net](mailto:ashakow@comcast.net). There will be a \$5.00 entrance fee to cover the cost of coffee, tea and cookies.

PLEASE NOTE that no shows and cancellations not received by DACOR by 9am the day before the event will be billed. Also, please note that UAA guests are expected to adhere to the DACOR dress code - gentlemen wear jacket and tie, women's dress should be the equivalent.

This is the fourth in a series of discussions with USAID Authors drawn from the extensive bibliography recently assembled by John Pielemeier for the USAID Alumni Association - see [www.usaidalumni.org/bibliography-of-usaid-authors](http://www.usaidalumni.org/bibliography-of-usaid-authors).

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**Please join us to hear the fascinating story of how traditional Maya weaving in Guatemala and Mexico is being documented in video by Paul and Kathleen Vitale and their Endangered Threads Documentaries NGO.**

Over the past decade the Vitales have worked with weavers in more than 60 towns and villages to document the styles and techniques of their weaving through four documentaries and more than a dozen videos on YouTube (most in both English and Spanish). Their focus has been to promote the artistic accomplishments of Maya weavers with museums and collectors, and especially the Maya themselves. Most of the weavers they have worked with speak only one of more than 20 Maya languages. The men in the families tend to speak some Spanish, and the children in Guatemala now have access to at least the first couple of grades of school. Many Maya weavers do not know the extent of the connections of their art form to their



history. The fifth documentary is nearing completion and includes archeological evidence from the Classic Maya Era (AD 500-900) of links between present day Maya translucent weaving and accurately dated murals, ceramic pottery depictions, and stone carvings. This will be one of the first presentations by the Vitales on the East Coast. They now live in California, but will be in Washington to receive a major UAA award for their work. Their presentation at DACOR will discuss and show through samples and video clips the evolution of their work, difficulties they have encountered, and their hopes for the Maya with whom they work.

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Former journalist, photographer and publications editor **Kathleen Mossman Vitale** has produced art-related documentaries since the year 2000. Kathleen lived in Latin America (Ecuador, Brazil and Peru) for 13 years, including two years as a Peace Corps Volunteer. She worked in publications in Virginia and Latin America prior to joining the high tech industry. She retired from IBM in 2000. She is co-founder and CEO of Endangered Threads Documentaries. A severe back injury delayed for several years her work on the current documentary project *Sheer Elegance: Surviving Strands of Ancient Maya Weaving* for ETD.

**Paul G. Vitale** is a retired USAID Foreign Service Officer who served in Latin America (Ecuador, Brazil and Peru) and Washington, D.C., after an initial introduction to overseas work as a Peace Corps Volunteer. Trained as a City Planner, he worked with both USAID and the Peace Corps on urban programs, including low-income housing and related services. He also served as Peace Corps staff in urban development in the nation's capital, and subsequently spent a decade as Adjunct Professor, teaching world urbanization at the University of Oregon. He is co-founder of ETD, treasurer of the corporation's Board of Directors, and logistics manager in the field.