

**Report on the UAA Annual General Meeting**  
**9 AM – 2:15 PM**  
**Friday, October 25, 2013**

The 5th Annual General Meeting (AGM) of the UAA membership was held on October 25 at the Woodrow Wilson International Center in Washington, DC. The Wilson Center kindly offered their excellent space, near the USAID headquarters and convenient for carrying out an excellent event while reducing costs.

**The theme** for this year's AGM was **Revitalizing USAID**. USAID has been investing in rebuilding its staff and programmatic capabilities. There appears to be significant creative thinking on tackling current and future development issues. The organizers of the AGM concluded that it would be of interest to alumni to hear observations and concerns from the Agency's "new blood," exemplified by the Development Leadership Initiative (DLI) program, which has brought on board some 800 junior officers in the past four years. The agenda for the AGM was organized around six panels, each with two or three representatives of a new generation of USAID development professionals. A summary of key issues raised in these panel discussions is provided **here**, in **Section C** below.

The AGM also offered an opportunity to bring the membership up-to-date on UAA initiatives in the past year -- especially the pilot mentoring program and the substantive program policy contributions the organization is beginning to provide USAID. These initiatives keep our alumni engaged in current development issues, while helping USAID meet its needs for experience and expertise in a number of program areas. This is discussed in more detail **here**, in **Section B** below.

**UAA Board Elections:** As in the past, elections for five of the seven Board seats took place electronically and in-person. Results were announced at the end of the meeting and are now posted on the UAA website. See details in the website article immediately below.

The AGM also served to reinforce one of the key objectives of the UAA: to serve as a vehicle to stay in touch with former colleagues through the various formal and informal opportunities the UAA makes available – e.g., website, registered alumni directory, picnics and other social events.

## **B. State of the Association**

The UAA has accomplished a great deal over the past year and has exciting plans for the future. **The Report to Members on Activities in 2013 and on Proposed Activities in 2014-16 to Achieve Progress Toward UAA Strategic Goals** can be found in the UAA website. Alumni comments and ideas on this important document would be greatly valued. These should be sent to: [office@usaidalumni.org](mailto:office@usaidalumni.org).

UAA Board Co-Chairs Nancy Pielemeier and Alex Shakow reported on the "state of the

Association.” They reported that this was a banner year for increasing the number of contributing members – from 141 last year to over 250 this year, including a significant number of “Friends of the UAA” (those who contribute \$100 or more annually). This means that the UAA is in good financial shape.

Despite this welcomed growth, there are still many more alumni to reach. The UAA is an inclusive organization – in addition to former USDH FS and CS staff, PSCs, FSNs, PASAs, RASAs, and others who served successfully with USAID for two years or more are all eligible for membership. Attendees were urged to spread the word.

The Co-Chairs offered a number of the UAA’s many accomplishments in past year. These include:

- a. A successful [mentoring](#) pilot effort and an independent evaluation of the pilot, which has encouraged the UAA and USAID to expand the program in beginning in late 2013;
- b. The [Urbanization Seminar](#) series designed to help USAID, but also to join with the Wilson Center and others in promoting greater attention to this important development issue;
- c. The inauguration of a series of [Friday morning gatherings](#) at the USAID Learning Center in Crystal City (the first two featured a conversation between two former Counselors (Jim Michel and David Eckerson) on USAID's future, and Chris Holmes (USAID's Global Water Coordinator) on USAID's new water policy);
- d. Well-attended [social gatherings](#) - one at the Pielemeier home in honor of former Administrator Henrietta Fore, whose initiative five years ago resulted in a group of alumni pioneers establishing the UAA, as well as another of our now annual picnics;
- e. Co-sponsorship of two [Development Dialogues](#) jointly with DACOR with distinguished non-USAID development experts; and
- f. An [ever-improving website](#).

The Co-Chairs stressed that the UAA is a **volunteer organization** – the only paid employee is our invaluable part-time office assistant, Kristina Short. More engagement and active involvement was encouraged, which led into comments by co-chairs of each of the four standing committees: Public Outreach, Strengthening USAID, Development Issues and Membership. (See **Annex 7** for a summary of the four Committees’ future plans.)

### **C. AGM Panels’ Summary of Discussions**

The panels were intended to acquaint attendees with the next generation of USAID leaders and to learn about their work and their commitment to development.

All of the 17 presenters did an excellent job talking about their backgrounds, their reasons for joining USAID, and their enthusiasm for working with USAID. Each panelist had work experience prior to joining USAID, and many are Returned Peace Corps Volunteers (RPCVs). The panelists also enabled the UAA members to learn more about new USAID priorities and policies, as well as new initiatives and offices related to S&T and innovation.

The participants have gained experience with USAID working both overseas and in Washington. Many of the DLIs were clearly enthusiastic about their current jobs and fully engaged in them. They believe they were making useful contributions. One participant noted that while being posted in a larger mission (Egypt) might have delayed her opportunities to become fully engaged with substantive responsibilities, she is making up for that in her Headquarters assignment now. Several panelists spoke about their experiences working on major development initiatives, including, for example, Feed the Future; the Millennium Development Goals 2015 and Post-2015; the “Grand Challenge for Development,” with funding from the Gates Foundation and the governments of Norway, UK, Canada and the US, saving lives of newborns and women at childbirth; and the Presidential Malaria Initiative (PMI) addressing emerging pesticide resistance.

**Challenges:** The panelists were disappointed by the relatively minor voice for development in US foreign policy. Particular aspects of this phenomenon were the tension they often found between a developing country’s agenda and USG interests other than development, the apparently growing operational role of the Department of State in development-related activities, and the lack of a clear division of labor among USG agencies. They noted the importance of placing sectoral agendas in a more integrated or cross-sectoral framework – and relating the resulting analysis to some larger understanding of the development or security situation as presented in-country.

Panelists also commented on a number of dualities they and the Agency face, including the challenge of balancing the need to be strategic with a long-term perspective and the need to achieve immediate results. Another challenge is the pressure to respond to disaggregated initiatives from Washington, initiatives which appear unconnected to a more focused development agenda. They also noted the need to break down “silos” between offices and sectors.

Panelists commented on the importance of the “USAID Forward” agenda and its emphasis on innovation and flexibility but expressed concern about how this is to be achieved given issues with Office of Acquisitions and Assistance (i.e., Contracts Office) systems and structural resistance to accepting risk. They recognized the need to balance process and substance – including the need to develop skills to enable programmers to stay within the rules but also get out of the bureaucratic box.

The new hires recognized the challenge of getting the right balance between HQ reporting demands and the field’s capacity to provide the needed information. (Half jokingly, some participants asked whether reporting should be done by Twitter, with 140 character limits.) They also noted the need to tell USAID’s story more effectively, especially given the increasingly complex political environment within which they work.

**Hope:** Some panelists thought increased overseas staffing was now freeing senior USAID officers to engage more in important interactions with developing country counterparts. They were encouraged by the growing emphasis on evaluation and learning as a way to improve the effectiveness of USAID support for development. And they believed that some of the streamlined management authorities and practices, such as those available to OTI and OFDA, might be expanded and adapted to other parts of USAID, thus shifting more attention to substance and diminishing the attention to process that now permeates operations. Several panelists noted the added benefit that an inter-governmental effort can bring to both development and security programming.

Panelists were complimentary to current USAID staff. They are “generally nice people who are helpful to the DLI newcomers.” They believe that USAID is very “family friendly” but it is now harder to keep families together given the increasing number of hardship and unaccompanied posts where officers are expected to serve. Panelists with experience in Washington, and particularly in the Global Bureau, noted that despite of the lack of direct hires to manage programs and the potential for issues, given the plethora of hiring mechanisms (FS, GS, PSC, AAAS, PMI, etc.), the only problem area is signing authority – all categories of employees seem to work together without difficulty.

**Job Satisfaction:** The recent hires were proud to be able to act as the face and voice of the USG and USAID and to be able to bring their energy and thinking to efforts to achieve positive results in complicated situations. They were determined to fulfill those responsibilities as well as they could. They enjoyed their work, but were aware of the need to be sensitive to finding the right balance in their professional and personal lives.

Every panel commented on the constraints stemming from Headquarters’ reporting expectations, which exceed the Missions’ capacity to respond and limit the ability of staff to engage directly in project implementation and field oversight.

One question for the panelists focused on whether they believed that they had received adequate training. Some suggested that they felt a bit lost when they were first hired, but learned quickly on-the-job, and found that there was sufficient learning of grant management and program processes through technical staff, as well as a number of training courses available to them. Others noted the difficulty in getting or having the appropriate training in time to deal with the situations they confronted. For example, they did not get acquisition and assistance training until after a year of experience, yet they faced issues in this area far earlier. Having the right training for the challenges they faced was a shared need. Several panelists were given general development assignments without significant training or introduction to USAID.

Panelists noted that “some DLIs are not looking at their USAID assignments as a career.” It’s a way to gain experience and gain a perspective on foreign assistance that will be useful in other endeavors. Career retention may be a problem for the Agency in the future. Several panelists observed that Washington assignments are key to career advancement.

As a result of the session, UAA members were encouraged by the quality, capability, and

commitment of the Agency's new staff. The audience was impressed by the thoughtfulness, maturity and intelligence of the panelists, making us more confident and optimistic about the future of USAID. In the plenary wrap up session, most AGM alumni participants expressed admiration for the new crop of USAID officers, whose professional backgrounds, technical expertise and commitment to development seem to match or exceed our collective experience with prior generation of USAID development officers. At the same time, some expressed concern for the limited availability of experienced mentors and the difficult conditions, including hardship postings, under which many have gained experience with USAID. Further, the traditional tension between longer-term development objectives and shorter-term political/diplomatic objectives are as intense as they have ever been, with USAID often taking a back seat to immediate political objectives.

#### **D. USAID Administrator's participation**

USAID Administrator Rajiv Shah graciously participated as the Keynote Speaker immediately after lunch. He gave an excellent talk on USAID's restored leadership role in leading the development agenda and gave participants an overview of USAID priorities for the coming years, including USAID's role in the Post-2015 development agenda. That agenda is aligned with the UN and World Bank's commitment to eliminate the worse aspects of abject poverty by 2030. He stressed the pride USAID alumni should feel in the contributions they have made in helping to create a better world for the less-well-off in the countries USAID has assisted over the past 50 years.

The text of his prepared remarks are included as part of this document as **Annex 4**. The Administrator also kindly participated in a lively questions-and-answers period in which alumni and the Administrator had an opportunity to clarify and reinforce the main themes of his talk.

#### **E. Agenda**

In addition to the presentation by the Co-chairs of the Board, the AGM agenda was as follows:

1. Presentation by the USAID Chief Human Capital Officer (i.e., Director of HR), Dr. Elizabeth Kolmstetter (**see Annex 1**)
2. Presentation by John Pielemeier providing background for the new USAID entrants experience (**see Annex 2**)
3. Panel discussions (**see Annex 3 for list of panelists and moderators**):
  - a. Econ/ Private Sector
  - b. Education
  - c. Democracy/ Governance/ Human Rights/ OFDA
  - d. Health
  - e. Program
  - f. Agriculture/ Feed the Future

4. Remarks by USAID Administrator Rajiv Shah (**see Annex 4**)

5. Election results (**see Annex 5**)

In addition, annexed to this report are three documents shared with the attendees:

6. Treasurer's Report (**Annex 6**)

7. Committee Volunteering Opportunities handout (**see Annex 7**)

8. Report on Activities for 2013 and Proposed Activities for 2014-16  
(**see Annex 8**)

## ANNEX 1

### **Presentation by the USAID Chief Human Capital Investment Officer (formerly known as Director of Human Resources), Dr. Elizabeth Kolmstetter**

This is an incredible time to be part of USAID and it is my privilege to serve as the new Chief Human Capital Officer. I am proud to be part of an Agency with such a critical and compelling mission – and where everyone feels their work is important and they are willing to make every effort to achieve success.

You are about to hear from some of our newest Foreign Service Officers who were hired through the Development Leadership Initiative, or DLI, - an effort that began in 2008 and nearly doubled the size of our FS cadre. The new FSOs have not been a replacement effort. Since 2008 -- our Civil Service staff increased by 42%, our PSC staff increased by 35%, and our FSN staff increased by 19%. The new FSOs along with these other staff types together have reduced our risk and improved our accountability. To a large degree they have enabled us to obtain our USAID Forward objectives and to staff our new agency priorities such as innovation, agriculture, and Power Africa.

More specifically, we have achieved the following:

- improved accountability and our ability to build local capacity through doubling of the contracting officer cadre;
- increased oversight and managed risk by doubling the number of financial controllers;
- increased the number of agriculture officers to achieve food security goals;
- doubled the number of health officers;
- increased the number of economists and private enterprise officers to advance program sustainability and leverage outside capital; and,
- reconstituted USAID's internal engineering capacity, essential to priority reconstruction programs such as Haiti, Afghanistan, and Iraq, in disaster response.

No workforce growth of this size and during this time is without challenges...but with these challenges come opportunities. I want to share a few with you that have led me and my team to enhance an agency-wide talent management strategy.

First, **workforce planning** has become even more crucial...the Agency's increased commitments internationally and improved operational models require that our increased staffing levels be maintained. While we have held our staffing levels steady in 2012, the fiscal challenges such as sequestration and the debt ceiling facing the U.S. Government make it critical that we work out ways to maintain our increased staffing levels by recruiting to replace the FSOs lost by retirements, resignations and transfers.

Second, **career and leadership development**...we now have four generations in the workforce at the same time. Millennials have some of the same and some different expectations...they want great careers with advancement and great bosses. But they also expect immediate information through technology, want broad social networks to connect with others, want

constant feedback (usually positive I am told), and have a difficult time being told they are not #1. In fact, today the FS bidding cycle will close... our counselors have described a very high level of anxiety over this... First-time bidders aren't getting the reassurances that they are used to getting throughout their lives and the level of angst related to being told that they will be "among the top 3 candidates" is proving insufficient reassurance that they're going to get a desired position. They want to know immediately that they are getting their desired position.

Third, **engagement and retention** ...our new FSOs face professional and personal challenges not seen in our Foreign Service since the days of our significant commitments in Southeast Asia. The levels of service in un-accompanied, frequently dangerous overseas posts have increased along with the increased assignment of staff to challenging African posts. The demographics of our new officers also show increases in two-career families and a smaller but significant number of "tandem couples" where both partners are in the Foreign Service. All of these factors require additional administrative support and organizational sensitivity to retain the high quality staff we have recruited.

As I speak to MDs, they tell me that on the one hand, getting bright/motivated officers at post has been great. But while bright and motivated, they are also inexperienced in the way USAID does business and in how we operate in a field setting. Providing the required coaching and guidance takes time and experienced officers. Some of our new FSOs have proven to be remarkably resourceful and pro-active. Others, however, require more hand-holding. Providing them with the required mentoring and nurturing so they can contribute to the maximum potential is difficult if there is a dearth of experience at post. I have no doubt that our new FSOs will get "hooked" on USAID's Mission, but I am not sure it will be enough to keep them for a career with us. I am very open to considering any and all ideas you may have in this regard – and I hope that you will be willing to do so.

Thank you for having me today and I hope you will invite me back to talk with you further about our talent strategies and programs – and what truly is our most valued asset – the workforce of USAID!

## ANNEX 2

### **Presentation by John Pielemeier as introduction to the new USAID entrants program**

I have been lucky to be a “coach” providing support directly to about 200 new hire USAID officers since 2005, working with IDIs, NEPs, and most of the 24 classes of DLIs. A few of these DLIs and other new hires, such as American Academy for the Advancement of Science and Presidential Management Fellows and new GS employees, have been nice enough to join us today for our panels ----perhaps out of curiosity???? The DLIs and NEPs here today may have served as many as 3 tours overseas by now, often including one year in a Critical Priority Country (CPCs). They are now reasonably well seasoned, but also are still learning.

I think it might help the panel discussions if I give my USAID alumni colleagues an idea of the setting the DLIs found when they joined USAID. Please compare this setting to the situation that you encountered when you joined USAID.

First, USAID has continued to attract very high quality applicants.

Second, from these thousands of applicants, in my view, HR and others have done an exceptional job of selecting a diverse group of highly motivated, well-qualified people who have between 3-10 years of experience already as “development professionals”. These are people who truly want to make a difference in the developing world, often have taken pay cuts to join USAID, and see USAID as the vehicle where their aspirations can come to fruition.

What was the setting for these energetic, talented new DLIs when they transferred to their first posts in 2008? I’ll touch on five points.

1. **Supervision:** Starved of OE funds for more than a decade, total USAID DH staffing had declined from 10,000 to less than 1,000. Missions were skeletons of their former selves. The majority of USAID mission offices, for example an Econ. Growth or a Democracy Office would include only one USDH. Most of the experienced USAID FSOs were at the TOP of the mission staffs with a largely VACANT middle. DLIs were lucky to have an experienced supervisor and that supervisor was often extremely busy with managing the office portfolio. There haven’t been as many role models or mentors available to the DLIs as we had as junior officers.
2. **Training:** With the decade of OE cuts, the many USAID training courses that we alumni enjoyed were reduced to a bare minimum. Many of the FSL staff, hired initially to work in CPCs but then transferred to other posts, had received very little training – similar to our colleagues hired to work in Vietnam. Today, USAID has an expansive list of training programs available for all backstops – both classroom and online. These courses have been largely developed with funding from the DLI program and were mostly NOT available in the initial years of the DLI program. Many of the early DLIs are only now gaining access to these courses. USAID is still playing “catch-up” on training – a catch-up process now hampered by newly reduced OE budgets.

3. **Mission Management:** The most worrisome complaint that I hear from DLIs in the field is regarding the poor quality of their mission leadership. You may recall that 100 SFS officers were “ticked out” in 18 months in the mid-1990s. This left a vacuum at the top of USAID and in the ensuing years many very young officers moved up the ranks very quickly to become some of USAID’s senior managers - perhaps some of them too soon.
4. **Amount of time missions must “feed the beast” or USAID/Washington involvement in mission affairs.** Many of you may remember the era of Peter McPherson as USAID Administrator. He had a very active and innovative mind and was someone who seemed to announce a new initiative every month---and the growing workload always seemed to end up at the field missions. In those days, we called it “feeding the Washington beast”. DLIs, especially but not only program officers, now tell me that they spend inordinate percentages of their time “feeding the USAID/W beast”.
5. Finally, **Spousal Employment:** More than in our time, now almost all USAID officers have a spouse or partner who wants to follow a career path or at a minimum, to work in a meaningful job. In my recent experience, the most common reason for DLIs to resign from USAID can be summarized in a “four-letter word” –LOVE. The families can’t seem to make it work for both spouses in the Foreign Service or singles can’t get their potential partners to accept Foreign Service life.

Despite these constraints that I hope you will take into consideration in your discussions, my fellow coaches (several of them are here: Jonathan Sperling, Linda Whitlock-Brown, Bob Dakan) and I are extremely proud of the high quality work that these new hires are doing under these circumstances. As you also get to know them better through these panels, through UAA mentoring programs or other avenues of engagement, I’m convinced that you’ll be just as proud of this new generation of USAID officers.

**Panel Participants**

**A. Econ/ Private Sector Panel**

Panelists: Heath Cosgrove, Private Sector Officer  
Barrett, Private Sector Officer  
Moderator: Janet Ballantyne

Tahalia

**B. Education/ Program Panel**

Panelists: Eric Johnson, Education Officer  
Shannon Stone, Education Officer  
Pamela Strong, Program Officer  
Moderator: David Sprague

**C. Democracy/ Governance/ Human Rights/ OFDA Panel**

Panelists: Alexandra Riboul, Food for Peace officer  
Austin Mogharabi, Democracy & Governance Officer  
Palak Shah, Democracy & governance Officer  
Moderator: Jim Michel

**D. Health Panel**

Panelists: Madeleine Short  
Emily Hillman  
Christen Fornadel  
Moderator: Sigrid Anderson

**E. Program Officers Panel**

Panelists: Helen Cho, Innovation and Development  
Alliances Office;  
David Isaak, Policy, Program and Learning  
Bureau  
Amit Mistry, Office of Science and Technology  
Moderator: Carol Peasley

## **F. Agriculture/ Feed the Future Panel**

Panelists: Steve Fondriest, Agriculture Officer  
Katie Garcia, GS Officer, Feed the Future  
Saharan Chapolin, former AAS, now GS Officer  
in Food for Peace  
Moderator: Doug Tinsler

**Remarks by the USAID Administrator**

**ADMINISTRATOR RAJIV SHAH  
USAID ALUMNI ASSOCIATION MEETING  
WEDNESDAY, OCTOBER 23, 2013  
WILSON CENTER, WASHINGTON DC**

*As Prepared*

Good morning. I look around the room, and I see so many familiar faces. In my nearly four years as USAID Administrator, I have sought out many of you for counsel and support. I wanted to say thank you, and that although USAID may not be your day jobs anymore, but you continue to be a strong and important part of our USAID family.

I know we also have some of our Agency's new crop of leaders here today, and I very much look forward to having a discussion with everyone.

It is a special privilege to join you today—at what I believe is a critical moment in the history of the work that we have all dedicated our lives towards.

I know you had a chance to watch the video we released celebrating our Agency's 50<sup>th</sup> anniversary. Isn't it great? I am tempted to begin every day with it.

We belong to an Agency that was founded on the simple and extraordinary premise that American prosperity and security can be achieved through human progress.

That by ending poverty abroad, we could brighten the future of Americans at home.

In the fifty years since USAID was founded, we have seen how human ingenuity and partnership has solved some of our greatest challenges.

Child mortality has fallen by 42 percent and life expectancies grew globally by 17 years.

More than 90 new democracies came into existence, including 17 in sub-Saharan Africa in just the last 15 years.

GDP-per-capita grew by 2000 percent and poverty rates fell by 48 percent—lifting over 600 million people above the dollar-and-a-quarter poverty line.

In fact, hardly anyone noticed in 2005 when—for the first time in human history—poverty rates began falling in every region in the world, *including* Africa.

So it's been a remarkable few decades. But what's even more remarkable is the potential for progress ahead.

In roughly two years, the global community will gather together in New York to outline the next—and hopefully—final set of Millennium Development Goals.

That agenda will likely reflect the growing international consensus that—for the first time in history—we can end extreme poverty and its most devastating corollaries, including child death and child hunger.

In January, during the State of the Union address, President Obama echoed this conviction when he called upon us to end extreme poverty in the next two decades.

But even as we stand within sight of the finish line, we know we cannot keep doing things as they've always been done.

We need a new model—a new standard of leadership in development that measures success not by the dollars we have spent, but by the results we have helped deliver.

As each of you knows, over the past several years, we instituted an ambitious set of reforms that have now touched upon every part of our Agency—from budget to talent management. In each area of reform, we set aspirational targets that have established a common language for success, challenged our partners, and encouraged us to step out of our comfort zone.

We've rebuilt our policy and budget offices from scratch—giving us greater control over how, when, and where we spend our resources.

Since 2010, regional bureaus have reduced program areas by 29 percent, including in Feed the Future and global health.

We have advanced a far deeper focus on science and technology— mobilizing a new generation of innovators through our Development Innovation Ventures Fund, our Grand Challenges for Development, and our Higher Education Solutions Network.

These efforts have application for everything we do—from enabling poll-workers to better monitor elections with mobile phones to equipping community health workers with cutting-edge and affordable tools.

And we're increasingly working with local communities to create the conditions where our assistance will no longer be necessary.

In 2012 alone, we shifted \$1.4 billion in funding to local institutions, firms, and organizations—helping to replace aid with self-sufficiency.

Out in the field, this means that we are inverting the traditional partnership model.

Today, for example, long-time partner Indiana University now serves as a sub-grantee to the Moi Teaching and Referral Hospital in Kenya, which is a direct partner.

Finally, and perhaps most importantly, we've built a world-class team with a renewed focus on supporting our staff and attracting a diversity of talent.

We are all part of one team and each of us share—and is responsible for—an equal stake in our extraordinary mission. Taken together, these reforms haven't just changed the way we work. They've changed the kind of results we can deliver.

Over the past five years, President Obama has launched three major global development initiatives to focus our efforts and rally the world behind ambitious, but achievable goals: eradicating widespread hunger, ending preventable child and maternal death, and bringing electricity to impoverished communities around the world.

The last time I spoke with you, I had the chance to share a little bit about our work in Feed the Future—which is in its fourth full year of implementation.

This year, we released the second Feed the Future Progress Report, which highlights increasingly impressive results that are changing the face of poverty and hunger across the world.

In the last year, we have helped 7.5 million farmers adopt improved technologies or management practices.

And to address the root causes of hunger, we have established a new target to reduce stunting by 20 percent in Feed the Future countries. In 2012, alone, we reached 12 million children through nutrition programs.

Last year, President Obama led global food security efforts to the next level by introducing the New Alliance for Food Security and Nutrition.

Today, it is a \$3.75 billion public-private partnership that has encouraged reforms from nine African governments and commitments from more than 70 global and local companies.

In Tanzania, Yara International is constructing a fertilizer terminal at the nation's largest port, and in Ethiopia, Dupont is expanding seed distribution to reach 30,000 smallholder maize farmers and increase productivity by 50 percent.

Soon, we realized that this very same model—of public-private partnership coupled with serious market-oriented reforms—could be brought to bear on the single greatest barrier to growth across Africa: access to power.

For most of the world, electricity allows businesses to flourish, clinics to store vaccines, and students to study long after dark. But for more than 600 million people in Africa, these

opportunities simply do not exist—stifling the growth of economies and the hopes of citizens young and old.

In June, President Obama announced Power Africa to double access to power on the continent and connect American investors and entrepreneurs to business opportunities abroad.

In Tanzania, for example, Power Africa is financing the construction of three renewable energy plants, the first in a series of solar mini-grid projects to expand access for the more than 85 percent of Tanzanians that lack access to the grid.

We are not going to stop here.

Today, our Agency is stronger, more nimble, and more focused than ever before—precisely at a moment in history when we stand within sight of some of the most incredible goals that humanity has ever imagined.

To help ensure we meet those goals—that we surpass them—we have outlined a specific and exciting agenda ahead to build on our progress, institutionalize our reforms, and scale our efforts.

It includes building on our Higher Education Solutions Network—weaving this new emphasis on science, technology, and innovation into the very fabric of our work around the world. Already, twenty leading Missions have stepped forward—from Jordan to Pakistan, Brazil to Kenya—and are eager to be laboratories for deep engagement with partners in the scientific, university, and private sector community.

Fundamentally, that’s what our work is about—designing, testing, and applying innovations in local communities to help end extreme poverty and its most devastating consequences.

And we will continue to strategically and assertively pursue reforms to our food aid program—which, as you know, hasn’t been significantly changed since President Eisenhower was in office.

We made great strides this year towards these reform goals, and we will continue to work with Congress and our partners to achieve the reforms needed to feed millions more vulnerable people around the world.

I just wanted to close with a story from President Obama’s trip to Africa in June. It’s a story I hope you will take great pride in because it reflects the tremendous work that each of you who were a part of USAID have made.

We had a great trip. The President met Feed the Future farmers in Senegal and young leaders in South Africa. Everywhere he went, he spoke about our nation’s new model of partnership in development.

Towards the end of the trip, we touched down in Tanzania, where the President was going to highlight Power Africa.

As we drove from the airport to the presidential palace, crowds were packed several people deep for miles.

A few weeks before we arrived, the Chinese President had visited on his very first foreign trip. But he didn't receive the greeting that we did.

Sometimes, as we read the paper and watch the news, it is easy to forget what America means to millions of people around the world.

And what we can continue *to mean* as we join the world to end extreme poverty—and end it forever—in our lifetimes.

Thank you.

## ANNEX 5

### Election Results

Elections to fill five (of the seven) UAA Board positions took place both electronically and in person (up to 10 AM on the morning of the AGM). 138 contributing members voted electronically and 14 voted in person, for a total of 152 votes cast (the most ever in the Association's five-year history). At the end of the Annual General Meeting, results were announced, and they are as follows:

- **Jim Michel** was re-elected to the Board (without opposition) for a one-year term ending October 2014. (As previously shared with all registered alumni, this one-year position was created on an exceptional basis to adjust the election cycles that should result in having only three or four of the seven Board positions open at the end of each year.)
- **Frank Almaguer** and **Alex Shakow** were re-elected to the Board for two-year terms ending in October 2015.
- **David Eckerson** and **Carol Peasley** were elected to serve two-year terms ending in October 2015.
- **David Cohen** and **Nancy Pielemeier**, who were elected in the 2012 cycle for two-year terms, will continue to serve on the Board until October 2014.

We thank all who took time to vote and all who placed their name in nomination.

We also thank out-going Board members **Margaret Carpenter** and **George Hill** for their many contributions to the UAA. We are confident that the Association will continue to enjoy the benefit of their active participation in UAA activities in the years to come.

After the next regularly scheduled Board meeting, on November 21, we will announce the officers for the 2013-14 cycle and co-chairs of the standing committees of the Association.

ANNEX 6

**Treasurer's Report  
USAID ALUMNI ASSOCIATION FINANCES**

|                                                                                                              | <u>CY 2012</u>         | <u>CY 2013</u> (thru Sep.) |
|--------------------------------------------------------------------------------------------------------------|------------------------|----------------------------|
| <b>INCOME:</b>                                                                                               | <b>\$16,301.00</b>     | <b>\$17,996.00</b>         |
| <i>Member Contributions</i>                                                                                  | \$11,900.00            | \$17,996.00                |
| <i>AGM receipts</i>                                                                                          | \$ 4,401.00            | ---                        |
| <br><b>EXPENDITURES:</b>                                                                                     | <br><b>\$15,577.63</b> | <br><b>\$12,994.43</b>     |
| <i>OFFICE INTERN</i>                                                                                         | \$ 8382.50             | \$ 4,881.25                |
| <i>POSTAGE, ENVELOPES,<br/>BROCHURES, ADVERTISING,<br/>CHECKS &amp; FINANCIAL<br/>INTERMEDIARY<br/>TOTAL</i> | \$ 357.77              | \$1,518.24                 |
| <i>WEB SITE OPERATIONS</i>                                                                                   | \$ 1,601.78            | \$3,356.81                 |
| <br><i>MEMBERSHIP EVENTS:</i>                                                                                |                        |                            |
| <i>MAY RECEPTION HONORING UAA FOUNDER HENRIETTA FORE AND UAA<br/>FIFTH ANNIVERSARY</i>                       |                        | \$2,763.13                 |
| <i>MAY RECEPTION</i>                                                                                         | \$ 513.00              | ---                        |
| <i>SUMMER PICNIC</i>                                                                                         | \$ 400.00              | \$ 475.00                  |
| <i>ANNUAL GENERAL MEETING<br/>[ESTIMATE]</i>                                                                 | \$4,927.87             | [\$2,600.00]               |

**Note: Number of Contributing members**

**2012: 140**

**2013: 251 (so far)**

## ANNEX 7

Many of these discussions have been and will continue to be jointly organized and sponsored with organizations like the Atlantic Council and Woodrow Wilson Center.

### **USAID ALUMNI ASSOCIATION COMMITTEE VOLUNTEERING OPPORTUNITIES**

#### **Strengthening USAID Committee:**

The Committee's primary activity is to move forward at USAID's request with a phased expansion of the UAA Mentoring Program, based on conclusions and recommendations from the pilot program evaluation. A major challenge of the expansion is to match each Agency field officer in the program with a mentor who brings relevant experience to share. Specifically, the committee needs to enhance its membership to include folks who have the field experience and contacts with others in the full range of backstops operational in today's USAID - technical, managerial, legal, program development, contracting, etc. While the major focus of the mentoring relationship is on professional development and career growth, the sharing of relevant career experiences helps build the base for a solid, trusting relationship.

For further information on committee membership, or on opportunities for becoming a program mentor for USAID field officers, please contact Marilynn Schmidt at [SchmidtMarilynn@aol.com](mailto:SchmidtMarilynn@aol.com) or Jerry Wood at [jerryjwood@gmail.com](mailto:jerryjwood@gmail.com). We look forward to working with an expanded range of experience on the committee in the near future.

#### **Public Outreach Committee:**

This year has been a time of reassessment of mission and focus for the Public Outreach Committee. The original interest in launching a USAID Alumni Speakers' Bureau has been tempered by the realization that building such a community service, while desirable, requires more time and resources than the Committee currently has available. The Committee's focus has shifted to three activities that will help the UAA grow and provide opportunities for USAID Alumni to engage with their communities and their fellow alumni. These will all be explored in greater depth in the coming year, and the Committee welcomes new members and new leadership interested in advancing the following initiatives:

- The Committee co-Chairs have had substantive meetings with several organizations whose membership somewhat overlaps that of the UAA and that share common goals, including the Society for International Development, The National Peace Corps Association, and the US Global Leadership Association. There is strong interest in co-sponsoring events and publicizing each other's programs. Indeed, since two of the organizations are national in scope, these conversations led us to seek more information about the geographic location of UAA members so that they can be advised of opportunities in their area.
- Committee members have participated on panels this year to provide retrospective comments on USAID's achievements and legacy. Many alumni have written and spoken about their USAID experiences – through oral histories, biographies and novels. The Committee would like to compile a bibliography of extant memoirs and publications of

alumni, and explore opportunities to expand the collection of oral histories and other records of the past 50+ years of the US foreign assistance program.

- The Committee has revived the UAA's Linked-In page as a way to identify USAID alumni and connect them to the UAA and one another. While this function will ultimately be housed with the Membership Committee, it has underscored the role that social media can play in helping the UAA and its Public Outreach Committee to achieve their mission. The Committee will continue to explore new opportunities in this arena.

To join in please contact Co-Chairs Ann Van Dusen ([avandusen@usaidalumni.org](mailto:avandusen@usaidalumni.org)) or Bill Anderson ([gwilliamanderson@aol.com](mailto:gwilliamanderson@aol.com))

### **Membership Committee:**

The Membership Committee is responsible for expanding UAA membership inside and outside the D.C. area, increasing opportunities for social events and interaction among alumni, and ascertaining alumni interests on a continuing basis. We are a small group of dedicated alumni who plan to bring you the following events this coming year:

the 3rd annual summer picnic; the annual spring reception; happy hours for networking; panel discussions and presentations on subjects of interest to USAID alumni; and discussion of issues of particular interest to FSN alumni.

It takes teamwork and enthusiasm to:

- Recruit new USAID retirees, including through participation in retirement seminars;
- Encourage USAID alumni to update their contact information, become and remain contributing UAA members, and to recruit other alumni through avenues such as Linked-In;
- Expand outreach to former FSN employees and to non-Foreign Service alumni.

We need your involvement! We meet once a month in the Rosslyn area with nearby metro/parking. Individual schedules of Committee members are accommodated since most of us do travel on business or pleasure in the course of the year.

To join please contact the Co-Chairs: **Nancy Tumavick** at [tumavick@aol.org](mailto:tumavick@aol.org) or **Paula Goddard** at [pogoddard@yahoo.com](mailto:pogoddard@yahoo.com).

### **Development Issues Committee:**

This committee is a vehicle for USAID alumni to engage on issues and trends relevant to the prospects for progress in Africa, Asia and Latin America. This year, alumni volunteers organized a series of discussions related to the global urbanization phenomenon, economic transformation in Africa, and environmental sustainability in Asia. Sessions at the USAID Learning Center on Friday mornings will hopefully become a regular feature for the Committee's outreach. Suggestions from alumni for next year include issues such as democratic governance and human rights, food security, global health, and climate change. The

Development Issues Committee is also exploring more focused attention to the evolving framework for development cooperation, changing patterns of development finance, tensions emerging between developing country partners and donors over whether to focus on national objectives or results of specific donor inputs, and updates on USAID itself.

Interested alumni are encouraged to contact co-chair Owen Cylke at [uaadevissues@gmail.com](mailto:uaadevissues@gmail.com).

**STRATEGIC GOALS AND IMPLEMENTATION PLAN FOR 2013-2015  
APPROVED DECEMBER 20, 2012**

The Board of the USAID Alumni Association exercises responsibility for establishing the Association's operational goals and approving planned activities in furtherance of those goals. In exercising this responsibility the Board relies upon the Association's four operating committees. Each committee takes a lead role for implementing a UAA goal. As appropriate, the lead committee collaborates with other committees, Board members, individual USAID alumni, and others in planning and carrying out activities. The views of UAA members are a primary source of guidance in the formulation, periodic revision, and implementation of this plan.

The goals and projected implementing actions for 2013-2015 are summarized below.

**Goal 1. Expand, maintain, and enhance beneficial relationships with other organizations and facilitate opportunities for USAID alumni to inform audiences and communities about development and the role of the United States and USAID.**

**Lead: Public Outreach Committee**

In furtherance of this goal, in 2013-2015 UAA proposes to undertake the following actions:

- UAA will adopt in 2013 a policy for establishing and maintaining relationships with other organizations that have missions or membership compatible with UAA.
- UAA will implement this policy in 2013 by exploring to the point of decision prospects for mutually beneficial relationships with two or more organizations.
- In 2013 UAA will seek to identify at least four new opportunities for USAID alumni to inform audiences about development and its importance to the US, including through consultations with USAID's LPA Bureau and dialogue with universities and state development offices.
- In 2013 UAA will rebuild the speakers' roster with a view to expanding speaking opportunities in 2014 and 2015.

**Goal 2. Maintain and enhance a continuing relationship with USAID that will make alumni available to support the training, mentoring and coaching of USAID staff on a systematic basis.**

**Lead: Strengthening USAID Committee**

- UAA will reaffirm in 2013 a program of activities and channels of communication with USAID

and will establish a system for periodic joint review of existing arrangements with USAID.

- UAA will establish in 2013 a mechanism to recruit and recommend to USAID potential mentors for the E&E Bureau pilot mentoring program.

- UAA will explore with USAID in 2013 arrangements for systematic participation by alumni in USAID management training programs, with a view to making arrangements operational during 2013.

- UAA will review with USAID in 2013 initial experience with the E&E Bureau pilot mentoring program and determine if the program should be considered for expansion to other USAID bureaus and missions.

- Subject to a positive outcome of the review of experience with the E&E pilot mentoring program, UAA will expand the program to two or more additional USAID bureaus in 2014.

### **Goal 3. Facilitate contributions by alumni and sharing of information with respect to USAID policies and developments and trends in development cooperation.**

#### **Lead: Development Issues Committee**

In furtherance of this goal, in 2013-2015 UAA proposes to undertake the following actions:

- UAA will collaborate further with USAID in 2013 to facilitate the development of USAID's urban strategy. Activities will focus on applying USAID experience to present challenges of urbanization and Increasing awareness in the development community of innovative USAID work in this field. In particular:

- A January 2013 panel discussion will provide for current USAID staff the perspectives of several USAID alumni who have experience in dealing with urbanization issues.

- A series of workshops for the development community will underscore linkages between urbanization and broader development issues.

- UAA will organize development-related materials on the website by subject matter in 2013 in order to make these materials more readily available.

- UAA will support in 2013 four or more Development Dialogue events, jointly managed with DACOR, including programs relevant to development issues currently being jointly addressed by USAID and UAA.

- UAA will explore with USAID the establishment, beginning in 2013, of continuing discussion groups on additional topics of high priority for USAID, including the possibility of groups within the UAA/DACOR framework.

- In 2014 UAA will support six or more DACOR/UAA Development Dialogue events.

**Goal 4. Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new members who reside outside the Washington area; increase opportunities for social events and interaction among alumni.**

**Lead: Membership Committee**

In furtherance of this goal, in 2013-2015 UAA proposes to undertake the following actions:

- In 2013 UAA will establish systems for periodic surveys of alumni program interests and priorities, as well as communications preferences.

- UAA will encourage membership loyalty and expansion by increasing in 2013 the number and kinds of programs and social events for existing and potential UAA members, including programs and events outside the Washington area. Events under consideration include:

- happy hours for networking;
- speakers;
- panels and films on development issues;
- an annual summer picnic;
- discussions of post-USAID employment options; and
- discussions of issues of particular interest to FSN alumni residing the in the Metro Washington area.

- UAA will expand the UAA membership base in 2013 by placing ads in the AFSA newsletter and the Foreign Service Journal to encourage USAID alumni to join UAA and using the UAA newsletter and website to encourage USAID alumni to submit names and contact info for other alumni who might be interested in joining UAA.

- UAA will expand outreach in 2013 to FSNs in the Washington area and in foreign capitals where substantial numbers of FSN alumni reside.

- UAA will use available communications channels to encourage alumni in our database to become contributing members and/or renew their membership. These efforts will make use of the UAA website and newsletter as well as targeted e-mails.

- UAA will expand outreach in 2013 to non-Foreign Service USAID alumni, including Civil Service employees, personal services contractors, political appointees, individuals serving under interagency agreements, fellowship programs, etc.