



REPORT TO UAA MEMBERS ON ACTIVITIES IN 2019

October 2019

The USAID Alumni Association's current strategic plan sets out six operational goals and relies primarily upon the Association's six operating committees to take lead roles in addressing each of the strategic goals. This report provides a summary of progress made during 2019 in achieving these goals.

UAA maintained communication with senior USAID staff throughout the year.

- At the 2018 Annual General Meeting (AGM), Jim Richardson, USAID Assistant to the Administrator for the Policy, Planning and Learning Bureau, delivered remarks at a session on Agency reform. Tom Staal, Senior Advisor to the Administrator, participated in a panel discussion of the U.S. government's response to fragile situations. Administrator Mark Green joined the AGM gathering at lunch time, for informal conversations with UAA members.
- UAA Co-chairs and representatives of the Executive Committee met with the new Deputy Administrator, Bonnie Glick, on June 26. They introduced her to the goals and work of UAA and outlined new initiatives under discussion with USAID senior staff members. The Deputy Administrator showed great interest in our work and directed senior Agency staff to work with us to explore opportunities for further collaboration.
- Development Issues Committee Co-Chairs maintained contact with USAID's Policy, Program, and Learning Bureau staff to discuss the role of evaluation in strengthening USAID programs, and to offer UAA members' experience in formulating a new evaluation policy.
- UAA's Outreach Committee met with the Assistant Administrator of the Bureau for Legislative and Public Affairs (LPA) and his senior staff to develop opportunities for UAA's members to support USAID's efforts to increase the American public's understanding of foreign assistance.
- USAID Executive Committee members also met with the director and senior staff of the Human Capital and Talent Management office to discuss a range of possible initiatives to mentor, train, recognize, and reward staff. Follow-up discussions are underway.

PART I. REPORT ON PROGRESS TOWARD UAA GOALS IN 2019

The six goals adopted for 2019-2021 and the implementing actions taken or planned during 2019 are summarized below. Member comments on these are welcomed.

Goal 1. Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new contributing members who reside outside the Washington area; increase opportunities for social events and interaction among alumni. Lead: Membership Committee.

In furtherance of this goal, the UAA undertook the following actions in 2019:

- Conducted and analyzed an Evaluation of the 2018 Annual General Meeting (AGM) and the 2019 Annual Survey of Members to the Executive Committee. Reported on the Evaluation and the Survey in the Newsletter and on the website. Data specific to each UAA Committee were shared with them.
- Recruited additional registrants and contributing members. These efforts resulted in an expanded number of registrants in the UAA Alumni Directory (1046 as of 6/30/19; 1000 as of 12/31/18; vs. 982 as of 12/31/16) and contributing members (281 as of 6/30/19, which is on track to reach 12/31/18's 419, on a par with 12/31/17's 417). In addition, of the 281 contributing members as of 6/30/19, 100 have contributed as "Friends of the UAA," recognizing those donating at a level of \$100 or more. Recruitment efforts included:
 - Further developing a standard methodology for identifying potential new contributors among those who attend UAA events;
 - Sending tailored emails to those who attended events, newly registered without contributing, or who had previously contributed to UAA, but who had not yet contributed in 2019;
 - Identifying a coordinator for Foreign Service National (FSN) recruitment efforts, who attended the FSN Global Conference in Washington, DC in April 2019 along with a Co-Chairman of the Membership Committee, where our presentation at the assembly and our information booth were so popular that we ran out of brochures to hand out;
 - Attracting new volunteer talent to the Membership Committee;
 - Exploring how we might reach out to geographic groups of alumni; and
 - Initiating analysis to compare contributing membership changes in and outside the DC Metropolitan area.

Supported continuing strong participation by Alumni located in the D.C. area at UAA's broadly attended annual events, most notably the Annual General Meeting in the fall. In 2019, we expect the AGM attendance to exceed the 2018 attendance of 140 members. Last year's Annual Picnic in September drew 44 members and guests, despite the rainy weather; 2019's "Winterfest" in February drew 60 members and guests; and the 2019 Spring Reception in May drew 62 members and guests.

- Sent a monthly newsletter to the increasing number of registered alumni. The newsletter includes a calendar of events, links to the website, and a monthly profile on the interesting post-retirement activities of one member.
- Presented annual alumni awards at the 2018 AGM to two members for their outstanding contributions to their communities at home and abroad.

Goal 2. Maintain and enhance a continuing relationship with USAID, including management of a program to make alumni available to mentor USAID field-based staff. Lead: Strengthening USAID Committee.

In furtherance of this goal, the UAA undertook the following actions in 2019:

- The UAA mentoring program applied lessons learned from the 2016 evaluation, including careful pairing of mentors and mentees, monitoring and troubleshooting, and greater involvement by Bureau Coordinators.
- Cohort 8 was launched in December 2018 with 25 mentor-mentee relationships. The program launched following a highly successful training exercise for mentors at the USAID Training Center.
- The UAA managers of the mentoring program coordinated with the USAID Senior Development Advisor to the Foreign Service Institute (FSI) to establish targeted outreach to newly assigned Deputy Mission Directors, Mission Directors, and USAID Representatives. The outreach began with UAA participation in the Leadership Training held in July at FSI, and will continue for Cohort 9.
- Other planning has begun for Cohort 9. The UAA managers of the mentoring program have met with the recently appointed USAID liaisons to the program, and have identified Bureau Coordinators. Training for UAA mentors is scheduled, with both an in-person and online format, at the Washington Learning Center for December 11, with training for mentees scheduled for Dec. 12. As in the past two years, the trainer will be Neil Levine of Levine Strategies supported by UAA and USAID.
- In other activities, UAA Executive Committee members presented the mentoring program to the Deputy Administrator and other senior leaders of USAID. They extended UAA support for the Donald M. Payne International Development Fellowship Program to increase diversity in Agency staffing. UAA recruited 13 alumni to serve as Payne Fellow mentors. They also arranged for the 2019 Fellows to attend a UAA/DACOR Development Dialogue Luncheon.

The Mentoring Program was especially saddened this year by the death of John Heard, a long-time UAA Member who had been very active in supporting the program. His in-depth

knowledge of the program's history and skill in training and supporting mentors has been greatly missed.

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, the UAA undertook the following actions in 2019:

- The Development Issues Committee met five times over the past year, with two or three additional meetings to be scheduled before year end. After three years of meeting at the Pan American Development Foundation, the Committee established a new relationship with Arizona State University's Washington D.C. Center to host meetings beginning in January, 2019. Continuing an approach that began in 2015, the Committee now includes a featured speaker at each meeting. Attendance at each meeting has increased to an average of about 20 participants. The speakers over the past year include:
 - **December 13, 2018.** Elizabeth Roen, Acting Director of the Office of Learning, Evaluation and Research in USAID's Bureau of Policy, Planning and Learning (PPL) discussed the evolving role of evaluation at USAID.
 - **January 31.** Andrew Natsios, former USAID Administrator, gave a wide-ranging, candid exchange on the future and past of development assistance.
 - **March 21.** Kate Almquist Knopf, Director of the Africa Center for Strategic Studies (and former USAID AA for Africa) discussed development and security issues for Africa.
 - **April 19.** Larry Nowels, acting CEO of Modernizing Foreign Assistance Network, described the activities and challenges facing MFAN and the development community
 - **June 13.** Michael Pillsbury discussed his unpublished book *AID's Secret Successes*, as well as China, about which he has written three books.
 - **September 26.** Alexis Bonnell, USAID's Chief Innovation Officer, will discuss USAID's activities aimed at innovation.

A future committee meeting is planned for November.

Notes of the Committee meetings are posted on the UAA web site.

- UAA continued to support "Perspectives" on the "Development Resources" section of the UAA website. USAID alumni are invited to submit to perspectives@usaidalumni.org short essays on development issues of interest to them and to comment on the posted

essays. Initial submissions have addressed climate change, economic growth, and institutional capacity strengthening.

- **UAA/DACOR Development Dialogues.** UAA organized talks on a broad range of topics relevant to the interests of international development and foreign affairs professionals. These are primarily the jointly-sponsored UAA/DACOR Development Dialogues, which include both lunchtime events and less formal Monday morning conversations over coffee. Individual event announcements are sent to all alumni on the UAA list and are publicized in the UAA newsletter and website. Audio for most events is posted on the UAA website. Presentations in 2019 included:
 - February – **Ken Wollack**, retired longtime President of the National Democratic Institute, on “U.S. Foreign Policy and Assistance: Interests and Values”.
 - March – UAA and DACOR honored **Andy Horowitz** and the USAID Power Africa Team, 2018 winner of the prestigious Service to America Medal for National Security and International Affairs.
 - March – **Tony Barclay**, former CEO of Development Alternatives, Inc., on “How USAID and the Contractor Community Should Adapt to a Changing Development Ecosystem”.
 - April – **Alex Dehgan**, former USAID Chief Scientist, on “The Snow Leopard Project and other Adventures in Warzone Conservation” drawn from his book of the same title.
 - April – **Anthony (Bud) Rock**, Principal, Global Water 2020, on “Gaza from Within: The Challenges of Humanitarian Relief Efforts for Palestinians Today”.
 - May – **Kristin Lord** (President/CEO of IREX) and **George Ingram** (Brookings Senior Fellow) on “What the Future of Development Holds” based on their report Global Development Disrupted – Findings from a survey of 93 leaders.
 - June – **Bill Reese**, CEO Emeritus of the International Youth Foundation, on “Addressing the Youth Bulge: Is it all about Youth?”
 - July – **Liz Schroyer**, President and CEO, US Global Leadership Coalition (USGLC) on “Foreign Policy and the 2020 Elections”.
 - September – **Rafe Pomerance**, pioneering environmental leader on “Reflections on Fighting Climate Change”.
 - October - **Rev. David Beckmann**, longtime leader of Bread for the World on “U.S. Politics Now and International Development”.

UAA Book Club

The UAA Development Issues Book Club has resumed activities under the leadership of Stuart Callison. As of August, five book discussions have been held, and two more are on schedule for later in the year. Copies of the reviews prepared for discussion are available on the UAA Book Club Reviews section of the UAA website.

Books discussed this year to date:

Morris, Ian, *Why the West Rules—For Now: The Patterns of History and What They Reveal About the Future*. Farrar, Straus and Giroux; 750 pages, reviewed by Roberta van Haeften on October 19 and December 5, 2018

Yueh, Linda, *What Would the Great Economists Do?*, Picador, NY, 2018, 298 pages, reviewed by C. Stuart Callison on February 6, 2019

Collier, Paul, *The Future of Capitalism: Facing the New Anxieties*, Harper, 2018, 215 pages, reviewed by James Fox on March 6, 2019

Pearlstein Steven, *Can American Capitalism Survive?*, St. Martins, 244 pages, reviewed by Gary Merritt on April 10, 2019

“Nationalism: What went Wrong?” based on four *Foreign Policy* articles and one *Washington Post* column on the subject, reviewed by Peter Amato on May 29, 2019

Future reviews scheduled:

Vargas Llosa, *La Ilamada de la Tribu (Call of the Tribe)*, Alfaguara, 2018, 320 pages, to be reviewed by Jim Elliott and Clarence Zuvekas in late September 2019 (date TBD).

Cass R. Sunstein, *How Change Happens*, 2019, 274 pages, to be reviewed by Jim Fox in October 2019 (date TBD)

Goal 4. Compile and publish a readable independent history of USAID’s nearly 60 years of development experience to increase understanding of USAID’s accomplishments and the lessons learned that can guide current and future programs. In further support of this goal, increase the number of USAID oral histories and build a bibliography of books by USAID authors.

Lead: History Project Committee

In furtherance of this goal, the UAA undertook the following actions in 2019:

- **USAID History Project** Our author, John Norris, continues to prepare draft chapters for the book. While his original intention was to complete a draft by mid-2019, a more realistic target is the end of 2019. By August 2019, the Advisory Committee - comprised of Alex Shakow (Chair), Jim Michel, Carol Peasley and Dan Runde - had reviewed eight draft chapters (out of a proposed 13) and provided advice and concrete suggestions to complement John’s well-written and very interesting drafts. The Committee suffered a great loss with the death mid-year of John Sanbrailo, a treasured UAA friend, colleague and learned historian of American foreign aid. Updates on progress were provided throughout the year in UAA Newsletters and on the UAA website.
- **Oral Histories** USAID’s 2 ½ year grant with the Association of Diplomatic Studies and Training (ADST) to expand the number of oral history interviews by former USAID employees in ADST’s on-line archive ended on March 31, 2019. ADST and UAA

volunteers interviewed 77 former USAID officials – significantly exceeding the grant target of 50 interviews. As of August 2019, 60 interviews have been posted on the ADST website and forwarded to the USAID Development Experience Clearinghouse (DEC) for posting; 13 more are being edited by the interviewees; and 4 are still being transcribed. ADST also, at the request of USAID, did 25 short videos of interviewees with the expectation that USAID will be able to use these as part of its contribution to the new Diplomacy Center. In addition, ADST also included many of the USAID stories in its “Moments in U.S. Diplomacy” and other web-based distributions.

Under the ADST effort, a broad cross section of former USAID staff (FSO, FSN, GS, and AD) was interviewed, including two former USAID Administrators, Peter McPherson and Andrew Natsios. Initial priority was given to interviewing people with experience in countries and subjects identified by USAID in the cooperative agreement, including USAID’s contributions to the fight against apartheid in South Africa and in post-conflict countries such as Afghanistan, Iraq, and Sudan/South Sudan.

As part of ADST’s final report to USAID, the UAA volunteers updated a previous index of USAID oral histories and prepared a paper on “lessons learned and significant observations” for USAID to use in its orientation and training programs. The updated index should be posted on the USAID DEC website.

- **UAA Bibliography of USAID Authors** The Bibliography is available on the UAA website (www.usaidalumni.org/bibliography-of-usaid-authors). It now totals over 260 titles, including 21 interesting new entries added in 2019. Each entry includes a book description and a paragraph about the author. It is organized into 10 categories, including photography, video and travel sections, and is updated quarterly. Recent additions include Steve Wisecarver's fun and harrowing What the SAHEL Am I Doin' Here? and thirteen books by Dr. John Harbeson published between 1973 and 2017 focused on various aspects of African politics. Other intriguing new books are: Theology and the Discipline of the Foreign Service by Rev. Theodore (Ted) Lewis, who served with USAID and State in Vietnam, Laos, Korea and the DRC from 1951-1981; Tales of Travel, Love and Survival in the Foreign Service by Hope (Mrs. Joe) Goodwin; and Randall Jay Thompson's Leadership and Power in International Development: Navigating the Intersections of Gender, Culture, Context and Sustainability. Please contact **John Pielemeier** (Jpielemeie@aol.com) to add to the collection.

Goal 5. 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, the UAA undertook the following actions in 2019:

- UAA continued to strengthen collaborative relationships with DACOR, through expanding the jointly sponsored Development Dialogue programs (see above under Goal 3 for detailed list of speakers). The UAA also contributed \$1,000 in 2019 to the DACOR-Bacon House Foundation for the House Preservation Fund.
- UAA has also continued to strengthen relations with other related organizations, e.g., by working closely with the board of the Association of Diplomatic Studies and Training, maintaining active engagement with the Modernizing Foreign Assistance Network, and supporting key foreign assistance advocacy groups like the U.S. Global Leadership Coalition. With regard to the latter, UAA plans to meet in early autumn 2019 with the leader of USGLC, Liz Schroyer, who has invited UAA to coordinate approaches to better educate the American people about and, as appropriate, to advocate for U.S. foreign assistance to address global issues and support U.S. interests.
- UAA raised its profile and connected with USAID alumni around the world through its Linked-In webpage, which now has close to 1,000 followers.
- The UAA's Public Outreach Committee also met with the new Assistant Administrator of USAID's Bureau for Legislative and Public Affairs (LPA) and his top staff to develop opportunities for UAA members to work with USAID's Hometown Diplomats. As a first step, UAA will conduct a pilot in 2020 to support LPA activities aimed at building better understanding by the American public of U.S. foreign assistance.
- In response to a request from Howard University, which administers the USAID-funded Donald M. Payne International Development Fellowship Program to increase diversity in agency staffing, the UAA recruited 13 alumni to serve as Payne Fellow mentors.
- After meeting with the Acting Director for USAID Public Engagement in LPA, UAA is beginning to review the Agency's current "USAID 101" Power Point, its tool for New Employees' orientation, to suggest improvements for its use by USAID Alumni around the country when speaking with the American public about USAID and the value of U.S. foreign assistance.
- Similarly, UAA has posted on its website the curricula used by many UAA and other professors for courses on international development. This will facilitate sharing among them to improve their own curricula, as well as for new Alumni who wish to teach or speak publicly.
- UAA is examining its alumni zip code directory to identify geographically proximate groupings of alumni. These alumni may be contacted later in 2019 or 2020 to meet with selected UAA Executive Committee members who would travel to their areas to learn from them and discuss their local initiatives to increase interaction with local citizens.

- UAA will explore reaching out in late 2019 and 2020 to U.S. universities and USAID Missions, with appropriate USAID HQ support, to pilot new Overseas Graduate Student internships at Missions overseas.

Goal 6. Assure that internal UAA systems and procedures provide effective, efficient and transparent management of resources and services to USAID alumni.
Leads: Finance and Administration Committee and AGM Committee.

In furtherance of this goal, the UAA undertook the following actions in 2019:

- The UAA Annual General Meeting Committee organized a substantive 2019 AGM. The topic of the main panel is “Democratic Governance: How Do USAID Missions Overcome Obstacles, Achieve Results, and Navigate the Inevitable Landmines?” – with external resources, and former USAID leaders. Former USAID Administrator Peter McPherson will join Alex Shakow in a conversation based on McPherson’s recent oral history. In addition, the US Global Leadership Coalition’s Senior Director, Lindsay Plack, will discuss foreign aid and the 2020 elections.
- UAA recruited for the 2019 election of Board members an excellent slate of capable leaders to help manage UAA activities and resources. The Board members will be voted on by the contributing members and announced at the 2019 AGM.
- Under leadership of the UAA’s part-time Administrative Assistant, membership and directory databases have been continually updated, thereby improving outreach and communication to the membership.
- A special sub-account was established to receive member donations for the USAID History Project. The co-chairs of the Finance and Administration Committee are also putting in place any special audit or IRS procedures required by the increase in UAA revenue. The monthly financial report to the Board now includes the status of the History Project funds.
- The Executive Committee has taken initial steps to prepare a calendar of major annual actions and outlined procedures as a guide for future Board members and committee co-chairs. This is one of many steps to be taken to enhance sustainability of the organization.
- UAA has continued to refine the content of its website, with a focus on subjects of greatest interest to alumni. Utilization of the website remains high.