

STATE

state.gov/statemag
September 2013

MAGAZINE

A Novel Idea

Book Project Opens

Minds in Sarajevo

Investing in Iraq

Personal Relationships

Move Business Forward

On Solid Ground

**PRM Bureau Helps Displaced Citizens
and Refugees Get Back on Their Feet**



Contents

September 2013 // Issue Number 581

16

Reykjavik
Cold Beauty,
Warm Heart



A rocky coastline marks this portion of the Snæfellsnes Peninsula in western Iceland.
Photo by Paul Cunningham



STATE
MAGAZINE

Features

- 10** **Open for Business**
U.S. companies look to Iraq
- 12** **Innovation Center**
Helsinki showcases U.S. know-how
- 14** **DIR Assistance**
Promoting Department careers
- 22** **Refugee Challenge**
State, USAID help displaced Syrians
- 24** **Novel Idea**
Reading program inspires youths
- 28** **Family Matters**
Officers take parents to Dhaka
- 34** **Model U.N.**
Students learn about diplomacy

Columns

- 2** Post One
- 4** In the News
- 8** Diversity Notes
- 9** Direct from the D.G.
- 30** In Brief
- 35** Safety Scene
- 36** Appointments
- 37** Lying In State
- 38** Obituaries
- 40** End State

On the Cover

Young Syrian refugees run with the convoy of Japanese Foreign Minister Fumio Kishida and United Nations High Commissioner for Refugees António Guterres at al Za'atari refugee camp in Jordan.

Corbis photo

BY ISAAC D. PACHECO

Safe Refuge

For more than two years a violent civil war has raged in Syria, marring the once idyllic coastal landscape and taking an unfathomable toll on the country's population. According to United Nations estimates, more than 100,000 people have been killed during the conflict, and millions more displaced or forced to flee. As bloody skirmishes have flared up in city streets and throughout the countryside, more than 1.75 million Syrians have fled to bordering nations in search of shelter.

Secretary of State John Kerry has repeatedly urged factions on both sides of the conflict to seek political solutions to the conflict and end the bloodshed. The United States has provided nearly \$815 million in humanitarian assistance to help those affected by the conflict, and is committing \$250 million in non-lethal transition support to the Syrian opposition. This assistance will help local opposition councils and civil society groups provide essential services to their communities, extend the rule of law and enhance stability inside liberated areas of Syria.

One especially hardworking team at the State Department is taking the lead in finding ways to assist the millions of Syrians who have been internally displaced as well as those who have sought shelter in other countries. The Bureau of Population, Refugees, and Migration (PRM) provides aid and sustainable solutions for refugees, victims of conflict and stateless people around the world, through repatriation, local integration and resettlement in the United States. PRM also promotes U.S. population and migration policies. With an estimated 10,000 Syrians fleeing the country every day, PRM is working with its NGO partners and USAID's Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA) to



devise methods that will make assistance to urban refugee populations more effective and sustainable.

With PRM guidance, the United States is providing emergency medical care and medical supplies, childhood immunizations, food, clean water and relief supplies to those affected by the crisis, as well as supporting refugees and host communities in the neighboring countries. Within Syria, U.S. humanitarian aid is reaching 3.2 million people throughout the nation, based strictly on need and regardless of political affiliation.

PRM staff members say that, despite the impressive numbers their work is about more than "just feeding the refugees." It's about getting to know these communities at a person-to-person level, identifying their unique challenges and tailoring solutions to their needs. PRM and DCHA are not only putting food on the table but also providing hope to a disenfranchised populace. They are helping those who are at risk find a place of refuge and giving those who have been silenced by oppression a new voice. Read more (pg. 22) about how PRM and their partners are making a positive difference for refugees around the world. ■

Corrections

July/August 2013, pg. 39 – Olivia P. L. Hilton was incorrectly listed in Retirements.



Editor-in-Chief
Isaac D. Pacheco // pacheco2@state.gov

Deputy Editor
Ed Warner // warneres@state.gov

Associate Editor
Bill Palmer // palmerwr2@state.gov

Art Director
Peter Ziff // ziffp@state.gov

Editorial Intern
Karen A. Reitman // reitmanka@state.gov

Contacting Us
301 4th Street SW, Room 348
Washington DC 20547
statemagazine@state.gov
Phone: (202) 203-7115
Fax: (202) 203-7142

Change of Address
Send changes of addresses to our staff using the contact information above. Please include your previous mailing address.

Submissions
For details on submitting articles to *State Magazine*, request our guidelines by email at statemagazine@state.gov or download them from state.gov/statemag. *State Magazine* does not purchase freelance material.

Deadlines
The submission deadline for the November issue is September 15. The deadline for the December issue is October 15.

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State. The editorial team reserves the right to select and edit all materials for publication.

Follow Us Online

state.gov/statemag

facebook.com/statemagazine

@statemag

state.gov/rss/channels/statemag.xml

flickr.com/statemagazine

elle
THE PLEASURE OF YOUR COMPANY IS REQUESTED
53RD Annual Art & BookFair
The 53rd annual Art & BookFair of the Associates of the American Foreign Service Worldwide (AAFSW) will take place Oct. 11-20 in the Main State Exhibit Hall and feature thousands of used books, paintings, art objects, textiles, stamps, coins, postcards, CDs, DVDs, maps, ephemera and more. A Collector's Corner will offer rare and unusual books, reflecting the fair's international flavor.
On Oct. 11 from 11 a.m. to 4 p.m. and Oct. 14-18 from 11 a.m. to 3 p.m., the event, now more than 50 years old, will be open to Department badge holders, spouses and escorted guests. On Oct. 12-13 and 19-20 from 10 a.m. to 4 p.m., the sale is open to the public, with access through the C Street entrance.
The fair accepts Visa, Discover and Mastercard credit cards and personal checks. The sale's proceeds benefit the AAFSW Scholarship Fund and initiatives that support the Foreign Service community locally and abroad.
MAIN STATE EXHIBIT HALL
OCTOBER 11 - 20, 2013
elle

In the News

Director General Installs Memorial Plaque



In a ceremony in May, Director General Linda Thomas-Greenfield added four names to the plaque in the Harry S Truman building that honors Locally Employed Staff who died in the line of duty. The plaque was established in 2010 with funding from the Cox Foundation.

Marline Lamothe, a USAID employee in Haiti, was murdered in 2012 as she returned home after a work function. She served in the USAID/Haiti Economic Growth Office, where she provided excellent leadership, and is survived by a daughter, 11, and son, 7.

Anthony Okara, a 25-year-old finance assistant working for the President's Emergency Plan for AIDS Relief (PEPFAR), was killed in a 2012 airliner crash in Lagos, Nigeria, while traveling from Abuja on business. He helped ensure achievement of PEPFAR's goals, and was a man of integrity who will be remembered for his work ethic and team spirit. He is survived by two brothers.

Abobaker Ashaibi, a State Department senior security guard in Tripoli, Libya, died in a 2012 workplace accident. A loyal embassy employee for six years, he is survived by his wife and three young children.

Then-Director General Linda Thomas-Greenfield, fourth from right, joins colleagues from the Human Resources Bureau's front office and representatives from the bureaus of Western Hemisphere Affairs, European and Eurasian Affairs and Near Eastern Affairs and the Office of the Haiti Special Coordinator to honor fallen LE Staff.

Photo by Robert M. Stewart

Mustafa Akarsu, a State Department security guard in Ankara, Turkey, was killed in February while protecting the embassy during a terrorist attack that injured several others. By blocking the terrorist's progress into the compound, he saved many lives. He is survived by his wife and two children.

The inscription on the plaque says that it was "erected by the State Department in honor of those Locally Employed Staff overseas who have lost their lives in the line of duty, due to terrorism, in an act of heroism or in other compelling circumstances while serving the United States Government with Foreign Service Agencies." Names from 1999 onward are included. For further information, contact Kirk Leach in the Office of Casualty Assistance at LeachKA@state.gov.

Security Leaders Attend FSI Capstone Day

The Foreign Service Institute (FSI) held its first annual National Security Executive Leadership Seminar (NSELS) Capstone Day in May. Among the 100-plus attendees were participants in the past year's three 30-member NSELS classes and national security professionals from the departments of State, Defense, Justice, and Energy, USAID and the Office of Management and Budget.

Admiral Michael Mullen, former chairman of the Joint Chiefs of Staff, spoke of the importance of accountability in government and the need to achieve a balance between U.S. military and diplomatic powers. He said the United States needs to "keep values front and center" on security matters.

Victoria Nuland, former Department spokesperson, said there's a need to find common objectives among agencies and for younger officials to be willing to "challenge the prevailing vision."

One attendee said the speakers provided encouragement and insight through "their examples and comments on taking tough assignments and making hard choices."

NSELS alumni led panel discussions on such issues as leading interagency teams, strategic planning and collaborating in crises, and spoke of how they applied skills acquired in NSELS.

Created in 2006, NSELS is a no-cost course that brings together representatives from more than a dozen federal agencies for "whole of government" collaboration. The classes are targeted at rising leaders at the FS-01/GS-15 level and meet twice monthly for five months.

Capstone Day reflected the program's shift beyond the classroom to engaging the larger alumni community, who continue to be involved in the program via informal networking or as mentors and course speakers.



Capstone Day attendees participate in a discussion. *Photo by Michael Morrison*

Digital Signs Display Announcements

U.S. embassies are increasingly adopting public display screens that dynamically post the latest information, such as announcements, videos, images and PowerPoint presentations. Besides promoting organizational communications and helping reach target audiences more effectively, the signs promote a greener environmental footprint because they use no paper, water or inks.

The newest digital signage system, at the U.S. Embassy in Copenhagen, includes a Digital Signage TV in the consular section's public waiting room that offers content on visa and citizens, services issues. Another one near the mailroom showcases mission announcements and news, including mission events, security/management notices, local weather and training videos. Software is used to make updates within seconds, and staff passing the commissary or mailroom can see current events and learn of urgent announcements.

At the U.S. Embassy in San José, meanwhile, a screen in the consular section shows waiting customers videos on local outreach efforts and U.S. tourism, entrepreneurship and educational opportunities, as well as visa application procedures. It also broadcasts a live TV news stream, weather information, mission announcements, outage notifications and local news.

Meanwhile, at the U.S. Embassy in London, a digital signage solution developed by the embassy's Technology Innovation Office features a 32-inch high-definition LCD television unit, a credit-card-sized computer and custom software that was also developed in-house. It displays



A digital sign at Embassy San José displays announcements. *Photo by Kevin Rubesh*

scheduling information for conference rooms in the building and can show screensavers, internal advertising and other messages. Each digital display cost less than \$400 to implement. More information on digital signage is available at <http://diplpedia.state.gov>.

NEWS

Embassy Dialogues Emphasize Multiculturalism

At the U.S. Embassy in Stockholm, Ambassador Mark Brzezinski and his team have launched Diversity Dialogues, a program of roundtable discussions on harnessing the benefits of multiculturalism and promoting tolerance.

A culturally diverse nation that has gained more than 900,000 immigrants in the past 20 years, Sweden has Europe's second highest per capita rate of asylum seekers and large communities of people from Syria, Iraq, Somalia, Bosnia and Herzegovina and other countries.

Since the United States also has a rich tradition of immigration and multiculturalism, each dialogue conducted under the program includes a guest who presents on an issue, followed by discussion on expanding the benefits of diversity in both nations.

Recently, Governor Mark Dayton of Minnesota spoke with civil society leaders, students, journalists, government officials, businesspeople and representatives from the Somali community about his state's history of welcoming immigrants. Minnesota has the largest U.S. population of Somali immigrants. Participants discussed business opportunities, harnessing immigrants' entrepreneurial spirit and the procedures for obtaining important government services.

Diversity Dialogues topics have included youth and entrepreneurship, promoting role models and tackling anti-Semitism. Other speakers have included 2006 Nobel Peace Prize laureate Muhammad Yunus; Zeenat Rahman, the Secretary of State's special advisor for Global Youth Issues; representatives from a Minnesota group that highlights role models within the Somali community; and David Lazar, a leading American-



Ambassador Mark Brzezinski, left, and wife Natalia, second from right, meet with Professor Muhammad Yunus, center, and program attendees. Photo by Jeff Anderson

born rabbi who was based in Stockholm.

As a result of one discussion, the embassy is teaming with a Swedish association of immigrant-owned businesses to host a visit of the president of the National Minority Supplier Development Council. The dialogue will focus on an American industry commitment to purchase supplies from minority-owned businesses and whether such a model would work in Sweden.

Embassy Prepares Children for Emergencies

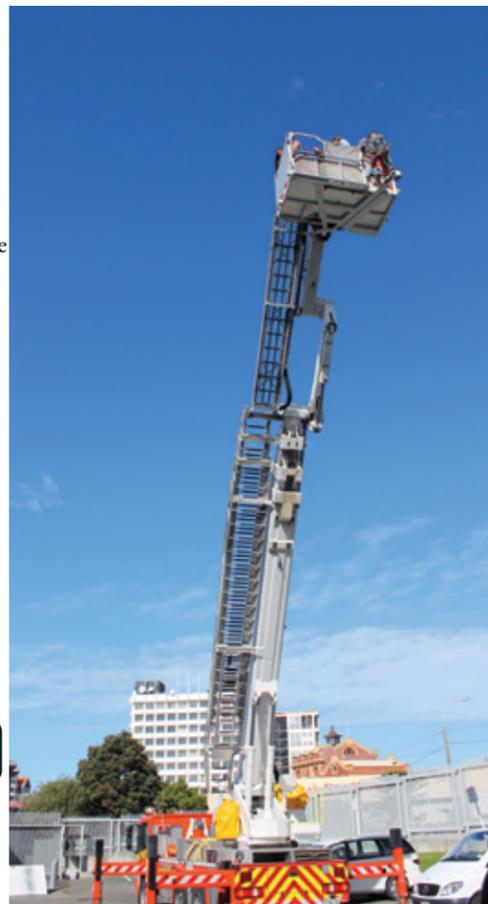
In April, the U.S. Embassy in Wellington helped ready the post's children for a variety of emergencies that can occur in New Zealand, which has a history of earthquakes. In 2011, a large earthquake near Christchurch killed 185 people and caused substantial damage to the city's infrastructure. There are 530 known, active faults beneath the waters around New Zealand.

To better prepare embassy children, the community liaison office (CLO) and regional security office (RSO) teamed up to host Kids Emergency Preparedness Training. The RSO provided a short, interactive briefing, using simple questions and providing awards for correct answers. Then, New Zealand police officers and firefighters provided the children with hands-on experience, including riding in a fire truck's telescoping bucket, spraying a fire hose, using a fire extinguisher and sitting in a police car and testing its lights and sirens. Afterward, the embassy's Quality of Life

Advisory Council hosted a classic Kiwi sausage sizzle for the children. To round out the day, the children competed in a relay race to make the best "go bag," which is a bag packed with essential ready-to-use items for emergency use. Finally, a "movie gift basket" draw rewarded families who participated in the CLO/RSO radio check challenge. The exercise required each family member to practice a radio check by calling in on the appointed day.

Some children were so inspired by the event that they went home to make their own go bags. Others asked their families if they had a go bag and where it was. Some asked their parents where their home's fire alarms were and if they had been tested recently.

A fire truck displays its rescue bucket at the training. Photo by Jodylyn Johnson



FS Youths Recognized at Awards Ceremony

In July, the Foreign Service Youth Foundation (FSYF) hosted its annual Youth Awards Ceremony for FSYF contest winners and children whose parents are serving at unaccompanied posts.

Ambassador Ruth Davis praised the winners for being "among our finest citizen diplomats and treasured members of our Foreign Service family."

Winners of "The World Is My Hometown" art contest included: Sabra Goveia, Melody Reynolds and Sophie Nave in the 5-8 age category; Ethan Banerjee, Caitlin Chaisson and Emily Allen in the 9-12 age category; and Helen Reynolds, Avery Coble and Emily Williams in the 13-18 age category. They received cash prizes from State Department Federal Credit Union.

The essay contest asked for 1,000 words or less on how a Foreign Service child's sense of home is affected by his or her itinerant life and prolonged immersion in different languages, cultures and environments. The winners included: Krishna Srin, Dhara Srin and Thomas Green in the middle school category and Ashley Miller, Andrea Salazar and Natalie Hernandez in the high school category. They received cash prizes from McGrath Real Estate Services.

In the KidVid Contest, sponsored by FSYF and FSI's Overseas Briefing Center, students ages 10-18 produced a DVD about life at

an overseas post from a young person's perspective. The winners, who received cash prizes from Peake Management, included: Elka Sterling, Erik Van, Steven Van, Nick Slusher and Aman Mehmood from Baku, Azerbaijan; Hunter Walton, Sofia Monterroso, Leon Barnes and Jamal Anaele from Maputo, Mozambique; Walker Jarrell, William Jarrell, Madeline Jarrell and Wyatt Jarrell from Shenyang, China; Connor Pearson, Gwyneth Pearson and Owen Pearson from Kuala Lumpur, Malaysia; and Colston Moder from Frankfurt, Germany.

The community service contest, which recognizes outstanding community volunteer efforts, was won by Jonathan Schwan and Emily Larsen, who received prize money from Clements Worldwide Insurance. The FSYF Academic Merit Award for two college-bound high school seniors or gap-year students who are FSYF members went to Brett Fouss and Meredith Hilton, who received prize money from FSYF and GEICO. More information is at www.fsyf.org.

Since 2006, the Department, through the Family Liaison Office (FLO), has distributed medals and certificates of recognition to the children of parents serving overseas in high-threat unaccompanied assignments. To date, more than 4,200 children have been recognized. More information about FLO's Unaccompanied Tours program is at state.gov/m/dghr/flo/c14521.htm.



Winners of the 2013 Foreign Service Youth Awards gather with, at front from left, Foreign Service Youth Foundation President Linda Garvelink, retired Ambassador Ruth Davis and Hans Klemm, Principal Deputy Assistant Secretary, Bureau of Human Resources.

Photo by Sylvia Johnson

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Customer Service and S/OCR

The Office of Civil Rights (S/OCR) provides an important function under Equal Employment Opportunity (EEO) law—it processes federal-sector EEO complaints in accordance with applicable regulations and procedures. We also have the Diversity Management and Outreach division, and a section of Attorney-Advisors who support our functions. We realize that S/OCR will be judged on how we treat employees and applicants when they seek information, receive training or file a complaint, more than on the legal nuances of final agency decisions or the outcomes of individual complaints.

Customer service is both a science and an art as many corporations have learned. Unlike Target or Home Depot, however, our customers have no choice. There is no alternate EEO office around the corner keeping us on our toes. So, the hard work of knowing how well we are doing and where we need to improve must come from imagining competition and then providing our customers with various avenues to provide confidential feedback.

S/OCR has a new customer service team that has initiated focus groups with S/OCR customers. HR officers told us that managers needed more training on employee accountability issues, and we therefore worked with Employee Relations (HR/ER) to set up a seven-session training telecourse/webinar with the Federal Employee Law Training Group on exactly this subject. When EEO counselors said they wanted more recognition from S/OCR on their contribution to the Department's goals, we responded by creating a matrix of 500+ counselors, and sending a kudos message to their supervisors expressing our appreciation for their contributions. We also heard many suggestions for improving our website. In response, our website team is revamping the website in close collaboration with FSI.



Many other thoughts and concerns are being aired through our customer service team, and our managers are setting up action plans to explore and prioritize approximately 40 new requests. We may accomplish some requests quickly, and some slowly. Others may have to be modified or are, alas, out of reach. We may be unable to implement some due to limited resources, and some may be addressed in collaboration with other offices.

All feedback is valuable, and we treasure every comment. In the book "A Complaint is a Gift," the authors note that, for every person who complains, there are 32 who say nothing. So the one voice can represent 32 others who describe their bad experience to others. Any complaint can be viewed as a gift, a way to improve service, a valuable message of feedback. If our office is unable to meet the client's need, we can help by finding the right resource, giving guidance or even just listening empathetically.

We would like to hear from you. Please contact Ruth M. Hall (HallRM@state.gov) or Arlene Brandon (BrandonAM@state.gov) in S/OCR with any comments on what we can do better. ■

Direct from the D.G.

LINDA THOMAS-GREENFIELD
DIRECTOR GENERAL

A Fond Farewell

As many of you are aware, in June the President nominated me to be the new Assistant Secretary for African Affairs. While I am humbled and awed by the challenges this new position presents, I have left the Bureau of Human Resources with mixed feelings as I truly loved being Director General (DG) of the Foreign Service and Director of Human Resources.

It was wonderfully fulfilling to serve as DG, as we worked as an HR team. I learned so much during my tenure as DG, and I attribute that to the amazing people I worked with—and the constructive feedback I received from all of you, both stateside and around the world.

Reflecting on the achievements of my HR colleagues while I served as DG, I feel confident about the state of affairs in the Department's personnel world. Our employees are:

Providing great service: Our one-stop service center in Charleston, S.C., has grown. It is now also a processing center for personnel actions and, increasingly, an HR Shared Services Provider for nine bureaus. This has helped us to improve efficiency, cut costs and better serve employees.

Fostering strong leadership: We have developed a Chief of Mission Leadership Survey that queries country teams about Chief of Mission and Deputy Chief of Mission leadership to give those leaders, as well as their Assistant Secretaries and the DG the tools to identify and remedy developing leadership and management issues.

We are putting the final touches on a program of mandatory training for supervisors, to give them the tools to successfully manage their offices and create a climate where all can perform their best. I am also pleased that a new Workplace Conflict Prevention and Resolution Center is in place under the Office of the Ombudsman. Should the need arise, I hope you will avail yourselves of this excellent new resource (mmsweb.a.state.gov/asp/notices/dn_temp.asp?Notice_ID=19354).

Developing and improving on diversity: Our Diversity and Inclusion Plan is now one year old and is providing a useful framework for action. For example, since many of the underrepresented groups we seek have iPhones or Android devices and prefer mobile communications, we were pleased to release DOSCareers, a new mobile App that educates and engages aspiring Foreign Service candidates and others seeking to familiarize



themselves with diplomatic careers. This app, available on Google Play and the App Store, lets candidates link up with Diplomats in Residence, learn about upcoming recruitment events and even practice for the Foreign Service Officer Test. I am pleased to report that in the first couple of months, we had more than 10,000 downloads.

Finally, I am especially pleased that, as reported by Forbes magazine in June, the Department of State has ranked among the top three ideal employers in a poll of nearly 18,000 U.S. undergraduates in the humanities, liberal arts or education.

Let me conclude by saying that it has been an honor to serve Secretary Kerry, former Secretary Clinton and the President as DG and Director of Human Resources. It has been a pleasure to work with the management team led by Under Secretary Patrick Kennedy as well as with all the men and women in every bureau who are committed to improving the way the Department takes care of its most important resource—its people. I wish all of you the best and look forward to continuing to work with you in my current assignment. ■



Relationships Matter

Building economic ties with the new Iraq

By Dianna Chianis, deputy director, Office of Iraq Economic and Assistance Affairs; and Aaron Forsberg, deputy economic counselor, U.S. Embassy in Baghdad

What can a war-torn nation with scorching temperatures, persistent violence and one of the world's most difficult business environments offer to foreign companies? In the case of Iraq, plenty, but not without challenges. With fast-rising oil revenues and pent-up demand from 30 years of war and sanctions, imports are surging, making the Iraqi economy a growing frontier market where personal relationships make the difference between success and failure. To assist American companies in Iraq, U.S. government efforts have focused on building such ties.

U.S. exports to Iraq, excluding nonrecurring aircraft sales, rose 13 percent between the first quarter of 2012 and the first quarter of 2013. The \$43 million in U.S. passenger vehicle exports topped the list, rising more than 50 percent, followed closely by meat exports (\$34 million), machinery parts (\$28 million) and integrated circuits (\$19 million—up more than 600 percent). Not surprisingly, leading U.S. companies, including Boeing, Cisco, Citigroup, ExxonMobil, Ford Motors, Halliburton, Honeywell and Lockheed Martin, have offices or are represented in Iraq.

And there is plenty of money to pay for these goods; Iraq has one of the world's fastest growing economies with a gross domestic product expanding at almost 10 percent per year. The national government's annual budget now totals more than \$118 billion, and more than \$30 billion has been earmarked for capital investment. Three of Iraq's 18 provinces are also poised to spend billions of dollars, in part because a percentage of the government's oil revenue goes to these producing provincial governments. After years of receiving mainly low-quality merchandise from other countries, Iraqis

want to see more high-quality U.S. products in their marketplace.

Despite calls for more U.S. investment and some companies' success in the Iraqi market, Iraq remains among the most challenging business environments in the world, particularly for small- and medium-sized firms. State-owned companies dominate Iraq's economy, while the private sector is underdeveloped and the financial system remains weak. U.S. business contacts voice concern about many operational issues, including opaque and inconsistent administration of regulations, security, corruption and a bidding process that is inconsistent with international standards.

In such an environment, personal relationships often determine whether an outside company succeeds or fails. But as late as 2011, when the U.S. military departed Iraq, relatively few U.S. companies had relationships with Iraqi counterparts. Iraqi political and business delegations visiting Washington have lamented that while Chinese and Turkish firms have been active in Iraq, American firms there are less visible, particularly outside Iraq's largest cities.

To encourage more U.S. businesses to consider opportunities in Iraq, the Office of Iraq Affairs (NEA/I) developed a plan that included a contact database. When created in 2011, however, the database listed fewer than 60 U.S. companies doing business in Iraq, with most of them servicing the U.S. government or U.S.-supported entities.

To build corporate interest in Iraq, NEA/I and the U.S. Embassy in Baghdad supported the Foreign Commercial Service (FCS) in hosting the first USA Pavilion at the Baghdad International Fair since the mid-1980s. Thirty U.S. companies, organizations and universities

exhibited in 2012, making the pavilion the largest at the event and laying the foundation for an even greater U.S. presence at the October 2013 show.

NEA/I and Embassy Baghdad also hosted a "Doing Business in Iraq" workshop in March 2012 and a "direct line" videoconference on housing and construction in September 2012. Iraq desk officers attended industry trade shows and other events in the United States to develop a multisector database of interested U.S. companies. NEA/I distributed information about active tenders for bids, provided by the Iraqi Embassy's Commercial Attaché office in Washington, D.C., to this growing pool of U.S. companies. NEA/I also encouraged Iraqi business leaders to visit the United States and meet counterparts from American companies, legislative bodies and business associations to understand how to build bilateral commercial relations. While this activity garnered U.S. corporate attention for Iraq, it was clear that more was needed.

In the fall of 2012, the U.S. Consulate General in al Basrah, Iraq, proposed facilitating a Sister City partnership between al Basrah and Houston, Texas. With support from NEA/I and the Department of Commerce's Commercial Law Development Program, Houston Mayor Annise Parker in mid-December signed a "Partners in Trade" agreement with visiting al Basrah Governor Khalaf Abdul Samad. During their visit, the Iraqi delegation met more than 500 U.S. business executives.

Upon returning to al Basrah, Governor Khalaf established a U.S. business outreach center and directed his staff to identify more than 300 opportunities in which he could encourage American companies to participate. According to one former FCS officer, the governor's visit was "one of the best examples of how the U.S. government can assist American companies to compete."

These self-funded delegations presage a growing relationship. Reflecting their value to Iraqi participants, a 12-member al Basrah business delegation followed its December 2012 trip with another visit to Texas in May. Delegation members met counterparts at more than 200 U.S. companies to discuss business partnerships, distributorships and other commercial relationships. They also heard presentations on establishing successful partnerships with U.S. companies organized by the U.S. Department of Commerce's Commercial Law Development

Program, the Bilateral Chamber of Commerce and the U.S. Business Council in Iraq.

The Department's efforts at relationship building for U.S. companies include the Iraqi Kurdistan Region (IKR), where the city of Erbil is both the regional capital and the economic center. The IKR has a relatively stable security environment, more reliable power and many air connections to European and Middle Eastern destinations. Foreign visitors from many countries, including the United States, can obtain a 15-day visa upon arrival at airports in Erbil or Sulaymaniyah, the IKR's second largest city. To attract investment, the Kurdistan Regional Government's Board of Investment offers a range of incentives including free land, long-term tax holidays and a capital infrastructure program involving billions of dollars directed toward power generation and transmission, water resource development, wastewater treatment, housing, tourism and transportation projects such as light rail. In September 2012, Embassy Baghdad and the U.S. Consulate General in Erbil organized a USA booth at the Erbil International Trade Fair, which offered materials from several U.S. companies and universities. With Consulate General Erbil recently opening up U.S. visa services in the IKR, a substantial increase in Iraqi businessmen traveling to the United States can be expected.

U.S. hotel chains with properties under construction in the IKR include Sheraton, Marriott, Hilton Doubletree, Wyndham and Best Western. Kurdish business leaders are also eager to attract U.S. companies such as food franchises. To capitalize on this desire, NEA/I and Mission Iraq facilitated a reverse trade mission of northern Iraqi businessmen to the International Franchise Expo in New York City in June 2013 as the first step in trying to bring U.S. franchise companies to Iraq. After working with the U.S. Chamber of Commerce and the U.S.-Kurdistan Business Council, their next step will be to bring regional representatives of U.S. franchises to Erbil to see the many regional market opportunities.

In Iraq, as in the rest of the Middle East, personal relationships matter. U.S. companies need to take the time to develop these relationships. The U.S. government will continue its hands-on economic diplomacy to assist U.S. businesses interested in building stronger commercial ties with Iraqi counterparts and creating strategies that take the long view of business development. ■



Above: Governor Khalaf and Mayor Parker sign the Partners in Trade Agreement in Houston.

Photo by Nicole Kneeland

Opposite: Ambassador Beecroft speaks at the Baghdad International Fair in 2012.

Photo by Safer Altwal

Economic Statecraft

Helsinki's Innovation Center Means Business

By Rodney M. Hunter, political/economic chief,
U.S. Embassy in Helsinki, Finland

For the State Department to become a prime partner with business in advancing economic statecraft, it must provide businesses with the tools and locations for promoting innovation, and that's just what the U.S. Embassy in Helsinki's new Innovation Center does. On a site overlooking the Baltic Sea formerly occupied by a 100-year-old annex building, the center realizes Ambassador Bruce Oreck's desire for a new space to showcase American know-how and engage U.S. partners and colleagues regionally.

The center, which opened in February, has boosted the embassy's already key role promoting business, framing opportunities and finding new solutions, using targeted, metrics-driven, audience-centered engagement.

"The Innovation Center is the place for a new era of American diplomacy—proven methods and ideas in a space shaped for the opportunities of the 21st century," said Ambassador Oreck.

"From human rights to hard-hitting political issues, the Innovation Center has become Helsinki's location for innovative thought and discussion," added Deputy Chief of Mission (DCM) Danny Hall.

The center's success arises from strong cooperation among the embassy's sections and agencies. The Foreign Commercial Service (FCS) and political/economic section use the center together to promote a robust trade and investment strategy that is attracting investment in the United States and creating new markets for U.S. products and services in Finland and the region. The regional security office has worked closely with the Bureau of Diplomatic Security to make it easy for visitors to enter the building and allow cell phones and tablet computers to be brought into events and meetings. The information management office worked with the Department to allow high-speed wireless Internet access in the building. All of this makes it a place where people can do business.

"Unprecedented cooperation between [the departments of] Commerce and State empowered by the showcase quality of the Innovation Center, [have] allowed us to succeed in ways unimaginable in other places," said Nick Kuchova, Regional Senior Commercial Officer for the Nordics.

The Innovation Center is also a location for startup companies to seek financing from venture capitalists and investors from Finland and the United States. For example, the political/economic section arranged for Finland's Startup Sauna (the nation's top business incubator for 2013, in one ranking) to hold its first spring meeting at the center. The event included 47 startup entrepreneurs from Belarus, Finland, Latvia, Lithuania, Russia and Sweden. Peter Vesterbecka, CEO of Rovio, the Finnish company responsible for "Angry Birds," discussed the importance of failure, noting that Rovio developed 51 "losers" before hitting upon its software gaming success. Tenacity in the face of adversity is an American value that program participants hear about repeatedly in embassy programs at the center.

Working with U.S. counterparts in Tallinn, Estonia (two hours by ferry), and other cities, the embassy is finding ways to use the Innovation Center to advance the economic statecraft agendas of all posts in the region. During the center's opening ceremonies in February, Ambassador Oreck hosted U.S. Ambassador to Estonia Jeffrey Levine and the American Chambers of Commerce of the region to discuss a regional approach to promoting U.S. businesses. U.S. firms already involved in the huge regional market, including Google, Microsoft and IBM, are beginning to benefit from the embassy's ability to assist them with innovative, multimarket solutions.



Helsinki Mayor Jussi Pajunen speaks to business owners in the Innovation Center's reception area. Photo by Anne Laanti

In May, Political/Economic Officer Patrick Martino worked closely with FCS to host an event in the Innovation Center for Honeywell and its potential Russian clients. Honeywell signed a memorandum of understanding that will likely lead to deals worth \$10-20 million. The ability to meet in a secure and central location in Helsinki appealed to Honeywell's Russian customers, contributing to a huge win.

In June, FCS and the political/economic and public affairs sections cooperated on a project that led to the signing at the Innovation Center of a contract between U.S.-based aviation company GA Telesis and a Russian-based company. The contract is worth nearly \$500 million and will create more than 120 U.S. jobs.

The Innovation Center supports more than commercial issues. For instance, Senior Political Officer Jeremy Barnum organized an event in June on LGBT discrimination in the workplace. The event quickly morphed into a lively discussion of the U.S. Supreme Court's decision on the Defense of Marriage Act the day before among the members of the Finnish Parliament, labor organizations, political action groups and LGBT groups in attendance. DCM Hall spoke about his experience with employment discrimination within the State Department, a situation that led him to co-found the affinity group Gays and Lesbians in Foreign Affairs Agencies.

With four conference spaces and an amazing rooftop reception hall, the facility is a venue for regional workshops and meetings, training of embassy staff and bilateral and multilateral workshops and meetings. U.S. businesses also use the center.

The Innovation Center's success has been astounding. The same day as the LGBT event, for instance, there were nine other events there held by five different sections, on business security, youth politics, disability rights, the Russian tourism industry, SelectUSA and English language teaching. Whirlpool hosted a dinner for potential customers. All the events were broadcast on Twitter by embassy representatives and participants, resulting in broad social media coverage.

Like a profitable business, the center's investment is paying off. It has received several thousand visitors in its first five months, and its schedule is quickly filling up for the fall. All of these activities promote U.S. priorities and policies. The embassy, meanwhile, is brainstorming with subject-area experts to come up with more ideas to keep the center bustling and engaged in a new age of American diplomacy. ■

The American flag decorates the Center for Independence Day.
Photo by Tuomas Hellman





Diplomats in Residence Recruit Nationally

By James Ellickson-Brown, diplomat in residence, University of Michigan

Their offices are at universities, not Main State, but a team of 16 Diplomats in Residence (DIRs) spread from Miami to Berkeley helps the Department fulfill its goal of attracting a diverse workforce. Part of the Office of Recruitment, Examination and Employment (HR/REE), DIRs are invaluable “as guides through the complex path to employment with the Department,” according to HR/REE’s director, Kaara Ettesvold.

The term “Diplomat in Residence” is a bit of a misnomer. DIRs do have host universities but are often not “in residence”; they’re instead on the road throughout their regions, engaging candidates who may never have heard of Foggy Bottom or the variety of the Department’s careers. From visiting career fairs to answering questions posed via the Internet, the DIRs stay busy as forward-deployed recruiters, identifying and inspiring talented students and mid-career professionals alike. They promote Department careers and provide information on internships and scholarships.

Amy Kornbluth was working overseas when she applied to the Department and was invited to take the Foreign Service Oral Assessment. The DIR who then contacted her “was an unbelievably valuable resource, enabling me to prepare for the oral examination with the same material candidates in the U.S. have access to,” she said. The DIR also provided advice and guidance during the orientation process, said Kornbluth, now a member of the 172nd A-100 class of FSOs.

DIRs used to all be senior FSOs, but last year the Director General opened DIR positions to mid-level FSOs and Foreign Service specialists (FS-01s and FS-02s).

Linda Cheatham, coordinator of the DIR program from 2010 to 2012, said a college president once told her that “having the DIR based here, engaging our students, many of whom have never been out of the city and don’t always recognize their own potential, shows them that they can make a real difference in the wider world.” Now the DIR at Tufts University in Boston, Cheatham estimates that at least 40 percent of the candidates she meets are active-duty or former U.S. military service members, or young-to-mid-career professionals planning to change careers.

Applicants often say her contact with them “completely changed

their career goals, and that until they had the opportunity to talk with a diplomat themselves, they had never dreamed that they themselves might be able to become one,” she said.

Steve Browning, DIR at the University of California-Berkeley and formerly principal deputy assistant secretary for Human Resources, said that, “After years of deciphering mind-numbing charts and graphs, I welcomed the opportunity to become a DIR and work on a person-to-person level.” He said candidates know about foreign affairs, but “very few know much about the realities of daily life and work in our arena, particularly the Foreign Service.” Therefore, he addresses “the challenges of Foreign Service life and work, such as the likelihood of serving in an unaccompanied assignment, inadequate spousal employment opportunities, etc.

“So far, no one has run fleeing,” he added, and in fact, applicants appreciate his frankness.

Julie Ruterbories, DIR at Duke University, logged more than 10,000 miles in her first year traveling to campuses and military installations throughout her four-state Southern Mid-Atlantic region. She said she got “rock star” treatment at the campuses she visited, with as many as 10 to 15 students waiting in line to speak with her at career fairs. “Other recruiters have come up to me at the end of an event to ask what I do, as they’ve never seen anyone have such a crowd of interested students gathered around them,” she said, adding that her “information sessions are sometimes standing room only.”

Andy Passen, DIR at Florida Agricultural and Mechanical University in Tallahassee, was inspired to be DIR after an ambassador who had influenced Passen’s career became a DIR. He learned that he too wanted to “impact some of the next generation of the Foreign Service,” and said the best part of the job is being able to use his Foreign Service experiences to inspire those attending his information sessions.

Top: The Diplomats in Residence team gathers with Washington, D.C.-based recruiters in the courtyard of the Harry S Truman Building.

State Department photo

Outreach to high school students is a major DIR focus, and Passen particularly likes that aspect because he’s “planting seeds among the youth of Florida through regular visits to high school classes and presentations at Model U.N. events in the region.”

Ed Loo, DIR at Florida International University and Miami-Dade College, said he likes how the role lets him “see the Department with fresh eyes” and gives him “the freedom to largely set my own hours and schedule and experiment with strategies and approaches.

“Since the members of the millennial generation live online, we engage them in that sphere, with a new emphasis on social media through individual Diplomat in Residence Facebook pages, Twitter and LinkedIn,” he observed.

In contrast to other DIRs, Patricia Guy doesn’t travel to campuses by car since they’re often just a subway or train ride away. City College of New York, her host institution, is one of 11 senior colleges and seven community colleges in the City University of New York system. “In Manhattan alone, there are 20-plus colleges and universities and in Philadelphia about 11,” she said. “This makes my briefcase on wheels a valuable work tool, as I don’t have a car trunk to hold all the pamphlets and other materials I use at career fairs and information sessions.” High-profile guests often visit her schools, and Guy capitalizes on those visits. Thus, she once addressed students about State careers directly before Ambassador to the U.N. Susan Rice spoke to them.

“Talk about a great captive audience,” she enthused.

Guy is a rare DIR with teaching duties: She leads a two-hour seminar on “The Practice of Diplomacy,” where students write cables for visiting CODELs and dissent channel messages and prepare testimony for their ambassadorial confirmation hearings, she said.

Arizona State-based Phil Egger’s region, in contrast to Guy’s, stretches from Mexico to Canada. Like many DIRs, he realized “how much I needed to learn about the breadth of opportunities we have in employment and programs for students, starting at the high school level up through graduate school.”

He encourages potential DIRs to keep in mind the considerable amount of travel involved. “You very quickly become an expert in the E-2 Solutions travel application, government air fares and in filing your own vouchers,” he said.

Hugh Williams, DIR at Spellman and Morehouse colleges, noted that senior FSOs once used DIR assignments to write a book about their FS experiences or teach a course that launched a life in academia.

That has changed. “Armed with a laptop, Blackberry and luggage to wheel around recruitment materials and supplies, today’s DIR is more akin to an itinerant country preacher who spreads the good news of career opportunities in the FS and at the State Department to students and mid-career professionals across a broad region,” he said. Minority candidates often tell him that a DIR influenced their decision to become an FSO. He said being a DIR has enabled him “to connect with the younger generation, to meet them where they are, and has better equipped me for relating to them as colleagues.”

Julie Connor, based at the University of Texas in Austin, said she likes being a DIR because she loves to travel. “I drive most everywhere, so I have the chance to stop in small towns for lunch or dinner and to just absorb Texas and its quirks,” she enthused. She said she also likes learning more about the college-age generation and the online services it loves, such as Pandora and Facebook. (Each DIR maintains a Facebook page—16 in all—and HR has a web page on the DIRs at careers.state.gov/engage/dir.html.)

“When I talk to candidates about FSOs having to embrace lifelong learning, it has been true for me in this position as well,” she observed.

DIRs increasingly use online databases and digital media to track and engage candidates in remote U.S. locations or outside the country. They lead information sessions on the Oral Assessment via Adobe Connect webinars, giving candidates access to the same information as those based near one of the DIR home campuses.

Timothy Lockwood, who was based in Jordan during his FSO application process, said he appreciated the insights he gained from a DIR-led webinar on the Oral Assessment and the advice a DIR provided



Above: IR Jim Ellickson-Brown wishes University of Michigan Ford School of Public Policy graduate and returned Peace Corps volunteer Andrew Bracken good luck on his upcoming Oral Assessment.

Photo by James Ellickson-Brown

Below: At Emory University, Hugh Williams, left, DIR at Spellman and Morehouse colleges, meets with former FSO Robert Kirk and his wife, Diana.

Photo by Thomas Bradnax



after Lockwood was placed on to the hiring register. “Waiting for a [job] offer is the most difficult part of the process, and being able to reach out to someone and be told that this was a normal part of the process was invaluable,” said Lockwood, now a member of the 173rd A-100 class.

DIR Coordinator Terry Davidson said recruiting DIRs means gaining plenty of applicants, due to the popularity of the positions, but having to winnow them well. “We really are looking for people from all career tracks and specialties and a wide range of grades who love this career and want to ensure the Department’s future by reaching out to top-flight candidates from every part of America,” he said. “We like to say that working at State we can make a difference every day. That is certainly true as DIR, where you seed dreams and introduce a new world.”



Post of the Month

Reykjavik

Environment and Economy Key Issues in Majestic Locale
by Marcy Brown, consular officer, U.S. Embassy Reykjavik

A lonely footbridge offers a view of Akureyri, Iceland's second-largest city, nestled between a fjord and snow-covered mountains.

Photo by Marcy Brown



Iceland. The name may cause one to imagine a barren wasteland, immersed in darkness and covered in snow and ice. In reality, Iceland is a place of striking contrasts that abounds with natural wonders like breathtaking waterfalls, mountains, geysers and hot springs. Even though Iceland is home to the largest glacier in Europe, the average winter temperature in the capital, Reykjavik, is warmer than that of New York City.

Iceland is also home to the world's oldest parliament and was the first country to democratically elect a female head of state and an openly gay head of government.

It is generally accepted that Iceland's first settler was Ingolfur Arnarson, who landed in 874. Legend has it that he sailed along the coast and threw his two wooden seat pillars overboard, vowing to settle where the pillars washed ashore. That turned out to be what is now Reykjavik, Icelandic for "smoky bay," so named because of the geothermal steam rising from the ground. More settlers arrived over the next half century, and in 930 AD the Icelandic parliament, known as Althingi, was established just east of Reykjavik at Thingvellir. The Althingi provided a neutral ground where chieftains from all over Iceland gathered to discuss laws, settle disputes and pass judgment on those who committed infractions. Althingi is recognized as the world's oldest parliament, and though it now convenes in downtown Reykjavik, the UNESCO World Heritage site and National Park at Thingvellir continues to welcome more than half a million visitors each year.

Diplomatic Relations

Over the centuries, Iceland found itself under Norwegian and then Danish rule but gained independence in 1944 after Denmark fell under German occupation. The United States was the first country to recognize that independence, and in January 2012, the U.S. Embassy celebrated 70 years of diplomatic relations with Iceland. The celebration, featuring a performance by the Icelandic band Of Monsters and Men, marked the close bond between the two nations and their commitment to strengthen their relationship for generations to come.

The chancery, purchased in 1951, is centrally located in a residential area of Reykjavik. The embassy employs 13 U.S. direct-hire employees and 40 Locally Employed Staff. The lack of non-State agencies in Iceland offers opportunities for officers to gain valuable experience working on behalf of other U.S. government agencies with interests in Iceland. The post's small size also allows officers to gain cross-section experience when primary officers are away from post.

To advance U.S. goals on Arctic issues, the mission works with Iceland on traditional security matters, scientific research and environmentally sustainable resource development. Because of increased interest in the region by other countries, including rising economic powers from outside the region, Icelanders are taking a stronger interest in the strategic relevance of the Arctic. The Arctic Council is the main venue for working with Iceland on the environmental, economic and transportation issues that are rapidly changing the entire region. The council earlier this year selected Icelander Magnus Johannesson as director of its newly formed Standing Secretariat.

Security cooperation with Iceland helps in preparing responses to contingencies such as mishaps involving cruise ships, which are plying Arctic waters in growing numbers. Iceland's focus on trans-Atlantic shipping, along with the prospect of extensive new offshore hydrocarbon exploration north of Iceland, is fueling discussion of developing a maritime servicing center.



Above: President of Iceland Ólafur Ragnar Grímsson, left, meets with Ambassador Luis Arreaga and other embassy staff members at his official residence.

Photo by U.S. Embassy Reykjavik

Below: Embassy staffers march in Reykjavik's annual Pride Parade.

Photo by U.S. Embassy Reykjavik



Scientific Research

Iceland is a unique laboratory for studying a host of Arctic-related topics, such as climate change, glaciology, biology and earth science. The National Science Foundation has funded more than \$700 million in research involving Iceland since 1980, a significant investment.

The United States has responsibilities for Iceland's defense under the 1951 Defense Agreement pursuant to the North Atlantic Treaty. In a sign of the changing times, the Naval Air Station in Keflavik was closed in 2006 after more than 60 years of U.S. military presence in Iceland. Since then, the embassy has continued to cooperate regularly with the government of Iceland on a broad range of security issues, including participating in one of the three annual NATO air surveillance missions in Iceland.

In October 2008, after a decade of explosive growth, Iceland experienced an unprecedented economic collapse. Within months, one of the world's wealthiest countries ended up accepting a \$2.1 billion bailout package from the International Monetary Fund. Iceland has come a long way in recovering from the economic crash, known locally as the kreppa, but significant challenges remain.

Throughout its recent economic difficulties, Iceland has remained an attractive tourist destination. Reykjavik is a charming, small city with historic buildings and a thriving arts and music scene. It draws artists and designers from around the world for the annual Reykjavik International Film Festival, Iceland Airwaves Music Festival, Reykjavik Art Festival, Design March, Reykjavik Jazz Festival and Reykjavik Fashion Festival. The embassy often sponsors American performers to participate in these festivals and build cultural ties between the two countries. The city also is home to a surprising number of museums, galleries and performing arts venues. The world-famous Icelandic Sagas put Reykjavik on the map as a UNESCO City of Literature, with literary walking tours, exhibits and other happenings related to the nation's rich heritage of the written word.

Above: Traditional Icelandic turf houses dot the countryside.

Photo by Kristyna Rabassa

Below: Amb. Arreaga hosts an Iftar dinner for members of the local Muslim community.

Photo by U.S. Embassy Reykjavik





Gullfoss is a waterfall located in the canyon of Hvítá river in southwest Iceland. It is one of the most popular tourist attractions in the country.

Photo by Trey Ratcliff

Outdoor Paradise

Iceland is an outdoor lover's paradise with breathtaking scenery, including white-, black- and red-sand beaches. Glacier hiking expeditions are available for all ability levels, and it is even possible to descend into the magma chamber of an extinct volcano. Large Hollywood productions, including "Game of Thrones," "Oblivion," "Flags of Our Fathers," "Prometheus" and "Die Another Day," have been shot on location in Iceland.

Post personnel live in apartments in the city, most of which are within walking distance of the embassy, or houses in the suburbs. Due to Iceland's location atop a geothermal "hot spot," almost all homes in Iceland are heated by geothermal energy, and the country enjoys a virtually unlimited supply of hot water, which emerges from the ground almost boiling hot. For this reason, outdoor swimming is one of the most popular sports in Iceland, and practically every community has an outdoor pool.

While one might think that living just south of the Arctic Circle would make for a serious dearth of local produce, in fact there is a year-round supply of tomatoes, peppers, cucumbers, strawberries, greens, herbs and other fruits and vegetables from a large network of geothermal greenhouses. Fresh fish is abundant, and lamb, which is free range and grass fed, is a popular dish. And then there is skyr, a high-protein, low-fat dairy product with a consistency a bit like Greek yogurt, which is quickly catching on in U.S. markets. Foodies from around the world visit Iceland for a taste of traditional and "new Nordic" dishes.

An assignment to America's northernmost embassy will prove rewarding. This small post plays a key role in maintaining the long, historic partnership between Iceland and the United States. Breathtaking scenery, a vibrant night life and plenty of activities await those who choose to serve in Reykjavik." ■



From left, Consular Assistants Maddy Thordardottir, Ragnheidur Petersdottir and Gulla Margeirsdottir, and Consular Officer Marcy Brown unfurl the consular flag during Consular Leadership Day activities.

Photo by U.S. Embassy Reykjavik



Post of the Month



At a Glance

Iceland

Capital: Reykjavik

Government type: constitutional republic

Area: 103,000 sq km

Comparative area: slightly smaller than Kentucky

Population: 280,798

Languages: Icelandic, English, Nordic languages, German widely spoken

Religions: Evangelical Lutheran, Protestant, Roman Catholic

GDP per capita: \$25,000

Export partners: U.K., Germany, Netherlands, U.S., Portugal, Spain, Norway

Export commodities: fish and animal products, aluminum, diatomite, ferrosilicon

Import commodities: machinery and equipment, petroleum products, foodstuffs, textiles

Import partners: Germany, U.S., Denmark, Norway, U.K., Netherlands, Sweden

Currency: Icelandic krona

Internet country code: .is

Source: The World Factbook



Refugee Challenge

Bureau assists those displaced in Syrian crisis

By Michael B. Zeltakalns and the PA team of the Bureau of Population, Refugees and Migration

The violent crisis in Syria has produced one of the largest outpourings of refugees in decades: 1.75 million people have fled Syria since March 2011, more than a million since the beginning of this year.

As more Syrian refugees rushed into neighboring states, the U.N., estimating it needs \$4.4 billion to meet the needs of those in and outside Syria this year, in June launched its largest-ever appeal for donors. The United States, the largest contributor of humanitarian assistance for the Syrian people, is providing more than \$1 billion toward this effort through international aid programs coordinated by the Bureau of Population, Refugees and Migration (PRM) and the U.S. Agency for International Development's Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA).

U.S. embassies across the region have also responded. Foreign Service officers and representatives of multiple U.S. agencies at U.S. missions in Amman, Ankara, Beirut, Cairo and elsewhere are providing critical reporting on refugee conditions, visiting and reviewing aid programs and working to ensure continued generosity and political support to the nations to which refugees have fled.

The Syrian refugee crisis is complicated by the fact that more than three-quarters of the 1.7 million refugees are not in camps along borders but in urban areas scattered throughout neighboring states where they can become part of the economic and cultural makeup of towns and cities. Though they contribute to the economy, they also use electricity, water, roads, schools, hospitals and other government services, which creates economic and social strains. (The urban nature of life for most Syrian refugees is growing world trend: Roughly two-thirds of all refugees worldwide live outside of camps as "urban refugees.")

"Fleeing your home, without much notice, often with only what you can carry, it's an extraordinary and tragic life event," said Anne C. Richard, assistant secretary of State for Population, Refugees and Migration. Few Syrians arrive in neighboring countries with much to live on. For many, their first step is to sell jewelry or other valuables so they can rent an apartment, but prices are high and supply is scarce. Some find rooms with relatives or friends or share cramped quarters with other refugees.

Manar, a Syrian mother of five living in northern Jordan, said rent for the modest house her family shares with two other families is beyond her means. So the International Catholic Migration Commission (ICMC), an international NGO funded in part by PRM, paid three months' rent for the family. "At this critical time, the rental assistance received from ICMC was very, very helpful," she said. "I want to send the message for the people who supported us that I'm so thankful, because this contributed to the survival of my family."

Assisting needy urban refugees is especially challenging for humanitarian organizations. Syrians, like many other urban refugee populations around the world, are often ethnically and culturally indistinguishable from the local population. In addition, they often prefer to keep a low profile, fearing deportation or discrimination. Thus, aid organizations find it difficult to identify, register and deliver assistance to even those in desperate need.

"We want to make sure our aid reaches as many people in need as possible, and that includes those who find refuge outside of organized camps. To do so, we have to go to them," said Heather Fabrikant, PRM humanitarian advisor in Adana, Turkey.

The Turkish government estimates its Syrian urban refugee population at more than 290,000, in addition to the more than



200,000 Syrian refugees now in camps. While Turkey has begun registering urban refugees, many are not yet on the rolls. To find them, Turkey's emergency management agency has opened urban refugee registration centers and plans to use mobile registration centers provided by the U.N. High Command for Refugees (UNHCR). By targeting urban areas, agency officials will be able to provide more Syrian refugees with access to the free medical care provided by the Turkish government and access to local schools.

In Lebanon, where the Syrian refugee population is approaching 600,000, PRM supports projects to expand refugees' access to quality mental health services and provide information on medical care, housing and other essential services. The UNHCR registration centers in Beirut, Tripoli, Zahlé, Sidon and Tyre focus on refugees in cities and towns, referring them to services available locally, such as remedial education for children with breaks in their schooling, primary health care for sick children or housing in rehabilitated apartments and community centers.

UNHCR and the U.N. World Food Program have partnered to roll out an innovative debit card program that consolidates benefits for food and other relief items. Refugees can use the cards at a network of local shops. This program builds goodwill between refugees and their urban neighbors because purchases boost the local economy.

Because the displaced often live among the poorest in the host communities, a guiding principle in urban refugee situations is to pursue a community-based approach to assistance that benefits both refugees and local populations. If humanitarian organizations are seen providing help that is not also available to the local population, aid workers risk stoking resentment against those they're trying to help.

"It's about more than just feeding the refugees," said Sarah Cross, a PRM expert on urban refugee policy. "It's about a new classroom at the local school or a new X-ray machine at a health clinic—something that benefits everyone, including the refugees." For instance, more than a half million Jordanian children have received polio



vaccinations as part of a country-wide, PRM-funded program for Syrian refugees.

PRM and USAID continue to work with partner organizations in the region to devise ways to make assistance to urban refugee populations, including Syrians, more effective and sustainable. Supporting host governments and communities can ensure continued access for refugees to local education and health systems, eliminating the need to set up expensive duplicate services. Job training and job referral programs allow refugees to contribute to their own livelihoods.

PRM has also funded innovative research to develop methods for identifying urban refugees. This methodology, being pilot tested in New Delhi, India, and Quito, Ecuador, is helping determine the number, location and needs of refugees in those cities.

Meanwhile, the humanitarian toll in Syria mounts. The U.N. estimates that by the end of 2013, more than two million Syrians may be living in the towns and cities of Syria's neighboring countries. "The need to help displaced Syrians isn't going away, but thanks to the generosity of the American people, neither are we," said Assistant Secretary Richard. "Humanitarian assistance remains central to our foreign policy across the globe." ■

Opposite: U.S. Deputy Assistant Secretary of State for Population, Refugees, and Migration Kelly Clements visits with Syrian refugee children living in urban areas of the Iraqi Kurdistan Region, June 2013. Ms. Clements highlighted the \$260 million in humanitarian assistance provided for displaced Iraqis in Iraq and the region by the U.S. in 2012, and noted that the United States will continue robust support for displaced Iraqis in 2013.

State Department photo

Clockwise from top left: Nayf, 22, from Homs, Syria, stands with an unnamed comrade from the Free Syrian Army in al Mafraq, northern Jordan; Iraqi refugee Ali Ahmed, 23, from Baghdad, now lives in the United States; Syrian refugees Ihsan, 28, and cousin Sammia, left, stand on a rooftop in al Mafraq; Fawaz Rarhail Turkey, 59, from Homs, Syria, gathers with his family outside a derelict house in al Mafraq, where they moved after fleeing Syria.

Photos by Andrew McConnell





A Novel Idea

Reading program broadens youths' views

By A. Sunshine Ison, former cultural affairs officer, U.S. Embassy in Sarajevo

At first glance, Arnold Spirit, the protagonist of Sherman Alexie's young-adult novel "The Absolutely True Diary of a Part-Time Indian," may seem to have nothing in common with youth in Bosnia and Herzegovina (BiH). Arnold is a teenager on the Spokane Indian Reservation in Washington state, half a world away from Southeast Europe. Yet through the U.S. Embassy in Sarajevo's One Bosnia and Herzegovina One Book (1BiH1Book) project, Alexie's novel has sparked literally thousands of deep conversations about such topics as poverty, friendship and especially tolerance, discussions desperately needed in a country still suffering the consequences of a war that introduced the world to the phrase "ethnic cleansing."

The embassy reading program is modeled on the Community Read projects, such as One City One Book and DC Reads, which have been carried out in more than 400 American cities. However, the 1BiH1Book project may be the first to apply the model to an entire country. The brainchild of renowned librarian and National Public

Radio commentator Nancy Pearl, the Community Read projects promote reading and community-wide discussions by urging citizens to talk about a particular book.

Embassy Sarajevo's Office of Public Affairs (OPA) chose to base its 1BiH1Book project on Alexie's book, with cartoon illustrations by artist Ellen Forney, because Arnold's story allowed participants to talk about the challenges posed by a multicultural society without directly addressing tensions among Bosnian Serbs, Bosnian Croats and Bosniaks (Bosnian Muslims).

As one teacher put it, "I think this book is really important, because by reading an American book, students won't feel like they have to pick the side of the character that belongs to their ethnic group."

Yet the plot of "True Diary," in which Arnold decides to leave the reservation to enroll in a school where he is the only Native American, has led students to draw parallels to their own situations. Some have been moved to talk about the painful choice between seeking better

opportunities outside BiH and staying to contribute to their struggling country. Others say they felt Arnold's pain when he was viewed by some in his community as a traitor for going "off the rez."

OPA provided any high school in BiH with free books as long as teachers agreed to hold weekly 1BiH1Book discussions. Thanks to funding from the Public Diplomacy Innovation Fund and the Regional English Language Office, OPA provided more than 2,000 copies to the approximately 75 schools that signed up.

Librarian Pearl flew to BiH to train teachers, librarians and American Corner coordinators to lead book discussions on sensitive topics. Pearl said she fell in love with BiH, and told local media outlets the trip reaffirmed her life's work.

Teachers who had initially asked for the minimum five copies eventually requested dozens more. Valentina Vidaković, a teacher at Filip Višnjić High School in Bijeljina, said Arnold's story "touched students, got them down, made them laugh, motivated, puzzled, but also inspired them to start pushing the limits of their community and making the first steps outside their 'tribe.'" She said she encouraged students to start thinking differently about identity, "to interpret it and define themselves in a more complex way than the simple classification of 'us' and 'them.'"

The nine American Corners played an essential role in ensuring that small towns were not left out of the project. Coordinators hosted discussions, film screenings and presentations by local experts on Native American culture. They also introduced the Corners' services to the many first-time visitors who came there for 1BiH1Book events. Ambassador Patrick Moon supported the program, joining a book club discussion at the American Corner in Doboj in Northern BiH.

1BiH1Book was about more than talk. To encourage readers to put the book's themes into practice, OPA invited schools to submit joint projects that united students across ethnic lines. Teachers in more than a dozen cities developed projects that displayed students' talents and built friendships. For example, Vidaković, whose students are predominantly Serb-Orthodox, partnered with Asmir Dorić, a teacher at an Islamic high school, to bring their students to each other's cities. A group of Croat and Bosniak art school students partnered with the film club at a Serb-majority



Cartoonist Ellen Forney, right, chats with a teacher during 1BiH1Book Weekend. Photo by Nicolas Hudak

school to exhibit their work at each other's American Corners. The title of an exchange between schools from Sarajevo and Trebinje perfectly encapsulated the theme of Alexie's book and the 1BiH1Book goal: "North Tribe, South Tribe-United!"

There were also 1BiH1Book poetry, essay and cartoon contests for students. The embassy received more than 300 heartfelt entries on such topics as recovering from the death of a parent and anger at school systems that tried to divide youth. The winners were selected by judges Forney (cartoons), Pearl (essays) and author Alexie himself, who chose the poetry contest winners. He also hosted a web chat for 1BiH1Book students and met with Bosnian-Herzegovinian Youth Leadership Program participants in Seattle.

The concluding event, the 1BiH1Book Weekend, brought 400 youths to Sarajevo to get to know each other and meet guest speakers, including "True Diary" cartoonist Forney, film director Nicolas Hudak and Andi Running Wolf, a young Native American woman profiled in Hudak's coming film, "Where God Likes to Be."

OPA has had Alexie's book translated and this fall will publish a 1BiH1Book anthology to share the wisdom of the reading program's participants. Included will be the award-winning essay of Barbara Markešić, who wrote, "Bosnia and Herzegovina has always been a country of coexistence, respect and friendship among the simple, small people, but war destroyed that spirit of fellowship. ... Let's just stop being Croat, Bosniak, Serb, and for one little minute just be good or bad, just that. It's the only way to become aware of the fact that only united in diversity we can do great things."

Many participants in the reading program said they admired Arnold's wise and tolerant grandmother, who advises him as he fearfully prepares to go to the new school: "That's the point of life, you know; to meet new people."

Through 1BiH1Book, thousands of students have done just that, meeting Arnold and other characters in the book, as well as fellow students. They learned more about each other and themselves and talked openly about tough issues. They even boarded buses to meet teenagers from other towns and ethnic groups, discovering how easy it is to start a conversation when you have a mutual friend, even if that friend is a character in a book. ■



Above: A display table of copies of the program's book also has pins designed by local art students.

Photo by Anna Sunshine Ison

Opposite: Teacher Valentina Vidakovic's students, from the town of Bijeljina, pose with their books.

Photo by Nikola Gospavić



IO/PRF: "A model for conducting 21st-century diplomacy"

By Joseph P. Cassidy, director, Office of Policy and Regional and Functional Organizations

Over the past year, staff from the Office of Policy and Regional and Functional Organizations (PRF) in the Bureau of International Organizations (IO) oversaw the signing and implementation of a historic agreement with the Arab League, deployed to the U.S. Mission to the African Union (USAU) to resolve disputes on peace and security issues, supported the U.S.-led G8 presidency, coordinated U.S. diplomacy on Israel-Palestinian issues in international organizations, furnished negotiating guidance to U.S. missions and drafted policy memos addressing future diplomatic threats and opportunities.

The youngest office in IO, PRF was created in 2009 in accordance with recommendations in the initial Quadrennial Diplomacy and Development Review (QDDR). Former Assistant Secretary Esther Brimmer said she established the office to fill "the need for a cohesive U.S. response to the rise in power of regional and sub regional organizations and the requirement that we think strategically about the ongoing evolution of the world's multilateral architecture."

Four years later, the world's regional and sub regional organizations

continue to grow in sophistication, capabilities and influence. For instance, the AU has conducted military interventions in Somalia, Sudan and Mali; the Arab League has lead efforts in the U.N. General Assembly and Human Rights Council to isolate the Qaddafi and Assad regimes; the European Union has been more assertive in such areas as its seeking state-like participation privileges; and east Asian countries are developing regional institutions amidst the rise of China. While the nation-state remains the primary building block of the current international system, regional organizations reflect and influence behavior by their member states and global institutions, making PRF's perspective all that more valuable.

In cooperation with the Department's regional bureaus, PRF is moving aggressively to deploy multilateral officers to select missions abroad. In the summer of 2012, PRF built on its temporary support to USAU, provided by PRF's Matthew Goldstein, to establish in Addis Ababa IO's first permanent overseas position outside the traditional multilateral capitals. In that position, Thomas Whitney has reduced

friction between the U.N. and AU, and provided invaluable reporting.

According to U.S. Ambassador to the AU Michael Battle, "IO/PRF, with its deep expertise in Africa and the U.N. system, provides critical diplomatic and policy support to USAU. The deployment of an IO multilateral affairs officer to USAU, along with TDY support from IO/PRF, has been a force multiplier for the mission, enhancing our diplomacy with both the U.N. and AU."

PRF is talking with other regional bureaus about establishing PRF's next regional multilateral officer position.

PRF has a particularly close working relationship with the Bureau of Near Eastern Affairs (NEA), stemming in part from cooperation in bringing about the high-profile signing in September 2012 of a memorandum of understanding (MOU) between then-Secretary of State Hillary Clinton and Arab League Secretary-General Elaraby. The MOU emerged from strategic thinking about how to engage the Arab world's multilateral structures more successfully.

To put the MOU in place, PRF's Middle East watcher, Tim Haynes, identified the opportunity, facilitated contact with Arab League officials, served on the negotiating team in Cairo and choreographed the signing. Before he finished his PRF tour this summer, he coordinated with the Bureau of Population, Refugees and Migration to enhance humanitarian coordination and with the Bureau of Education and Cultural Affairs on a ground-breaking educational resources initiative.

The Arab League MOU is now a template for cooperation with other regional organizations, and an MOU with the AU signed in February offers similar opportunities.

Because disputes over Palestinian status affect so many international organizations, PRF was asked to coordinate U.S. policy and tactics in a variety of multilateral forums. With NEA's Office of Israel and Palestinian Affairs, the office co-chairs a working group that identifies looming disputes, marshals policy and legal arguments, strategizes with allies, makes recommendations to senior Department and White House officials and provides guidance to delegations. PRF's value is its ability to connect Middle East, legal and technical experts, and develop an understanding of procedural issues and the diplomatic context. That frees U.S. negotiators, whether from the Office of the Special Envoy for Middle East Peace, the U.S. Mission to the U.N. in New York or other U.S. agencies, to focus on their goals.

Acting Assistant Secretary for International Organization Affairs Dean Pittman, a core member of the team that authored the first QDDR, said the QDDR's framers wanted PRF "to be both an idea incubator and implementer."

"It's described in the QDDR as 'a clearinghouse for best practices' regarding multilateral organizations, but it also has a mandate to 'enhance links among U.S. approaches in global and regional bodies,'" he explained. "We wanted a policy shop that is grounded in ongoing diplomacy."

Fulfilling the mandate to think creatively and make policy recommendations, PRF staff members have penned policy papers on the future of the Non-Aligned Movement, improving cooperation between the U.N. Security Council and the AU's Peace and Security Council, responding to Palestinian multilateral goals and enhancing multilateral participation by small island states. PRF has consulted

with the Bureau of South and Central Asian Affairs on incorporating a multilateral issues component into the U.S.-India Strategic Dialogue, and furnished speakers for meetings of Department and Intelligence Community analysts assessing the influence of the "BRICS" bloc consisting of Brazil, Russia, India, China and South Africa.

Reflecting on what it's like to work in PRF, Georgiana Cavendish said she drew on her previous work experience at the European Union in pursuing better multilateral cooperation with European institutions and traveling to London to support Under Secretary for Political Affairs Wendy Sherman's negotiations at the April G8 Ministerial.

Another PRF staffer, Agata Malek, is identifying needed reforms at the U.N.'s Regional Economic Commissions and supporting U.S. negotiators at such venues as the U.N. Economic and Social



Above: Multilateral Affairs Officer Tim Haynes, left, witnesses then-Secretary Hillary Clinton signing the U.S.-Arab League Agreement with Arab League Secretary General Nabil Elaraby. *Photo by Michael Gross*

Opposite: PRF staff members preparing for a meeting include, seated from left, Tria Beale and Emily Korenak. Standing from left are Sameer Sheth, Sara Ainsworth, Agata Malek, Joe Cassidy, Maria Germano, Maryum Saifee and Matt Goldstein. *Photo by Bob Kerr*

Commission for Asia and the Pacific in Bangkok. Air Force Major Jens Lyndrup, on detail to IO/PRF from the Defense Department, wrote a policy paper on the potential for drone use by peacekeepers in Africa.

Though the office is small, fewer than 15 people, PRF has hosted temporary tours over the past year by Patty Bass, Mario Crifo, Charlotte Griggs, Nate Haft, Bob Kerr, Elisabeth El-Khodary, Ioanna Paraskevoulpoulos and Ramona Payne, and is well supported by Office Management Specialist Lontria Beale.

The Nobel Prize-winning U.S. and U.N. diplomat Ralph Bunche, who combined the virtues of scholar and envoy, is a model for PRF staff members, who are drawn from the Civil Service, Foreign Service and other agencies. All must think critically, collaborate wholeheartedly, negotiate energetically and recommend incisively.

"On all the issues it covers, including supporting G8 negotiations and our strategic coordination with Israel on Palestinian issues, IO/PRF identifies problems and proposes solutions, working closely with other bureaus," Under Secretary Sherman said. "PRF's commitment to strategic planning and action is a model for conducting 21st-century diplomacy." ■



Family Matters

Officers take parents to overseas posts

By Bernadette Williams, EPAP Disaster Preparedness management coordinator, U.S. Embassy in Dhaka

Living overseas for years can make it difficult to preserve close relationships with loved ones back home. Birthdays, holidays, reunions, weddings and funerals are often missed, and overseas employees become amateur photographers, bloggers or filmmakers, trying to capture the milestones of growing up for loved ones watching from afar. Similarly, as their parents age, employees look for ways to spend more time together or provide additional care for them.

For some Foreign Service employees, the solution is bringing their parents overseas with them.

The U.S. Embassy in Dhaka, Bangladesh, has seen a steady number of Foreign Service families who are accompanied to post by older parents, specifically mothers. These mothers share in the thrills and struggles of overseas life, contribute to the embassy and local communities and enjoy the daily companionship of their children and grandchildren.

In early 2011, while preparing to transfer from the U.S. Mission to the U.N. in New York to the U.S. Embassy in Dhaka, Economic Officer Toby Glucksman and wife, Jeanny, decided to take along Glucksman's then-83-year-old mother, Kathleen, who struggles with dementia and memory loss. "It was a leap of faith, though we did our research, discussed the idea with other family members and prepared carefully," Toby Glucksman said. "We spoke with doctors in Dhaka, confirmed medications and supplies were locally available, bought medevac insurance and communicated with the community liaison

officer and others in the Embassy Dhaka community to line up interviews with potential caregivers as soon as we landed."

In Dhaka, the Glucksmans soon found a reliable, live-in caregiver, who has been by Kathleen's side ever since. Toby Glucksman said his mother has reacted well to the adventure and likes spending time with her two granddaughters, both born in Dhaka. He added that the move worked because of the availability of full-time, affordable and compassionate caregivers in Dhaka and the slower pace of life there.

"In some ways caring for an elderly person at home is easier in Dhaka than in the United States," he said. "There are far fewer distractions here, so the embassy community is tightknit and family focused."

With Internet videoconferencing other family members can check in on Kathleen, despite the 11-hour time difference and sometimes unreliable connectivity.

Another grandmother, Miriam Landor, has lived in Dhaka since August 2012 with her two grandsons, daughter Regina Landor and son-in-law Billy Woodward, a Democracy and Governance officer with USAID. Regina Landor said her mother has always loved to travel "and was immediately game for adventure when we asked her if she wanted to move to Bangladesh with us.

"She had been living, unhappily, in a retirement home independently, and was very unhappy about how little she saw the family, the uninteresting activities at the home, the medical care and

the cost."

Landor said she was surprised at how well her mother adapted, adding that the Bangladeshi people find her fascinating and are "deeply touched that she is here, inquiring after her health and age, warmly shaking her hand." Miriam Landor volunteers with a local community organization called Thrive to bring food to school children in the Dhaka slums, and loves seeing the kids and feeling like she is doing something meaningful, Regina Landor said.

Although local medical care may not meet U.S. standards, Regina Landor said, her mother's health has improved since moving to Dhaka, where "we have rarely had the need to go to the doctors. She hasn't seemed so healthy in years."

Before joining her daughter, USAID Officer Karen Fall, Virginia Manning had never traveled outside the United States or even taken an airplane. "My mother lived in Charlotte, North Carolina, all of her life," Fall said. "She wanted to be near her grandchildren, so I asked her to join me and my family in Bamako, Mali, after the birth of my third child."

Manning accompanied the family to their next assignment in Accra, Ghana, before joining them again in Bangladesh, where Fall said her mother finds life very different. "The culture and way of life makes her appreciate many of the amenities and opportunities that she has in the U.S.," she added.

Before Manning joined the family overseas, Fall said she spoke with her regularly by phone, and the family visited her at least once a year. Now, Fall's three children and mother do everything together. "They eat breakfast together. They eat dinner together. They really enjoy each other's company," Fall said.

One downside to the move: Fall's siblings in the United States also have children, and Fall said those family members all miss Manning.

Manning and the Fall family departed Ghana in June, with Karen Fall and her husband headed to Kabul in September for one year, and Manning planning to care for her grandchildren in Charlotte, N.C., while their parents are overseas.

When another mother, Prayong Wongdara, came to Dhaka to visit Consular Officer Nathan Austin and wife, Artidaya, after their baby was born, she intended to help for just a few weeks before returning to Thailand, Austin said. "I didn't even realize that a parent could be a member of household or eligible family member until after she arrived," he added.

Wongdara remained with the Austin family for the remainder of their tour in Bangladesh. "She didn't like the city," Austin said, "but there was a small community of Thai women in Dhaka—spouses of diplomats assigned to other missions, business people, even the Thai ambassador, so she had a surprisingly active social life."

Wongdara has since followed the Austin family to their next posting, in Malta.

Another mother, Natalia Elerdashvili, an artist from Tblisi, Georgia, joined her daughter, USAID Advisor Tamuna Barabadze, in Dhaka. "We are a two-member family and have rarely been apart," Barabadze said. They were separated for a couple of years while Barabadze served in Afghanistan and reconnected in Bangladesh. A piece of Elerdashvili's art that she created there, a large, brightly colored mural, hangs outside the consular entrance for visitors to enjoy.

After a year in Dhaka, Elerdashvili returned home but she'll be back this month for a several-week visit.

Multigenerational households are on the rise in the United States due to the "sandwich generation" of people caring for aging parents while supporting their children. The same is true overseas. According to the Family Liaison Office (FLO), since 2008, the number of parents, parents-in-law and grandparents who are dependents of Foreign Service personnel has been increasing, although the overall number is still less than 500, and it's unclear



Kathleen Glucksman, right, and Economic Officer Toby Glucksman, left, gather with daughter-in-law Jeanny, rear, and, from left, granddaughters Katia and Kalyca, and live-in caregiver Bely.

Photo by Mikkela Thompson

how many of these are going overseas.

Maintaining a multigenerational household while overseas, especially at a hardship post, may not be the right solution for everyone, but for these families in Dhaka, it's working.

Families considering having a parent accompany them to post will find information on eldercare at state.gov/m/dghr/flo/c23141.htm and on members of household at state.gov/m/dghr/flo/c23137.htm. Bureau of Human Resources (HR) information is available from its Information Quest service. Those with questions can contact FLO at FLOAskSupportServices@state.gov.

HR also has information on eldercare, emergency visitation travel and other programs on the HR Portal at <http://intranet.hr.state.sbu/Workforce/EmployeePrograms>. In addition, the Employee Consultation Service provides counseling and facilitates the monthly Eldercare Support Group (202) 663-1815 or MEDECS@state.gov and the Staff Care for USAID program provides free, confidential support by phone, email or web and can be reached at (877) 988-7243 or (919) 645-4960 or by emailing SUPPORT@USAIDStaffCareCenter.net. ■



Virginia Manning, right, stands with her daughter, USAID Officer Karen Fall, in front of the Consular Leadership Tenets in Virginia's office. Manning has accompanied Fall's family to Mali, Ghana and Bangladesh. Photo by Mikkela Thompson



Tri-Missions Vienna Aids Flood Victims

After spring flooding in Austria devastated homes and roads, 10 volunteers from the Marine Security Guard detachment, Regional Security Office and Joint Management Office of the U.S. Tri-Missions in Vienna helped flood victims in Kritzendorf, a village 20 kilometers north of Vienna.

They spent a day working alongside homeowners, Austrian soldiers and Red Cross volunteers to clean up the devastated area, removing debris and shoveling mud.

“The Austrians were surprised and delighted to see Americans, particularly Marines, help them in their hour of need,” said RSO Assistant Natascha Berger. “It really showed that the embassy and Americans cared.”



Cleaning one structure's floor are, from right, embassy staffers Martin Beck, Natascha Berger and Devin Larson, and Karl Parisot from the Red Cross.

Photo by Hunter Chen



Displaying the rug are, from left, Deputy Ambassador Tina Kaidanow, Leslie Cunningham, Ambassador James B. Cunningham and LE Staff members Ajmal Nadir Safi and Mohammad Abdel Ludin.

Photo by Musadeq Sadeq

LE Staff Produce Rug to Honor Smedinghoff

Afghanistan is known for its fine rugs, and Locally Employed Staff at the U.S. Embassy in Kabul recently produced a customized rug to honor Foreign Service officer and late colleague Anne Smedinghoff. She was killed April 6 in southern Afghanistan along with three American soldiers and another civilian while walking from a Provincial Reconstruction Team base to a nearby school. The rug was sent to Smedinghoff's parents in the United States.

Ambassador Visits Elephant Orphanage

On World Environment Day on June 5, Ambassador to Kenya Robert F. Godec visited the Sheldrick Wildlife Trust Elephant Orphanage in Nairobi and congratulated the trust's chairperson, Dr. Dame Daphne Sheldrick, for her efforts to protect elephants and promote conservation. Ambassador Godec also adopted a 1-year-old orphaned elephant named Tundani.

The Sheldrick Trust rescues, rehabilitates and returns to the wild young elephants whose mothers have been poaching victims. The orphanage has raised more than 150 elephants, some from birth, and released 70 into the wild. It now takes in far more orphans than in years past due to increased poaching. Ambassador Godec and Dr. Sheldrick discussed the poaching threat to elephants, and Godec expressed support and appreciation for the orphanage. To adopt an elephant from the orphanage, visit sheldrickwildlifetrust.org.



An orphaned baby elephant from the David Sheldrick Wildlife Trust orphanage is fed by Ambassador Robert F. Godec, who adopted a baby elephant during World Environment Day.

Photo by Amos K. Rono

LE Staff Association Launches Loan Program

The Surabaya-Bali Indonesian Employee Association, the Locally Employed (LE) Staff association at the U.S. Consulate in Surabaya, launched a loan program last year to help colleagues who may lack access to credit. Using its membership fees and collection drives, the group raised funds to offer no-interest small cash loans and no-interest eyeglass loans.

The association has also negotiated with banks and property developers to offer local staff a special housing loan package that includes low interest rates, a smaller down payment and longer installment periods. (Indonesian banks usually require a down payment of up to 30 percent of the house's value.)

The group also organizes events with American colleagues, such as yoga, soccer and badminton; blood drives; and arrival and departure ceremonies. It also conducts community charity drives for orphans, poor students and others. The association, formed in 2010 after the LE Staff grew rapidly during the mid-2000s, is headed by Financial Assistant Sera Maretini. Member Kris Ulansari said the group's "ability to contribute ideas and take an active role in planning events has empowered them and created a strong esprit de corps."

Members of the Surabaya-Bali IEA committee gather before the flag at the new consulate compound in April 2012.

Photo by Aji Wihardandi



Embassy Responders Get Special Award

At the U.S. Embassy in Bujumbura, Burundi, when a Burundian female visa applicant was found one morning slumped over in her seat in the consular waiting room suffering a cardiac and respiratory arrest, a fellow visa applicant who happened to be a nurse joined Consular Locally Employed Staff member Christophe Ngaruko in providing aid. Ngaruko alerted embassy health responders Mary Chappel, Lucie Mizero and Candide Uwizweye, and they used CPR to save the woman's life. That assistance was recognized in June when Ambassador Dawn Liberi presented them with a Special Act award.

The award's citation said it was given "in recognition of the outstanding teamwork, triage and rapid emergency response by members of the Health Unit, the Consular Section, the Marine Security Detachment and the Regional Security Office ..." The lucky patient returned the following week to pick up her visa and thank her rescuers.



Ambassador Dawn Liberi, fifth from right, gathers with the award winners. Photo by Adrien Nihorimbere



Mission Honors Fallen Peace Corps Volunteers

The American community and Peace Corps in Mozambique honored Peace Corps volunteers Lena Jenison and Alden Landis, killed in a 2011 car accident in Mozambique, at a recent ceremony hosted by then-U.S. Ambassador Leslie Rowe. To honor their fallen colleagues they built two houses for families in Mozambique through Habitat for Humanity. Funds were raised from private donations, a bake sale and a soccer tournament.

The houses were built with help from Department of State, Peace Corps, Centers for Disease Control, USAID and Defense Department staff members, including Deputy Chief of Mission Christine Elder and Ambassador Rowe and her husband, returned Peace Corps volunteer Ted Dieffenbacher. Government officials, community members, Peace Corps volunteers and recipient families attended the house dedication ceremonies, along with Ambassador Rowe, Peace Corps Director Carl Swartz and members of the embassy community.



Members of the American community and Peace Corps help build one of the houses. Photo by Cesar Simbine

Embassy Welcomes New U.S. Citizen

A long story of establishing citizenship came to a happy end in Zagreb in April when U.S. Ambassador to Croatia Kenneth Merten presented Marija Grskovic, 56, with her first U.S. passport. She had first inquired about gaining U.S. citizenship in 2005, seeking to honor the memory of her American father, John Parchich, who never saw her and died in the United States when she was only 1 year old.

Parchich was a World War II veteran from the Croatian community in Illinois who met his future wife when traveling to his family's former village. Unable to find work in what was then Yugoslavia, he returned to the United States in 1956 for work and cancer treatment two months before Grskovic was born.

In 2005, Grskovic was told by the embassy that she needed clear documentary evidence to establish her U.S. citizenship. Years later, she returned to the embassy with an archive of materials that included birth and death certificates, family letters, archived powers of attorney and a wealth of correspondence with the U.S. Social Security Administration from the 1950s to 1970s.

Her compelling case provided a window into a very American story, and the embassy was proud to welcome her into the U.S. community.



Ambassador Kenneth Merten presents Marija Grskovic with her new passport. Photo by Zeljko Straga

Feds Feed Families Drive Fights Hunger



At the Feds Feed Families kickoff event at State Department headquarters, there were promising signs of the many contributions to come. Collection bins overflowed with donations ranging from instant oatmeal to canned soup. One office had already collected 400 pounds of food in a single afternoon.

"There are over 600,000 families in the Washington area below the poverty line and in hunger ... and one in five is a child," said Judy Ikels, chief of the Work Life Division in the Bureau of Human Resources' Office of Employee Relations. Over the past four years, the Feds Feed Families program has mobilized federal employees to collect more than 15.2 million pounds of food for families struggling with hunger. The drive, said then-Director General Linda Thomas-Greenfield, "helps people in our own backyard make it through difficult times." As of publication, the Department employees have donated more than four tons of food.

Staffers Help Bring Closure on Child's Death

The mother of Ralph Hamilton, a senior financial management officer at the U.S. Embassy in Kabul, asked him to try to find the grave of the daughter of a close friend, Ruby McBee, who lived in Kandahar with her family in the 1950s. The daughter, Marilyn, died in 1954 at age 10 from polio while in Kandahar and was buried near Menzel Bagh. The McBees moved back to Kansas in 1955, never to return to Afghanistan.

Hamilton's mother sent a photo and a vague description of the location, a small grave site near Mr. McBee's place of work.

In January, Hamilton had a breakthrough when he contacted Department Senior Civilian Representative in Kandahar Jonathan Addleton, who in turn contacted Khyber Hameedy, an Locally Employed Staff translator who had lived in Menzel Bagh several years earlier. Hameedy contacted his cousin in that town, who located the grave but could not go inside the cemetery, as it was considered unsafe. He did take photos of the now unmarked grave sites, giving the McBee family closure in knowing the cemetery was still there. Addleton also wrote a touching op-ed article that was published in the local newspapers and sent to several newspapers in Kansas.



A stone marks the grave where Marilyn McBee was buried in the 1950s. Photo by Cesar Simbine

Retirements

Foreign Service

- Bonacquist, Harold F.
- Brenner, Jeremy Beckley
- Bryant, James Paul
- Calvert, Randy D.
- Davis, Charles C.
- Donahue, Kathleen E.
- Donnelly, Michelle R.
- Durham, Maryann B.
- Efird, Cynthia Grissom
- Garcia, Carlos
- Julian, Mark W.
- McCullough, Dundas C.
- Nash, Louise A.
- Nelson, Nancy J.
- Peterson-Becker, Augustine
- Rieder, Leigh A.
- Russell, Daniel L.
- Savastuk, David J.
- Schemm, Kearn C. Jr.
- Tanzman, Drew A.
- Teirlynck, Mary Jane
- Williams, Ken Farris
- Williard, Eloisa S.

Civil Service

- Alston, Martha A.
- Brown, Betty W.
- Chase-Lee, Annie Ruth
- Doggett, Marta M.
- Downen, Robert
- Dupuis, Beverly M.
- Flynt, Joseph E.
- Goode, Trilla W.
- Gorostiaga, Cynthia R.
- Grigsby, William H.
- Hill, Stephen A.
- Kurata, Phillip C.
- Meek, Mary Jane
- Miracle, William Charles
- Poindexter, Terry R.
- Sakri, Saadane
- Storck, Lois Joan
- Tucker, Robert L.
- White, Craig M.



Modeling Diplomacy

Program interests students in world affairs

By Tiffany L. Miller, public affairs specialist, Bureau of International Organization Affairs

Cultivating the next generation of U.S. diplomats means introducing today's youth to tomorrow's challenges, and a key way the State Department does this is via Model UN, a program for U.S. high school students. Over the past decade, the Department has made a concerted effort to strengthen its ties to the program.

The focal point of the Department's effort is its annual Model UN event, which just celebrated its 10th anniversary. Hosted at Main State by the Bureau of International Organization Affairs (IO) in partnership with United Nations Association of the National Capital Area, this program brings more than 700 Washington, D.C.-area students to the Department for a daylong Model UN session that includes committee meetings, debates and floor votes. This year, the students tackled such stimulating issues as child marriage, climate change, cyber security and the situation in Syria.

"Shared solutions are at the heart of Model UN as well as the UN itself," said keynote speaker Director General (DG) Linda Thomas-Greenfield. Thomas-Greenfield noted that President Obama emphasizes multilateral diplomacy and has called on the Department of State, USAID and other federal entities to reenergize U.S. interaction with the UN and UN organizations.

Thomas-Greenfield said the Model UN experience helps ready students for their careers. "Since you have already made the decision to participate in the Model UN, you have a head start in figuring out what you want to do in life—whether you choose to be an international civil service employee, public service employee working for your government or you choose to work in the private sector," she said.

She also mentioned the Department's student opportunities and ways participants could remain involved with international affairs outside of Model UN.

At the closing event, students presented position papers that they'd drafted and received awards for the best reports.

The Model UN session relied on volunteers, most of whom were Department employees. Ethan Tabor, a human rights officer in IO's Office of Human Rights, volunteered as a climate change policy officer

Students attending a session on Syria speak on behalf of their assigned countries.

Photo by Tiffany Miller

and called the event a great learning experience.

"Frankly, I think all of us can learn from how young adults approach challenges with passion, excitement and openness to the ideas of others," he said. "It was fun to witness the development of alliances that likely would never form in the real UN world."

Like many of the volunteers, Tabor was involved in Model UN in his youth and saw volunteering as a way to give back. He said his involvement while a student enlightened him on the world outside his rural Ohio home and caused him to see seemingly intractable challenges from different perspectives. Model UN, he said, helps young Americans to think critically, debate and build consensus on important international issues.

IO and the United Nations Association (UNA), the program's sponsor, this year launched what is to become an annual Model UN Simulation program that provides public affairs officers and other mission personnel with small-scale, classroom-ready Model UN materials for youth outreach activities, English language programs and more. These materials, in the form of a thematic General Assembly debate, provide all the pieces needed to conduct a simple, two-to-four-hour Model UN activity that excites students, introduces negotiation and cooperation, and allows engagement with youth on a key issue. The simulation's theme is climate change and its materials are available in English, Spanish, French and Arabic.

The simulation materials are appropriate for high school and middle school students and are available through all U.S. missions' PAOs. IO sponsors the material, which is based upon products developed by UNA's Global Classrooms Model UN Program (More information is at unausa.org/global-classrooms-model-un). A dozen or so U.S. missions employed the simulation in its first iteration, and IO hopes to double or triple that number in the second year. ■

Safety Scene

Jet Lag: Crossing Time Zones Poses Safety Risks

By Certified Industrial Hygienist Steven Jay Sherman, Office of Safety, Health and Environmental Management

Air travelers can't seem to escape the inevitable jet lag that accompanies crossing time zones, but scientific research shows that planning may yield some relief.

The misalignment of the body's 24-hour clock, also known as circadian desynchronization, is caused by quickly traveling across multiple time zones. Whether eastbound or westbound, air travel causes a "phase shift" in our day. When you fly west, you are delaying bedtime; flying east shortens the day and makes bedtime earlier. Most travelers find it more difficult to adapt to eastbound travel. Younger travelers and "night owls" tend to adapt faster.

Just as blooming flowers react to daylight, people wake and sleep with cues from the sun. A group of brain cells near the optic nerves commonly referred to as our "master clock" receives light signals that trigger the release of biochemicals, including melatonin, that regulate a variety of bodily functions.

When jet lag occurs, symptoms may include fatigue, insomnia, difficulty concentrating, gastrointestinal problems, muscle soreness and, in women, menstrual problems. Over the long term, research has shown, frequent jet travel can pose more serious health hazards including blood clots, elevated blood pressure and diabetes.

Jet Lag and Diplomats

For a diplomat, jet lag can pose problems beyond biological effects. In 1956, Secretary of State John Foster Dulles arrived in Washington after a trip to Cairo and learned that the Egyptian government had purchased a large quantity of Russian arms. He promptly canceled the newly signed agreement to finance the Aswan Dam project. The Suez Crisis followed, involving world powers. Secretary Dulles later said that had he not been so weary from jet lag he might have taken a more conciliatory stance with the Egyptians.

While few of us will affect world events under the influence of jet lag, many are exposed to acute safety risks after crossing multiple time zones.

Of particular concern is what scientists call "micro-sleep episodes" that can last from seconds to minutes. Nodding off at a meeting or meal can be embarrassing; the ramifications are much more serious if it happens while driving, especially on unfamiliar roads.

The occupational hazards posed by fatigue, dulled reflexes and loss of concentration resulting from jet lag have been well documented by the National Transportation Safety Board; National Aeronautics and Space Administration; Department of State's Safety, Health and Environmental Management Office; and others. Operators of vehicles, machinery, tools, ladders and complex equipment, as well as those working in potentially hazardous areas, may be especially at risk until fully rested and adjusted to their new time zone.



Beating Jet Lag

Travelers have used anecdotal remedies, homeopathic products, over-the-counter and prescription drugs, alcohol and gadgets to try to beat jet lag. Most products that purport to help reset your body clock have little scientific basis and lack valid scientific testing. Most remedies, sleep aids and stimulants only treat the symptoms of jet lag, not the cause.

One should seek medical advice, especially for pre-existing medical conditions, prior to using programs, dietary supplements or drugs as part of a jet lag program. Melatonin, used in some programs, is sold in the U.S. as a dietary supplement, and is neither FDA-regulated nor approved for treatment of jet lag. ■

The Centers for Disease Control and Prevention (CDC) recommends maintaining a good diet, an exercise regimen and good sleep habits before any long-distance travel. Also consider these steps:

- When possible, choose non-stop flights with daytime arrival to allow for maximum sunlight exposure.
- Change your watch to destination time immediately after take-off, then sleep or stay awake based on that time.
- Eat lightly and avoid alcohol and caffeine en route.
- Stay well hydrated.
- Exercise or walk around the cabin regularly.

Some Popular Programs to Deal with Jet Lag Include:

- The Argonne Jet Lag Diet, developed by the late Dr. Charles F. Ehret at the U.S. Department of Energy Argonne National Laboratory, available at netlib.org/misc/jet-lag-diet;
- "How To Travel The World Without Jet Lag," by Drs. Chmane East man and Helen Burgess, Rush University Medical Center (ncbi.nlm.nih.gov/pmc/articles/PMC2829880/);
- CDC Health Travel Information for International Travel 2012 (nc.cdc.gov/travel/yellowbook/2012/chapter-2-the-pre-travel-consultation/jet-lag); and
- British Airway Jet Lag Planner, a personalized planning program (www.britishairways.com/travel/drsleep).

Appointments



Deborah K. Jones
U.S. Ambassador to Libya



Tulinabo S. Mushingi
U.S. Ambassador to Burkina Faso



James Knight
U.S. Ambassador to the Republic of Chad



David Hale
U.S. Ambassador to the Lebanese Republic



Geoffrey R. Pyatt
U.S. Ambassador to the Republic of Ukraine



David Hale of New Jersey, SFS, is the new U.S. Ambassador to the Lebanese Republic. Previously, he was the special envoy for Middle East Peace and before that, a deputy envoy. He was ambassador to Jordan and did multiple tours in Jordan and Lebanon. Other postings include Tunisia, Bahrain, Saudi Arabia and USUN. He was deputy assistant secretary for Israel, Egypt and the Levant and executive assistant to Secretary of State Madeleine Albright.

Deborah K. Jones of New Mexico, SFS, is the new U.S. Ambassador to Libya. Previously, she was scholar-in-residence at the Middle East Institute in Washington, D.C. Before that, she was senior faculty advisor at the Naval War College in Newport, R.I. She was ambassador to Kuwait, principal officer in Istanbul and deputy chief of mission in Abu Dhabi. Other postings include Addis Ababa, Damascus, Baghdad and Buenos Aires.

James Knight of Alabama, SFS, is the new U.S. Ambassador to the Republic of Chad. Previously, he was assistant chief of mission in Baghdad and ambassador to Benin. Other postings include Ninewa PRT in Mosul, Iraq; Luanda; Praia; Antananarivo; Banjul; and Lagos. He served as an Army infantry officer in Vietnam and was an economic development specialist for USAID in Niger. He is married and has three children.

Tulinabo S. Mushingi of Virginia, SFS, is the new U.S. Ambassador to Burkina Faso. Previously, he was deputy executive secretary in the Executive Secretariat. He was deputy chief of mission in Addis Ababa and also served in Tanzania, Kuala Lumpur, Maputo, Lusaka and Casablanca. He worked for the Peace Corps in Papua New Guinea, DR Congo, Niger and the Central African Republic. He is married and has a daughter.

Geoffrey R. Pyatt of California, SFS, is the new U.S. Ambassador to Ukraine. Previously, he was principal deputy assistant secretary in the South and Central Asian Affairs Bureau. Before that, he was deputy chief of mission at the U.S. Mission to the International Atomic Energy Agency and International Organizations in Vienna. He served twice in New Delhi, including as DCM, and also was posted to Hong Kong, Lahore and Tegucigalpa.

Visit state.gov/statemag to watch a video message from featured ambassadors.

Lying in State



Obituaries



Catherine C. "Kitty" Allen, 72, a retired Foreign Service officer, died May 15 of a heart attack in Georgetown, Ky. Her postings included Bern; Dhahran, Saudi Arabia; Taipei; Nha Trang, Vietnam; Helsinki and Cairo. After retiring in 1988, she enjoyed genealogical research and gardening.



Walter H. Drew, 90, a retired Foreign Service officer, died May 5 in Santa Rosa, Calif. He served in the Army during World War II and then worked in Korea, where he began his Foreign Service career. Later postings included Casablanca, Lagos, Conakry, Accra and Seoul. He retired to Oregon in 1976 and moved to Santa Rosa in 2004. He enjoyed Japanese language and culture, world affairs, computers and sailing.



John Kwiatkowski, 69, a retired Foreign Service officer, died June 24 in Toledo, Ohio. He served in the Marine Corps before joining the Department. His postings included France, Rhodesia, Liberia, New Zealand, The Bahamas, Switzerland, England, Hong Kong, Jamaica, Mexico, Belgium and Austria. He helped set up the U.S. Embassy in Yerevan, Armenia. He retired in 1994. He loved his dogs, golf and music, and volunteered with groups serving sick and homebound seniors.



Emma Lee Pringle, 59, a retired Civil Service employee, died June 21 at her home in Miami Gardens, Fla. She joined the Department's Miami Passport Agency in 1976 and eventually became a senior passport specialist. She was very active in her church and community, and was instrumental in the incorporation of the City of Miami Gardens.



James Jerry Alley, 66, a retired Foreign Service specialist, died June 14 of complications from cancer in Ft. Pierce, Fla. He served in the Department for 44 years, first as a communicator and then as a diplomatic courier. He retired in 2010 to Port St. Lucie, Fla. He enjoyed traveling, Bangkok and his many long-term friends.



Lewis W. Elford, 68, a retired Foreign Service officer, died Sept. 27, 2012, from heart surgery complications in Jupiter, Fla. He joined USIA in 1976, and his work there and at the Department took him to every U.S. embassy and consulate. After retiring in 1998, he and his wife Carol, a USIA retiree, became antique dealers. He was a gourmet cook, and enjoyed sailing, theater, taking classes on U.S. foreign policy and traveling to England and Wales to trace his family history.



Kenneth James Lyons, 59, a retired Foreign Service officer, died June 10 at his home in Oakton, Va. He joined the Foreign Service in 1983 and was posted to the Dominican Republic, Zambia, Malaysia, Thailand, Vietnam and Cambodia. After retiring, he enjoyed reading his personal library, exercising and writing a novel loosely based on his experiences in Phnom Penh.



N. Shaw Smith, a retired Foreign Service officer, died May 19 of pneumonia at his home in Fairfax, Va. During his 33-year career, he was posted to Lebanon, Geneva, Rio de Janeiro, São Paulo and Montevideo, where he was chargé d'affaires. After retiring in 1994, he painted in acrylics and oil, and taught at American University, FSI and the Fletcher School of Law and Diplomacy at Tufts University.



Abe Ashcanase, 93, a retired Foreign Service officer, died May 28 at his home in Falls Church, Va., after a brief illness. He served as a U.S. military officer during World War II, a technical assistance officer in the overseas aid agencies that emerged after the war, then as a USAID management officer until his retirement in 1974. He collected antique silver pieces and followed foreign affairs avidly.



Jon Gant, 85, a retired Foreign Service officer, died April 16 in Milton, Ga. He served in the Marine Corps Band during the Korean War and in the Peace Corps before joining USAID in 1970. His postings included Ecuador, Paraguay, Botswana and Pakistan. After retiring in 1988, he worked as a USAID contractor in Cairo and Santo Domingo. He conducted his own big-band orchestra and enjoyed tennis, reading, traveling and visiting family.



Grace Darling McKenney, 100, a retired Foreign Service secretary, died Feb. 26 of pneumonia in Shoreline, Wash. She served with the Army Medical Corps in Japan before joining the Foreign Service. Her postings included Indonesia, Jordan, Panama, Laos and Syria. After retiring in 1976, she lived in Florida before moving to Seattle to be close to her family.



Jane Morris Thomas, 76, a retired Foreign Service employee, died June 18 after a brief illness. She lived in Sea Island, Ga. She sailed as a cruise ship nurse before joining the Foreign Service in 1967 and being posted to Africa. Over the next 25 years, she also served in New Delhi, Yemen, Bangkok, Manila and Prague.



George M. Barbis, 86, a retired Foreign Service officer, died May 24 of complications from pneumonia in New Haven, Conn. He served in the Army and joined the Department in 1950. His postings included Tehran, Pusan, Seoul, Chiang Mai, Bordeaux and Athens. He retired in 1992 and moved to Maryland's Eastern Shore, where he enjoyed boating on Chesapeake Bay, golf and foreign affairs discussion groups. He moved to North Branford, Conn., in 2010.



Susan M. Klingaman, 75, a retired Foreign Service officer, died April 18 from a stroke at her home in Oberlin, Ohio. She joined the Foreign Service in 1963 and was posted to Germany, Denmark, the Philippines and Indonesia. After retiring to Arlington, Va., in 1987, she earned a graduate degree in linguistics and taught English to immigrants, refugees and international students.



Robert S. Pastorino, 73, a retired Foreign Service officer, died June 6 of natural causes in St. Helena, Calif. He joined the Department in 1967 and served in Venezuela, Mexico (three times), Portugal, Colombia, Honduras and the Dominican Republic, where he was ambassador. After retiring in 1994, he returned to his native San Francisco and served as president of the Bay Area World Trade Center. He was a multilingual, voracious reader, and also loved sports, world affairs, travel, wine and all things Italian.



Arthur Wong, 91, a retired Foreign Service officer, died May 21 in Tucson, Ariz. He served in the Air Force during World War II and the Korean and Vietnam wars. He joined the Department in 1967 and served in Saigon, New Delhi and Jakarta. After retiring in 1984, he was a disaster preparedness consultant with the U.N. and volunteered with the Pima County Sheriff's Auxiliary in Tucson.

End State



Syria

A vast array of colorful spices can be found in many a souk in Damascus, Syria. The city was a key stop on the spice trade route, which brought exotic flavors from India and the Far East to the rest of the Old World.

Photo by Kate Andrews

PG. 22



Helsinki

The Helsinki Workers' House, Paasitorni, was a center for the working class in the early 20th century. After decades of disrepair, Paasitorni was restored in the 1990's and now functions as a conference and congress center.

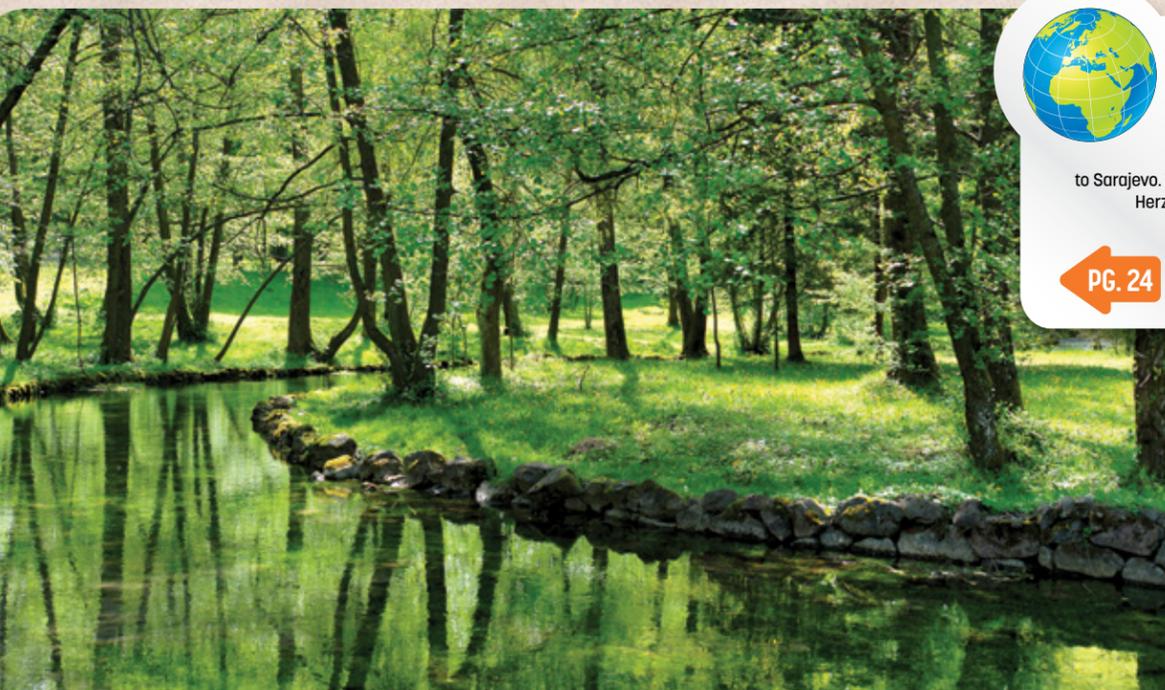
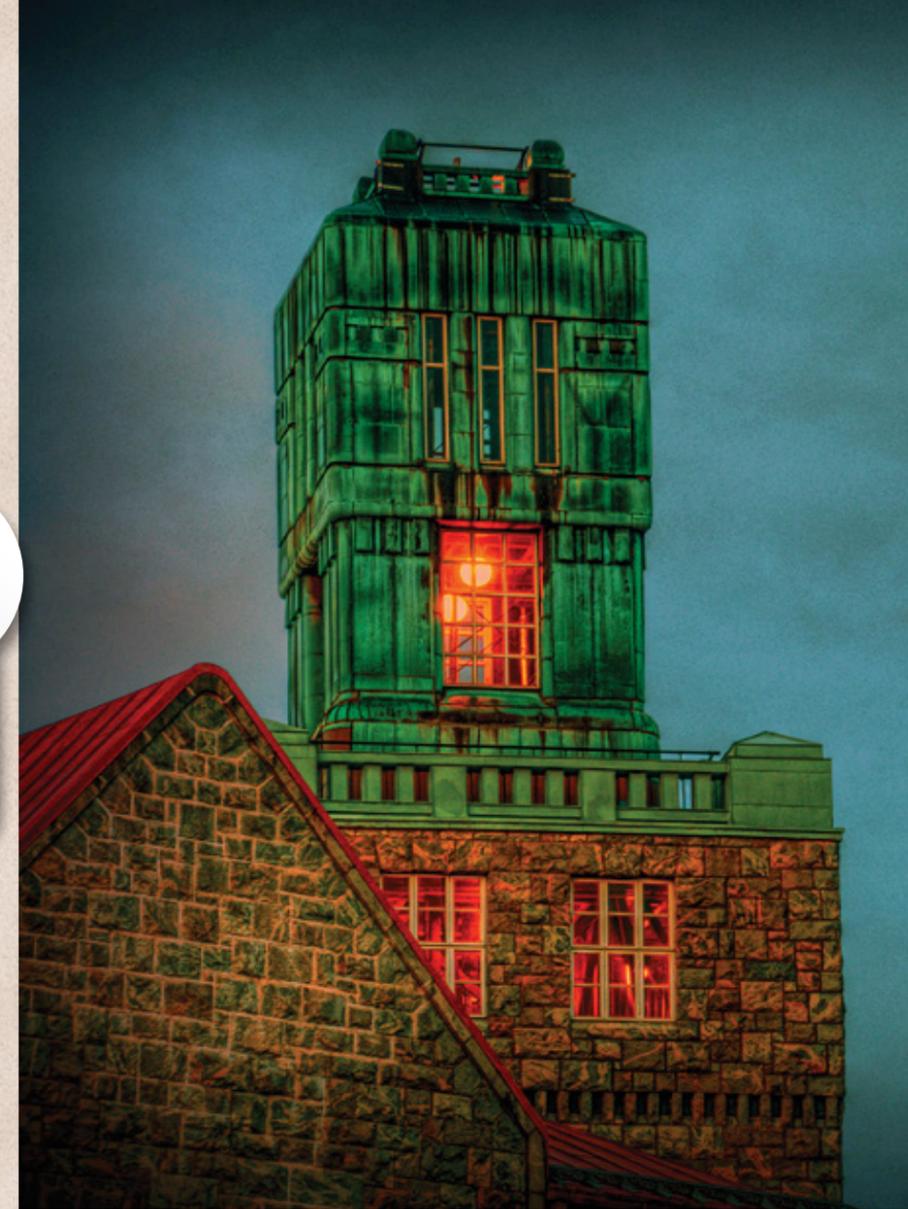
Photo by Mikko Luntiala



PG. 14



Learn more about Creative Commons online at creativecommons.org



Sarajevo

The River Bosna Springs at Vrelo Bosne are the source of the Bosna River, which supplies fresh water to Sarajevo. The nature park is one of Bosnia and Herzegovina's most beautiful landmarks.

Photo by Rudolf Getel

PG. 24



Bangladesh

Locals snatch up the day's freshest catch from the nearby Bay of Bengal at a wholesale fish market in Cox's Bazar.

Photo by Aftab Uzzaman

PG. 28





U.S. Department of State
Bureau of Human Resources
Washington, DC 20520

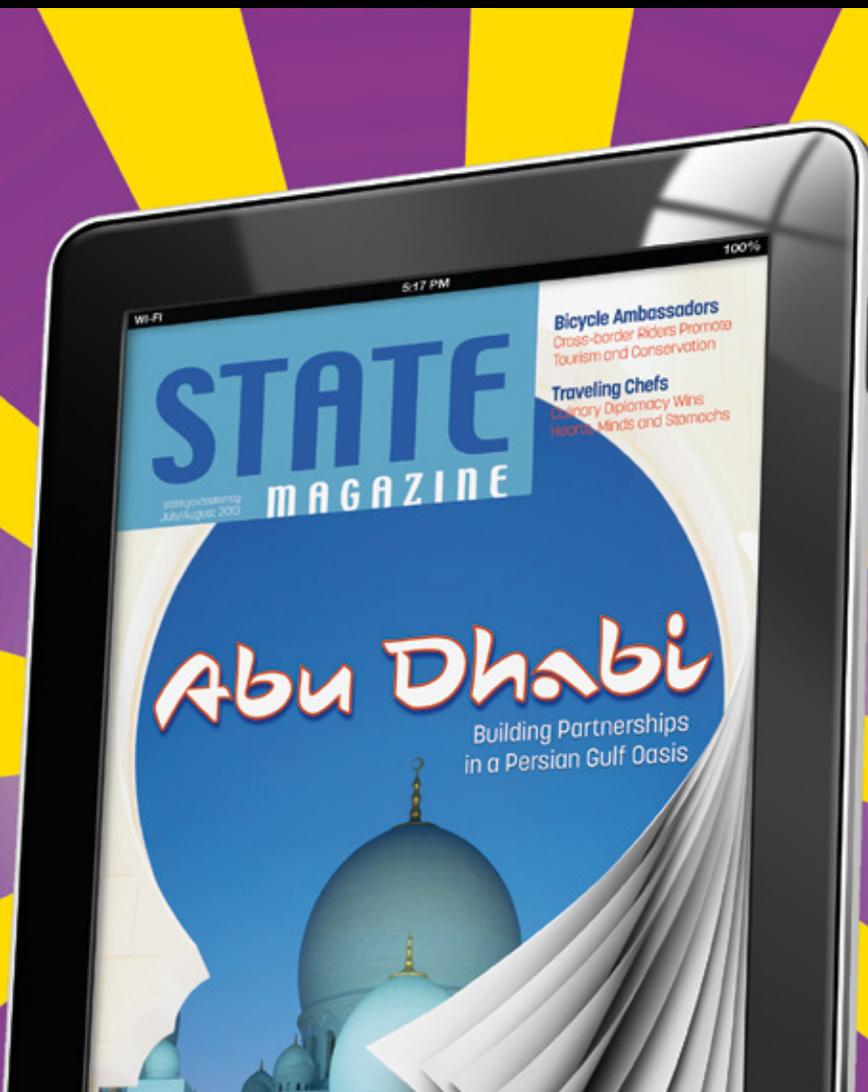
PERIODICALS
POSTAGE & FEES PAID
DEPARTMENT OF STATE
ISSN 1099-4165

If address is incorrect,
please indicate change.
Do not cover or destroy
this address.

POSTMASTER:

Send changes of address to:

State Magazine
Department of State
SA-44, Room 348
Washington, DC 20547-4403



Tablet-Friendly

Read the magazine on your tablet to get your information on-the-go.
Download our iPad app through the Apple App store,
or visit state.gov/statemag to read the magazine on any device.