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April 2016

# MAGAZINE

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**On the Road in Rio**

Familiarizing officers with Rio de Janeiro neighborhoods

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Building partnerships in Palau, the Federated States of Micronesia and the Marshall Islands

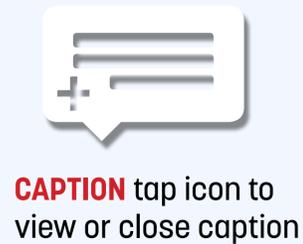
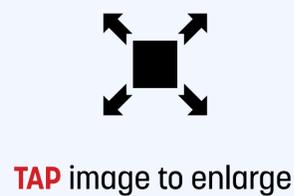


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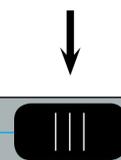


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- In the Table of Contents and on the cover, all titles can be tapped to jump directly to an article.
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### On the cover

Eneko Island's Pacific Ocean beachfront in Majuro Atoll.

Photo by Isaac D. Pacheco

# STATE MAGAZINE



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ILEA Director John Terpinas addresses participants of the Anticorruption Leadership Course.

*Photo by Nikoletta Valkai*

## Academy Offering More Anti-Corruption Training

To combat transnational threats and strengthen international cooperation against criminal enterprise, the United States, through the Bureau of International Narcotics and Law Enforcement Affairs (INL), has built up a network of International Law Enforcement Academies (ILEAs) to serve four regions: Europe, Africa, Asia and the Western Hemisphere. Since its establishment in 1995, ILEA Budapest, the flagship ILEA, has trained more than 22,000 of the region's law enforcement officers, fostering regional cooperation and stability, and is continually seeking to improve the training it provides.

In July 2015, to celebrate its 20-year anniversary, ILEA Budapest co-hosted events with Hungarian Minister of the Interior Sandor Pinter, U.S. Ambassador Colleen Bell and INL Assistant Secretary William Brownfield. At these events, ILEA principals agreed to increase anti-corruption training, and the Budapest Academy responded by significantly ramping up this program for 2016.

“This is what ILEA does; it listens to key partners and stakeholders and adjusts to meet their needs,” said ILEA Director John Terpinas.

In 2016, ILEA Budapest will offer a new, seven-course series focused on anti-corruption. These courses will use such themes as leadership, trafficking in persons and financial investigations to promote attendees' discussion of anti-corruption strategies, and focus on how to investigate and combat corruption in governmental organizations at the highest levels.

The academy will train approximately 225 law enforcement officials from 10 countries, including Ukraine, Bosnia and Herzegovina, and Serbia. The training will be provided by representatives of the Federal Bureau of Investigation, Immigration and Customs Enforcement, Internal Revenue Service and the Department of Justice's Office of Overseas Prosecutorial Development Assistance and Training. ■





Arab and Israeli students participate in a team-building exercise.  
*State Department Photo*

## Arab, Jewish Youths Practice Negotiation

Although Arab and Jewish students in Israel are often miles apart, an exercise in February supported by the U.S. Embassy in Tel Aviv involved Arab and Israeli high school students spending two days together at a workshop, learning negotiation, experiential learning and creative problem-solving.

“It was a day of acceptance,” said one student with a broad smile. “I hope we will stay in touch.”

The program, run by the locally based Pathways Institute for Negotiation Education, sought to reduce stereotypes and conflict, and prepare students to be more open-minded and engaged leaders, while improving their English language skills, to have a common ground for communication.

Students were divided into mixed groups to practice critical thinking and negotiation in workshops that avoided political issues and focused on ways to promote tolerance, respect and understanding, using real-life situations. The towns from which the youths came are less than 30 miles apart, but represent worlds in which Arabs and Jews seldom get together. The workshops broke down barriers and helped form connections between the Arab and Jewish students, who exchanged Facebook accounts and formed a WhatsApp group.

The negotiation program will continue over the course of several months and also includes a two-day teacher training component to equip a network of educators with the tools to engage students, providing meaningful and sustainable learning skills to be applied in and outside the classroom. ■





A FINCA Zambia representative, left, greets Ambassador Schultz at the ZES table. At rear are representatives of the Dagon Holdings investment company, left, and Cavmont Bank, right.

*Photo by Ferzio Mampwe*

## Event Helps Businesses Gain Financing

Approximately 400 entrepreneurs attended the Zambia Entrepreneurship Summit (ZES) held last November, supported by the U.S. Embassy in Lusaka, Zambia. With interest rates topping 30 percent in Zambia, the post organized the event so entrepreneurs could find investors and as a follow-on to the 2015 Global Entrepreneurship Summit.

The post partnered with a Department-funded women's entrepreneurship program, the WECREATE Zambia Center, which hosted the ZES in one of Lusaka's poor neighborhoods, featuring 30 exhibitors, including Zambian banks, investment companies, financing NGOs and entrepreneurship and youth empowerment organizations. Prior to the event, the post had hosted clinics to teach entrepreneurs how to maximize their time with the ZES exhibitors.

The ZES featured a two-hour, invitation-only session for 100 of Zambia's most promising entrepreneurs, including Young African Leader Initiative (YALI) Mandela Washington Fellows, alumni of other entrepreneurship exchange programs, embassy youth council members and participants of a recent social entrepreneurship boot camp. Attendees pitched their ideas, seeking exhibitors' interest.

A second two-hour session open to the public involved finance-seeking attendees from areas far from Lusaka, including many women from WECREATE and the post's entrepreneurship networks.

The event's speakers included two Zambian ministers and Ambassador Eric Schultz, who made an appeal for less government involvement in Zambia's economy. Zambia's minister of commerce, trade and industry expressed interest in partnering with the U.S. Embassy for a 2016 ZES.

A post-ZES survey of participants found dozens saying they had gained investor interest, viable loan agreements, new partnerships and follow-on meetings with potential investors. ZES has since been highlighted by the Bureau of Economic and Business Affairs as an exemplary program. ■





Welcome Home video-maker Hannah Feeken, left, puts her friends in the frame for her video.

*Photo courtesy of Hannah Feeken*

## Youths Make Welcome Home Videos

To ease the transition for Foreign Service families moving back to the United States from overseas, especially for children who may not remember what home was like, the Foreign Service Youth Foundation (FSYF) asked recently returned FS youths to make Welcome Home videos.

Like the group's KidVid program, which shows life at overseas posts from a child's perspective, each 10-minute video developed by the youths depicts schools, recreation, shopping, dining and landmarks in one Washington, D.C.-area community.

The first four videos were produced last year by Ingrid Bayer, Cole Blackman, Gregor Deininger and Hannah Feeken, using stipends from the Una Chapman Cox Foundation. Their videos feature the communities of Arlington, Falls Church, Stafford and Vienna. This year the FSYF will invite youth to make videos of other D.C.-area communities.

Feeken said the inspiration for her video was the idea of home. "Most Foreign Service kids struggle with the idea of home," she said, since they were brought up in many areas. "Even with all the love and support from our families, it's often hard to feel the comfort of a place to call home," she continued, adding she wanted her video "to reach out to people and bring them comfort and bliss at the idea of a place to call home."

The videos are on the Contests and Awards section of the FSYF [website](#). Members should enter their membership password on the left side of the website and then click on the "For Members Only" tab. ■

# Conflict Matters

SHIREEN DODSON  
DIRECTOR OFFICE OF THE OMBUDSMAN



## TRAIN Yourself for Conflict Competency

As Department of State employees, our mission demands our full, undivided attention. Our work as public servants is vital in global advancement. We cannot afford to be buried in interpersonal conflicts. Yet, ignoring a conflict will not dispose of it. Ignoring a conflict allows it to fester and affect your well-being and that of those around you. Approaching conflict effectively and proactively can nurture relationships, promote teamwork and lead to creative solutions to problems. Unfortunately, the nature of conflict can shine a light on our worst selves. Sometimes we feel backed into a corner and don't know where to turn. Other times, our emotions dictate a reaction that produces negative results. We retreat, we fight back, we ignore it; but rarely do we respond to conflicts in a way we would choose again.

Before blaming yourself, another person or a policy, the first step to managing your conflict begins with “TRAINing” yourself to look inward. If you can accept the legitimacy of your view and that of others while acknowledging that everyone has his or her own understanding of the truth, you place yourself in a position to see the conflict as its own entity. Seeking to understand and analyze how you see a situation can help you chart the best path forward. A vibrant and diverse workforce brings multiple perspectives to any issue. Self-analysis in conflict is one way to pursue the sixth Leadership and Management Principle: Be Self-Aware.

As with any new skill, you must TRAIN yourself to use it and practice that skill to build it. When you find yourself in a workplace conflict, try the TRAIN method of introspection before deciding how to move forward.

- Triggers – What triggered me in this situation? What is bothering me most profoundly? What about the behavior upset me? What behaviors might trigger the other person?
- Reflect – What do I know about how I handle conflict? What is my emotional intelligence, or my ability to recognize and understand emotion? What is my preferred style for dealing with conflict? What do I do when I feel undervalued or trampled upon?
- Analyze Perspectives – How would the other person in this conflict explain the situation? How might others in the office describe what is happening? From what perspective would someone whom I respect take on the matter?
- Ideal – What is the ideal outcome here? How can I get there? Who is the ideal person I want to be?
- New Behavior – What can I do differently tomorrow? What behavioral change would reflect the person I'd like to be? What is within my control and what is not? When I feel challenged, how do I stay on track? What behavior would be best in this situation?

The next time you are in conflict, consider the following quote from renowned conflict coach Cinnie Noble: “When we choose to change what we are in charge of—ourselves—we influence a change in the paradigm with those with whom we are in conflict. That is, it takes just one person to influence a shift in the nature of our interactions.” When seeking the best way forward, reach out to the Office of the Ombudsman at [ombudsman@state.gov](mailto:ombudsman@state.gov) to help you on your way. ■



# Direct from the D.G.

ARNOLD CHACON  
DIRECTOR GENERAL OF THE FOREIGN SERVICE



## Promoting Agility: Bidding and Assignments Reform

In my January column, I outlined HR's major initiatives for 2016. Topping the list was Foreign Service bidding and assignments reform. Like our performance management reform effort, we wanted this to be a consultative process. We shared five proposals on the Sounding Board to solicit direct input from employees and sought feedback from regional and functional bureaus. The proposals elicited more than 1,000 comments and scores of emails. In March, after a review of employee and bureau input, we announced changes, beginning with this summer's bidding cycle, which we believe further our shared goal—a shorter, simpler, more transparent bidding process that is more efficient and effective. Specifically, the reforms:

- Shorten the Bidding Season: No proposal received greater support than this one. Beginning with the summer 2017 bidding cycle, we are shortening the bidding season to five weeks, beginning after the release of promotion lists.
- Simplify Bid lists: Bidders will no longer need to identify core bids (in-cone or at-grade) or designate bids as high, medium or low. Instead, bidders will submit between five and 10 bids on jobs for which they are eligible.
- Increase Transparency: The first step toward increasing transparency is allowing bureaus to see who has bid on their jobs from the beginning of the bidding season.

Two of the five proposals—on bidding privileges and early handshakes—and the comments they elicited require further review. I established a Bidding Reform Working Group, chaired by HR's Office of Career Development and Assignments (CDA) to review these ideas and explore additional reforms. We invite interested employees to reach out to HR/CDA at [BiddingReform@state.gov](mailto:BiddingReform@state.gov) to participate in the working group or offer ideas.

In order to empower employees to prioritize their professional development, beginning this year we are moving up the bidding cycle for long-term training assignments and details to early summer. Long-term training and detail assignments provide invaluable professional development opportunities; they are also essential to the Department's strategy to collaborate with U.S. government partners, academic institutions and nongovernmental organizations to advance our foreign policy goals.

CDA's Professional Development Unit, formerly known as Career Development and Training, will continue to lead the Department's efforts to develop, select and assign officers to long-term training and detail opportunities. Its mandate will also expand to include a systematic review of these assignments to ensure that we are offering the right mix of experiences to shape a professional cadre ready and able to meet Department needs.

As we compete for talent and promote U.S. values and interests, we will continue to examine and improve our policies, practices and processes—without losing sight of our ultimate goal, a more agile and capable workforce equipped to take on the global challenges that await us in the decades to come. ■

*Arnold A. Chacon*



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Director General Arnold Chacon and Amb. Kristie Kenney



Assistant Secretary Thomas-Greenfield and Assistant Secretary Starr



Deputy Secretary Heather Higginbottom and Executive Secretary Joseph E. Macmanus



Secretary of State John Kerry Discusses Leadership with Advisor for Diversity Michelle Los Banos.

*Photo by Isaac D. Pacheco*



# Fighting WMDs

Office boosts global capacity

By Casey J. O'Neil, Celestar Corp. consultant, Office of WMD Terrorism

President Obama begins this month by hosting more than 50 heads of state at the Nuclear Security Summit, focusing on what further steps the international community can take to keep dangerous nuclear material out of the hands of terrorists. Within the Department of State, that critical mission falls in part to the Office of Weapons of Mass Destruction Terrorism in the Bureau of International Security and Nonproliferation (ISN/WMDT). WMDT collaborates with interagency and foreign partners to strengthen international capabilities to deter, detect, defeat and respond to terrorist attempts to acquire materials that could be used in a weapon of mass destruction. Directed by Geoff Odlum and Renee Sonderman, the office's 33 staff members—a mix of Foreign and Civil Service employees, contractors and fellows—are divided among the Counter Nuclear Smuggling Unit (CNSU), Nuclear Forensics, Foreign Consequence Management (FCM) and Global Initiative to Combat Nuclear Terrorism (GICNT) teams. There's also one staff member detailed to Interpol and another serving as a liaison to the FBI.



Members of the office staff stand in the lobby of Main State with Office Director Geoff Odlum, center in red tie.

*Photo by Ed Warner*

Led by Heather Von Behren, CNSU conducts diplomatic and programmatic engagements with international partners on preventing, detecting and responding to nuclear and radiological materials smuggling. The team oversees the negotiation and implementation of bilateral joint action plans, which outline collaborative efforts for strengthening counter nuclear smuggling capabilities. CNSU also:

- helps countries strengthen their criminal codes;
- facilitates the removal of radiological sources from vulnerable areas;
- holds regional dialogues for prosecutors and judges;
- helps countries develop national-level protocols on agencies' roles and responsibilities when responding to radioactive or nuclear smuggling incidents; and

- chairs the Nuclear Trafficking Response Group, a group of interagency partners from the policy, law enforcement and intelligence communities that coordinates U.S. responses to international nuclear and radiological trafficking events, responding to approximately 300 annually.

Last month, the team partnered with the European Commission to co-host a Counter Nuclear Smuggling Workshop for 30 countries and organizations seeking to strengthen international nuclear security. In the words of Jessica Satterfield, the lead U.S. organizer, "Locating and securing trafficked nuclear materials is an important element of preventing nuclear terrorism. The 2016 CNS Workshop is designed to bring international experts together to think critically about how we as a global community can more effectively work together to counter nuclear smuggling. I am excited to be part of such an energized international effort to make the world a safer place."



Paula Alfonso has a chat with Daniela Helfet in the latter's office.

*Photo by Ed Warner*



In a discussion are office staff members, from left, Kevin Wickel, Geoff Odlum, Renee Sonderman, Heather Von Behren and Michael Curry.

*Photo by Ed Warner*

Agency and the government of Brazil to help Brazil be ready to respond, as necessary, to any improvised-WMD incident during the 2016 Summer Olympics. Sean Austin, the team's senior analyst, remarks that FCM has "worked to establish one of the most effective and constructive interagency engagement programs to ensure our partners are self-sufficient and fully capable of responding to CBRN incidents."

WMDT's fourth team, led by Christine Martin, coordinates U.S. participation in the GICNT, a multilateral partnership co-chaired by the United States and Russia that conducts activities to strengthen global capacities to prevent, detect and respond to nuclear terrorism. In Hungary in 2014, GICNT organized a tabletop exercise that engaged a multilateral audience on policy issues related to national-level interagency coordination and roles and responsibilities, as well as communication and information-sharing during the investigation of a nuclear security incident. A GICNT tabletop exercise in Finland last year featured participants from 21 countries discussing best practices in investigating nuclear smuggling. In the words of Kevin Wickel, the deputy team lead, these exercises "underscored the importance of promoting effective coordination and information sharing among different communities of experts across shared mission spaces."

With each team focusing on a complementary aspect of nuclear security, WMDT works to build international capabilities to keep terrorists from making headlines the world never wants to see. ■





# INTERCOUNTRY ADOPTION

## Option offers children permanency

By Kelly Helhowski, citizen services specialist, Bureau of Consular Affairs

**I**ntercountry adoption has united hundreds of thousands of children with families worldwide. For some children, including older children and children with special needs, intercountry adoption opens one path for a child to gain a permanent family.

Over the past 15 years, American families have adopted more than 250,000 children from more than 100 different countries. In fiscal 2014, consular officers issued 6,441 immigrant visas to children who were adopted abroad or were coming to the United States to be adopted by U.S. citizens (known as incoming adoptions).

The Bureau of Consular Affairs (CA) supports intercountry adoption as an option for children in need of permanency. The Department is the U.S. Central Authority for the 1993 Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption, an international agreement that establishes safeguards to ensure that intercountry adoptions take



place in the best interests of children. Ninety-six countries already have become party to the convention and more are expected to join in coming years.

CA is responsible for the day-to-day oversight of intercountry adoption matters involving the United States and implementation of the convention in the United States. This includes:

- maintaining strong bilateral relationships with other countries regarding intercountry adoption (procedures are governed both by the laws of the country where the adoptive parents reside and of the country where the child resides);
- providing guidance on intercountry adoption and the Hague Convention within the Department and across the U.S. government;
- overseeing the entity that accredits American adoption service providers (ASPs), which work directly with families to complete the adoption process;
- certifying, as part of the adoption process, that intercountry adoptions from and to countries in the Hague Convention meet the requirements of the Hague Convention and U.S. laws;
- training U.S. consular personnel worldwide on intercountry adoption law, policy and procedure;
- answering inquiries from parents, ASPs, congressional offices and other stakeholders about specific intercountry adoption cases; and
- maintaining comprehensive intercountry adoption information on [adoption.state.gov](http://adoption.state.gov).

The adoption process varies significantly across countries and is affected by economic, social and political factors. The Department typically sees small fluctuations in most nations' number of intercountry adoptions from year to year. However, significant annual changes may result from conditions inside certain countries, including changing policies toward adoption. For example, the Jan. 1, 2013, implementation of a Russian law banning the adoption of Russian children by U.S. citizens significantly decreased the number of intercountry adoptions to the United States from Russia.

While intercountry adoption policies evolve in other nations, the Department continues to support the availability of intercountry adoption and strives to strengthen the integrity and safety of the process. As Assistant Secretary for Consular Affairs Michele Thoren Bond stated



Attendees at the Bureau of Western Hemisphere Affairs' regional adoption workshop in Bogota, Colombia, enjoy a group photo.

*Photo by LaTina Marsh*



during National Adoption Month in November 2015, “Maintaining intercountry adoption as a viable option for children in need throughout the world is a top priority for the Department of State.”

The United States provides technical help to countries seeking assistance to improve their intercountry adoption processes. This help can include informational resources, training materials, guidance regarding U.S. adoption and immigration laws and procedures, and visits from U.S. government experts. For example, the Hague Convention entered into force for Côte d’Ivoire and Zambia on Oct. 1, 2015, making those countries the 94th and 95th states to ratify the convention. Prior to that, the Department provided technical help to both countries, through U.S. Embassies in Abidjan and Lusaka, and through direct communication between the nations’ adoption authorities and CA in Washington, D.C. The parties discussed how to facilitate processing under the convention in a way that is compatible with U.S. immigration law and sought to promote a smooth transition for adoptions already in process.

CA continues to work to improve the intercountry adoption process, including through the preparation of prospective adoptive parents for intercountry adoption, aiming to make placements successful in the United States and overseas. For example, the Department is looking into how families may have better access to support before and after their adoptions are completed. CA believes preadoption training for prospective adoptive families is vital to facilitate the child’s adjustment to a new home, environment and expectations. While current U.S. regulations for the accreditation of ASPs require such training, CA is exploring whether and how to increase the training ASPs are required to provide to prospective adoptive parents and whether to broaden the scope of required topics.

For example, requiring education about the impact of childhood trauma in the training for prospective adoptive parents may help better prepare families, especially if the training provides strategies to respond effectively to emotional, physical, educational or other challenges.

The Department regularly engages with prospective adoptive parents, ASPs, other domestic adoption stakeholders and foreign adoption officials to inform its policies and procedures. Under a new intercountry adoption strategy, CA is assessing the state of intercountry adoption worldwide and developing initiatives to strengthen intercountry adoption processes. One such initiative is the development of process maps of the intercountry adoption process in other



Assistant Secretary for Consular Affairs Michele T. Bond addresses attendees at the 2015 Adoption Service Provider Symposium hosted by the Department, U.S. Citizenship and Immigration Services and the Council on Accreditation.

*Photo by Jodie Tawiah*



countries. From Cambodia to Haiti to Zambia, this detailed understanding of individual countries' procedures will help CA be more focused and productive in discussions with foreign government officials and help CA relay more accurate information to Americans about nations' intercountry adoption processes.

More information regarding intercountry adoption and the Department's efforts is available at [www.adoption.state.gov](http://www.adoption.state.gov). ■



At center in orange scarf, Managing Director for Overseas Citizens Services Michelle Bernier-Toth poses with Bureau of Consular Affairs officials. To her right are, from left, Ambassador Susan Jacobs, Assistant Secretary for Consular Affairs Michele T. Bond and Adoptions Division Chief Trish Maskew.

*Photo by Jodie Tawiah*





# BREEZY SAVINGS

**U.S. posts harnessing wind power**

By Donna McIntire-Byrd, chief, Energy and Sustainable Design,  
Bureau of Overseas Buildings Operations



**N**ouakchott, the capital of Mauritania, is a word meaning “place of winds”—a fitting location for what is soon to be the Department’s largest wind power turbine, with a capacity of 50 kilowatts (kW). Scheduled for completion on Earth Day, April 22, the turbine will be the third erected by the Bureau of Overseas Buildings Operations (OBO) in two years, joining those at posts in Bridgetown, Barbados (completed in December), and Valletta, Malta (to be completed by the year’s end).

In Bridgetown, the 20kW turbine is estimated to produce 56 megawatt hours (MWh) of power annually, reducing post’s carbon dioxide emissions by 38 metric tons each year. As Larry Palmer, former U.S. ambassador to Barbados, the Eastern Caribbean and the Organization of Eastern Caribbean States, said, “This shows we ‘walk the walk’ as well as ‘talk the talk’ when it comes to being serious about mitigating climate change and promoting renewable energy.”

These installations reflect the U.S. commitment to reducing greenhouse gas emissions by generating clean, renewable power at its diplomatic posts worldwide. Globally, countries are supporting wind and solar installations for energy, price stability and reliability. Renewable energy now competes on price with diesel generators, and in some areas, conventional energy sources.

Todd Evans, OBO’s wind technology expert, estimates that in aggregate the three turbines will pay for themselves by 2033, after which the three posts will collectively reap \$1.4 million in free power from the breeze over the next seven years.

Beyond its implementation cost, wind power has in the past faced resistance due to potential noise, maintenance needs, obstructed views, wildlife interference, vibrations and other concerns. Those issues haven’t disappeared, but support for wind power technologies has increased due to local, national and global pressures to mitigate climate change impacts, reduce energy costs and make energy production cleaner.

Wind can be a difficult resource to harness, as such projects need a high-power generation or grid-power rate, an appropriate location and wind speed averaging five meters per second at minimum.





The Department's first wind-powered turbine stands out above the grounds of the U.S. Mission in Bridgetown.

*Photo by David Shaffer*

To assist posts in assessing their wind resources, OBO has a 20-question tool on the OBO intranet site. To conduct in-depth analysis, David Shaffer, OBO's electrical engineer, uses two sonic detection and ranging devices that are stationed at potential turbine locations. The device sends pulses of sound into the airspace above the site, which measure and record information to determine the wind speeds at different heights and ultimately the return-on-investment in a specific location. Information reported by the device helped set the size of the Embassy Nouakchott turbine.

On the island nation of Malta, energy costs are more than double what they are in Washington, D.C., but sea breezes are prevalent, making wind turbines more common. In 2014, financial calculations showed that a turbine project would have very favorable cost savings for the Department. OBO designed the renewable energy project to include a 6kW turbine coupled with a 350kW solar power (photovoltaic) system. Together, it's estimated they would save 17 percent on the post's power bill.





A close-up view shows the Department's first wind-powered turbine, on the grounds of the U.S. Mission in Bridgetown.

*Photo by David Shaffer*



Before supplementing with a renewable power source, it is important to optimize a facility's current energy performance. To reduce energy demand, Valletta adjusted its buildings' controls and reduced consumption by 10 percent, using measures such as replacing light bulbs with LEDs. The post also renegotiated its utility rate with the power provider, saving another 8 percent. The result: a 35 percent cumulative reduction in energy use and utility costs.

As the effects of climate change are now seen as a threat to U.S. national security, addressing this threat is a top priority for the Department and USAID. Thus, the 2015 Quadrennial Diplomacy and Development Review (QDDR) discusses mitigating climate change, saying, "We will deploy greater expertise in addressing climate change and promoting clean energy technology solutions at priority posts."

U.S. Missions are often in some of the most polluted areas of the world, with the highest greenhouse gas-emitting power providers. Yet, as these posts are high-profile buildings, the Department is seeking cleaner alternatives, and by 2019 it will have nearly 11MW of renewable power deployed at 36 posts—some of it from wind power. OBO is looking at the future of wind power and investigating the feasibility of wind turbines at U.S. posts in Tegucigalpa and Nassau to further reduce the Department's carbon footprint worldwide. ■





**FOCUS ON**

# The Freely Associated States

A U.S. commitment to strengthened ties





**F**or many Pacific Ocean states, fishing is an essential part of life, and central to the economy. So it's a big deal that Palau has, in the last year, made a bold and farsighted commitment to conservation, banning commercial fishing in 80 percent of its waters.

Palau is one of the Freely Associated States (FAS), a group of three countries also including the Republic of the Marshall Islands (RMI) and the Federated States of Micronesia (FSM). With over 2,300 individual islands, more than 20 distinct languages and cultures, and exclusive economic zones covering nearly two million square miles of ocean (greater than 60 percent the size of the contiguous United States), these are diverse countries and important partners.

I visited Palau in February and met with all three leaders—Presidents Tommy Remengesau of Palau, Peter Christian of the FSM, and Hilda Heine of the RMI—who had gathered for their biannual summit.

Reflecting the breadth of U.S. interests, I traveled with Admiral Scott Swift, Commander of the U.S. Navy's Pacific Fleet, and Rear Admiral Vince Atkins, Commander of the U.S. Coast Guard District covering most of the West and South Pacific.

The uniqueness of our partnership with the FAS is shown by that wide array of Federal agencies we work with there. Not only does the Department work with USAID, the U.S. Coast Guard and DOD, but in the FAS we also work with the Departments of Interior, Health and

Human Services, and even the U.S. Postal Service.

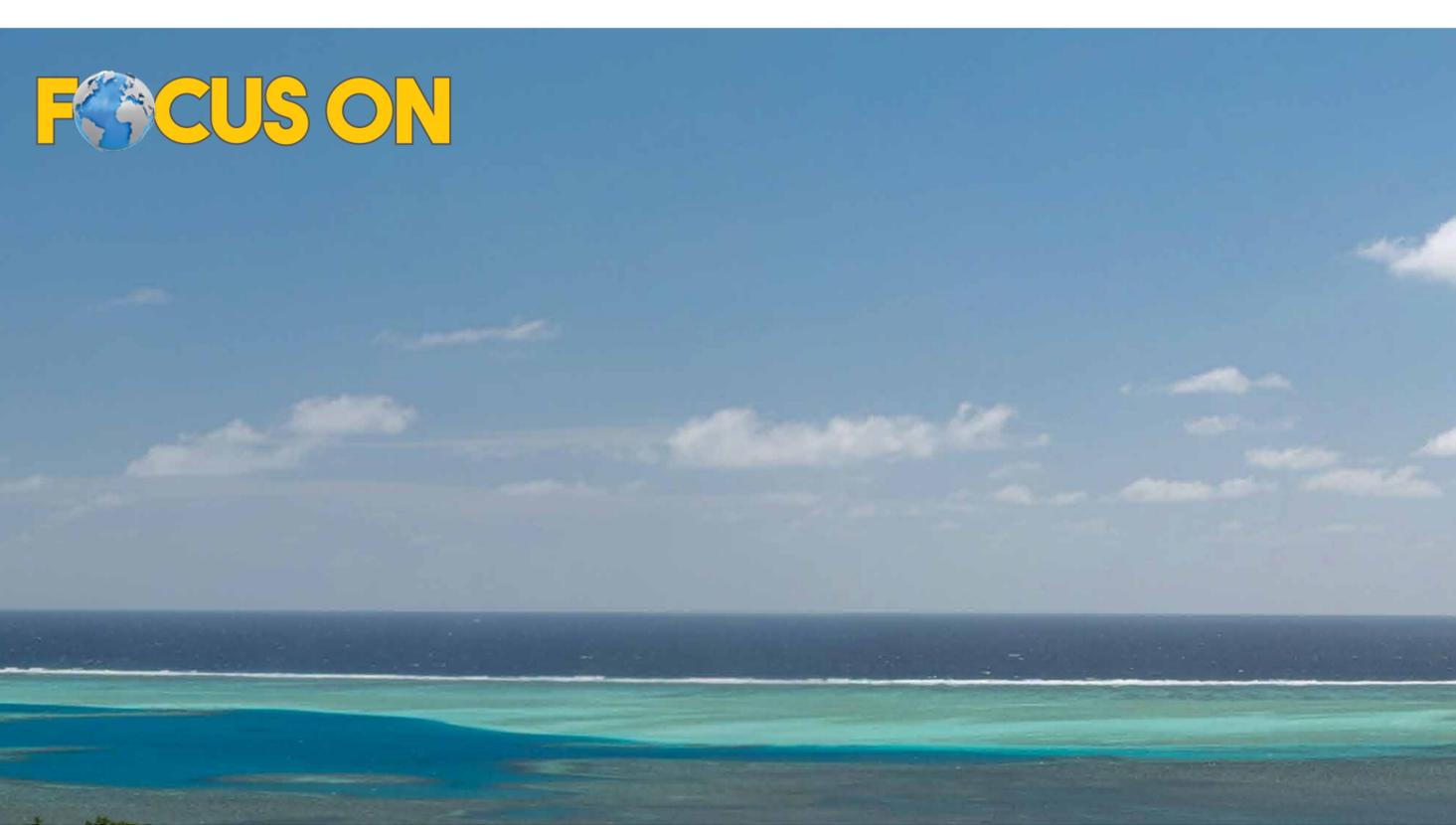
America's official relationship with these islands and their people goes back more than a century. For the last few decades, this relationship has been defined by our Compacts of Free Association. These agreements define our bonds and legal obligations to each other, and support the development of the three countries as independent nations that choose to be close friends who work, trade with, support and defend each other.

As independent nations, they have developed their voices on critical issues. As members of the U.N. and other international bodies, they take their responsibilities as citizens of the world seriously.

They may be small in population and landmass, but they are large ocean nations. As a result, they are increasingly on the region's radar and carry outsized weight in global affairs.

The values we share prompt us to look out for one another. Citizens of these three nations serve in the U.S. Armed Forces at higher rates than most U.S. states, for which we owe them the deepest gratitude. We share a strong, intrinsic commitment to democracy and rule of law at home, and a global order that maintains peace and creates opportunity around the world. We put these values into action in U.N. bodies, where our nations





vote together more than almost any others. We also cooperate on programs like “Our Ocean,” Secretary Kerry’s signature initiative to protect this resource that the world has taken for granted for too long.

On the global and regional stage, we work together on combatting the threat of climate change, peacekeeping and fighting transnational crime. As the world becomes more connected, as fishing fleets chase fewer fish, and as countries around the Pacific Rim seek strategic advantage, our work together becomes even more significant.

Bilaterally, we work with each country to improve daily life by encouraging economic development; promoting educational opportunities; strengthening public institutions and good governance; improving health care; standing up for women’s and LGBT rights; and by enhancing disaster preparedness. We also have individual agendas with each.

The RMI, a low-lying atoll nation, has been a strong leader globally on climate change. The United States partnered closely with the RMI to ensure that the Paris Agreement, reached last December, was the most ambitious and inclusive agreement possible.

The FSM has also been a strong partner on climate change and combatting illegal, unregulated and unreported fishing. It has also helped lead the charge on an amendment to phase down hydrofluorocarbons emissions under the Montreal Protocol, which could avoid as much as 0.5 degrees Celsius of global



temperature rise by the end of the century.

Palau’s commitment to conservation, exemplified by its reduction in commercial fishing, is all the more extraordinary because it will have a significant impact on the country’s economy. Such changes, while critical for long-term prosperity, are never easy, but America is committed to supporting Palau, as I said in remarks to a joint session of the legislature when I was there.

America and these nations will continue to work as partners. With all we do together, I hope you’ll agree that the Republic of the Marshall Islands, the Federated States of Micronesia and Palau are not just small-island developing states. They are large ocean nations. ■

**Danny Russel**

Assistant Secretary for Bureau of East Asian and Pacific Affairs



**FOCUS ON**  
**Palau**

**Paving a Path for Prosperity in a Pacific Paradise**

Story and photos by Isaac D. Pacheco



A rainbow assortment of shirts dries on a clothesline in a beachside backyard in Melekeok.



The shadowy figures emerge at first gradually from inside the hazy green veil—two and three at a time, then 10 at a time, then ten thousand. Within minutes the pulsating creatures become a living cloud. As though performing in a vast aquatic ballet, millions of graceful golden specters twirl and intertwine in seemingly choreographed unity. And then, as suddenly as they appeared, the tranquil ghosts begin to vanish. As dusk settles over their alien landscape, the figures fade silently, inexplicably away into the inky depths, awaiting the light of another day to guide an encore performance.

Swimming with *Mastigias papua etpisoni*, also known as the golden jellyfish, is a surreal experience that conjures visions of “Twenty Thousand Leagues Under the Sea” or “Close Encounters of the Third Kind.” However, the reality is even more interesting than science fiction. The unique creatures, stingless cousins of the common spotted jellyfish, are found only in a small group of isolated marine lakes in the tiny Western Pacific island nation of Palau. Having been protected from most predators by sea level rise and geologic serendipity, golden jellies have lost their ability to sting, making them benign to visitors who wish to witness their magical daily migration across the lake, following the sun’s path in search of microorganisms to feed upon.

Once-in-a-lifetime opportunities, like snorkeling in Jellyfish Lake, are a major reason nearly 200,000 tourists annually make the often lengthy, expensive and logistically complex journey to these remote spits of land at the western edge of the Caroline Island chain. Only a handful of Palau’s 250 islands are inhabited, and Internet speeds, even in the region’s population centers, approximate those of ancient dial-up modems. Geographic and technologic isolation creates an aura of tranquility rarely found elsewhere in today’s ever-connected world. This refreshing remoteness, along with a bounty of world-class diving spots, exotic marine life and unspoiled coastal landscapes, makes Palau a coveted bucket-list destination.

Palau’s strategic location as a refueling point for aircraft in the Pacific during World War II made it the site of a legendary military battle. Supported by



Oceanfront bungalows provide a secluded getaway for visitors at a private beach in Koror.

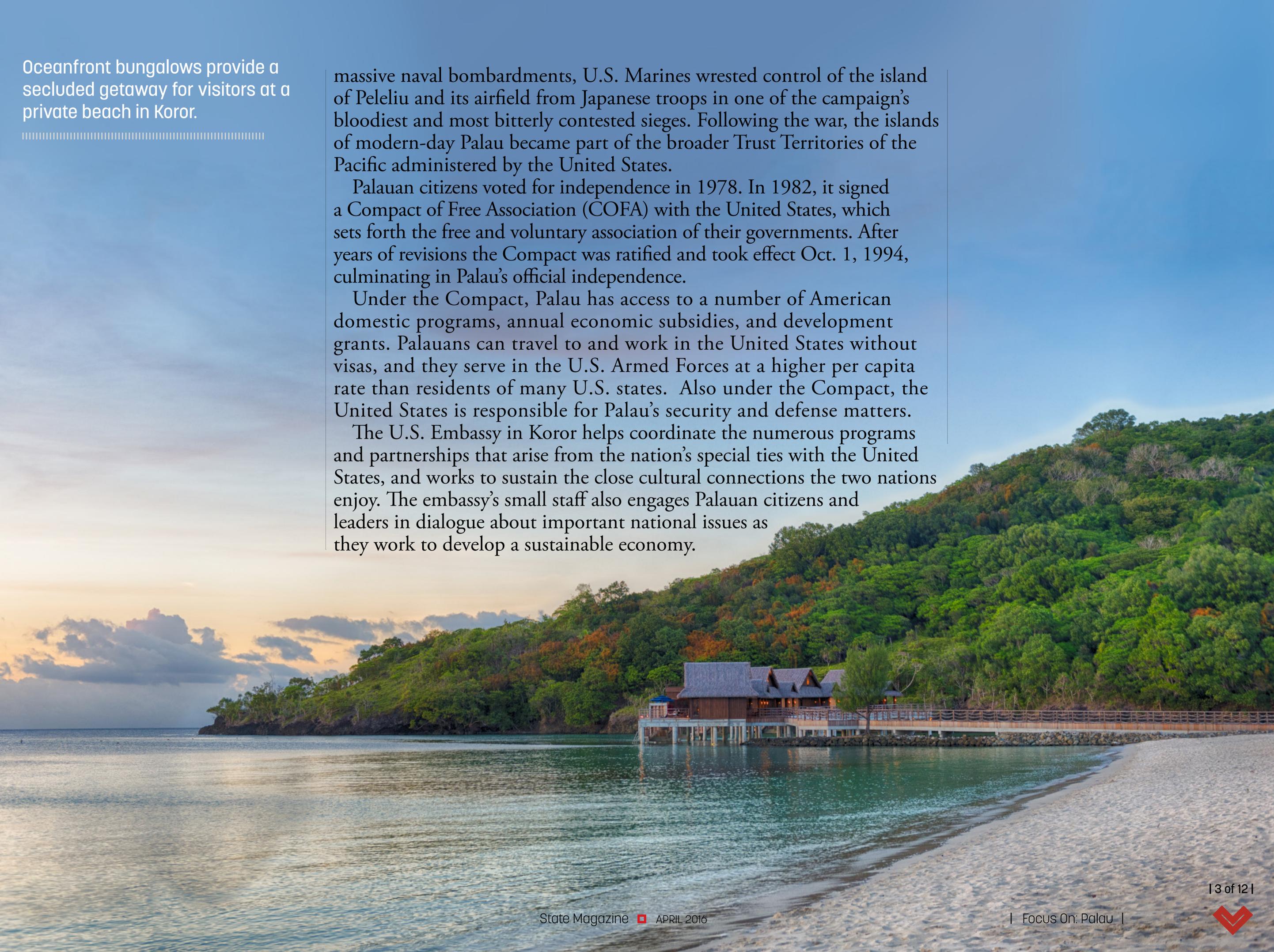


massive naval bombardments, U.S. Marines wrested control of the island of Peleliu and its airfield from Japanese troops in one of the campaign's bloodiest and most bitterly contested sieges. Following the war, the islands of modern-day Palau became part of the broader Trust Territories of the Pacific administered by the United States.

Palauan citizens voted for independence in 1978. In 1982, it signed a Compact of Free Association (COFA) with the United States, which sets forth the free and voluntary association of their governments. After years of revisions the Compact was ratified and took effect Oct. 1, 1994, culminating in Palau's official independence.

Under the Compact, Palau has access to a number of American domestic programs, annual economic subsidies, and development grants. Palauans can travel to and work in the United States without visas, and they serve in the U.S. Armed Forces at a higher per capita rate than residents of many U.S. states. Also under the Compact, the United States is responsible for Palau's security and defense matters.

The U.S. Embassy in Koror helps coordinate the numerous programs and partnerships that arise from the nation's special ties with the United States, and works to sustain the close cultural connections the two nations enjoy. The embassy's small staff also engages Palauan citizens and leaders in dialogue about important national issues as they work to develop a sustainable economy.



“One of the challenges for Palau is figuring out how to balance the short-term goals with the long-term goals,” said Ambassador Amy Hyatt. “They have a tremendous resource in tourism and in their beautiful scenery, but there are a lot of pressures to have short-term profits that have to be balanced against the goal of maintaining this heritage for children and grandchildren and great grandchildren.”

Palau’s growing tourism sector has been a dual-edged sword for economic development, bringing prosperity as well as problems. While the influx of capital has created business opportunities and promoted infrastructure development on the most populous islands, it has also led to land ownership disputes and difficulties with foreign investment regulation.



The Embassy Koror team poses for a photo in front of the chancery.

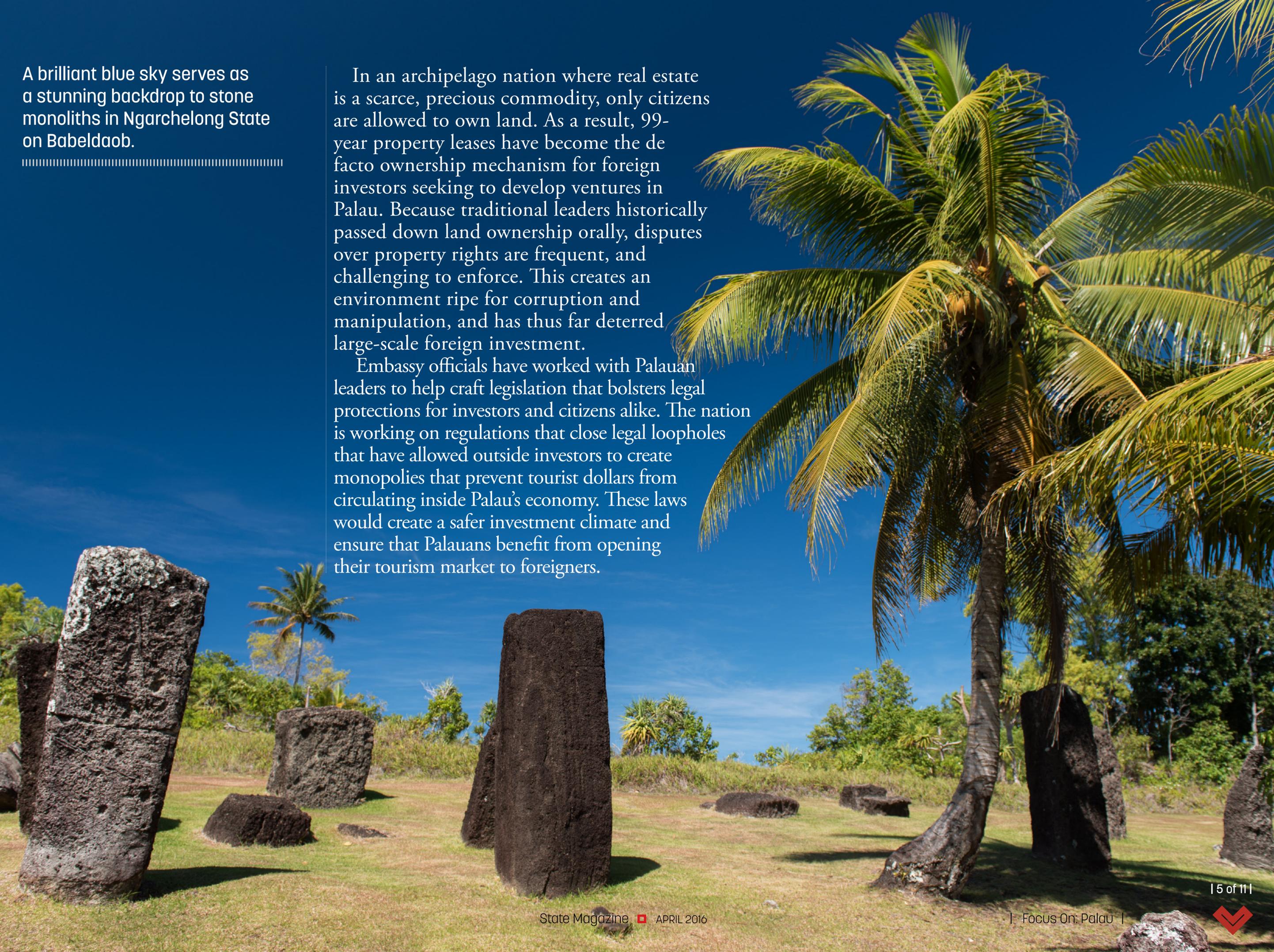


A brilliant blue sky serves as a stunning backdrop to stone monoliths in Ngarchelong State on Babeldaob.



In an archipelago nation where real estate is a scarce, precious commodity, only citizens are allowed to own land. As a result, 99-year property leases have become the de facto ownership mechanism for foreign investors seeking to develop ventures in Palau. Because traditional leaders historically passed down land ownership orally, disputes over property rights are frequent, and challenging to enforce. This creates an environment ripe for corruption and manipulation, and has thus far deterred large-scale foreign investment.

Embassy officials have worked with Palauan leaders to help craft legislation that bolsters legal protections for investors and citizens alike. The nation is working on regulations that close legal loopholes that have allowed outside investors to create monopolies that prevent tourist dollars from circulating inside Palau's economy. These laws would create a safer investment climate and ensure that Palauans benefit from opening their tourism market to foreigners.





◀ SCROLL TO VIEW PANORAMA ▶

The capitol building of Palau sits atop a hill overlooking the ocean in Melekeok.

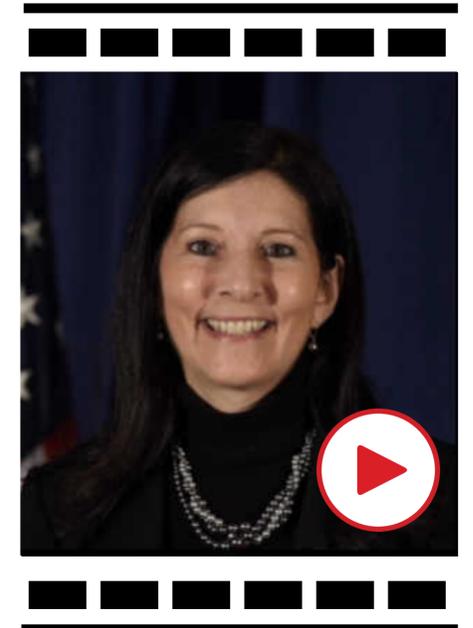
“There’s a healthy debate in the legislature about which way to go,” said Hyatt. “The traditional leaders of the country not only have a large role in just about every aspect [of government], including elections, but also in terms of property and customs, and there is a difference of opinion among them. To a large extent, they’re being quiet. They’re letting individuals lead, but the national government is raising these issues again and again.”

Another area where the embassy works to help Palauans improve their quality of life is nutrition and health. The Pacific islands have some of the highest non-communicable disease (NCD) rates in the world, and in Palau high blood pressure, diabetes and other illnesses related to obesity are widespread. The stark health statistics are greatly influenced by the increased consumption of processed foods on the islands in the past half century. After World War II, cheap canned goods introduced by GIs and imported white rice began to supplant a traditional diet of fish, taro and fresh fruit that had sustained residents for millennia.

The embassy’s intensive outreach and educational programs have greatly contributed to a change in the national dialogue about nutrition and health. Many residents are pursuing active lifestyles, planting gardens and increasing the proportion of fruits and vegetables in their diets. At the behest of local leaders, feasts at traditional cultural ceremonies such as funerals and first births are replacing processed foods with healthier traditional ingredients.

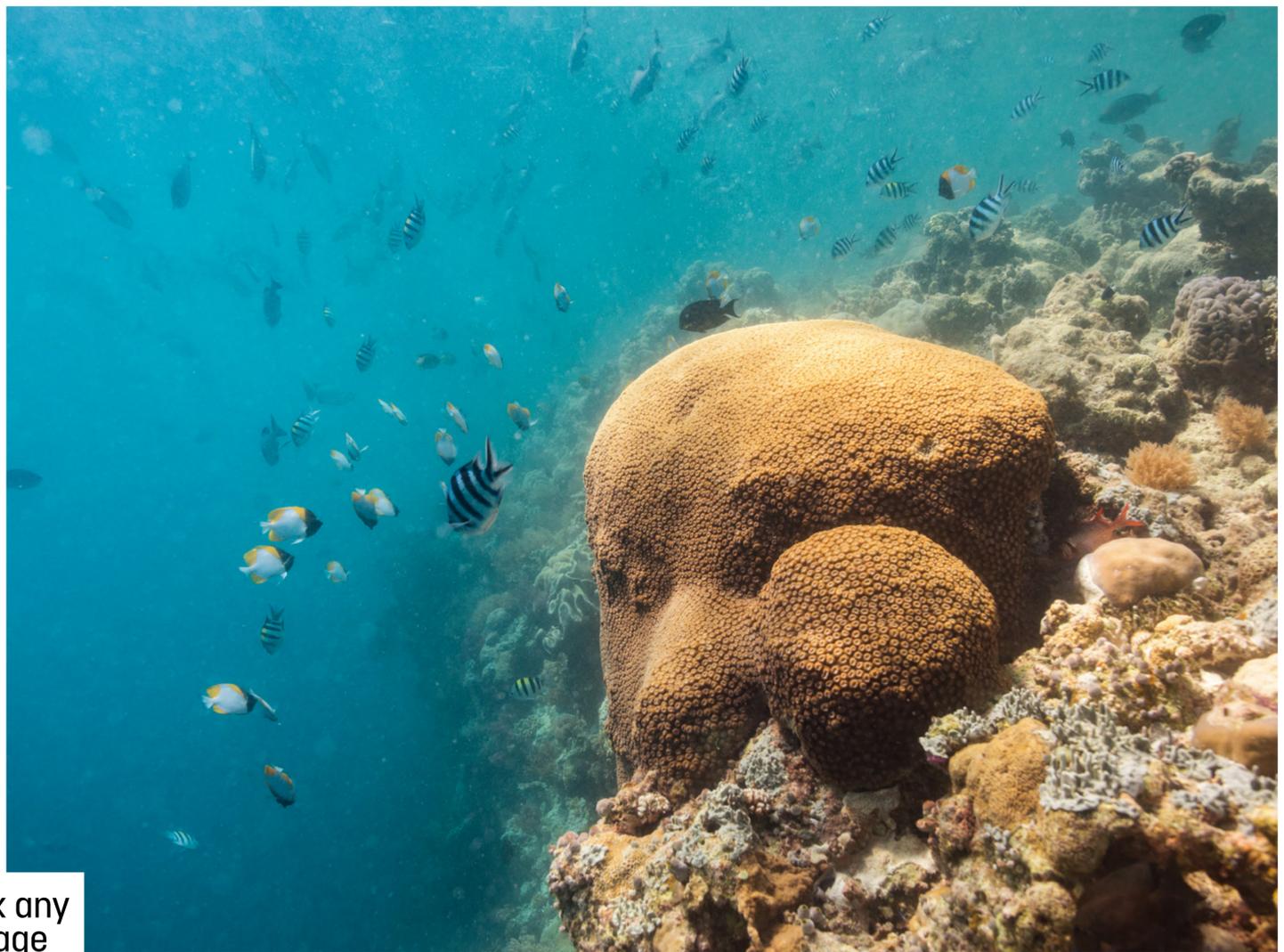
Members of Palau’s Civic Action Team, a rotation of U.S. military specialists that manages a number of construction, community relations, apprenticeship and medical programs in Palau, recently witnessed the positive effects of improved diet on the health of locals. During the team’s visit to a sparsely inhabited island in Hatohobei, the southernmost of Palau’s 16 states, the medical officer found no incidences of NCDs among the residents, all of whom rely on a diet composed primarily of local fish and taro.

With only two full-time Department employees and a small complement of locally employed staff, Embassy Koror personnel must be jacks-of-all-trades. Out-of-cone experience is the norm, as are late office hours.



Meet Ambassador to Palau Amy Hyatt





Click any image to view caption





A hidden cave, one of many in the Rock Islands, is just big enough to sneak into with a skiff at low tide.



A school of colorful fish circles a group of snorkelers in the Rock Islands.



The author free dives through a cloud of stingless golden jellies in Jellyfish Lake, one of Palau's unique natural attractions.



The Ngemelis Wall, also known as the Big Drop-Off, is one of Palau's most popular diving destinations. The vertical wall plunges nearly 1,000 feet, and is home to a dazzling array of sea life.



“Time is probably the biggest challenge, so it’s a matter of prioritizing and figuring out what’s important, not just what is urgent,” said DCM Daniel Katz. “Tourists come here for vacation, but that’s not the situation in the embassy, which is good, because there are so many different things to do here professionally.”

**Collapsed Arch is one of several iconic landmarks in Palau’s Rock Islands.**





Postcard beaches and crystal blue water make Palau's Rock Islands a major draw for tourists.





## At a Glance

# Palau

**Capital:** Melekeok

**Government Type:** Constitutional government in free association with the U.S.

**Area:** 459 sq km

**Population:** 21,265

**Ethnic groups:** Palauan (Micronesian with Malayan and Melanesian admixtures) 72.5%, Carolinian 1%, other Micronesian 2.4%, Filipino 16.3%, Chinese 1.6%, Vietnamese 1.6%, other Asian 3.4%, white 0.9%, other 0.3%

**Environment (current issues):** inadequate facilities for disposal of solid waste, threats to the marine ecosystem from sand and coral dredging, illegal fishing practices and overfishing

**Languages:** Palauan (official on most islands), English (official), Filipino, Chinese, other Asian

**Religions:** Roman Catholic 49.4%, Protestant 30.9%, Modekngai 8.7% (indigenous to Palau), Jehovah's Witnesses 1.1%, other 8.8%, none or unspecified 1.1%

**Exports (commodities):** shellfish, tuna, copra, garments

**Imports:** machinery and equipment, fuels, metals, foodstuffs

**Currency:** U.S. dollar

**Internet country code:** .pw

\* The CIA World Factbook



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FOCUS ON  FOCUS ON

# Marshall Islands

**Climate Change and Security Cooperation Key Concerns to Tiny Island Nation**

Story and photos by Isaac D. Pacheco



**Opening photo:** One of many channels between islands in Majuro Atoll connects the lagoon (foreground) with the Pacific Ocean.

In some areas there are only small strips of land separating the lagoons (left) from the Pacific Ocean (right), making Majuro and other Marshall Island atolls highly vulnerable to any increase in sea level.

**I**n the heart of the Pacific Ocean halfway between Hawaii and Australia lies one of the most remote inhabited places on the planet. The Republic of the Marshall Islands (RMI) consists of 29 coral atolls comprising 1,156 individual islands and islets, distributed across 750,000 square miles of tropical ocean in two nearly parallel chains. With a total land area of less than 70 square miles, the RMI is not only the smallest of the three Freely Associated States, but also the seventh smallest sovereign nation in the world.

“I had no idea this tiny little country could be such an important player on the world stage, but it is,” said Sarah Nelson, deputy chief of mission at the U.S. Embassy in Majuro. “The RMI and the United States are incredibly important partners. They are a thriving, independent, culturally unique group of people that need to be respected for what they have to offer the world, and not just as a former Trust Territory. They also need some assistance, and our support and guidance at times.”



Meet the Ambassador to the RMI Thomas Armbruster



The U.S. Embassy is located on Majuro Atoll, which is home to the capital and nearly half of the country's 70,000 residents. Another 15,000 Marshallese reside on tiny Ebeye, one of the most densely populated islands in the Pacific. Ebeye is the only urban center in the Ralik chain, and the most populous island in the Kwajalein Atoll, which surrounds the world's largest lagoon.

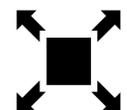
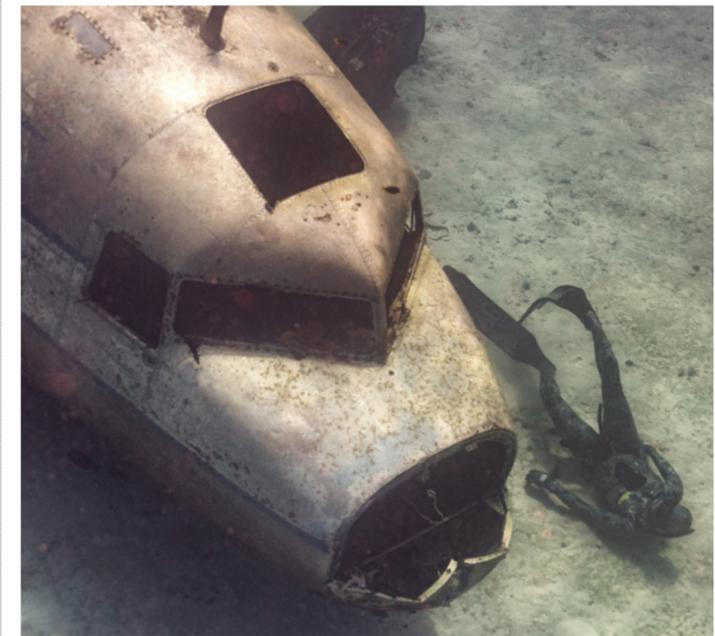
Rising waters and increasing ocean temperatures related to global warming are existential issues for the RMI, a nation with a mean elevation just 7 feet above sea level. The nation's atolls are the geologic remnants of volcanic islands that subsided into the ocean over eons. All that remains of those submerged landmasses are the barrier reefs that once surrounded them. These reefs continued to grow, transforming slowly into a series of small islands that now encircle protected lagoons.

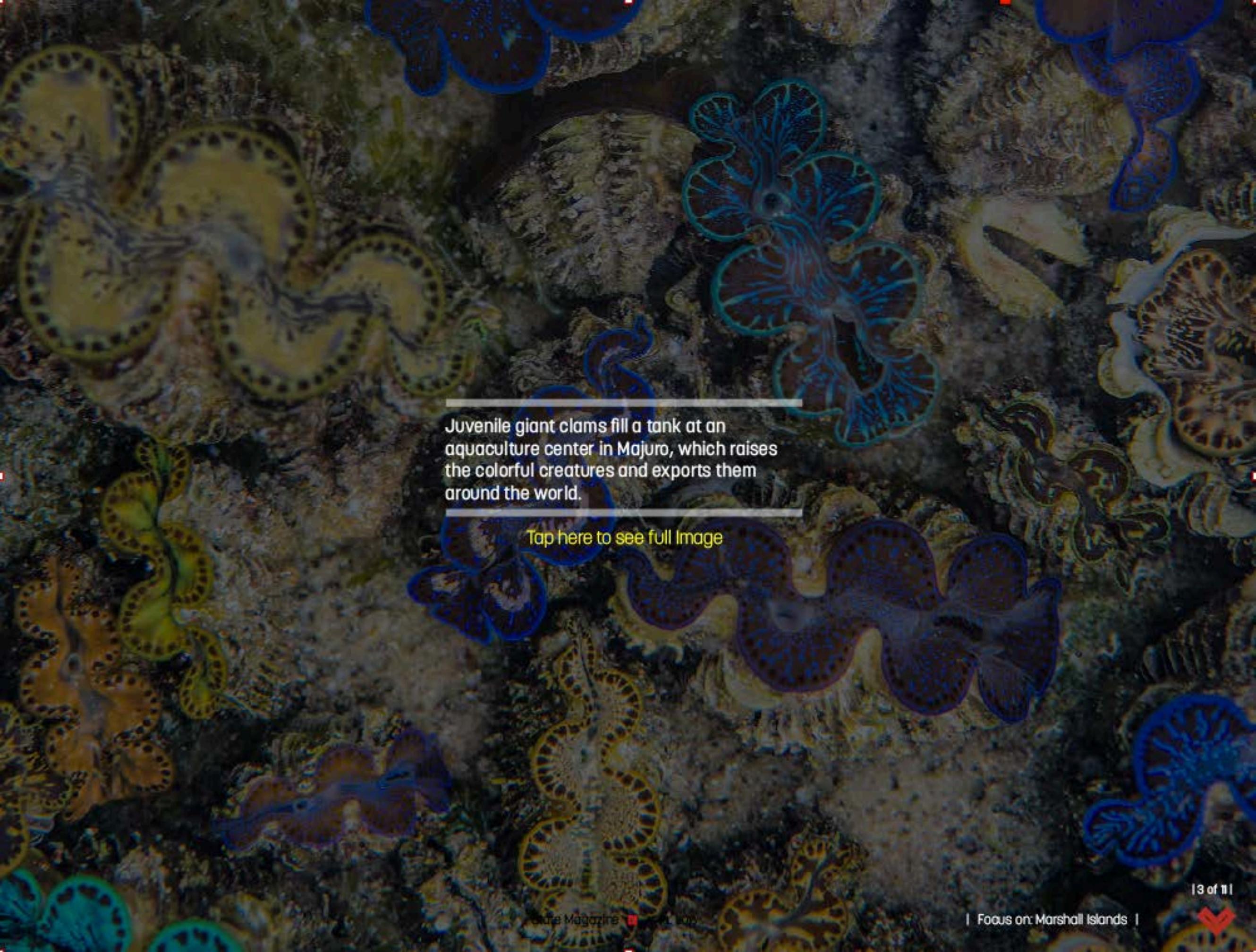
Because the reefs that comprise atolls are formed by coral growth in warm waters, they are only found inside the tropics. In recent years climate change has led to damaging tidal inundations, increased erosion and coral bleaching, events that threaten the structural integrity of the atolls throughout the RMI. One of the most devastating environmental impacts, however, has been the decrease in precipitation that provides the nation's residents with fresh water.

An equatorial nation in the middle of the Pacific is the last place one would expect to find extreme drought conditions, but that is exactly the crisis RMI residents are now facing. Since late 2015, an unusually strong El Niño has upended weather patterns that normally bring crucial rain to the tiny island nation, forcing RMI President Hilda Heine to this year declare a state of national emergency, Feb. 4, and an elevated state of disaster March 10.

"Hardship in the outer atolls, which are entirely rural, as well as in the relatively urbanized atolls, has really increased," said Dr. Riyad M. Mucadam, senior advisor on climate change for the RMI's Office of Environment Planning Policy Coordination. "In the atolls, wealth is not a differentiator in terms of the hardships that are imposed as a consequence of climate change. It doesn't matter who you are or what you have, you're subject to the same consequences as the person next door—you have to line up for drinking water just like everyone else."

Climate change-related issues are a top priority for American officials at Embassy Majuro. Along with coordinating aid, the embassy is

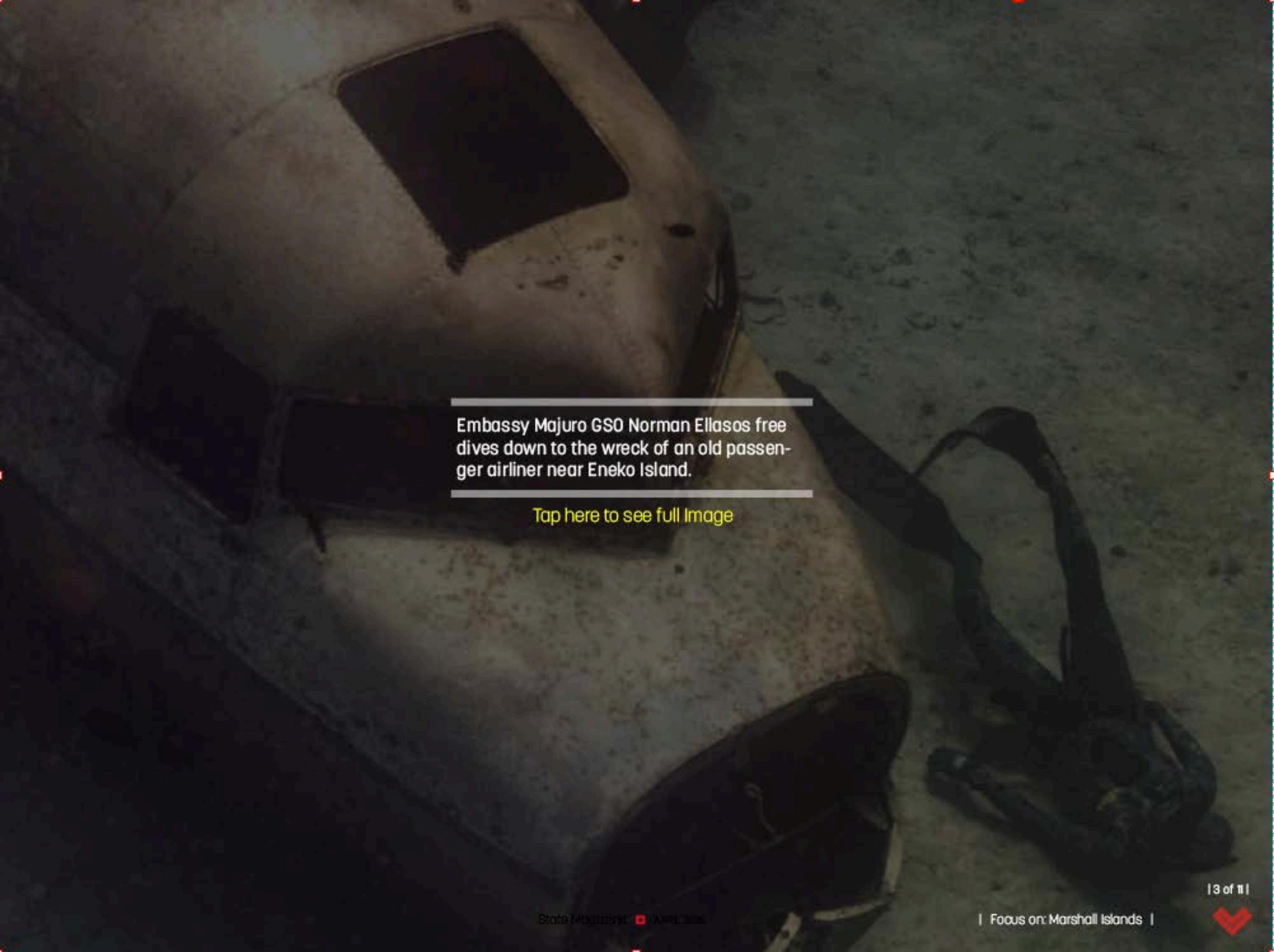




Juvenile giant clams fill a tank at an aquaculture center in Majuro, which raises the colorful creatures and exports them around the world.

[Tap here to see full image](#)





Embassy Majuro GSO Norman Ellasos free dives down to the wreck of an old passenger airliner near Eneko Island.

[Tap here to see full image](#)





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The Majuro Lagoon reef near Eneko Island  
teems with life.

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[Tap here to see full image](#)



encouraging the Marshallese to develop more efficient water management techniques, and providing them with the tools they need to better prepare for an uncertain future.

“Our job is to continue to make these issues known. [The Marshallese] can put in sea walls where required, but they also need to work on the health of the coral because that helps to raise the land area, and they need to be smart with the resources they have here,” said Ambassador Thomas H. Armbruster. “Climate change resilience is going to become increasingly incorporated into our planning and spending.”

Beginning in 1946 and continuing through 1958, several of RMI’s islands were the sites of U.S. atmospheric nuclear testing. Residents of Bikini and Enewetak Atolls were relocated to other islands during the tests and then displaced for decades due to the resultant radioactive contamination. Residents were finally able to return to portions of Enewetak in 1980. The United States paid millions of dollars in compensation to the Marshallese, conducted extensive cleanup operations and continues to provide the Marshallese with free screening and medical services related to potential radiation exposure. Bikini, though still uninhabited, has become a popular diving destination, primarily due to the number of sunken ships in its lagoon.

“The nuclear legacy is an old issue that dates back to the Cold War, but it’s an important one, and we continue to monitor the health of people that were affected,” said Armbruster. “The Department of Energy has



Antonio L. Stephen, a locally employed staff member at Embassy Majuro filters water using one of the post’s mobile reverse osmosis machines.





A Marshallese girl brings an ice cream cone to her mother on a typically balmy afternoon in Majuro.

provided scholarships for young people to study nuclear issues so that they can better understand nuclear legacy questions, and they monitor Runit Dome, which is a repository for nuclear waste in Enewetak.”

Relations between the United States and the RMI have improved significantly since the cessation of nuclear testing in the atolls, and in 1986, the COFA came into force. The resulting partnership, reaffirmed in 2003 with the conclusion of the amended Compact, has led to significant collaboration between the two nations, and the RMI has become a reliable ally for the United States in the Pacific region. RMI’s strategic location and geographic vastness now provides the U.S. military with a very different set of unique training opportunities.

“Having the missile defense base on Kwajalein adds some weight to the relationship. We have a lease until 2066, which shows how important that base is to the U.S. national security defense architecture,” said Armbruster. “Now the Air Force has added another component, Space Fence, which tracks debris in space. That’s something that adds a nice dimension to the relationship.”

Embassy Majuro officials work tirelessly to sustain and enhance the bilateral partnership and have increasingly emphasized economic development opportunities as a way for the Marshallese to become more self-sustaining. Commercial fishing permits, and the world’s third largest ship registry, underpin the current

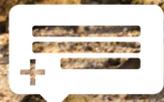


Take a virtual tour of



Eneko Island’s coral reef







Marshallese economy. American officials are hopeful that continued infrastructure development will lead to a more robust tourism industry and continued growth in the promising aquaculture sector.

With only a handful of full-time American employees, the embassy team has embraced the ethos of “small but mighty.” Staff members are generalists in every sense of the word, tackling diverse assignments at a moment’s notice and working across cones with stakeholders to accomplish objectives.

“We have an incredible impact in every facet of the work we do, and we’re into everything,” said Nelson. “There are very few places that you can serve as a Foreign Service officer and have breakfast with the president, and then write policy that impacts the lives of 70,000 people. The ability to have firsthand exposure to all facets of government is an incredible thing.”

A man, right center, walks across the channel connecting Bokiur island and the neighborhood of Rita Majuro Atoll.



*“... tell them we are papaya golden sunsets bleeding  
into a glittering open sea  
we are skies uncluttered  
majestic in their sweeping landscape  
we are the ocean  
terrifying and regal in its power ...”*

**–Marshallese poet Kathy Jetnil-Kijiner, "Tell Them"**

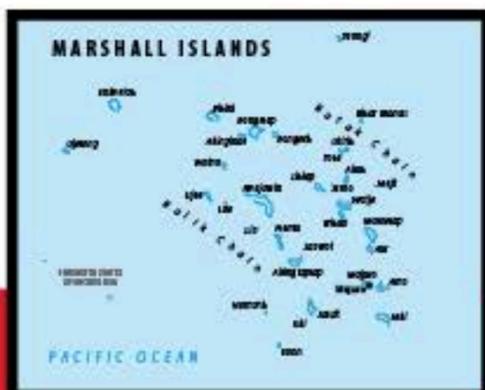


Despite the environmental and economic challenges the RMI faces, the country's citizens maintain a strong resolve and optimism for a brighter, more sustainable future. American officials have partnered with the Marshallese to make that vision a reality and are redoubling efforts to help them reach long-term goals, even while providing immediate assistance in the midst of the ongoing drought crisis. Embassy leaders believe that with continued engagement on development and proactive efforts to mitigate the negative impacts of climate change, the Marshallese will not just keep their heads above water but also thrive in the years to come.

“This is one of the most vulnerable countries in the world. One of the mottos of the Marshallese is ‘we’re not drowning, we’re fighting,’” said Armbruster. “This can be a country where we can make a real contribution, and I think given RMI’s status as our ally in the United Nations, and as a Compact country, we can certainly be the leading partner during this challenging period.” ■



Take a virtual ride  
in a traditional  
Marshallese sail  
boat.



## At a Glance

# RMI

**Capital:** Majuro

**Government Type:**  
Constitutional government in free association with the U.S.

**Area:** 181 sq km

**Population:** 72,191

**Ethnic groups:** Marshallese 92.1%, mixed Marshallese 5.9%, other 2%

**Environment (current issues):**  
inadequate supplies of potable water, pollution of Majuro lagoon from household waste and discharges from fishing vessels

**Languages:** Marshallese (official), English (official and widely spoken as second language)

**Religions:** Protestant 54.8%, Assembly of God 25.8%, Roman Catholic 8.4%, Bukot nan Jesus 2.8%, Mormon 2.1%, other Christian 3.6%, other 1%, none 1.5%

**Exports (commodities):**  
copra cake, coconut oil, handicrafts, fish

**Imports:** foodstuffs, machinery and equipment, fuels, beverages, tobacco

**Currency:** U.S. dollar

**Internet country code:** .mh

\* The CIA World Factbook



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FOCUS ON

# Micronesia

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**Navigating Change in Island Nation with a Diverse Constituency**

Story and photos by Isaac D. Pacheco

Opening photo: Waves break over one of Nan Madol's many man-made islets.

Stretching nearly 1,700 miles around the equator between Palau and the Marshall Islands is a series of 607 islands and atolls that comprise the Federated States of Micronesia (FSM). Separated by vast stretches of Pacific Ocean, the four states (Yap, Chuuk, Pohnpei, and Kosrae) have their own distinct languages and cultures. These differences account for a tenuous national unity since the country first coalesced from disparate states that were part of the U.S.-administrated Trust Territories of the Pacific. The FSM signed a Compact of Free Association (COFA) with the United States in 1982 and gained independence in 1986 upon the COFA's entry into force. The strategic partnership established by the COFA was reaffirmed in 2003, when both countries signed an amended Compact.

Although the combined land area of all the FSM islands is less than one-fourth the size of Rhode Island, with a population of only 102,000, its exclusive economic zone covers more than 1 million square miles of open ocean, making the licensing of commercial fishing permits a vital portion of the nation's economy.

The United States enjoys a warm relationship with the FSM, and the pervasive cross-cultural exchange made possible by the COFA and amended Compact have led to many mutually shared interests. As with other Compact nations, Micronesians are permitted to live and work indefinitely without visas in the United States as nonimmigrants. They also serve in the U.S. armed forces in higher numbers per capita than many U.S. states. Although neither the COFA nor the amended Compact provides a direct path to U.S. citizenship, it can be obtained through military service, petitions by U.S. citizen relatives, or employers.

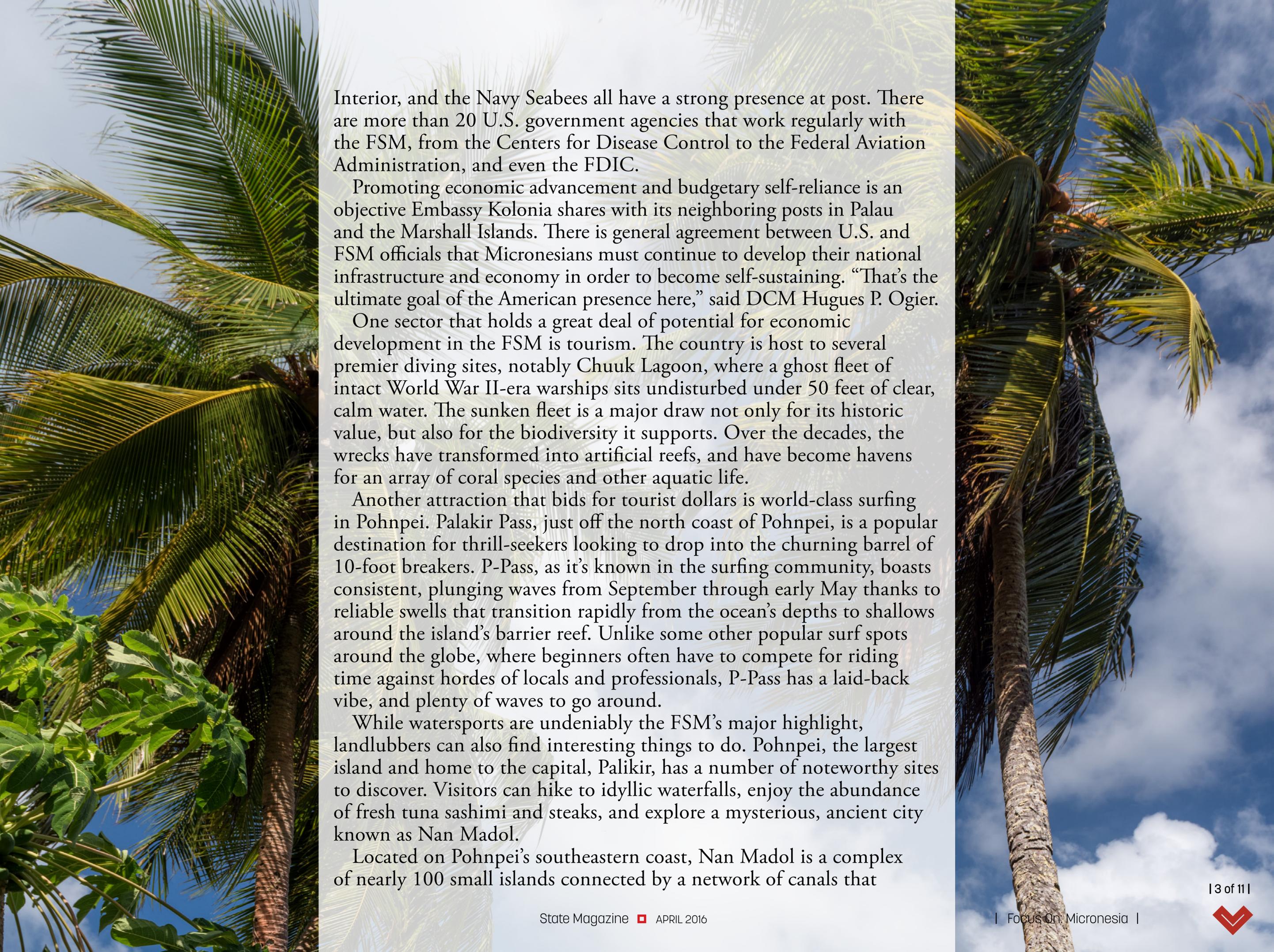
Embassy Kolonia is staffed by only four Foreign Service officers, but the Peace Corps, USDA (Natural Resources Conservation Service and Rural Development), USAID, Department of the

Some of the basalt monoliths used to build the offshore structures that comprise Nan Madol are heavier than a bus.



Meet the Ambassador to the FSM Doria Rosen





Interior, and the Navy Seabees all have a strong presence at post. There are more than 20 U.S. government agencies that work regularly with the FSM, from the Centers for Disease Control to the Federal Aviation Administration, and even the FDIC.

Promoting economic advancement and budgetary self-reliance is an objective Embassy Kolonia shares with its neighboring posts in Palau and the Marshall Islands. There is general agreement between U.S. and FSM officials that Micronesians must continue to develop their national infrastructure and economy in order to become self-sustaining. “That’s the ultimate goal of the American presence here,” said DCM Hugues P. Ogier.

One sector that holds a great deal of potential for economic development in the FSM is tourism. The country is host to several premier diving sites, notably Chuuk Lagoon, where a ghost fleet of intact World War II-era warships sits undisturbed under 50 feet of clear, calm water. The sunken fleet is a major draw not only for its historic value, but also for the biodiversity it supports. Over the decades, the wrecks have transformed into artificial reefs, and have become havens for an array of coral species and other aquatic life.

Another attraction that bids for tourist dollars is world-class surfing in Pohnpei. Palakir Pass, just off the north coast of Pohnpei, is a popular destination for thrill-seekers looking to drop into the churning barrel of 10-foot breakers. P-Pass, as it’s known in the surfing community, boasts consistent, plunging waves from September through early May thanks to reliable swells that transition rapidly from the ocean’s depths to shallows around the island’s barrier reef. Unlike some other popular surf spots around the globe, where beginners often have to compete for riding time against hordes of locals and professionals, P-Pass has a laid-back vibe, and plenty of waves to go around.

While watersports are undeniably the FSM’s major highlight, landlubbers can also find interesting things to do. Pohnpei, the largest island and home to the capital, Palikir, has a number of noteworthy sites to discover. Visitors can hike to idyllic waterfalls, enjoy the abundance of fresh tuna sashimi and steaks, and explore a mysterious, ancient city known as Nan Madol.

Located on Pohnpei’s southeastern coast, Nan Madol is a complex of nearly 100 small islands connected by a network of canals that



# Catching Waves

TAP OR SWIPE



A scenic overlook provides a distant view of waves breaking over the barrier reef near P-Pass.

# Catching Waves

TAP OR SWIPE



Dawn Moody of San Diego, Calif., waits for her wave at P-Pass.

# Catching Waves

TAP OR SWIPE



Denny Moody of San Diego, Calif., carves the top of a big wave at Palikir Pass off the coast of Pohnpei.



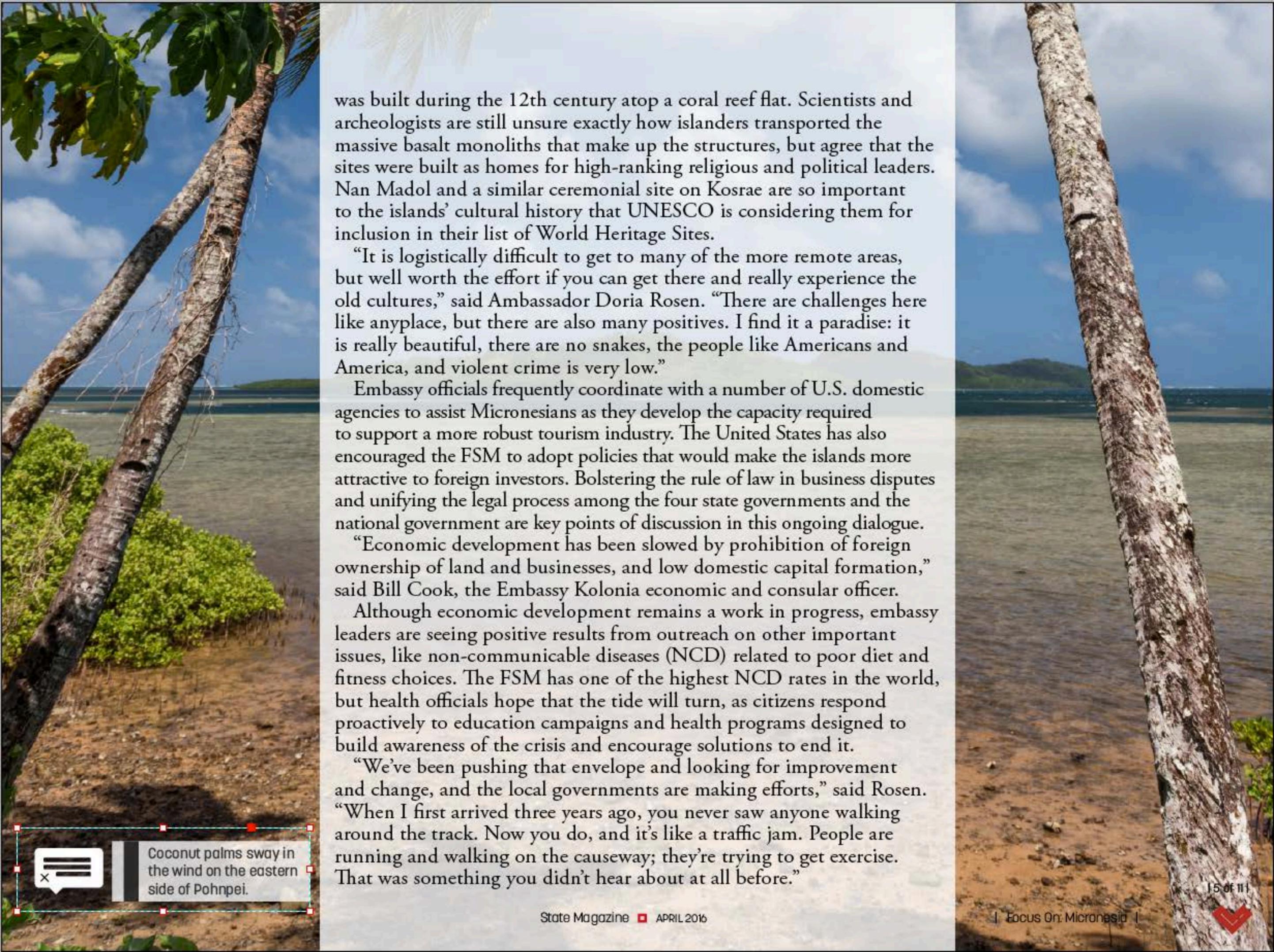
Scott Mcfarlane of Margaret River, Western Australia, shoots through the barrel of a wave at P-Pass.

# Catching Waves

TAP OR SWIPE



Brendan Miners of Perth, Western Australia, takes on a big wave at Palikir Pass.



was built during the 12th century atop a coral reef flat. Scientists and archeologists are still unsure exactly how islanders transported the massive basalt monoliths that make up the structures, but agree that the sites were built as homes for high-ranking religious and political leaders. Nan Madol and a similar ceremonial site on Kosrae are so important to the islands' cultural history that UNESCO is considering them for inclusion in their list of World Heritage Sites.

"It is logistically difficult to get to many of the more remote areas, but well worth the effort if you can get there and really experience the old cultures," said Ambassador Doria Rosen. "There are challenges here like anyplace, but there are also many positives. I find it a paradise: it is really beautiful, there are no snakes, the people like Americans and America, and violent crime is very low."

Embassy officials frequently coordinate with a number of U.S. domestic agencies to assist Micronesians as they develop the capacity required to support a more robust tourism industry. The United States has also encouraged the FSM to adopt policies that would make the islands more attractive to foreign investors. Bolstering the rule of law in business disputes and unifying the legal process among the four state governments and the national government are key points of discussion in this ongoing dialogue.

"Economic development has been slowed by prohibition of foreign ownership of land and businesses, and low domestic capital formation," said Bill Cook, the Embassy Kolonia economic and consular officer.

Although economic development remains a work in progress, embassy leaders are seeing positive results from outreach on other important issues, like non-communicable diseases (NCD) related to poor diet and fitness choices. The FSM has one of the highest NCD rates in the world, but health officials hope that the tide will turn, as citizens respond proactively to education campaigns and health programs designed to build awareness of the crisis and encourage solutions to end it.

"We've been pushing that envelope and looking for improvement and change, and the local governments are making efforts," said Rosen. "When I first arrived three years ago, you never saw anyone walking around the track. Now you do, and it's like a traffic jam. People are running and walking on the causeway; they're trying to get exercise. That was something you didn't hear about at all before."



Coconut palms sway in the wind on the eastern side of Pohnpei.





A fishmonger weighs a tuna for a customer in Kolonia.



PRODUCE

A man buys a snack at one of Pohnpei's ubiquitous street side convenience stores.



Teenage girls walk past a street market selling fresh tuna in Kolonia.



The popularity of processed foods, as evidenced by the dazzling assortment of SPAM available at most grocery stores, has contributed to a public health crisis on many islands in FSM, and throughout Oceania.

# PRODUCE



A grocery store in Kolonia carries a selection of fresh produce. American officials are working with FSM leaders to encourage residents to make healthier dietary choices.



Pohnpeien men from the Kitti municipality strain the sticky syrup from mashed kava root into coconut shell cups during a sakow ceremony following a village gathering.

The U.S. military provides the security umbrella for the FSM’s vast territory, and along with the Coast Guard partners with the nation’s maritime police, through the Shiprider program and the Royal Australian Navy’s successful Pacific patrol boat program. These partnerships provide training to enhance law enforcement and search and rescue capabilities, improve maritime domain awareness, and assist in the detection of illegal, unreported, and unregulated fishing.

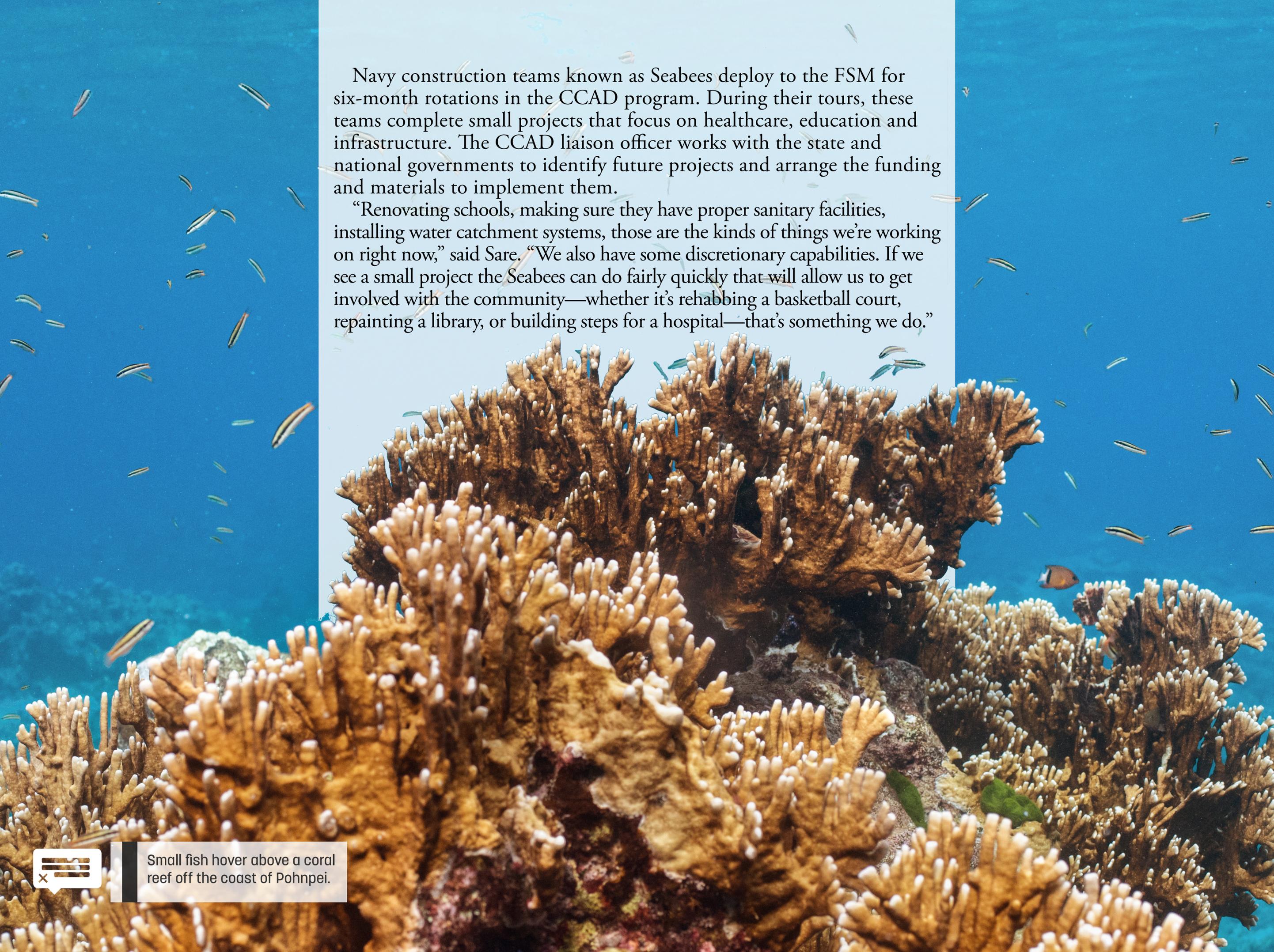
“From a strategic perspective, FSM definitely has value and interest for the U.S. government,” said Navy Lt. David Sare, former liaison officer for the Civic Construction Activity Detail (CCAD) at the U.S. Embassy in Kolonia.





Late afternoon sunlight filters through the forest canopy above the trail leading to Kepirohi Waterfall on Pohnpei.



An underwater photograph showing a vibrant coral reef. The coral is a mix of brown and white, with many small, white polyps visible. Numerous small, striped fish are swimming around the coral. The water is clear and blue. A white text box is overlaid on the upper part of the image.

Navy construction teams known as Seabees deploy to the FSM for six-month rotations in the CCAD program. During their tours, these teams complete small projects that focus on healthcare, education and infrastructure. The CCAD liaison officer works with the state and national governments to identify future projects and arrange the funding and materials to implement them.

“Renovating schools, making sure they have proper sanitary facilities, installing water catchment systems, those are the kinds of things we’re working on right now,” said Sare. “We also have some discretionary capabilities. If we see a small project the Seabees can do fairly quickly that will allow us to get involved with the community—whether it’s rehabbing a basketball court, repainting a library, or building steps for a hospital—that’s something we do.”

A small white box containing a close icon (an 'x') and a list of three horizontal lines, likely representing a menu or a list of items.

Small fish hover above a coral reef off the coast of Pohnpei.

The sun sets over Pohnpei near Sokehs Ridge, a large outcropping of volcanic rock often compared to Diamondhead on O’ahu, Hawaii.

CCAD projects receive overwhelmingly positive public feedback and serve as an additional platform for Americans to constructively engage with the Micronesian people.

With a growing list of successes to show for its multifaceted engagement, Embassy Kolonia has helped Micronesians lay the foundation for a more stable self-reliant nation. The relationship between the United States and the FSM is evolving in the lead-up to fiscal year 2023, at the end of which direct U.S. financial and economic assistance will end under the amended Compact, and the Government of the FSM will begin to withdraw money from the Trust Fund. Due to considerable concern about a potential decrease in financial resources following this transition, leaders of both nations are committed to maintaining the honest dialogue and shared values that have sustained their partnership for decades.

“We have a history together, and a lot of common interests, and it’s a great opportunity for both nations to build upon,” said Rosen. “The financial support is changing dramatically. It’s important that all the parties really understand what’s happening and why, and look for ways to work together to reach the common goals, because our goals really are very much the same.” ■



## At a Glance

# FSM

**Capital:** Palikir

**Government Type:** Constitutional government in free association with the U.S.

**Area:** 702 sq km

**Population:** 105,216

**Ethnic groups:** Chuukese/Mortlockese 49.3%, Pohnpeian 29.8%, Kosraean 6.3%, Yapese 5.7%, Yap outer islanders 5.1%, Polynesian 1.6%, Asian 1.4%, other 0.8%

**Environment (current issues):** overfishing, climate change, pollution

**Languages:** English (official and common language), Chuukese, Kosraean, Pohnpeian, Yapese, Ulithian, Woleaian, Nukuoro, Kapingamarangi

**Religions:** Roman Catholic 54.7%, Protestant 41.1%, Mormon 1.5%, other 1.9%, none or unspecified 0.8%

**Exports (commodities):** fish, sakau (kava), betel nuts, black pepper

**Imports:** machinery and equipment, foodstuffs, beverages, clothing, manufactured goods, household electronics, appliances and automobiles



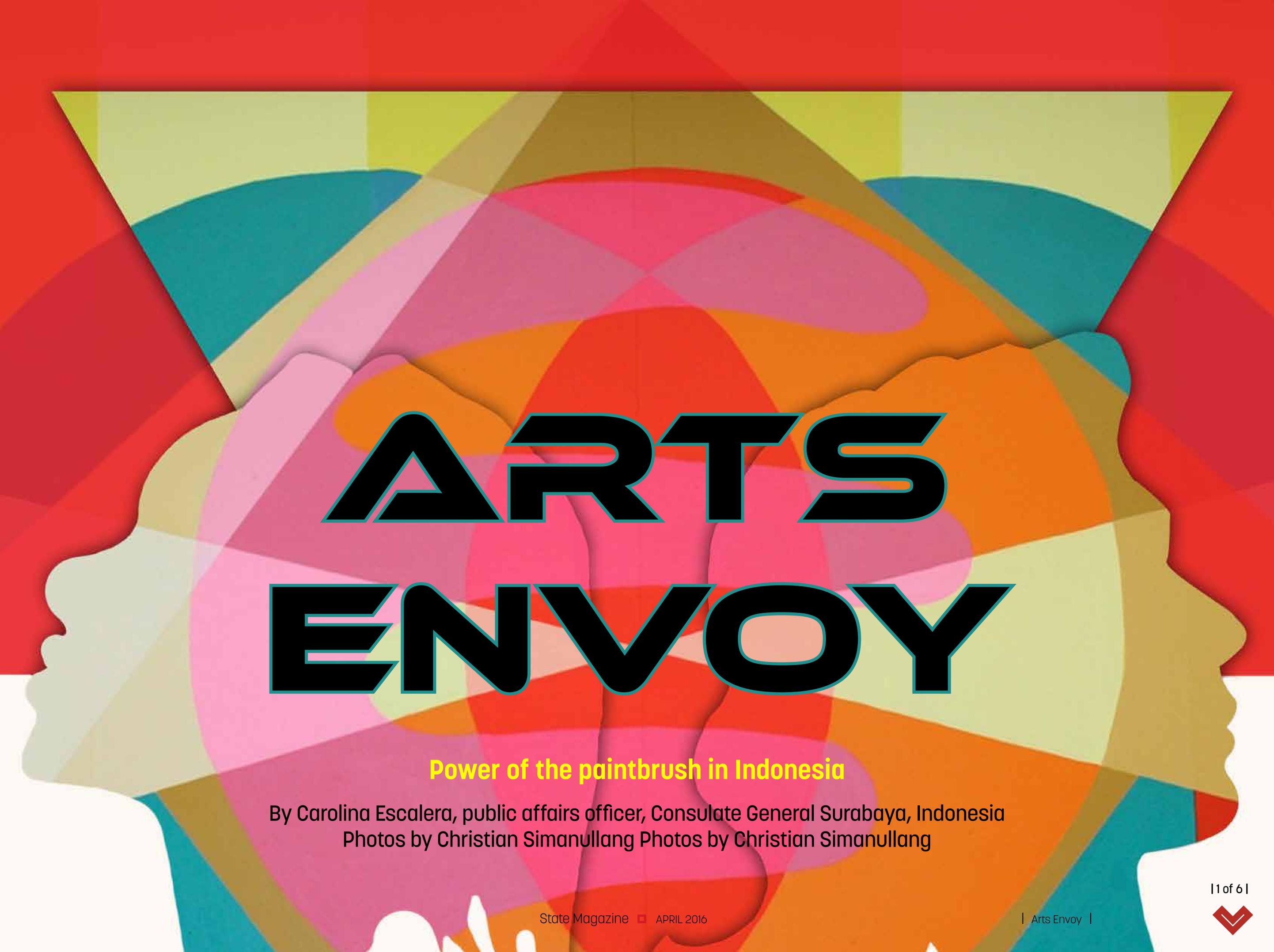
**Currency:** U.S. dollar

**Internet country code:** .fm

\* The CIA World Factbook

[Return](#)





# ARTS ENVOY

**Power of the paintbrush in Indonesia**

By Carolina Escalera, public affairs officer, Consulate General Surabaya, Indonesia  
Photos by Christian Simanullang Photos by Christian Simanullang



**A** recent embassy-sponsored effort brought together Indonesian women, men and children with two American artists to paint murals in three eastern Indonesian communities. Recalling the event, an artist, cobalt blue paint smeared onto her white T-shirt, told of how the mural before her came to life, as a little girl took a paintbrush from her mother and began swiping it across the porous surface.

The public affairs section (PAS) of the U.S. Consulate General in Surabaya brought the two American artists to eastern Indonesia in January 2016 through the Bureau of Educational and Cultural Affairs' Arts Envoy program. The Surabaya effort, which carried the #2WOMEN4WOMEN hashtag, engaged women through arts workshops and murals in the three cities.

The workshops and murals were completed over three weeks in North Maluku and Surabaya city to promote discussion of religious tolerance and post-conflict resolution through art. North Maluku, which suffered brief violence between Christians and Muslims in 1999–2000, is one of the poorest regions in Consulate General Surabaya's district and a place where sectarian conflict left 3,000 dead and displaced a quarter of the population.

In Surabaya, program participants assess how their mural is coming along.





Participants of the Arts Envoy 2016 #2WOMEN4WOMEN workshop in Tobelo gather in a circle with the two American artists to reflect on their artwork in the circle's middle.



The consulate general covers a population of more than 73 million people in 12 provinces across thousands of islands in eastern Indonesia. The six-person PAS, which must regularly engage and interact with these remote and often vulnerable populations, saw Arts Envoy as one way to have long-term impact in the region.

Imani Shanklin Roberts and Elizabeth Traina, two young American female artists, use art to support social change and encourage self-empowerment. Roberts is an arts educator and an oil painter focused on African-American figures, while Traina is a life coach, artist and award-winning muralist.

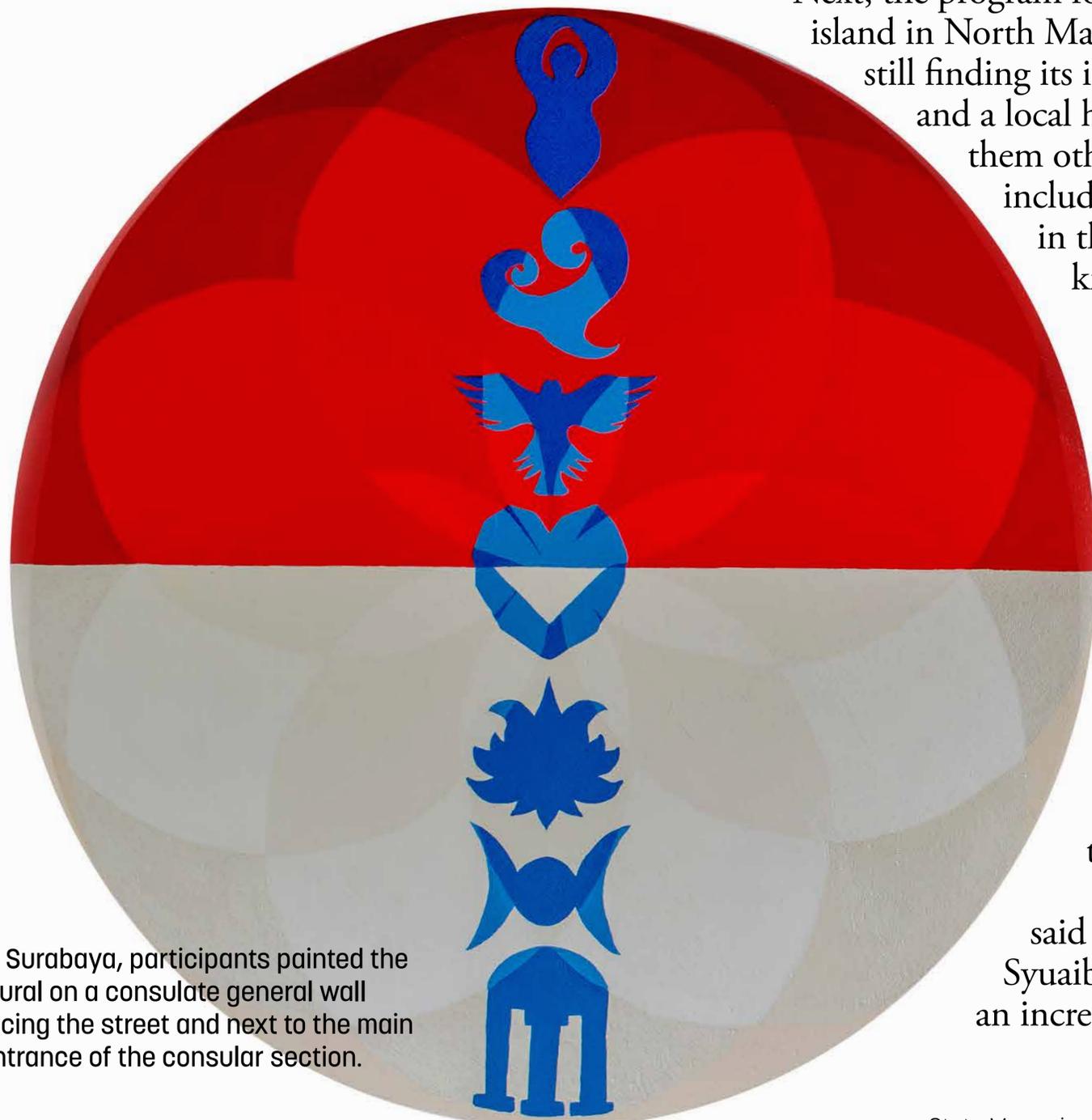
In Indonesia, the two jointly led workshops with 25–30 women in each city and discussed gender issues, healing and leadership as they helped each attendee create two pieces of artwork. The artists then used that art and the discussions to design a mural painted in prominent areas of each city over the following two days. One location was the outside wall of the U.S. Consulate.

Next, the program focused on the majority Muslim city of Ternate, a small volcanic island in North Maluku that was hit 15 years ago by religious conflict. The city is still finding its identity. There, the organizers collaborated with a local painter and a local human rights activist who helped gather 28 women, among them other activists, community leaders and housewives. The workshops included discussions, meditation and art making, and were conducted in the city's spice museum. (North Maluku is part of what used to be known as the Moluccas, or Spice Islands, the center of colonial-era spice trade.) Inspired by the women's artwork, they designed a mural composed of three circles representing the transition from day to night.

More than 100 people worked on the mural over two days. They included the women and community members, many drawn to contribute to the painting as they passed by the centrally-located skateboard park.

The mural depicted a series of circles, the first of which was green and represented the importance of nature and themes drawing from the women's work. A local artist did the floral design of a second circle representing feminine beauty. A third circle stood for the volcano and total solar eclipse of March 2016.

"The workshop was the first of its kind in Ternate," said the program's local artist and partner, Fadriah Syuaib. "The American artists were very flexible. It was an incredible opportunity to express ourselves creatively,

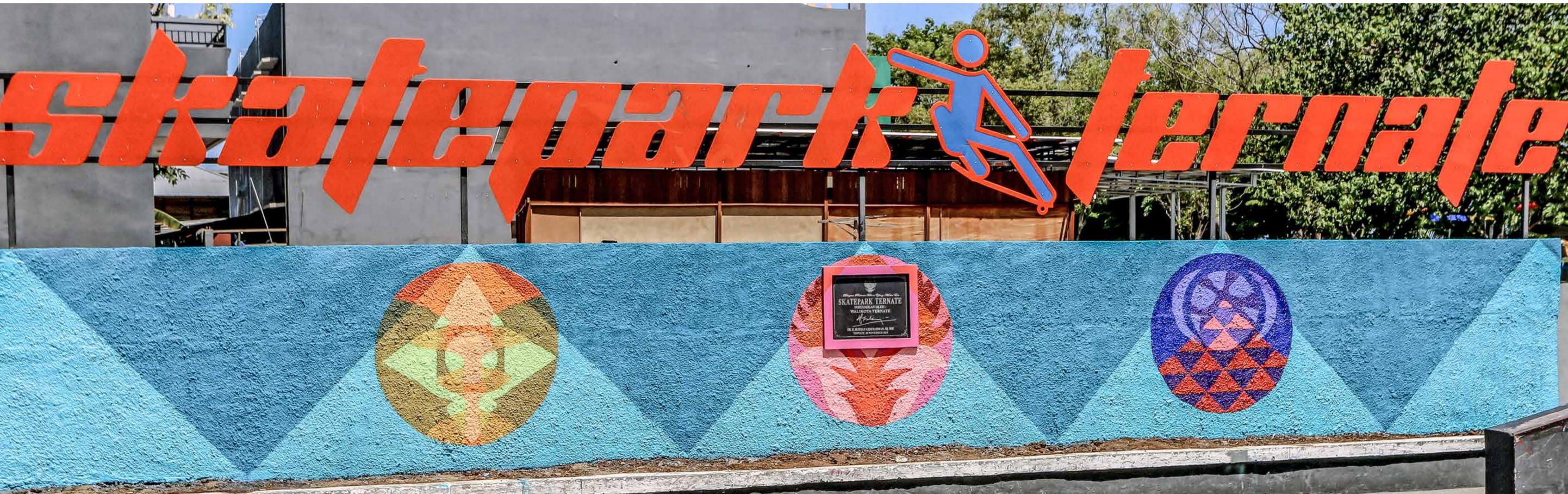


In Surabaya, participants painted the mural on a consulate general wall facing the street and next to the main entrance of the consular section.



represent our culture and work with American artists. It truly shows the power of Ternate women and how we came together as a community to create beauty.”

Next, the team boarded a small boat to Halmahera—the northernmost island of Indonesia—and after arrival drove four hours north to the majority Christian city of Tobelo, where community leaders and local government officials welcomed the program. The community provided a 25-foot wall for the mural on a site where, 15 years ago, Christians, Muslims and different ethnic groups came together to lay down their arms.



The mural in the center of Ternate represents symbols and inspiration from the arts empowerment workshop. More than 100 people helped paint the mural.

The mural, painted on a structure resembling a boat, has on one side images of the women of Tobelo done in traditional designs that represent how everything exists in harmony without competition. The other side of the mural shows roots and flowers in a range of colors representing the spirit traveling throughout the world. Each circle in the mural is surrounded by a yellow light, representing the brightness of Halmahera culture.

Here, too, the event became a community activity. Even a largely male local artists’ group helped, ensuring that the mural was completed on time.

“The most important outcome was how women from different backgrounds and skills worked together,” said Electronita Duan, a female peace activist in the region who helped organize the workshop. “The participants felt proud and able to express themselves in a public space. This monument will be protected by the community and the government.”



For the last leg of the trip, the group returned to the consulate general in Surabaya, which is celebrating 150 years of U.S. presence there. There, the artists' mural on the outside wall of the consulate uses the colors of the Indonesian and American flags. Symbols used at the Surabaya workshop run through the middle of the mural's circle, representing the seven archetypes of women.

"The artwork represents shared values between the United States and Indonesia, like openness, harmony and tolerance. All of these things are depicted in the beautiful artwork that anybody who comes by the consulate can see," said Consul General Heather Variava.

The tour's finale was an arts exhibition and reception in Surabaya, featuring more than 55 photos covering the arts experience. A similar presentation was held at U.S. Embassy Jakarta's cultural center and programming space, @america.

"My main takeaway from Indonesia is that we are all very much the same," said envoy Imani Shanklin Roberts. "Although extra things may divide us superficially, we all need healing spaces. We all need the opportunity to be listeners and to receive and give in an equal manner. Everyone who participated—no matter what social class or occupation—all need, want and desire the same things. This was something beautiful for me to come into this experience as an African-American woman and have connections with Indonesian women."

Although the project created beautiful, lasting art, its greatest impact was in the discussions and bonds that formed among participants, who will create a durable multiplier effect from the program. ■

### The Arts Envoy Indonesia documentary and clips of the program:



The mural in Tobelo was designed with the input from the workshop, where women discussed the importance of harmony between different cultures and religions.





# INDEPENDENCE DAY FAIR

# OPPORTUNITY BUILDERS

Embassy Dhaka assists residents with disabilities

By Calvin Hayes, cultural affairs officer, U.S. Embassy Dhaka



**m** meet Mizanur Rahman, a disability rights activist and founder of Physically-challenged Development Foundation (PDF). Although his organization is now one of Bangladesh's largest youth-led advocacy organizations and a grantee of U.S. Embassy Dhaka's American Center, Rahman's journey has not been easy.

Hailing from rural Bangladesh, Rahman is the first person in his family to attend college, where he experienced firsthand how students from disadvantaged backgrounds like his own were routinely neglected, ignored and restricted from opportunities. His sensitivity to this increased when

he met and married his wife, who is blind, and when he started assisting a physically disabled fellow student with his studies. The experiences, he said, gave him a new vision for his life: to help students from disadvantaged and disabled backgrounds.

Like Eunice Kennedy Shriver, who created the Special Olympics because of the obstacles her sister faced in dealing with an intellectual disability, Rahman felt compelled to advocate for the rights of disabled students because of the struggles he witnessed. In 2014, he asked the American Center to help him expand disability rights training to 20 university campuses, hoping that would lead to policy changes at universities in Bangladesh.

The American Center, in turn, provided a small grant to PDF to facilitate disability rights training. The program taught participants how to take advantage of university support services, increase their digital literacy and improve leadership skills.

In October 2015, the U.S. Embassy in Dhaka sent Rahman on a 12-month professional fellowship to the United States through Atlas Corps. While on this program, he is working

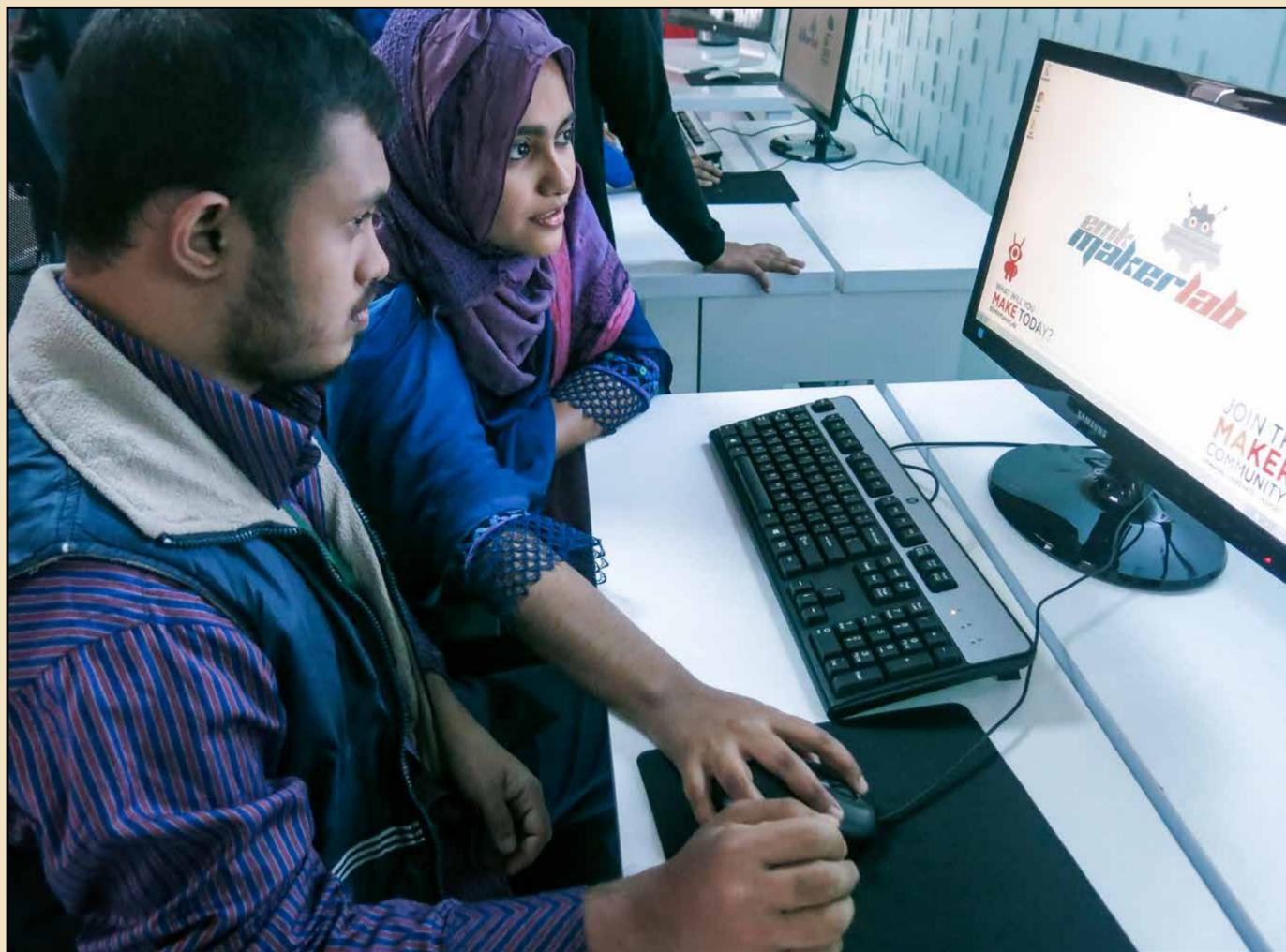
with disability activists from 15 other countries, providing consultation services to a nonprofit in New Jersey that offers residential and employment support for disabled persons. Earlier in the year, the embassy partnered with PDF to host a friendly cricket match featuring U.S. Ambassador Marcia Bernicat and 350 young cricket players with disabilities.

The cricket match brought more attention to Rahman's cause and complemented several other Embassy Dhaka programs that support persons with disabilities in Bangladesh.

Since March 2015, the embassy has organized a series of events and film screenings to highlight the Americans with Disabilities Act (ADA) and shed light on some of the mission's most effective public diplomacy partners. At the embassy's National Day event, students from post's English ACCESS Microscholarship program performed American Sign Language to Ray Charles' version of "America the Beautiful."

**"Participation in sports helps to touch lives, improves mindsets and brings people together for a common goal ... the youth of Bangladesh are able to demonstrate that they can overcome challenges regardless of any perceived physical or mental limitation."**

- Jonathan Gomes, American Center staff member



Patrons with disabilities experiment with equipment at the EMK Center Makerspace.

Photo by Shovon Ahmed





Ambassador Bernicat swings at the opening pitch in a cricket match with disabled players at the nation's cricket stadium.  
*Photo by Robert Rebeiro*

Later in the year, the American Center conducted outreach sessions to the Bangladesh Special Olympics team, one of which included a basketball camp featuring Sports Envoy Ruthie Bolton, former Women's National Basketball Association (WNBA) player and two-time Olympic gold medalist. "Participation in sports helps to touch lives, improves mindsets and brings people together for a common goal," said American Center staff member Jonathan Gomes. "The youth of Bangladesh are able to demonstrate that they can overcome challenges regardless of any perceived physical or mental limitation."

In June, the Bangladesh Special Olympians were awarded 50 medals at their international competition in Los Angeles. Before they departed for the United States, American Center Director Ann McConnell and USAID Program Officer Christean Cole visited the Bangladesh Institute of Sports and encouraged Bangladeshi athletes participating in the 2015 Special Olympics World Summer Games.

The American Center also uses cultural activities to connect with persons with disabilities. In July, visiting dance envoy Donald Byrd facilitated workshops and master classes for more than 120 children with developmental and physical disabilities. Participants learned dance techniques, choreographed original pieces and saw how dance could be used as a platform to raise awareness about disability issues.

The American Center also uses online innovations to engage those who are disabled. The center's makerspace, for instance, held a series of workshops to teach students with disabilities how to code, build websites and experiment with 3-D printing. The co-working space brings together entrepreneurs, engineers, audio and visual artists, and computer scientists to innovate and problem solve.

Embassy Dhaka's American Center also provides resources to support and include persons with disabilities. The E-library USA,

for instance, offers an orientation for deaf and blind visitors and has wheelchair ramps and a program space for civil society organizations for the disabled that wish to collaborate.

Shahina Sultana, the American Center's deputy library director, was instrumental in launching the American Center's Girls Club, which she said gives women and girls with disabilities "a place to demonstrate their leadership and expand their horizons." In Bangladesh, she continued, "women with disabilities face many social barriers within their family and society. The American Center bridges that divide and continues to offer programs, services and free membership to women with disabilities."

Mission Dhaka's investments in persons with disabilities extend beyond the borders of Bangladesh and are amplified through U.S. exchange programs. Recently, the post sent a participant to the United States on an International Visitor Leadership Program

(IVLP) called "Access for All: Enhancing the Lives of People with Disabilities."

Rahman, meanwhile, is seeing benefits from his involvement in the Atlas Corps exchange program. Through collaboration with the American Center, he has expanded disability rights training to nearly 25 universities throughout Bangladesh, and more campuses are opening their doors for disabled students to pursue higher education. ■



The captain of the Bangladesh Disabled Cricket team pitches at the match hosted by Embassy Dhaka.  
*Photo by Robert Rebeiro*



# PROMOTING DIVERSITY

## HBCU students attend daylong exposition

By Melinda Burks, youth outreach chair, Carl T. Rowan Chapter, Blacks In Government

**M**ore than 150 participants convened Feb. 19 for the seventh annual Historically Black Colleges and Universities (HBCU) Foreign Policy Conference at the George C. Marshall Conference Center. Attendees from 21 HBCUs throughout the United States were invited for the half-day event, which offered networking, panel discussions, officials' remarks and the chance to learn about U.S. foreign policy priorities and careers in foreign affairs.

Secretary of State John Kerry welcomed attendees with a video message and said the Department is helping build a better world for global citizens. He urged students to seek careers in foreign affairs by asking, "Would you rather spend the next 40 years complaining about the world or would you rather be a part of the team that works to improve it?"

Also speaking were such senior officials as Deputy Secretary of State Antony Blinken, Assistant Secretary Linda Thomas-Greenfield and Chief Diversity Officer John Robinson, director of the Office of Civil Rights. FSO Krystle Norman told the gathering, "Engagement is not an option. It is the price of entry. We are the last three feet."

The conference's networking sessions involved approximately 10 associations, including representatives of employee affinity groups such as the Carl T. Rowan Chapter of Blacks In Government and the Presidential Management Fellows Advisory Council, as well as staff of the Department's public diplomacy and recruiting offices and recruiters from USAID.

The event promoted diversity and inclusion, emphasizing there is a place for many different interests within the foreign affairs community. According to one student, "I always thought the State Department was just the Foreign Service. I didn't realize how many departments and

positions are within the State Department."

The conference included an unprecedented partnership with

**"Engagement is not an option. It is the price of entry. We are the last three feet."** - Krystle Norman, FSO



Members of a panel of HBCU alumni speak about their Foreign Service careers.

*Photo by Jon Tollestrup*

the White House Initiative on HBCUs, the HBCU All-Star Students Program and an extended invitation to Predominantly Black Institutions nationally. Public Affairs Specialist Amber McIntyre, who organized the event through the Bureau of Public Affairs, said the event let the Department reach two-year and four-year institutions and schools that have not traditionally been invited to the conference. "It was great to include the HBCU All-Star students in this event to be ambassadors, not only for the White House but for their HBCUs as well," she added.

The Bureau of Public Affairs continues to engage participants through social media, including Google Hangouts, Twitter and Facebook, to continue the conversations from the conference. Secretary Kerry's message and more about the event are in the dipnote: #HBCUsAtState: Preparing a New Generation of Global Citizens. ■



# VIDEO VIEWS

## FSOs get glimpse of onward postings

By Maureen Johnston, resource specialist, Overseas Briefing Center, FSI

**W**ant to know what life at your new post will be like? Why not check it out in advance via the narrated live videos available in the Overseas Briefing Center's (OBC) collection. They are especially useful to bidders showcasing posts they may know little about, not initially consider or would rank low on their bid list. The videos also offer perspectives not typically shown in a nation's promotional materials.

The videos are submitted annually by posts' Community Liaison Offices and management officers and are available to the OBC's in-house clients and OpenNet users worldwide via the "Post Info-to-Go" database.

Bidders regularly say they enjoy and learn from watching these videos, and that they're a help when bidding. FSOs frequently tell the OBC they've reworked a bid list after reviewing them. Some have expressed delight in being able to see what housing and the embassy look like, while others say they were impressed by footage of post-sponsored community activities or school sports available to their children.

The collection originated in the 1970s, when many posts started submitting narrated videos to replace the slides that were once used to give bidders a glimpse of embassy life. In 2007, OBC collaborated with BNET to upload narrated post videos to OpenNet, providing bidders worldwide with wider access. Currently, bidders considering upcoming assignment possibilities can view 115 posts on the OpenNet site OBC-BNET Post Videos on Demand.

"Post videos are always the most popular resource on BNET with over 13,000 online views annually," said BNET Project Manager David Hopwood. Each year hundreds of bidders view them at the OBC on FSI's campus, and more than 3,000 employees and family members borrow one or more for home viewing.

New generalists and specialists especially like the videos, as they have little time to prioritize their initial bid lists, which often include 50 to 60 posts. Seasoned FSOs and their families



OBC Resource Specialist Maureen Johnston selects videos from the center's post video collection. *Photo by Michael Morrison*



also draw additional insights on future postings, and other agency employees and family members outside the Department can access the collection to prepare for overseas assignments.

Typically, post videos are created by eligible family members, volunteer employees or sometimes by summer hires and interns, often resulting from a collaborative effort between post community members and staff in management and/or public affairs offices.

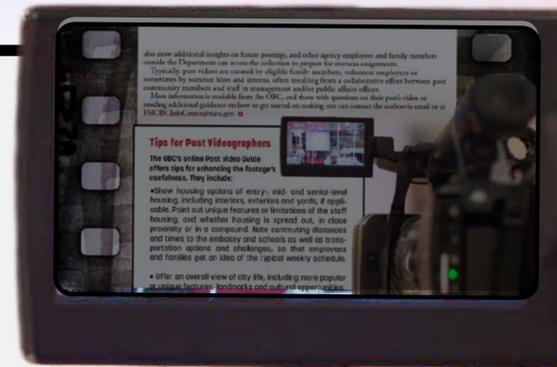
More information is available from the OBC, and those with questions on their post's video or needing additional guidance on how to get started on making one can contact the author via email or at [FSIOBCInfoCenter@state.gov](mailto:FSIOBCInfoCenter@state.gov). ▣

## Tips for Post Videographers

The OBC's online Post Video Guide offers tips for enhancing the footage's usefulness. They include:

- Show housing options of entry-, mid- and senior-level housing, including interiors, exteriors and yards, if applicable. Point out unique features or limitations of the staff housing, and whether housing is spread out, in close proximity or in a compound. Note commuting distances and times to the embassy and schools as well as transportation options and challenges, so that employees and families get an idea of the typical weekly schedule.
- Offer an overall view of city life, including more popular or unique features, landmarks and cultural opportunities.
- Focus on areas of the embassy or consulate where employees spend significant parts of each week, highlighting historic or modern features, if applicable, and include

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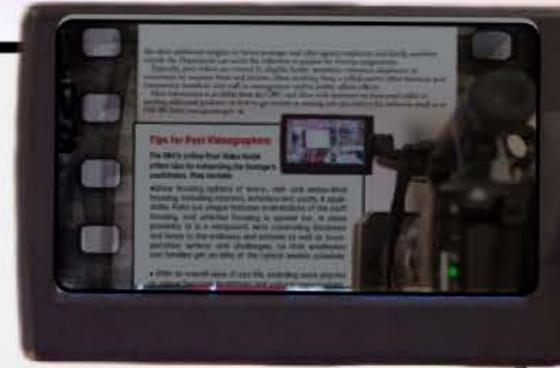
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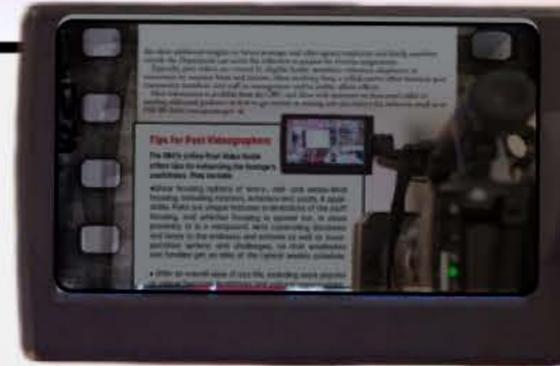
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- Focus on areas of the embassy or consulate where employees spend significant parts of each week, highlighting historic or modern features, if applicable, and include brief interviews with current personnel, offering their impressions and experiences.
- Include footage of surrounding areas to provide a sense of the neighborhood.
- Showcase recreational opportunities at the post or close enough for a weekend getaway and highlight examples of popular community activities.
- Cover typical local shopping options and compare local prices with those at home.

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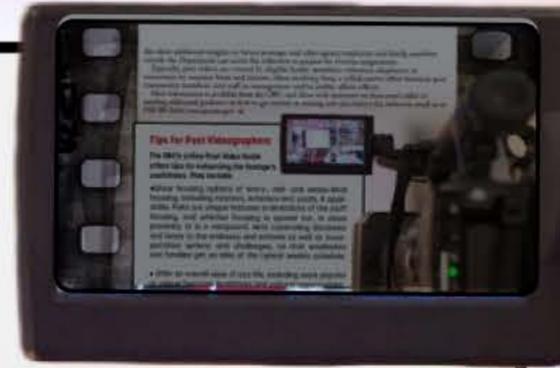
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- Incorporate and describe footage of the schools embassy children attend, including campus grounds, classrooms, sample activities and resources for more information about the schools.



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# On the Road in Rio



## FPU familiarizes officers with city's neighborhoods

By George Sullivan, vice consul, U.S. Consulate General in Rio de Janeiro

**A**s part of its consular officer training, Rio de Janeiro's Fraud Prevention Unit (FPU) leads short trips to key neighborhoods within its consular district, providing officers with a nuanced view of the district and the post's diverse visa applicant pool.

In beta-testing, the U.S. Consulate in Rio de Janeiro found the project yielded positive responses from officers, and it has since been adopted by other posts in Brazil. Neighborhood familiarization programs are a low-cost way for FPUs to increase knowledge of their consular districts, build on the expertise of local staff, improve the quality and consistency of visa adjudications and help facilitate legitimate travel.

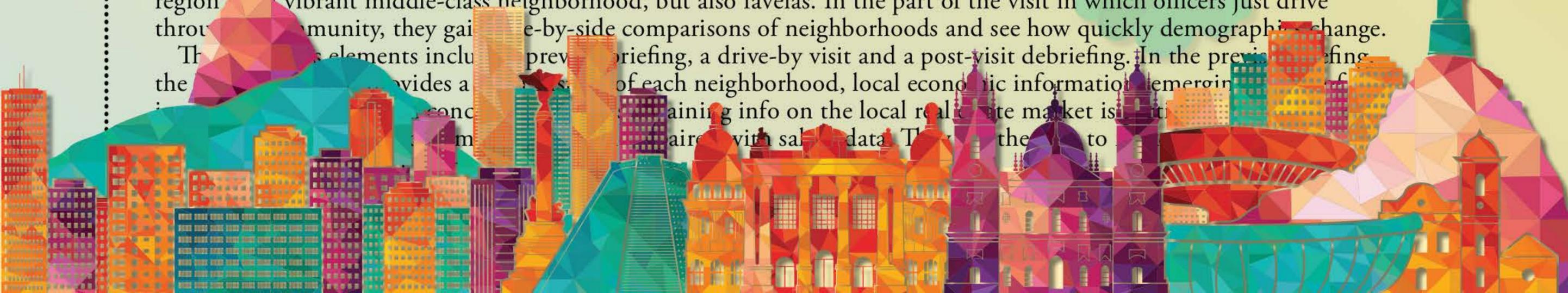
Rio de Janeiro's FPU launched its neighborhood familiarization program in 2008 to help new consular officers better understand the areas where a sizeable portion of the applicant pool resides, since consulate staff live and work in parts of the city removed from those areas. The program has evolved to include a broader range of neighborhoods and greater information about the economic characteristics of each region. Officers quickly learn the names of both affluent neighborhoods and infamous favelas (slums). They also find having an intimate knowledge of Rio's many neighborhoods is valuable in order to truly understand the applicant pool. Thus, officers learn the context necessary to make more well-informed adjudications.

Currently, Rio de Janeiro's FPU visits several regions within the city of Rio, including Centro (the downtown, also known as Rio de Janeiro City), Jacarepagua (the West Zone), Tijuca and surrounding areas (the North Zone), Niteroi (a Rio suburb on the eastern shore of Guanabara Bay) and Ilha do Governador (the largest island within the bay). Each region has a vibrant middle-class neighborhood, but also favelas. In the part of the visit in which officers just drive through a community, they gain eye-by-eye comparisons of neighborhoods and see how quickly demographics change.

The program elements include a pre-visit briefing, a drive-by visit and a post-visit debriefing. In the pre-visit briefing, the consulate provides a list of each neighborhood, local economic information, emerging trends, and a briefing on the local real estate market is provided. The post-visit debriefing includes a discussion with staff on the local real estate market and the consulate's role in the area.



Scroll to Read



known as Rio de Janeiro City), Jacarepagua (the West Zone), Tijuca and surrounding areas (the North Zone), Niteroi (a Rio suburb on the eastern shore of Guanabara Bay) and Ilha do Governador (the largest island within the bay). Each region has a vibrant middle-class neighborhood, but also favelas. In the part of the visit in which officers just drive through a community, they gain side-by-side comparisons of neighborhoods and see how quickly demographics change.

The program's elements include a previsit briefing, a drive-by visit and a post-visit debriefing. In the previsit briefing, the FPU's local staff provides a short history of each neighborhood, local economic information, emerging trends of interest and a list of fraud concerns. Officers say gaining info on the local real estate market is particularly helpful, as it comprises rental rates and home purchase prices paired with salary data. They use the data to make rough comparisons of neighborhoods and their residents' financial means.

During the driving visit, the FPU staff provides officers with a cultural context by interpreting the characteristics of each neighborhood and highlighting the differences and similarities between U.S. and local cultural norms.

In the debriefing part of the program, the FPU staff allows officers to share impressions of the neighborhood and offer feedback to improve future visits.

Officers who participate say the familiarization program promotes understanding of each neighborhood's economic health, quality of life and demographics, helping them adjudicate more efficiently due to their ability to make well-reasoned decisions. Officers explain that, while it's not a defining factor in adjudication, understanding where applicants

live helps improve interview efficiency, allowing sounder adjudications and greater productivity.

When planning visits, the FPU considers the advice of the regional security office, including route selection and travel restrictions. The FPU also coordinates with the general services office for motor pool support.



A group of consular officers on Ilha do Governador to discuss the area's history, apartment buildings, and its environment.



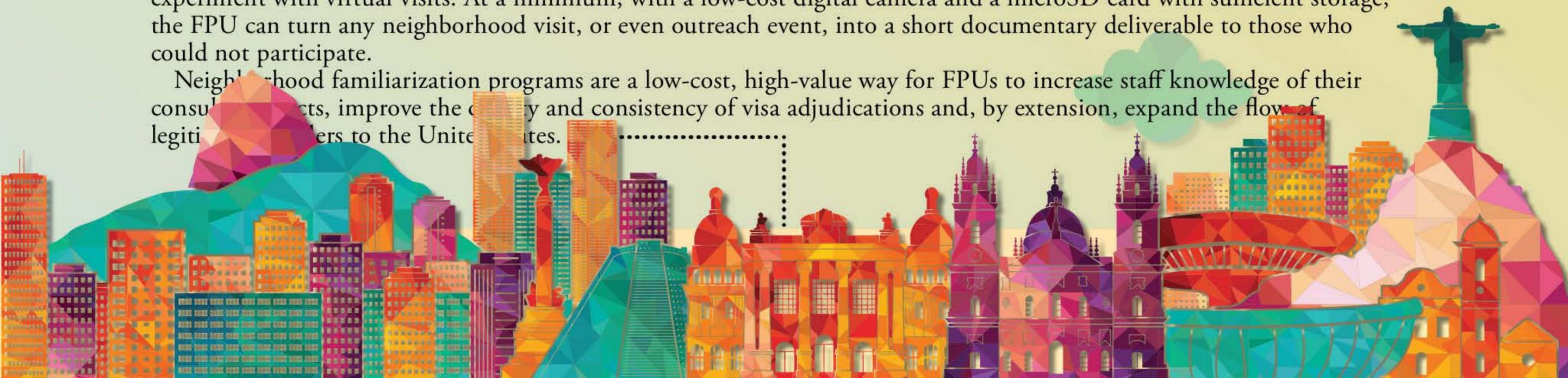
A group of consular officers visits Ilha do Governador to discuss the area's history, apartment prices and its environmental issues.

*Photo by Cynthia Hutchinson*

Other Mission Brazil posts conduct similar familiarization visits, each customized to local needs and circumstances. As part of its program, the U.S. Embassy in Brasilia's FPU visits the administrative region of Sobradinho. (Brasilia is the nucleus of some 30 "satellite cities" and administrative regions that surround the capital.) At the U.S. Consulate in Recife, the FPU visited Jaboatao dos Guararapes, which is home to many manufacturing businesses and logistics firms. There, officers toured a large factory, one of the region's largest employers, and learned more about the people and technology it employs. Officers said they now better understand the regional labor market and the professions of typical visa applicants.

This year, Consulate Rio's FPU plans to expand its program to additional areas, to offer officers more contexts to inform their adjudications and to expand the program to include video-based visits. It will also begin using Google Street View to experiment with virtual visits. At a minimum, with a low-cost digital camera and a microSD card with sufficient storage, the FPU can turn any neighborhood visit, or even outreach event, into a short documentary deliverable to those who could not participate.

Neighborhood familiarization programs are a low-cost, high-value way for FPUs to increase staff knowledge of their consular districts, improve the quality and consistency of visa adjudications and, by extension, expand the flow of legitimate travelers to the United States.

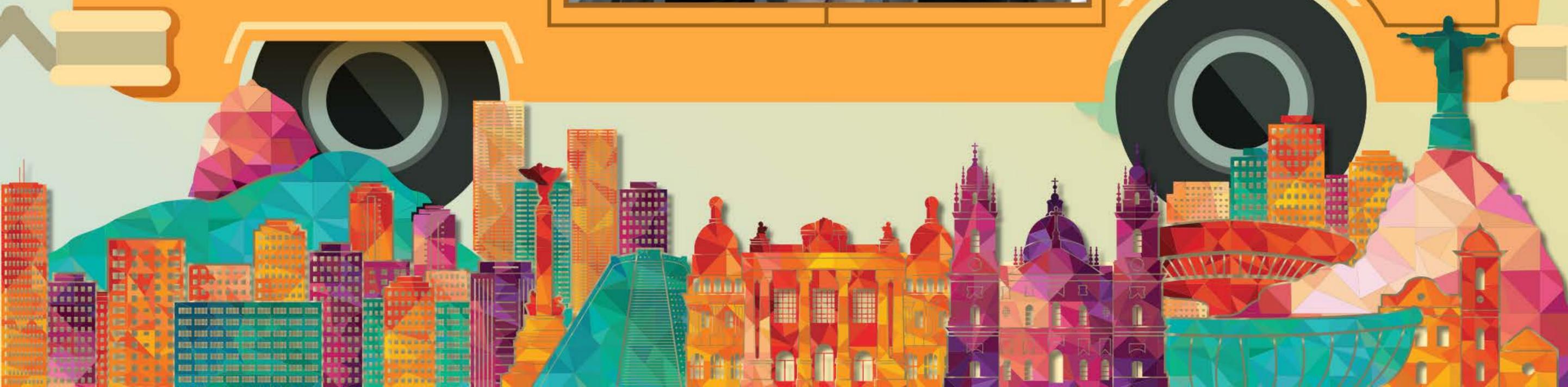


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Neighborhood familiarization programs are a low-cost, high-value way for FPUs to increase staff knowledge of their consular districts, improve the quality and consistency of visa adjudications and, by extension, expand the flow of legitimate travelers to the United States. ■ .....

At the first stop of the Zona Norte (Northern Rio) trip, local staff and consular officers discuss the local real estate market and investments made in the area for the World Cup.

*Photo by Luana Santos*



## FLYING HIGHER

### Reaching Level 3 and Beyond

By Marsha Kaplan, division director, Slavic, Pashto and Persian Languages, FSI School of Language Studies

On a recent Wednesday afternoon, Arabic language students and staff at the Foreign Service Institute were all watching a broadcast on Al Hurra TV. On the screen, Joshua Baker, former director of FSI's Arabic Media Hub in Dubai and a graduate of FSI's Arabic course and the Arabic overseas Beyond-3 program, broadcast "live" before the White House speaking in Arabic about the U.S.-Gulf Summit and the U.S.-Gulf states' military relationship. The next day, again onscreen, he answered questions about nuclear talks with Iran and collaboration with Middle East nations in the fight against ISIS.

Baker's broadcasts demonstrated his fluency: He spoke without hesitation, using a rich vocabulary and language in a way that resonates with Arabic-speaking audiences Al Hurra is trying to reach.

In September 2015, 720 students began language training at FSI. While there, they work very hard in their intensive language programs to reach the proficiency required by their jobs. Some seek Level 2 in speaking and reading, but most strive for Level 3 scores, as required by posts.

Several FSI students this year, however, will be expected to reach Levels 3+ and 4 in speaking, and some will have to reach those levels in reading as well. These students will have already gone through the basic course for their target language and have already served at least one tour at a post where the language is spoken. To reach beyond Level 3, they must spend an additional 16 to 44 weeks at FSI, depending upon the difficulty of the language.

The Department has recently established new requirements for Levels 3+ and 4 in several languages. As a result, FSI is developing advanced curricula—the Beyond-3 programs—to take officers to these higher levels of language proficiency.

To achieve foreign policy success, the Department must develop a cadre of diplomats with the high-level language skills that are critical for reporting and outreach. The ability to engage directly



Arabic language students at the Foreign Service Institute watch FSO Josh Baker utilizing his advanced language skills during a broadcast from the White House for Al Hurra TV.

Photo by Michael Morrison

in conversation and debate with local audiences—from one-on-one interactions to presentations in front of hundreds—enables officers to effectively influence counterparts and understand local views on a range of issues.

The difference between a 3 and 3+ in terms of fluency can be significant: An officer with Level 3+ and beyond can not only deliver a speech, but also confidently handle a spirited Q&A session; glean near-complete understanding from local contacts without missing nuances or needing interpretation; maintain composure and fluency even under extreme stress without getting flustered; and talk on sensitive matters, on the record, on camera and to a broad audience.

Through the Beyond-3 program, FSI is expanding its efforts to serve the Department's U.S. foreign policy and diplomatic objectives. Over the past year, FSI's Beyond-3 Working Group has been investigating the curricular and program components necessary for high-level language acquisition, including research on attaining language proficiency and the development of expertise. It has also examined model language programs (such as the university-based Language Flagships) and best practices. FSI is also learning from the Department's high-achievement learners, who use their

language skills in their work and are excelling in challenging and complex environments.

Attaining language proficiency is not simply about language-learning aptitude, it is about commitment and motivation. All those pursuing advanced language proficiency typically come to language training expecting to devote huge amounts of time in and outside of class—reading, listening and engaging in outside interests that draw them into the language. They set high expectations for themselves. They strive to gain increased mastery over discrete elements of their performance, and with the Language School experts' guidance, hone their linguistic precision and broaden and deepen their knowledge of a language and culture.

Beyond-3 training is a nonroutine assignment and is established on a case-by-case basis for employees with proven skills in the target language, a demonstrated ability to acquire advanced skills in that language and who are assigned to positions that the post and regional bureau believe would benefit from a Beyond-3 level of proficiency. Currently, Beyond-3 is offered in Spanish, Portuguese, Russian, Persian Farsi, Chinese and Arabic. As FSI continues to develop programs to support these new goals, training will expand to other languages. For more information, contact your assignments officer. ■



**John L. Estrada**

U.S. Ambassador to  
Trinidad and Tobago

John L. Estrada of Maine is the new U.S. Ambassador to the Republic of Trinidad and Tobago. He served in the U.S. Marine Corps for 34 years, rising to become the 15th Sergeant Major of the Marine Corps, the service's highest ranking enlisted member. After his military retirement he was senior manager at Lockheed Martin Training Solutions Incorporated, overseeing innovative training solutions for U.S. and coalition air platforms. He served as a commissioner on the American Battle Monuments Commission, a member of the Defense Advisory Committee on Women in the Services and an executive committee member for the United Services Organization.





**Samuel D. Heins**

U.S. Ambassador to Norway

Samuel D. Heins of Minnesota is the new U.S. Ambassador to the Kingdom of Norway. Most recently, he served as a partner at Heins Mills & Olson in Minneapolis. Before that, he was a partner at Opperman Heins and Paquin. He was a founder of Minnesota Advocates for Human Rights, where he served as first chair. He also served as board member of the Ploughshares Fund, trustee of the PEN American Center, board member and vice chair of the Center for Victims of Torture, which he co-founded, and vice president of the American Civil Liberties Union of Minnesota.

**Appointments**





**Jean Elizabeth Manes**

U.S. Ambassador  
to El Salvador

Jean Elizabeth Manes (SFS) of Florida is the new U.S. Ambassador to the Republic of El Salvador. Most recently, she served as principal deputy coordinator in the Bureau of International Information Programs (IIP). Before that, she was deputy director of the Florida Regional Center and counselor for public affairs at the U.S. Embassy in Kabul. She also served as director of resources for the Under Secretary of Public Diplomacy and Public Affairs. Her other overseas posts include Brasilia, Ponta Delgada-Azores, Buenos Aires and Montevideo. She started her career as a secretary in the Civil Service in the U.S. Information Agency.

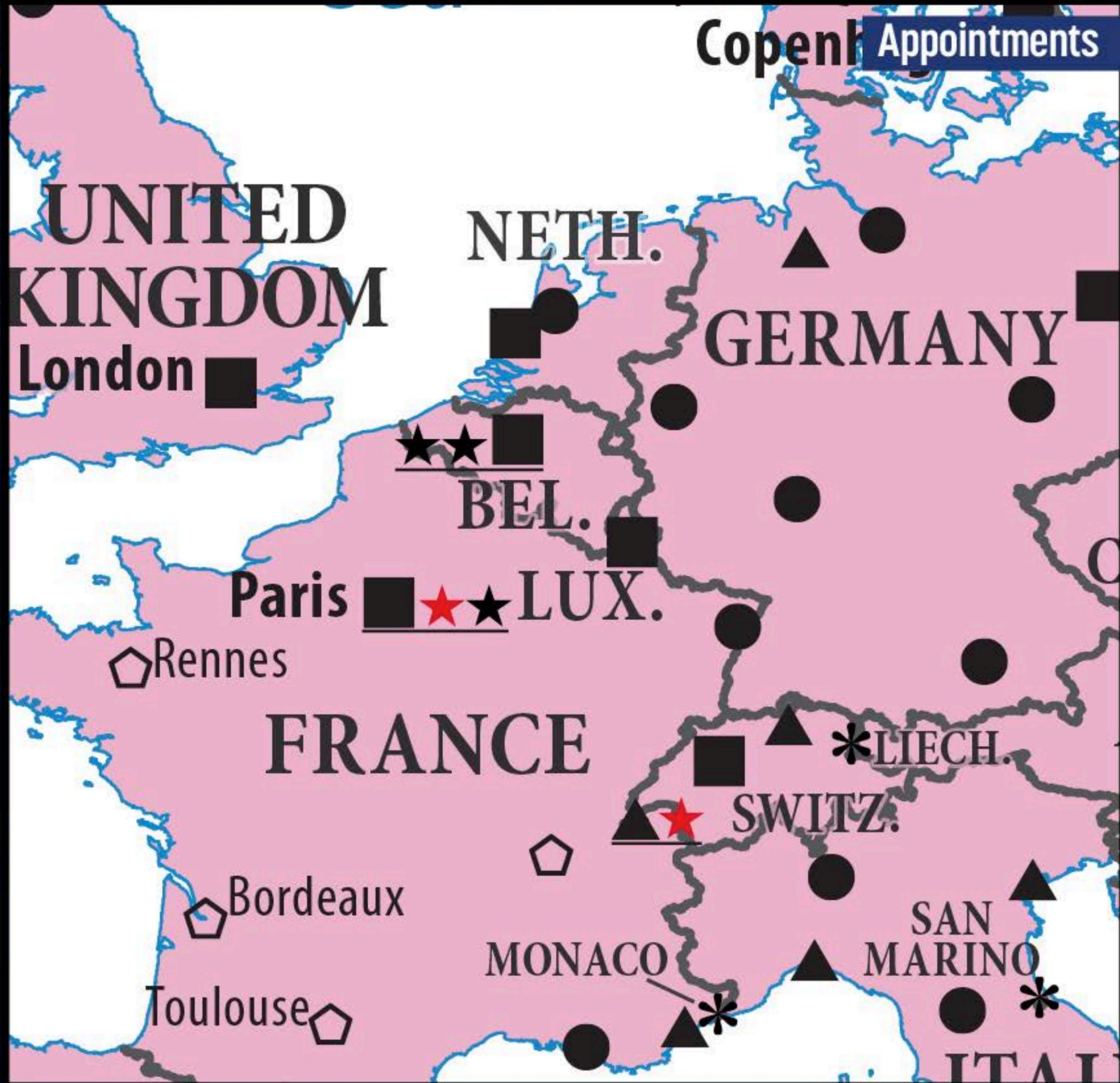




**David McKean**

U.S. Ambassador to Luxembourg

David McKean of Massachusetts is the new U.S. Ambassador to Luxembourg. Most recently, he served as director of the Office of Policy Planning. Previously, he was senior advisor for the implementation of the Quadrennial Diplomacy and Development Review. Prior to that, he served as staff director for the U.S. Senate Foreign Relations Committee and chief of staff to Senator John F. Kerry.





**Scot Alan Marciel**

U.S. Ambassador to Burma

Scot Alan Marciel (SFS) of California is the new U.S. Ambassador to the Union of Burma. Most recently, he served as principal deputy assistant secretary (PDAS) for East Asian and Pacific Affairs (EAP). Prior to this, he served as ambassador to Indonesia, deputy assistant secretary in EAP, ambassador for the Association of Southeast Asian Nations, director of the Office of Maritime Southeast Asia, director of the Office of Mainland Southeast Asia and director of the Office of Southern European Affairs. His earlier assignments include postings in Brazil, Hong Kong, the Philippines, Turkey and Vietnam.

**Appointments**





**Azita Raji**

U.S. Ambassador to Sweden

Azita Raji of California is the new U.S. Ambassador to the Kingdom of Sweden. A former investment banker and national finance vice chair for Obama for America, most recently she served as a member of the President's Commission on White House Fellowships, commissioner of the Smithsonian National Portrait Gallery, director of the National Partnership for Women and Families and member of the Bretton Woods Committee. She has been engaged in leadership roles with civic and non-profit institutions in New York and the District of Columbia, in addition to her positions on various boards at Barnard College and Columbia University.



# LYING IN STATE: NEW MOTIVATIONAL POSTERS!



## TEAMWORK

The Embassy Health Unit says if you do this in the river at your post you'll never be able to have children.



## COUNTRY TEAM

Maybe the worst place for unauthorized ventriloquism



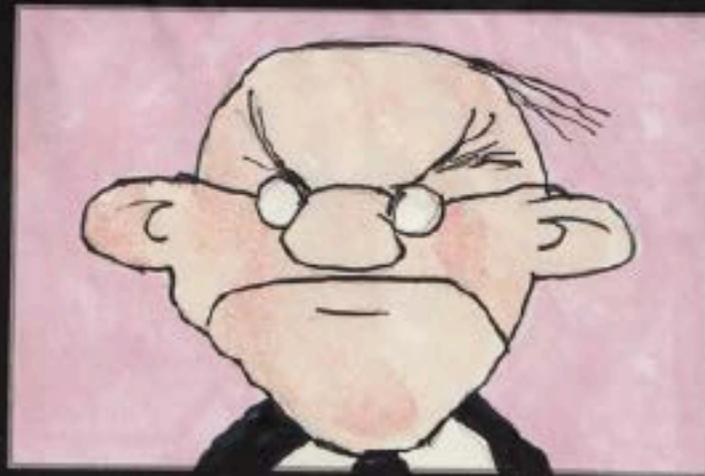
## LANGUAGE EXAMS

Relax – they're evaluating nothing more than your basic worth as a human being.



## THE MAN BUN

This happened while you were posted overseas.  
How is this a thing?



## WORK-LIFE BALANCE

Ambassador Floggins does not want to hear about it.



## DEPARTMENT OF STATE

You still meet people who think this means you work for a state and might know their buddy who works in Motor Vehicles.

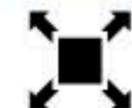
AG4828 2016

## Deputy Secretaries Endorse FSI Center



Deputy Secretary Tony Blinken speaks at a February event at Main State that brought together FSI Director Nancy McEldowney and former Deputy Secretaries Bill Burns, Clifton Wharton Jr. and John Negroponte. The event, which included representatives from academia, think-tanks, the private sector and NGO community, was titled “American Diplomacy: Preparing for the Challenges of Tomorrow,” and highlighted FSI’s new Center for the Study of the Conduct of Diplomacy, which will examine approaches to diplomatic issues to capture best practices and lessons learned. ■

*Photo by Mark Stewart*



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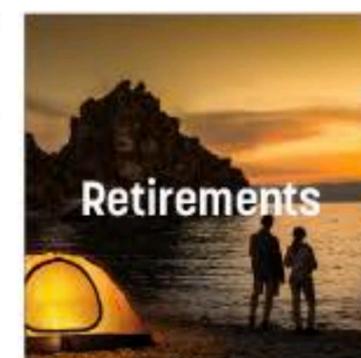


## Hip Hop Dancers Perform in Guatemala



A hip hop dancer from Trasciende, a Guatemalan youth organization that uses hip hop and graffiti to provide alternate activities for at-risk youth, performs at a U.S. Embassy in Guatemala City art exhibit that commemorates the International Day of Elimination of Violence Against Women. **■**

*Photo by Luis Fernando Midence*



**Retirements**



**Ethics Answers**



**TAP** Image  
to Read Story



## Post Celebrates Wear Red Day



At the U.S. Embassy in Abuja, Nigeria, Feb. 5, Ambassador James F. Entwistle, front center, stands with local and American staff in support of National Wear Red Day, which raises awareness of heart disease in the United States. In a related activity, the embassy's health unit and the Federal Women's Program jointly hosted a stress management session that featured a briefing on heart disease prevention for staff. ■

*Photo by Olaoluwa P. Aworinde*



Retirements



Ethics Answers



TAP Image  
to Read Story



## Schedule-A Staff Bolsters Training Unit



The Regional Information Management Center (RIMC)-Ft. Lauderdale IT Training Department is distinctive for having not one but two Civil Service employees hired under Schedule A, which supports those with disabilities. From left are the two employees, IT Specialist Mark Eoff and Branch Chief Mitchel Weiss, as well as Doyle Lee, RIMC Ft. Lauderdale Director. ■

*Photo by Andy Hoff*



TAP Image  
to Read Story



## Art Bank Presents New Exhibit



The curator of the Department's Art Bank Program, Craig Sterling, right, points out a handmade paper assemblage called "Tablet" to Joyce A. Barr, assistant secretary for Administration, second from right, and her guests in February. The work is part of a new art exhibit, "Paper as Art," in the Art Bank Gallery that will run through August. The gallery is on the second floor South Mezzanine above the 21st Street entrance of the Harry S Truman Building and is open to Department employees and guests. ■

*Photo by Mark Stewart*



**TAP** Image  
to Read Story



## Retirements

### Civil Service

Adams, Brenda Harden  
Alba III, Isaias  
Barnes, Sylvia Lillian  
Blaisdell, Deborah  
Bonar, M. Colleen  
Bowden, Jeffery  
Bridgett, Helen D.  
Briscoe, Ann Juanita  
Burback, Steven B.  
Daniele, Caryn Lynn  
Fichera, Theresa L.  
Gause, Linda M.  
Gibson-Martin, Delilia  
Hawkins, Denitra Thorne  
Hembry, Marcella G.  
Ichord Jr., Robert Franklin  
Junk, Mancharee  
Kamenshine, David  
Konzet, Lorraine C.

Lim, Jamie T.  
Matthews, Mary C.  
Mavritte, Donna Maria  
Meagher Cook, Anne Noel  
Moses, Ernestine Womack  
Newman, Chantay  
Owens, Anthony E.  
Parker, April S.  
Penoyar, Sandra  
Perry, Maureen B.  
Prophet, Lela M.  
Pusateri Jr., Philip J.  
Reed, Roxanne L.  
Sheler, Armenta V.  
Stallman, Arnold R.  
Swann, Dale G.  
Thomas, Yus Rustinah  
Williams, Doris Paulette  
Wynn, Renee O.

### Foreign Service

Athey, Donald L.  
Buzbee, John R.  
Connelly, Maura  
Davis, Marcellus D.  
Dow, Kenneth M.  
Hopkins, William H.  
Kabra, Patricia K.  
Lieberon, Donna P.  
Manley, Carole J.  
Montillano, Danilo Ogilve  
Rowles, David John  
Spangler, Michael A.



Retirements

Ethics Answers



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to Read Story

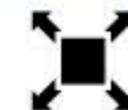


## Ethics Answers

**Q:** I am interested in co-hosting a fundraiser for a presidential candidate in my home town. In doing so, I will not reference my position or title or invite any colleagues from work. May I do this?

**A:** No. The Hatch Act, which governs federal employees' political activities, not only prohibits employees from using their positions or titles in furtherance of partisan political activities, but also restricts them from hosting or organizing a partisan fundraiser, even in a personal capacity. Accordingly, you cannot co-host this fundraiser. You may also be subject to additional restrictions if you are a presidential or political appointee, serve in the SES or are stationed or on TDY abroad. Guidance may be found in 11 FAM 614.1 and at <http://l.s.state.sbu/sites/efd/Pages/PoliticalActivities.aspx>.

*Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email [ethicsattorneymailbox@state.gov](mailto:ethicsattorneymailbox@state.gov).*



TAP Image to Read Story



# In Memoriam

## James Francis Bermingham



James Francis Bermingham, 76, a retired Diplomatic Security special agent, died Jan. 28 in Washington, D.C., of complications following a stroke. He served in the Army and worked for the Civil Service Commission before joining the Department in 1966. His postings included Bonn (twice), Belgrade, Caracas, Vienna and San Salvador. He was director of the Office of Counterintelligence prior to retirement in 1995. He then held a position as director of corporate security for the Eastman chemical company. He enjoyed playing on embassy baseball teams wherever he was posted and traveling with his wife, Susan.



# In Memoriam

## Im Sun Fermoile



Im Sun Fermoile, 62, wife of retired FSO Paul Fermoile, died Feb. 12 in Arlington, Va., following an eight-year challenge with cancer. She was a gracious hostess, talented interior designer and an accomplished watercolorist and oil painter. From 1998 to 2015, she used her talents during overseas postings with her husband in Mexico City, Pretoria, Santiago, Kolkata and Panama City.



# In Memoriam

## Sidney Friedland



Sidney Friedland, 83, a retired FSO, died Dec. 2 in Rockville, Md. He served in the Army and joined the Department in 1960. His overseas posts included Toronto, Vienna, Belgrade and Geneva. He greatly enjoyed the culture and travel opportunities his assignments afforded. After retiring, he worked for the Department on the declassification of Freedom of Information Act (FOIA) documents until just a few months ago, the perfect assignment for a former historian with an eye for detail. He loved classical music, good food and wine and all makes of cars, and is greatly missed by his FOIA colleagues.



# In Memoriam

## Clifford H. Gross



Clifford H. Gross, 91, a retired Civil Service employee, died Dec. 5 in Philadelphia. He served proudly as a U.S. Marine in the Pacific and Japan during World War II, and joined the Department in 1956. His overseas posts included Frankfurt, Budapest, Vienna, Sofia, Tehran and Moscow. He retired from the Foreign Service due to his wife's illness and later rejoined the Department in a Civil Service capacity. He supported many charitable causes, including the building and maintenance of the Holocaust Memorial Museum in Washington, D.C.



# In Memoriam

## William C. Hamilton



William C. Hamilton, 93, a retired FSO, died Dec. 27 in Alexandria, Va. He joined the Department's Office of Intelligence and Research in 1951 and then the Foreign Service ranks in 1955. His postings included Rangoon, Paris (SHAPE/NATO), Vientiane, Bangkok, Manila and Stockholm. In Washington, D.C., he served on the staff of the National War College. Retiring in 1984, he continued working part-time on records declassification. He was actively involved in DACOR as a long-standing member of the education committee and enjoyed traveling well into his 80s.



# In Memoriam

## A. Frank Lattanzi



A. Frank Lattanzi, 82, a retired FSO, died Feb. 10 in Albuquerque, N.M. An Army veteran, he joined the U.S. Information Agency in 1966 and served at posts in Italy, the U.K., Ethiopia, Nigeria, Mexico, South Africa and the Vatican. After retiring in 1991, he worked as a declassifier for USAID.



# In Memoriam

## David Levintow



David Levintow, 89, a retired FSO, died Feb. 18 in Lebanon, N.H. of complications from a bone marrow disease. He served in the Army Air Corps during World War II and joined USAID in 1958. His overseas assignments included posts in the Philippines, Sri Lanka, Iran, Turkey, Vietnam, Liberia, Afghanistan and Ghana. After retirement in 1984, he worked as a development economist for various NGOs in Washington, D.C., before relocating to New Hampshire where he enjoyed a long and active “On Golden Pond” life, which included outdoor activities and stoking the flames of his wood stove.



# In Memoriam

## Harold Lubell



Harold Lubell, 90, a retired FSO with USAID, died Dec. 29 in Wooster, Ohio. A trained economist, he served after World War II under the Marshall Plan and U.S. Foreign Operations Administration in Paris. He also worked for the Ford Foundation, U.N., Rand Corporation, OECD and International Labor Office. Joining USAID in 1965, his posts included Turkey, India and Senegal before retiring in 1985. He lived the last 25 years in Paris and recently moved to Wooster to be close to his two grandsons. His greatest joy was playing the cello in various chamber orchestras and quartets.



# In Memoriam

## John E. Reinhardt



John E. Reinhardt, 95, a retired FSO and the first career diplomat to head the U.S. Information Agency, died Feb. 18 in Silver Spring, Md. He served in the Army during World War II and as a university educator before joining USIA in 1957. He was posted to the Philippines, Japan and Iran, and then became the information agency's assistant director for Africa and the Far East; in 1971, he was the first African-American ambassador appointed to Nigeria. In 1978, after his tenure at the helm of USIA, he was the chief U.S. delegate to the general conference of UNESCO.



# In Memoriam

## Thaddeus (Ted) A. Ripa



Thaddeus (Ted) A. Ripa, 86, a retired Civil Service employee, died Dec. 8 in Gaithersburg, Md. from natural causes. He served in the Army and, after working for the Postal Service and Department of Health, Education and Welfare, joined the Foreign Service in 1973, working for 21 years in the Bureau of Consular Affairs and converting to Civil Service. In retirement, he enjoyed spending time at his summer home in Twin Lakes, Wis.



# In Memoriam

## Robert William Stuckey, Jr.

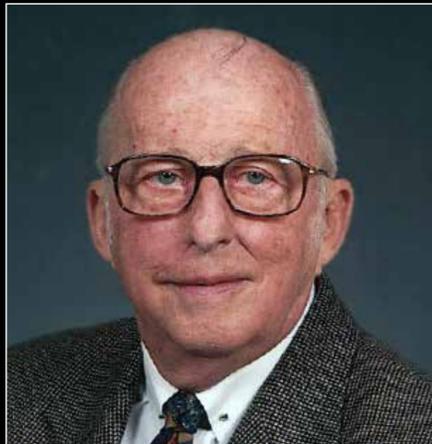


Robert William Stuckey, Jr., 77, a retired Foreign Service specialist, died Jan. 16 in Fairfax, Va., of pancreatic cancer. He served in the Marines and the Army Reserve, and joined the Department in 1957 as a communicator and also worked for the Bureau of Diplomatic Security. His overseas assignments included Tokyo, Tegucigalpa, Managua, Hong Kong, Moscow, Brasilia, London, Kabul, Panama and Amman before retiring in 1988. He then became a Virginia magistrate, followed by volunteer work for the Fairfax City Police Department and Office of Emergency Management.



# In Memoriam

## Robert E. Waska, Sr.



Robert E. Waska, Sr., 90, a retired FSO, died Jan. 16 in St. Cloud, Minn. He served in the Army during World War II, entering as a trombonist, and joined the Department in 1951. His overseas posts included Athens, Karachi, Naples, Kingston, Bucharest, Lagos, Taipei and Beirut. In Washington, D.C., he was on the faculty of FSI and was deputy director of the Bureau of Intelligence and Research before retiring in 1986. He continued to work for the Department as a contractor for 12 years and then moved to Santa Rosa, Calif., with his wife of 60 years, Frances.



# End State



The Széchenyi Chain Bridge is a suspension bridge that spans the River Danube between Buda and Pest, the western and eastern sides of Budapest, the capital of Hungary. It was the first permanent bridge across the Danube River and was opened in 1849. *Photo By Wilfredo Rodriguez*