



ALBANIA: PINE STREET SOAP OPERA – A REAL LIFE STRUGGLE



PHOTO BY: RRUGA ME PISHA FOUNDATION

During taping of Pine Street, actors play collaborating traffickers.

Dreaming of a life far from the Albanian countryside, 18-year-old Marta's dream is suddenly within her grasp. Her new boyfriend, Roni, has proposed marriage and a life in Italy where he has a job offer.

The opportunity of a lifetime awaits the couple, or so it seems.

"Having this job, Marta, means a lot to me. I'll have a lot of money, and you don't need to work. We'll also have the opportunity to pay for your studies," Roni says, as he convinces Marta.

"All you are telling me about Italy, seems to be a dream," Marta responds. "I feel like I'm looking at a movie on television."

Without her parent's knowledge, Marta leaves to join Roni in Italy.

But soon, it becomes clear, there would be no living happily ever after. Marta has been unwittingly lured into a life of prostitution.

Marta's chilling story is part of a radio soap opera, "Pine Street," broadcast nationally to raise public awareness of the manipulative tactics that traffickers use to lure unsuspecting girls and young women into a life of prostitution. While Marta's story is fictional, it is too often a reality for girls and young women in Albania who

are seeking better job opportunities, education or escape from troubled homes, following their "fiance" to foreign countries only to fall prey to being trafficked.

While some of these young women escape, their return home is fraught with prejudice by their families and society. "One impact of the show is to create a national atmosphere which is supportive of trafficked victims—to build a climate of understanding among society and families of the victims that will contribute to victims' reintegration," said Arben Papadhopulli, executive director of Pine Street Foundation.

"Rruga me Pisha," as the soap opera is known in Albanian, receives crucial financial support and data on trafficking from the USAID-funded Albanian Initiative: Coordinated Action Against Human Trafficking project. Implemented by Creative Associates International, Inc., CAAHT's mission is to strengthen the ability of Albanian community leaders, NGOs and government entities to improve programs that decrease trafficking in human beings, improve and expand services which assist and reintegrate the victims and reduce re-trafficking. CAAHT coordinates the efforts of various parties concerned about trafficking, so that they could share their expertise, refer clients, build capacity, disseminate information and work on the problems of reintegration.

BENIN: CREATIVE INTEGRATES HIV/AIDS POLICY IN EDUCATION

Creative Associates International, Inc. was awarded a task order to be issued under the Basic Education/Linkages to Education and Health (ABE/LINK) Indefinite Quantity Contract.

Under this task order, Creative will provide assistance to Benin's Ministry of Primary and Secondary Education in teacher training, monitoring and evaluation systems, student assessment and integration of HIV/AIDS policy in the education sector. Slated to last 14 months, the Benin project is valued at \$1.2 million. Services to be provided under this task order will support Benin's education reforms that started in 1990 in support of the country's continued democratization.

"Creative Associates is pleased to continue its partnership with USAID in support of Benin's Ministry of Primary and Secondary Education during a crucial time of democratic revitalization in the country," said Christina N'Tchougan-Sonou, chief of party for the Benin task order.

EXTRAORDINARY WOMEN: M. CHARITO KRUVANT REVEALS THE LION TAMER WITHIN





GUATEMALA: REALITY SHOW SERIES ENDS, PEACE FOR THE EX APPEARS WITHIN REACH

As the Challenge 10—Peace for the Ex reality TV series concluded with its fifth and final episode in late April, Guatemalan TV viewers witnessed the dramatic transformation of 10 former gang members who were turned into legitimate small businessmen.

For many Guatemalans, the series revealed that former gang members are worthy of second chances.

Known in Spanish as Desafío 10—Paz para los Ex, the series aired in Guatemala and featured 10 former rival gang members who are divided into two teams of five. Competing team participants are mentored by two recognized entrepreneurs who help one team develop a shoe shine shop and the second team, a car wash. Part of the competition revolved around the participants' abilities to strategize and engage in teamwork with their former rival gang members.

Viewers' reactions to the show have been positive. The series challenged old assumptions and exposed a human dimension to the struggles these former gang members confront in a society where they are marginalized for their misdeeds.



PHOTO BY: MARVIN MENDEZ

Chejo, one of the participants in Desafío 10.

Challenge 10 has been a catalyst to rehabilitate the 10 participants. Prospective employers have called offering them job training. Other callers suggested that the show be extended to other Guatemalan cities outside of the capital. One caller proposed more rehabilitation be provided for gang members in prisons.

On camera, participants are candid about their ambitions to succeed though keenly aware that they are in unfamiliar territory. Accustomed to being marginalized and treated with scorn, nearly all of these tough guys break down into tears at some point in the series, perhaps overwhelmed by the opportunities on the cusp of being won or lost.

Challenge 10 also had its moments of suspense. As all 10 participants assembled as episode one begins, one former gang member drops out of the show claiming he fears for his safety. But the show's producers find a replacement and the show goes on.

By episode four, participants are competing to acquire the materials they will need to run their business within a four-day limit. Group A, with the shoe shine shop, wins the first challenge having acquired the best materials at the best prices in time.

The criteria used to evaluate the teams' performances included timeliness, leadership, teamwork and creativity. With each success, the former gang members grow more confident. They embrace the opportunities they've been given and break through their own self-imposed limits to get closer to reaching their own potentials. Nearly all participants removed the masks they had been wearing to protect their identities, saying they were prepared to face the world.

Challenge 10 met its most urgent goals: Providing the tools to 10 former gang members to take on new lives as small businessmen while the Guatemalan viewing public gained new insights into the vast potential to rehabilitate these young people. The participants of Challenge 10 have in many ways blazed a trail for others to follow.

Challenge 10 was partially funded by the U.S. Agency for International Development through the Youth Alliance Program and financially supported and implemented by Creative Associates International, Inc.

—Alexandra Pratt and the Youth Alliance Program



For more information on Desafío 10, please visit www.desafio10.com.



SOUTH SUDAN: STRATEGIC PARTICIPATORY TOWN PLANNING INITIATIVE DELIVERS MAPS AND SUPPORTS TRANSITION

Creative Associates International, Inc.'s Strategic Participatory Town Planning (SPTP) project is blazing a trail of firsts in southern Sudan.

SPTP has provided the first unified series of maps that are now available on the project's web site, www.southsudanmaps.org. This latest breakthrough follows the mapping of southern Sudan's 10 state capitals.

Now available online is the mapping of south Sudan's state capitals and the Juba Assessment. Data files also allow the maps to be enlarged.

"The vision was to make these maps available through the web site so they that could be plotted to full scale – like a wall-sized map – and include actual electronic data files for downloading," said Natalie Topa, Creative Associates SPTP program officer.

"This way, organizations such as the United Nations can generate new maps to support urban and humanitarian programs," Topa said.

Since launching a few months ago, the web site has been visited 3,424 times by individuals and organizations including the UN, World Bank, University of Maryland, and development firms. Seventy-five organizations have downloaded the GIS software which provides geographic coordinates. "Feedback has been very positive," Topa said.

Another first for the SPTP project involved the training of 21 Sudanese men and women in advanced GIS mapping applications. The project also produced the first study of its kind, the Juba Assessment, which identifies the constraints and opportunities the new south Sudan government will face in making policy decisions about urban planning for the newly designated capital, Juba.

Based on these accomplishments, the U.S. Agency for International Development has recently awarded an extension of its cooperative agreement with Creative for another 18 months. The overall goal of the project is to improve the capacity of municipal, state and national-level land administration and town planning authorities to provide services to their constituents, and to manage urban growth and development issues in a rapidly changing, transitional governance environment.

Creative's project in Sudan is truly on the cutting edge in advancing USAID's priorities in Africa.

Project Director, Rich Wagner noted: "This project directly addresses the critical vulnerabilities for state failure and conflict as cited in the USAID Fragile States paper and USAID Sudan Strategic Plan. These documents note that illegitimate and ineffective governance are key drivers of fragility – situations where both are in play are likely to lead to conflict and state failure. A fundamental source of conflict is access to and control over resources. These conflicts are likely to increase when large numbers of internally displaced persons (IDPs) and refugees return home."

Creative and its partners in the Government of Southern Sudan (GOSS), believe that the Juba model for municipal assessment, the project's tools and accomplishments to date, and the lessons learned can and should be applied to assist the GOSS in handling the challenges associated with rapid urban growth, local governance, and resource allocation.

Creative's project in Sudan is truly on the cutting edge in advancing USAID's priorities in Africa. On May 4, 2006, USAID's Economic Growth, Agriculture, and Trade Deputy Assistant Administrator, James T. Smith, testified before the Senate Foreign Relations Committee. In his testimony, he said: "The primary challenge facing African cities and towns is poor local and national governance, which limits private investment, inhibits job creation, provides inadequate services, minimizes citizen participation, and prevents cities from generating sufficient revenue or borrowing from private capital markets. For cities and towns to achieve their potential as generators of jobs and engines of both rural and urban growth, national and local governments need to reform policies and increase municipal capacity."

The SPTP project is implemented through a cooperative agreement between the U.S. Agency for International Development and Creative Associates.

—Alexandra Pratt and the SPTP project.



A participant in the intensive training course in advanced Geographic Information Systems (GIS) mapping skills and town planning, coordinated by Creative Associates.

PHOTO BY: NATALIE TOPA



HAITI: COMMUNITY RADIO BRINGS DEMOCRATIC PROCESSES TO RURAL AREAS

Hinche Town commission candidate Paula Jean did not hesitate when faced with a question about corruption at a RAMAK-sponsored town forum. She vowed she would not divert public funds before projects are carried out. But she would wait until projects were completed, then split any remaining funds among her three colleagues on the commission.

Laughter erupted from an audience of about 400 people on the Place Charlemagne Peralte in Hinche. Others attending the debate were too shocked to laugh.

This was the first local debate in Hinche, a small town in Haiti's Plateau Central. But it was the fifth of six debates organized by RAMAK, a program funded by the U.S. Agency for International Development and implemented by Creative Associates International, Inc.

In the past, electoral debates were held in Port-au-Prince, but participants in Hinche, Port de Paix and elsewhere said that local debates ushered in democratic processes to rural areas.

RAMAK, known in Creole as Rasanbleman Medya pou Aksyon Komonite, held two debates among candidates for the legislature and three debates among candidates for mayor. A sixth debate, broadcast on radio, was held among municipal candidates in April in Port-de-Paix, in the peninsula's northwest before 100 people.

"It was an opportunity for me to speak up to the community," said Maxeau Noel, 35, who represented the party KONBA in the Port de Paix debate. "It will allow people to evaluate the candidates. Without this, there would not have been this face-to-face. People would have been forced to make an emotional choice."



PHOTO BY: YVES COLON

Mayor candidate Henry Wilner of the Alyans Party speaking to a crowd.

RAMAK seeks to help Haitians better understand their rights and responsibilities, by organizing debates and more broadly, support the development of community radio in Haiti. To that end, the project has provided radio station equipment, professional training for hundreds of journalists and developed radio soap operas on issues of social responsibility.

In preparation for elections that began with the presidential ballot in early 2006 that ushered in President Rene Preval, RAMAK has trained 189 Haitian journalists from commercial and community radios in how to better cover the electoral process.

Trainers stressed the need for journalists to probe candidates on their platforms and how they plan to resolve problems facing their communities. In the rural areas, community radio stations are not only catalyst to political participation but may also be expected to serve as mediators in disputes among candidates.

"We got to know what kinds of questions to ask or not to ask in order to remain neutral," said Benoit Cilencieux of Radio Vwa Gros Morne, which works closely with RAMAK. "Taking sides in favor of one candidate or another was our main problem in the past, and I think this training put us on the right path."

In addition to the training, RAMAK contributed further to the electoral process by producing a radio soap opera called "Kandida Bel Pawol," or "Sweet Talking Candidate." The story is based on a small community where the forces of change are battling the status-quo during local elections. Better informed, the program's characters choose progress, which comes with democracy, transparency and accountability.

"These kind of debates should have been held 50 years ago and all over the place," said Lacroix, of Hinche. Electoral debates were generally held in Port-au-Prince in the past but participants in Hinche, Port de Paix and elsewhere said that the local debates helped bring democratic practices to rural areas.

"I wanted to hear all the problems, and to hear the candidates," said Patrick Petit Frere, a social sciences teacher in Port de Paix who attended a debate. "It was an opportunity to hear them in the same place."

"It's a fantastic idea," said Cheroute Daniel, a high school math professor in Port de Paix. "It has shown us which candidate has capacity to govern our city."

Municipal elections are scheduled for June 18 across Haiti; second-round legislative elections were held April 21.

—Yves Colon, RAMAK Chief of Party



PAKISTAN: HELPING CHILDREN RECOVER WITH PSYCHO-SOCIAL THERAPY

Following the October earthquakes in Pakistan that left many villages in tatters, Creative Learning, the non-profit sister organization of Creative Associates International, Inc. has been helping train teachers in psycho-social learning techniques for displaced children.

Working with UNICEF's tent village projects and with the assistance of Children's Resources International, Creative Learning has also helped establish 12 schools in the Balakot Tehsil of Mansehra district. Each school can accommodate more than 50 children and is run by village teachers.

“It was absolutely essential that these children be made to feel special and important through some supportive activities”

Uzma Anzar, a doctor of education administration and Creative Learning consultant.

But these children needed special attention. And their teachers needed training in how to provide it. Teachers were instructed in child-centered learning methods and practices to aid in the students' recovery from traumas they suffered. Training included psycho-social therapy, general socialization curricula and in using social and artistic activities such as painting, drawing and singing.

“It was absolutely essential that these children be made to feel special and important through some supportive activities,” said Uzma Anzar, a doctor of education administration and Creative Learning consultant. “Many children lost brothers and sisters, parents, relatives, and friends. They spent cold nights under the rainy skies ... and saw adults helplessly running here and there either for blankets, food or collection of dead bodies.”

The training topics included: An introduction to the philosophy of interactive teaching; building an interactive classroom environment; the role of the teacher in an interactive classroom; learning through play; the importance of morning meetings with children; language and learning; book making by children; thematic teaching; family involvement, and self reflection. Teachers were also provided with classroom materials to support their teaching.

Teachers soon began implementing their training in the classrooms, including book making and morning meetings, where teachers and students sit in a circle and briefly talk about what they did the day before, and what made them happy and sad. This morning ice-breaker gets even the most bashful to speak up, Anzar said.

Book making involves children writing stories in their own words and pictures.

“Each classroom has a special chair which is called the ‘author’s chair’ where the child sits and shows all classmates their books,” that they



PHOTO BY: UZMA ANZAR

Recovery through art.

recite to the class. “The children are taking special pride in their books – eager to show the visitors their work of art,” Anzar remarked.

“This new work is very interesting and inspiring since children learn by doing and by sharing, and teachers become more motivated by witnessing the immediate success of their students. One has to appreciate the sentiments and excitement of these teachers given the context of the most traumatic experiences that they and their students have gone through,” Anzar said. Despite the hardships, students are also enthusiastic.

Creative Learning plans another follow-on training activity with Children's Resources International Pakistan; it would provide more training for teachers with a focus on student assessment and mentoring skills.

—Blake Kent and Creative Learning.





CREATIVE ASSOCIATES A SPRINGBOARD FOR YOUNG PROFESSIONALS

At Creative Associates International, Inc., young professionals gain valuable international work experience that provides a foundation for their future career growth. This fall, four of Creative's young professionals will be pursuing graduate studies at Harvard, Princeton and Johns Hopkins universities.

"Creative provides young achievers world-class development experience," says Creative's President and CEO, M. Charito Kruvant. "These experiences often inspire our talented team members to pursue graduate studies at some of the nation's best schools to reach their career goals. We're proud to see so many smart and dedicated Creative alumni help make the world a better place."

Wendy Robison, who is program manager for the Afghanistan Primary Education Program (APEP), received a full fellowship to pursue a doctoral degree in education at Harvard. The Roanoke, Virginia native early on found international work her life's calling. At Creative, she has traveled to South East Asia and Africa.

Wendy started as a publications associate for the Basic Education Policy Support activity (BEPS) and then joined the APEP in Washington, D.C. and the field. "The management team of APEP and the Education, Mobilization and Communication division (EMC) supported my management leadership growth," Wendy says. "I think the key was my going overseas and taking a position in Kabul where I led the Radio Teacher Training team. Creative has taught me a lot about the critical importance of team work and working through systems and structures to accomplish goals."

Juliana Guaqueta received acceptances from Harvard and Stanford and has opted for Cambridge, Mass., where she will pursue a year-long master's degree in education. "My experience at Creative made it clearer that international development is the path that I want to follow," said Juliana, who is from Colombia, where she hopes peace will someday prevail. And when it does, she sees herself supporting the potential demand for education services to reintegrate child combatants and ex-soldiers.

In her nearly two years at Creative, Guaqueta has worked on child labor, gangs, madrassa education in India and has traveled to three countries. "I feel like Creative has been some sort of university. It's a place where your talents are utilized to a maximum level," she said. Besides finding professional growth opportunities at Creative, Guaqueta says that the company attracts professionals who are excellent at what they do and are personable.

Soon moving to Princeton University is EMC's Nima Abbaszadeh who says he discovered his international relations and policy interests in college. In the fall, he will be studying at the Woodrow Wilson School in a master's program. He envisions a career that involves working on foreign policy issues concerning Iran and Afghanistan.

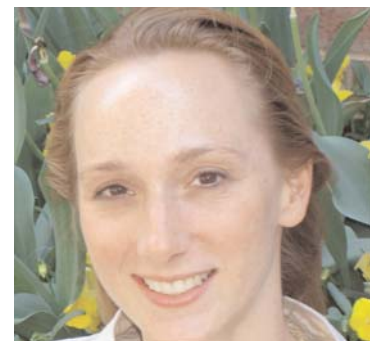
"I'm attracted to the element of change in international work—the field is constantly in flux, and I think that keeps it intellectually engaging for me personally," he says. At Creative, he started as a program assistant for the BEPS activity and took on more substantive work on projects in the Philippines and Afghanistan. Trips to



Juliana Guaqueta



Nima Abbaszadeh



Laura Freschi



Wendy Robison

PHOTOS BY LAZARINA TODOROVA

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EXTRAORDINARY WOMEN: M. CHARITO KRUVANT REVEALS THE LION TAMER WITHIN

Creative's President and CEO, M. Charito Kruvant, is featured in "Extraordinary Women: Fantasies Revealed," a glossy coffee table book that explores the dreams of prominent women including journalists, diplomats and business leaders.

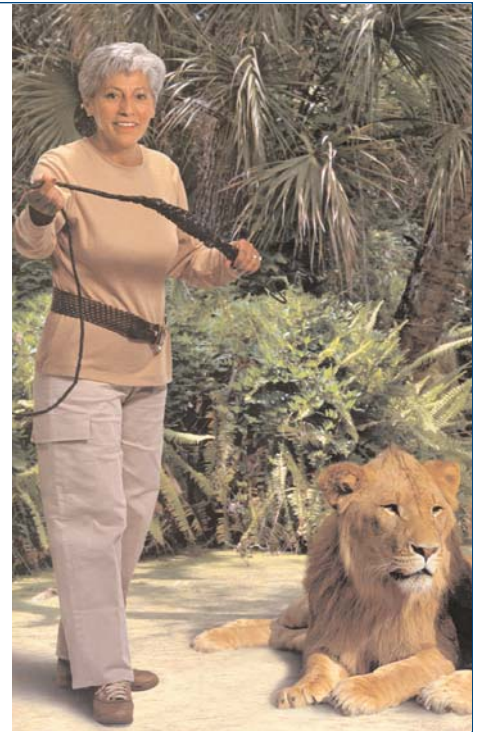
In addition to Mrs. Kruvant, the book features Former Secretary of State Madeleine Albright, Journalists Cokie Roberts, Soledad O'Brien and about 50 other women, who despite their vast accomplishments and over-scheduled days, have plenty of dreams to explore yet.

Prominently displayed in book stores nationally, the tome reveals Mrs. Kruvant's fantasy of being a "lion tamer."

"I believe there is a lion inside of every one of us, and that once we are able to tame this lion we achieve wisdom," Mrs. Kruvant says in the book which cites how she is no stranger to danger, having worked to build peace in communities around the world in her 27 years of leading Creative Associates, to become one of the development industry's most respected implementers of education and transition projects.

Authors Ilene Leventhal and Francine Levinson arranged to have some of the book sale proceeds benefit two charities they have been engaged in as founding members: Hand to Hand Eviction Prevention and the Metropolitan Police Boys and Girls Clubs of Greater Washington D.C.

—Alexandra Pratt



Creative's President and CEO, M. Charito Kruvant, as pictured in Extraordinary Women: Fantasies Revealed. (Available in bookstores nationally).

**Photo by:
Clay Blackmore with permission from
Harry N. Abrams, Inc.**

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WASHINGTON: CREATIVE ASSOCIATES A SPRINGBOARD FOR YOUNG PROFESSIONALS

Zambia and Afghanistan were his first opportunities to work in the field and confront implementation processes and challenges.

At Creative, he found an environment that supported his growth. "I can't say I knew much about education when I started at Creative, or even implementing a development project in general. So there has been a lot of room for growth!" Abbaszadeh said.

Heading to Johns Hopkins University School of Advanced International Studies in the fall, is Laura Freschi, who will pursue a master's degree in international affairs with an emphasis in development. She will also advance her skills in Arabic which she first learned studying in Syria. As she leaves Creative, Laura says one of her fondest

memories is "the sense of being really warmly welcomed and taken in by a big and diverse family."

She began working for the Education II project in Iraq just over a year ago. "In a lot of ways, it was an ideal way to start, because I learned so much so quickly. People always joke that after Iraq whatever other projects you work on will seem easy," Laura said. At Creative, she traveled several times to Jordan where she worked on teacher training programs. "I met with Iraqi teachers from all over Iraq. Seeing their enthusiasm and hope even when so much was going wrong in their country was inspiring and really drove home an understanding of why what we do is so important."

—Alexandra Pratt

“Creative provides young achievers world-class development experience,” says Creative's President and CEO, M. Charito Kruvant. “These experiences often inspire our talented team members to pursue graduate studies at some of the nation's best schools to reach their career goals. We're proud to see so many smart and dedicated Creative alumni help make the world a better place.”



PHILIPPINES: ALTERNATIVE LEARNING PROGRAM REACHES 13,000 OUT-OF-SCHOOL YOUTHS IN MINDANAO

Creative Associates International, Inc. implements the Education Quality and Access for Learning and Livelihood Skills project in Mindanao, where disparities between the Muslim minority and Christian majority fuel the second oldest conflict in the world.

Mindanao is also one of the poorest areas of the Philippines and home to an estimated 1.2 million out-of-school youths whose limited education and high unemployment rates lead to wide scale frustration and resentment.

Unfortunately, this has also created a pool of potential recruits for insurgent groups and criminal elements. Little wonder that the EQuALLS' Alternative Learning System (ALS) – which provides an 8-month course focusing on basic education and employability skills – is generating a lot of interest.

“Providing a flexible and alternative pathway of basic education are two essential ingredients for promoting development and lasting peace in Mindanao,” said Jon Silverstone, EQuALLS chief of party.

In its first cycle of ALS classes, Creative Associates collaborated with six local NGOs to reach 5,000 out-of-school children and youths. With the completion of its first cycle in January, Creative Associates has signed sub-contracts with 12 local NGOs to collaborate on a second ALS cycle targeting an additional 8,000 out-of-school youths.

Resurrected from an earlier program that was developed by the Philippines government in the 1990s, ALS was updated and contextualized by the EQuALLS project for use in Muslim Mindanao. The non-formal education

program, the largest of its kind in the Philippines, focuses on reintegrating youths into the formal school system by preparing them for the Philippines Educational Placement Test. For those who choose to not return to school, the ALS program also offers a high school equivalency certification.

PHOTO BY: EQUALLS STAFF



Alternative Learning Students in Tawi Tawi Province in the Autonomous Region in Muslim Mindanao.

During the first year of the project, youths who benefited from ALS learning programs came from the conflict-affected provinces of Maguindanao, Basilan, and Tawi Tawi.

ALS classes were provided by a network of subcontracted NGOs under the leadership of the Notre Dame Foundation for Charitable Activities, Inc. – Women in Enterprise Development. Creative also supported the NGO network by printing more than 50,000 ALS learning modules, training class facilitators (known as Instructional Managers), providing innovative math and science kits packed with learning accessories, and refurbishing or constructing community learning centers.

In its next phase, Creative will expand implementation of ALS programs to additional conflict-affected sites in the Autonomous Region in Muslim Mindanao as well as the Zamboanga Peninsula.

Without a high school or college education, young people have fewer job prospects and limited options to improve their social and economic status. The lack of a secondary education produces a domino effect which not only leaves thousands unemployed but also leads to increased levels of anger, frustration and crime in the region.

EQuALLS is funded by the U.S. Agency for International Development's Basic Education and Policy Support (BEPS) activity which Creative manages in partnership with the Department of Education, local NGOs, local foundations and private institutions.

For more information on the EQuALLS project, please visit www.equalls.org

—Alexandra Pratt and the EQuALLS team.



INDIA: RISING PASS RATES AMONG MADRASA STUDENTS THANKS TO TEACHER TRAINING

In Hyderabad, the capital of the southern Indian state of Andhra Pradesh, the successful integration of quality, formal academic education in targeted Madrasas has led to a 90 percent success rate in the state's 7th and 10th grade exams and a 75 percent increase in children's enrollment.

This boost to children's education in Hyderabad's impoverished communities, is the result of the Child and Police (CAP) project that is partially funded by the Basic Education Policy Support (BEPS) activity. Creative Associates receives funding for BEPS from the U.S. Agency for International Development.

"Through BEPS, CAP has provided training to Madrasa teachers in student centered pedagogical methods, provided computers and other learning materials to Madrasas, and provided school management and networking training to Madrasa administrators," said Dr. Uzma Anzar, of Creative Associates.

Initial forays by CAP into Musheerabad, a neighborhood of Hyderabad, began in 1997. Nearly 22 percent of children, ages 6 to 14, were out of school and working at menial jobs or begging.

CAP is a secular NGO focused on education and child labor. Rather uniquely, it partnered with local police stations to get children into school; police officers helped mobilize communities and local businesses against child labor. Together, community leaders, CAP and the police were successful in getting many children in the community enrolled in remedial bridge courses before moving on to government schools.

Increasing success with the remedial bridge courses led to CAP's work with



PHOTO BY: CAP STAFF

Madrasa students working in groups in Hyderabad, India.

Madrasa Madinat-ul-Uloom. Although this Madrasa's curriculum offered limited formal academic subjects, it was not accredited. Students often failed the government's seventh grade standard exam because the Madrasas' curriculum did not match the government exam.

But through Creative Associates' BEPS activity, teachers were trained in secular subjects and had their salaries funded. The number of secular subjects being taught also increased. Training included pedagogy that instills sensitivity to psychosocial needs and classroom management techniques.

The bridge school at Madinat-ul-Uloom also allowed more girls to attend as families increasingly saw the Madrasa as a safer place and better education venue for their daughters. Within its first year, the program enrollment for boys and girls increased 12 percent and 75 percent respectively. Those students who joined the regular public schools after studying at the Madrasa became high performers in their new schools.

"Parents are especially happy because their girls are getting a solid education in the Madrasa which is a secure environment," said Uzma Anzar. "Those children who are making progress are especially thrilled that now they have a chance to do good in life and be someone."

Through the CAP program, Madrasa Mazahar-ul-Uloom, also in the Hyderabad vicinity, achieved 100 percent pass rate in the 7th grade board exam, and seven out of eight children who took the 10th grade exam passed with scores of 85 percent or higher.

—Alexandra Pratt

"Parents are especially happy because their girls are getting a solid education in the Madrasa which is a secure environment."
Uzma Anzar



NEW FACES IN WASHINGTON, D.C. AND FIELD



Carla Rosa Borges joins Creative's Business Development Unit as Recruitment Manager. Carla has more than 13 years of administrative experience in program management and development, with a technical focus in elections, civil society and local governance administration and transparency.

Before joining Creative, Carla worked for the Louis Berger Group as a Human Resources Manager for the USAID-funded Vocational Training and Employment Services Project in Baghdad, Iraq. She has also served as a Senior Program Manager in elections and civil society capacity building in Baghdad for the National Democratic Institute.

Carla has post-conflict development experience working for the UN Department of Peacekeeping Operations in Kosovo and as Education Project Director for UNICEF in Zimbabwe.

She received a master's degree in community psychology at the Sage Graduate School in Albany, New York and bachelor's degree in psychology at the State University of New York at Binghamton. She speaks Portuguese and Spanish.



Robin Dorff joins Creative as a Senior Advisor for Democracy, Governance and Civilian/Military Relations.

A longtime consultant to Creative, Robin also has vast teaching and research expertise in the areas of national security and defense policy, failed and fragile states, building democracy and good governance, and post-conflict stabilization and reconstruction. He has been very involved in strategic leadership development and is a recognized expert on strategy formulation and strategic thinking.

Previously, Robin was the Executive Director of the Institute of Political Leadership in Raleigh, N.C., where he oversaw the design and implementation of the institute's programs and coordinated a series of about 50 seminars and training sessions.

He has served as Chairman of the Department of National Security and Strategy at the U.S. Army War College, where he was Professor of National Security Policy and Strategy and holder of the General Maxwell D. Taylor Chair.

Robin received doctoral and master's degrees in political science at the University of North Carolina in Chapel Hill, N.C., and a bachelor's degree in political science at Colorado College in Colorado Springs. He has published numerous books and articles. His latest book, "The Search for Security: A U.S. Grand Strategy for the Twenty-First Century," was published in 2003.



Phyllis Forbes joins Creative as a Senior Advisor in the Education, Mobilization and Communication division. Phyllis has years of experience working with multiple communities, government agencies and donors to manage programs in difficult and fragile countries. Before joining Creative, she served as a Senior Advisor in international education at Abt Associates.

Phyllis has also consulted for the World Bank, among many other institutions, and has extensive experience with USAID. While working for the World Bank, she specialized in building the capacity of governments and local institutions for improved governance and

for organizing participatory poverty reduction programs. With USAID, her last post was Mission Director in Haiti, the second largest USAID mission in the world at that time. The program included activities in education, infrastructure, health, population, agriculture, environment, justice, private sector promotion, tourism, craft development, and micro-credit sectors, as well as major food aid, democracy and disaster assistance programs. She also served as Deputy Assistant Administrator in Management and later in Policy and Planning.

Phyllis received a master's degree in public health, with a specialty in public administration from the University of Michigan's School of Public Health in Ann Arbor. She received a bachelor's degree in political science and education from the City University of New York, Queens College in Queens. Phyllis is fluent in French, Spanish, Hausa, Creole and Malagasy.



Jeremy Maurer joins Creative as a Program Manager for the Afghanistan Primary Education Program (APEP). Jeremy has more than six years of experience working with USAID as well as NGOs and international organizations in Central Asia. His areas of expertise include logistics, education and training programs, program administration and staff development.

Before joining Creative, Jeremy was the Program Director at Relief International in Kabul, Afghanistan, where he oversaw the implementation of the Schools Online program and training programs for teachers and school administrators. Before that, he served as the Security, Logistics and Administration Manager at the United Methodist Committee on

Relief in Kabul, Afghanistan. In that role, he developed new logistics procedures for the country office and managed local guard force, fleet, communications and procurement.

Jeremy received a master's degree in education in counseling and a bachelor's degree in psychology from Northern Arizona University in Flagstaff. He speaks Russian, Kazakh and Spanish.



Karen Walsh joins the Office of Operations to support Creative's efforts in community stabilization and democratic security, with emphasis on Iraq-focused programming.

Karen has more than 15 years of project management expertise including interagency relations, civil/military operations, and financial, and program management. Karen has worked with USAID, the Department of State, the UN, and the Department of Health and Human Services and the Centers for Disease Control and Prevention.

Karen's most recent experience with the U.S. Committee for Refugees and Immigrants focused on program development, policy and advocacy initiatives. Before that, she served as a Program Officer for the International Resources Group, USAID/Iraq, where she was instrumental in the launch of the USAID/Iraq Reconstruction team in the Office for Reconstruction and Humanitarian Assistance under the leadership of Lt. Gen. (ret.) Jay Garner.

Karen received a master's of public health from the School of Medicine at Yale University in New Haven, Connecticut and a bachelor's degree in politics and economics from Bennington College, Bennington, Vermont. She speaks French, German, Wolof, Spanish, Russian and Arabic.

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PHOTOS BY: LAZARINA TODOROVA



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PHOTO OF THE SEASON



PHOTO BY: EDUCAN/ KPADUMA VILLAGE, NIGERIA, SEPTEMBER 2005

The Community Participation for Action in the Social Sector Project (COMPASS) combines the expertise of five American and four Nigerian partner organizations to engage local communities in building high-quality, integrated health and education services. For this five-year project, Creative Associates is working with EDUCAN (a Canada-based firm) to conduct student achievement testing with those schools receiving project interventions. The photo above shows students taking a pilot test. Based on the results, test items will be revised and the official test will be given in June 2006.

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