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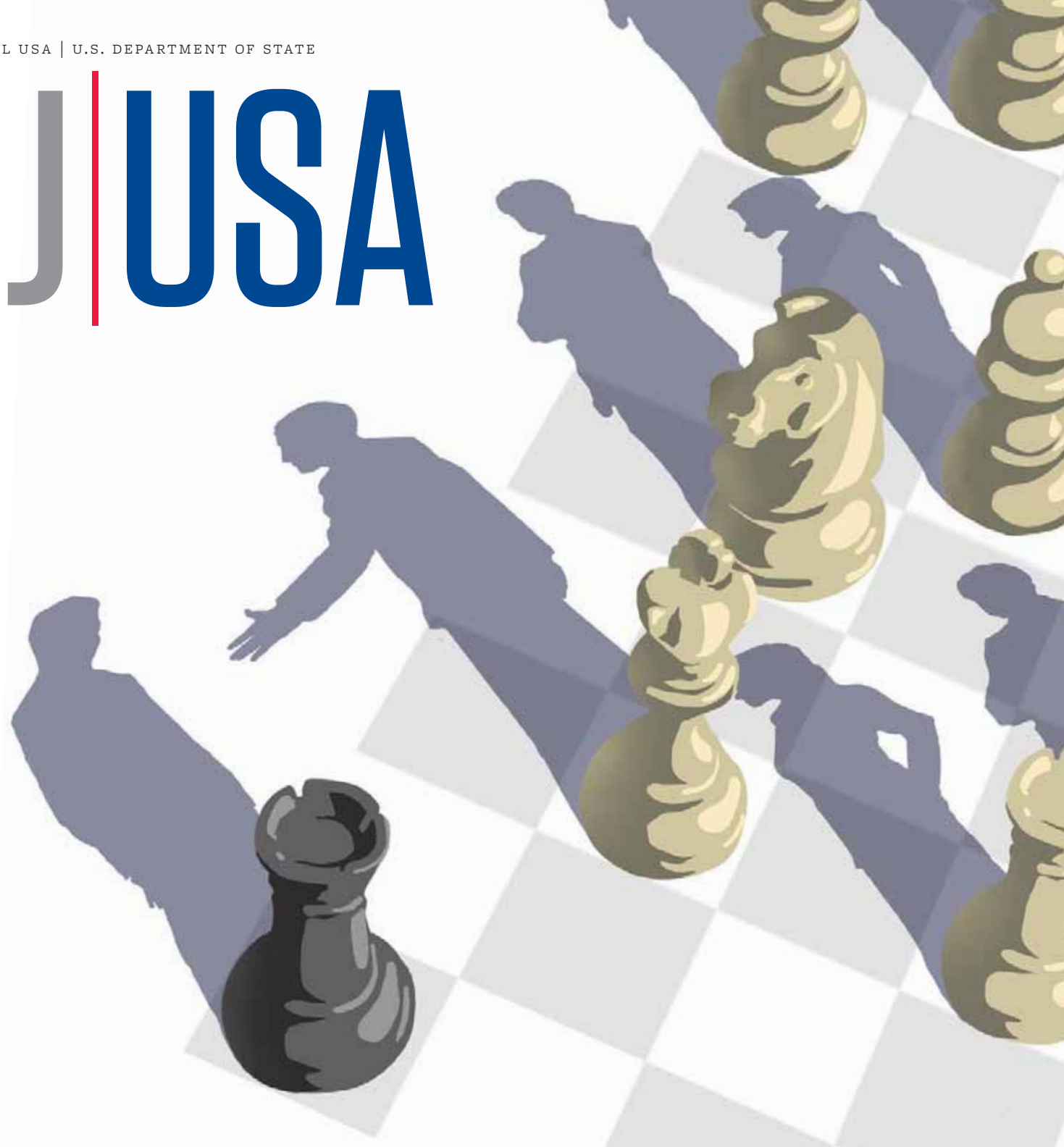

Strategic Moves

Using Smart Sanctions in the 21st Century

IN THIS ISSUE: WOMEN WHO COACH MEN | COOL PHOTOS | STARTUPS, FROM CALIFORNIA TO KENYA

COURTESY KOMAZA

In East Africa, farmers plant drought-resistant trees that will help them reap profits. (See p. 14)

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EJ|USA

EJ|USA

August 2014

Strategic Moves

Using Smart Sanctions in the 21st Century

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©VUCICEVIC MILOS/SHUTTERSTOCK.COM

Keeping Cool

©RAFAEL SUANES

August brings muggy days in the Foggy Bottom neighborhood of Washington, where the *EJ|USA* staff is hard at work. Perhaps this weather is why we gravitate toward the photos on pages 4–7 from the *American Cool* exhibition. They depict Americans looking effortlessly relaxed while engaging in rather intense pursuits like skateboarding across countertops or entertaining onstage in front of thousands of fans.

In honor of visits this month to the White House by leaders from across the African continent and to the State Department by African businesswomen, we highlight work by entrepreneurs and health experts in Cameroon, Côte d'Ivoire, Kenya, Liberia, Malawi, Rwanda, Tanzania and Uganda. My favorite example is that of a 9-year-old refugee from war-torn Liberia who, after having grown up in America, is now a physician at Harvard Medical School in Boston. A few years ago, he returned to Liberia and, using donations given at his wedding, started a service to bring medical care to remote villages. Now that's cool.

Our editors have some cool things planned for coming months as we move our content online. *EJ|USA*'s stories and photos will pair up with videos and join social media conversations. This is our last print issue, and you will find its pages informative, especially the elucidating feature about how sanctions are used by the U.S. to influence others' actions.

See you in the digital world!

–Elizabeth Kelleher

A E americanenglish.state.gov

Teach

We offer resources for students of all levels

Learn

Improve your English and learn about culture

STATE DEPT.

A Smarter Destination

Research suggests that people with experience abroad are likely to be better thinkers than those who stay close to home. In one study by INSEAD, a business school near Paris, researchers found that students adaptive to different cultures while studying abroad are likely to be stronger problem solvers and display higher creativity than people who do not have such experience.

In another study by Singapore Management University, researchers concluded that students able to embrace living in different cultures are more open-minded to new ideas, and lack a tendency for rigid solutions. Exposure to other countries is a goal the State Department supports, with the recent launch of the 100,000 Strong in the Americas initiative. This program provides academic opportunities throughout the Western Hemisphere so that individuals can develop a global perspective.

For more information, visit www.100kstrongamericas.org.

©THINKSTOCK

What's in a Name?

As Hollywood films go global, their titles are often reworded to avoid confusion and maximize ticket sales with audiences in other countries. In Israel, for example, the animated hit *Cloudy with a Chance of Meatballs* became *It's Raining Falafel* because meatballs aren't a common food there. Sometimes, film titles get more descriptive translations that attempt to distill the plot in a single phrase. In France, the cyber thriller *The Matrix* is called *The Young People Who Traverse Dimensions While Wearing Sunglasses*; in Germany, Woody Allen's *Annie Hall*, about a New York couple, is titled *The Urban Neurotic*.

Driving Down Carbon Dioxide Emissions

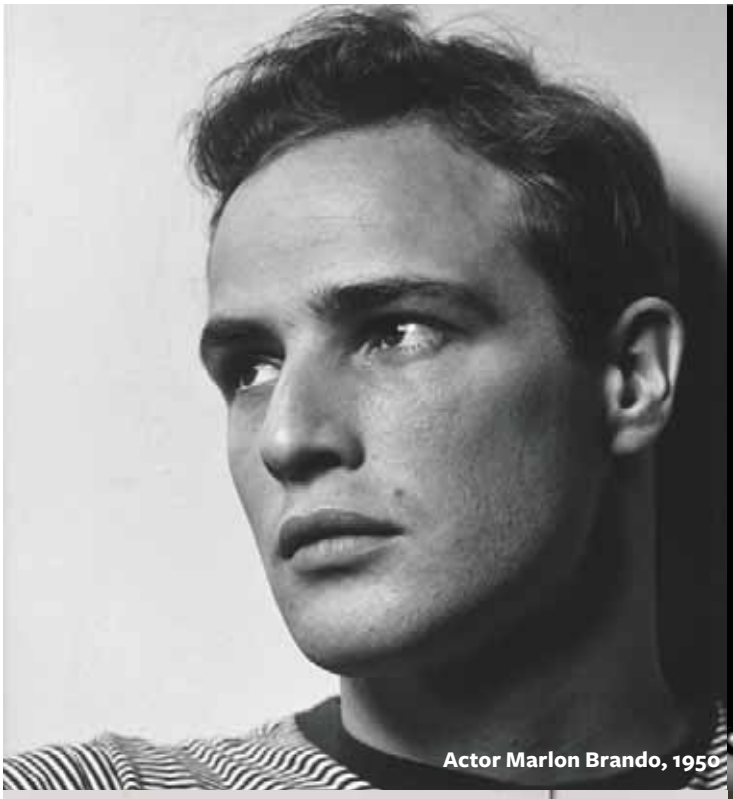
New fuel efficiency standards established by the White House began this year. Cars and trucks must average 25.5 miles (41.03 kilometers) per gallon by 2016, and nearly double that amount by 2025. That will greatly reduce this country's carbon footprint, because transportation is the second-biggest source of greenhouse gas emissions, ranked only behind electricity production. Some American automakers, such as Tesla Motors and Elio Motors, are already making cars that surpass 55 miles (88.51 kilometers) per gallon.

©THINKSTOCK

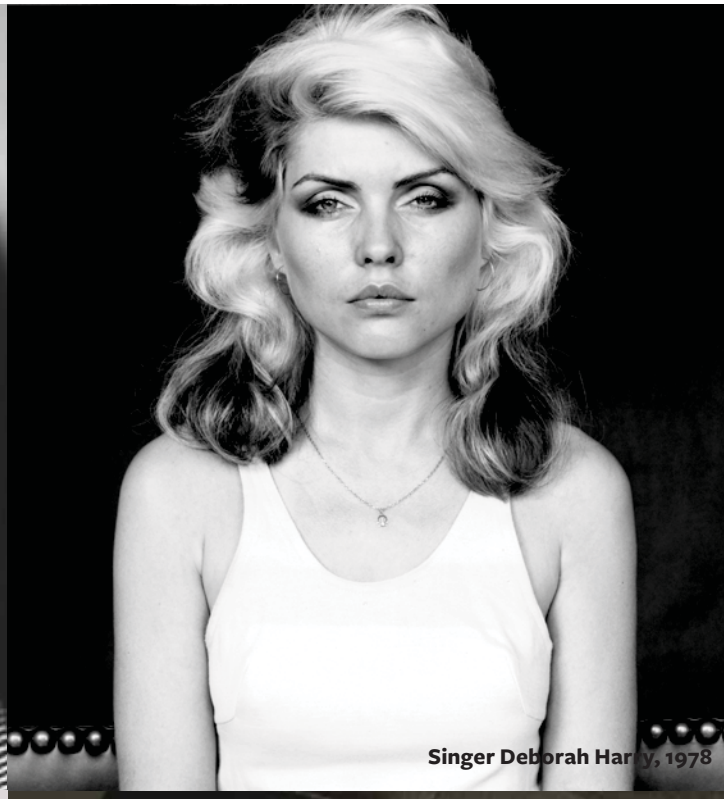
#Mapping Tweets

The saying "birds of a feather flock together" may be true even on Twitter. Posts on the site fall into one of six broad categories of conversation, according to the Pew Research Center. These conversation types are defined by different factors such as sharing personal experiences with a product brand or expressing loyalty to a certain news outlet. Pew's research also breaks down each category to define users' level of engagement on a topic, whether they are experts actively conversing or laymen exchanging casual comments.

Why map the Twitter landscape? Often called the new public square, social media platforms such as Twitter provide insight into public opinion — who the agenda setters are or how mainstream society reacts to real-world events, for instance.

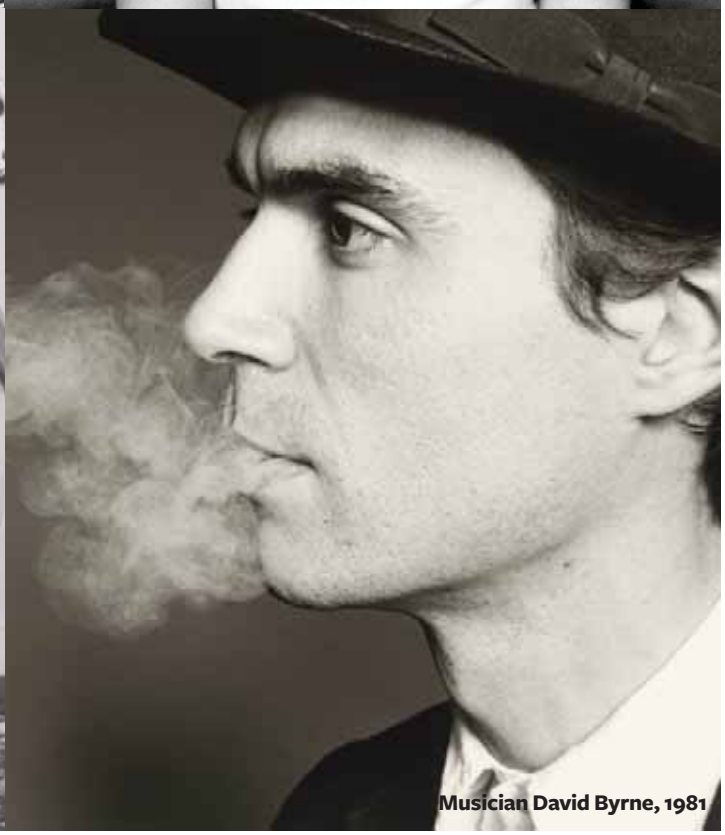


Actor Marlon Brando, 1950



Singer Deborah Harry, 1978

Artist Jean-Michel Basquiat, 1986



Musician David Byrne, 1981

CLOCKWISE, FROM TOP LEFT: CREDIT: PHILIPPE HALSMAN; CREDIT: ROBERT MAPPLETHORPE; CREDIT: MARCIA RESNICK; CREDIT: DMITRI KASTERINE

Be Cool

MARK TRAINER

Musician Elvis Presley, 1956

CREDIT: ROGER MARSHUTZ

What is cool? It's more than a place between hot and cold. Since the mid-20th century, it's the word that has been used to describe people who have a certain *something* that we admire.

American Cool, an exhibit at the Smithsonian Institution's National Portrait Gallery, uses 100 famous faces to look at the elusive concept of who is cool and what that even means. "You make a lot of compromises to live every day and take care of your family and do whatever you do. You want to have an ideal figure who you imagine does not have to do that, someone who's radically free," said Joel Dinerstein, the exhibit's co-curator, explaining one way to appreciate the images in the exhibit.

In photos, jazz great Lester Young (credited with bringing the modern use of "cool" to the mainstream) is captured playing his saxophone with furious ease. Actor Marlon Brando gazes soulfully at something just out of view. Trumpeter Miles Davis looks as though he doesn't know he's having his picture taken at all. What makes them so cool?

"I think the visual aesthetic of the exhibit is *relaxed intensity*," said Dinerstein. "You have to look as though you are self-possessed but not eager. There aren't a lot of smiles."

The term "cool" in its modern use comes out of the U.S. — specifically out of the African-American jazz culture of the early 1940s, according to Dinerstein. Other cultures have words to describe the stylish individuality these portraits show. The Italians have *sprezzatura*, the French have *sangfroid*. But Dinerstein said those qualities arose from aristocratic privilege. "It's easy to walk around as if you own the world if you *do* own the world — or a good piece of it. Cool is specifically either

Skateboarder Tony Hawk, 1999

CREDIT: MARTIN SCHOELLER

working-class or middle-class, in which you carve out cultural space for individuality. … That is very American."

Frank Goodyear, Dinerstein's curating partner, said, "It's not a coincidence that cool arises at a moment when photography emerges onto the global scene." Although photographs had been around for decades, the development of hand-held cameras, flash photography and high-speed film in the '30s and '40s made possible intimate images of charismatic celebrities that could be spread far and wide. "Photography is the means by which the world comes to understand cool," Goodyear said.

In large part, the exhibit describes the people who show us a way to preserve individuality in an increasingly modern and uniform world. "The figures in the exhibit," Dinerstein said, "are those we looked to generationally and said, 'Oh, *that's* how you do it.'" ▧

Individuality: the quality that makes one person or thing different from all others

Charismatic: having great charm or appeal

Aesthetic: a set of ideas or opinions about beauty or art

Singer Frank Sinatra, 1956

CREDIT: HERMAN LEONARD

Writer Joan Didion, 1970

CREDIT: JULIAN WASSER

Cool Rules

What does it take to be cool? At least for the purposes of *American Cool*'s subjects, each one had to meet three out of these four criteria:

- An original artistic vision carried off with a signature style
- Cultural rebellion or transgression for a given generation
- Iconic power, or instant visual recognition
- A recognized cultural legacy

Almost Cool

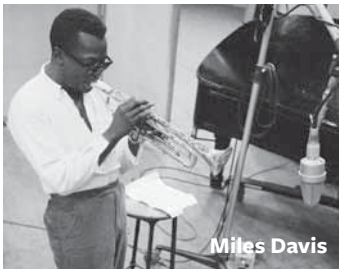
The runners-up for the 100 icons in *American Cool* included:

- Rapper Dr. Dre
- Actor George Clooney
- Poet Maya Angelou
- Tennis player Serena Williams
- Singer Janis Joplin
- Rapper/Actress Queen Latifah
- Actress Angelina Jolie
- Rapper Biggie Smalls
- Actress Uma Thurman
- Musician Questlove

Timeline of Cool

Bessie Smith

CREDIT: CARL VAN VECHTEN



Miles Davis

CREDIT: ARAM AVAKIAN

Jimi Hendrix

CREDIT: LINDA MCCARTNEY

Kurt Cobain

CREDIT: MARK SELIGER

- **"The Roots of Cool: Before 1940"** looks at people who embodied the qualities of cool as we think of it today, even though the world wouldn't have known to call them cool at the time. The images in this category reach as far back as abolitionist Frederick Douglass, poet Walt Whitman and blues singer Bessie Smith.
- **"The Birth of Cool: 1940–59"** describes the transformation of the word "cool" from a term used by black musicians to describe an ability to stay calm and productive in spite of economic pressure or racism into a completely different word connoting a rebel sensibility embodied by jazz trumpeter Miles Davis and actors Humphrey Bogart and James Dean.
- **"Cool and the Counterculture: 1960–79"** covers the turbulent era when rock 'n' roll altered the culture and as many women rockers (such as Patti Smith and Deborah Harry) embodied the cool aesthetic as did men (such as Elvis Presley and Jimi Hendrix).
- **"The Legacies of Cool: 1980–Present"** portrays the recent public figures who project a spirit of rebellious individuality, such as rocker Kurt Cobain, pop singer Madonna and rapper Missy Elliott.

Since its inception 13 years ago, the U.S. Ambassadors Fund for Cultural Preservation has contributed millions of dollars to preserve cultural sites and objects, and traditional forms of expression, worldwide.

These projects include the restoration of buildings, conservation of manuscripts, protection of archaeological sites and documentation of vanishing crafts. The preserved sites and objects are all testaments to the experiences of humanity.▧

STATE DEPT.

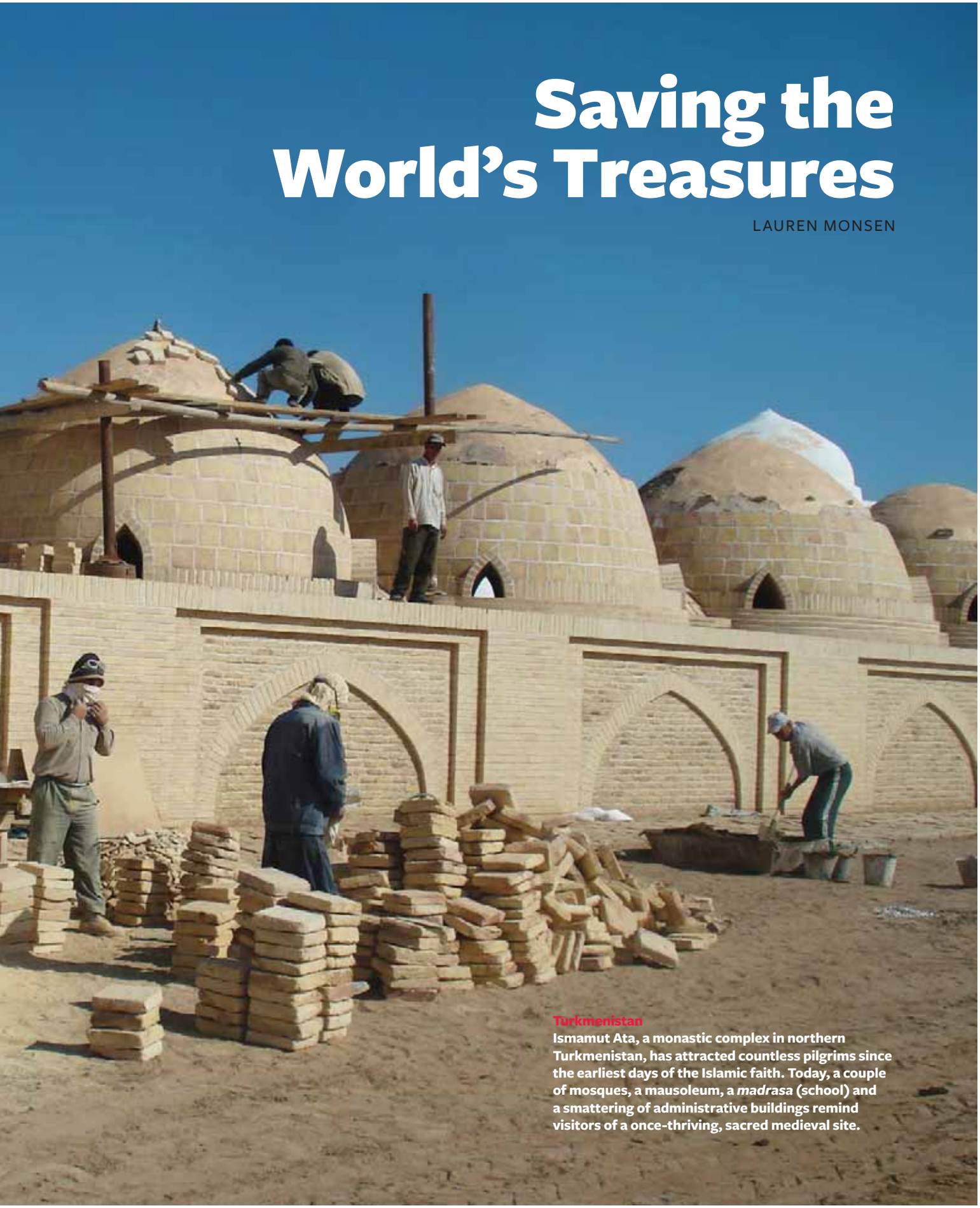
Explore!

Learn about the U.S. Ambassadors Fund in the book *Priceless*.

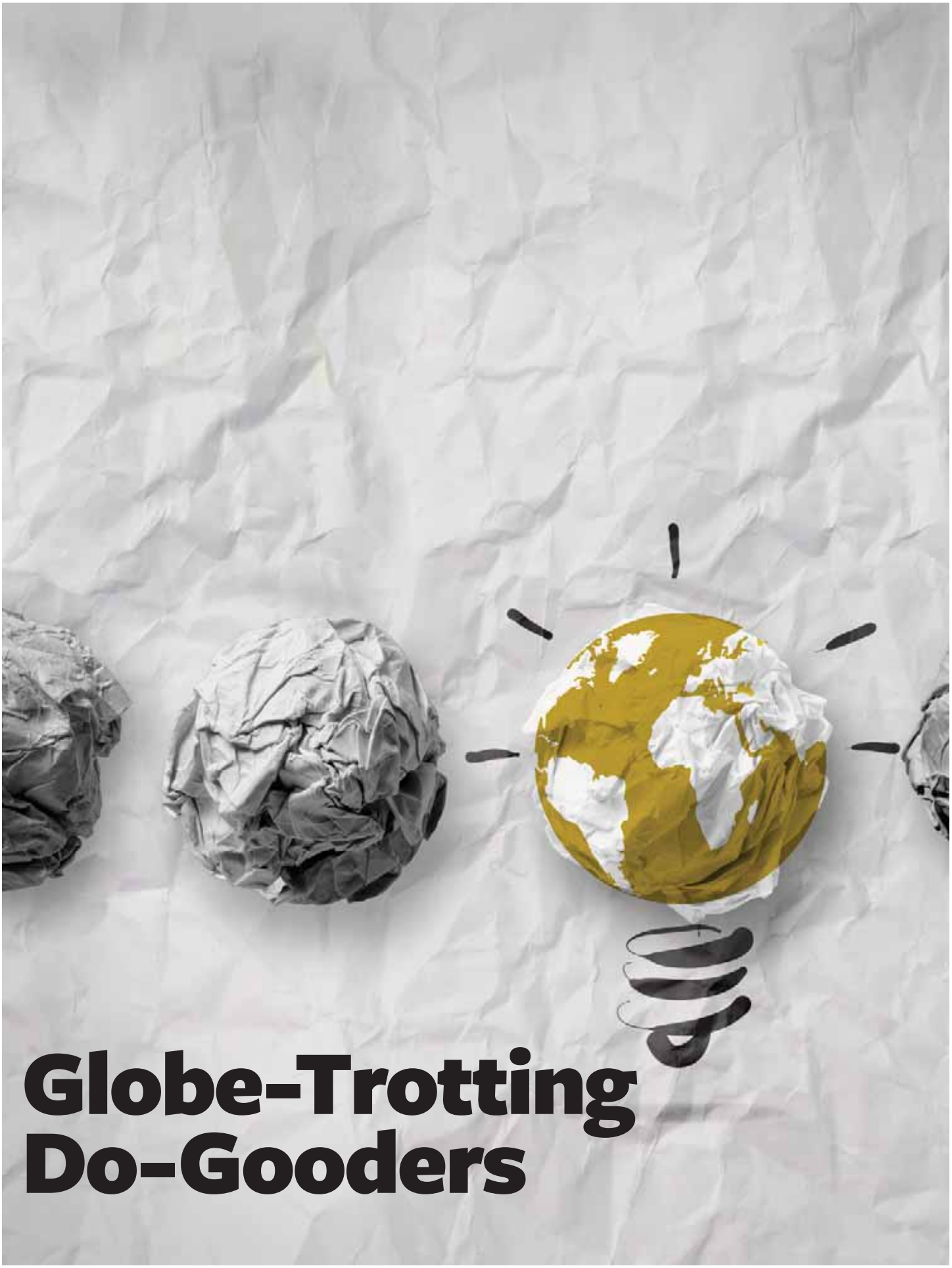
http://goo.gl/Fvqy6l

Saving the World's Treasures

LAUREN MONSEN



Turkmenistan
Ismamut Ata, a monastic complex in northern Turkmenistan, has attracted countless pilgrims since the earliest days of the Islamic faith. Today, a couple of mosques, a mausoleum, a *madrasa* (school) and a smattering of administrative buildings remind visitors of a once-thriving, sacred medieval site.



Globe-Trotting Do-Gooders

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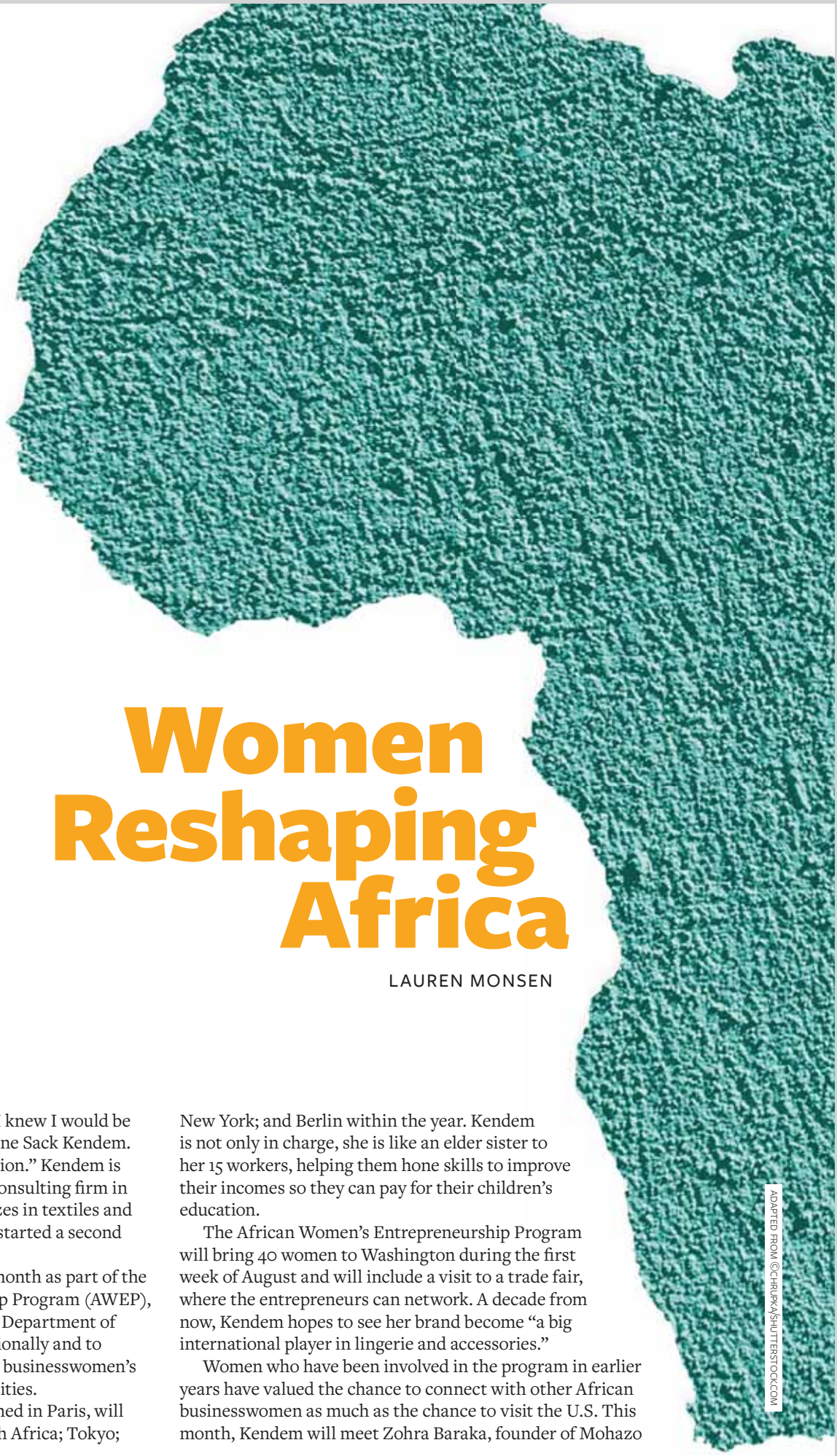


Women Reshaping Africa

LAUREN MONSEN

"From the time I was 10 or 12, I knew I would be in the textile industry," said Caroline Sack Kendem. "I was very much attracted by fashion." Kendem is chief executive of Ligne Rouge, a consulting firm in Yaoundé, Cameroon, that specializes in textiles and agricultural exports. She recently started a second company, Rouge Papaye Lingerie.

She plans to visit the U.S. this month as part of the African Women's Entrepreneurship Program (AWEP), an initiative sponsored by the U.S. Department of State to increase African trade regionally and to U.S. markets, and to boost African businesswomen's capacity to improve their communities.

Kendem's lingerie brand, launched in Paris, will be introduced in Cape Town, South Africa; Tokyo; New York; and Berlin within the year. Kendem is not only in charge, she is like an elder sister to her 15 workers, helping them hone skills to improve their incomes so they can pay for their children's education.

The African Women's Entrepreneurship Program will bring 40 women to Washington during the first week of August and will include a visit to a trade fair, where the entrepreneurs can network. A decade from now, Kendem hopes to see her brand become "a big international player in lingerie and accessories."

Women who have been involved in the program in earlier years have valued the chance to connect with other African businesswomen as much as the chance to visit the U.S. This month, Kendem will meet Zohra Baraka, founder of Mohazo

ADAPTED FROM ©CHRUPKA/SHUTTERSTOCK.COM

Caroline Sack Kendem runs an export-consulting firm in Yaoundé, Cameroon.

COURTESY CAROLINE SACK KENDEM

Zohra Baraka hopes her company Mohazo will corner the handmade products market of Africa.

STATE DEPT.

CONNECTING THE DOTS: WASHINGTON ●; NEW YORK ●
POLICY POINTS: WOMEN AS ENTREPRENEURS AND CHANGE AGENTS

Women are the backbone of many African communities and offer the continent's greatest potential to unlock economic growth. The African Women's Entrepreneurship Program seeks to:

- Reduce the obstacles to business opportunities and economic participation that African women face.
- Gather accomplished entrepreneurs and the owners of medium-sized businesses in sub-Saharan Africa.
- Connect participants to alumnae with expertise in agribusiness, food processing, textiles, fashion, home accessories and services across the African continent.
- Launch the Export Promotion Program to connect alumnae to U.S. buyers and financiers, thereby encouraging regional and international trade by women-owned companies.

Limited, a maker of home-décor items and jewelry based in Nairobi, Kenya. Mohazo sells to U.S. retailers.

At 23, Baraka decided to start Mohazo after collecting handmade artifacts from all over Africa to decorate her home. "Once I realized that purchasing these items actually uplifted the lives of the artisans, I was more inspired," she said.

Meeting standards for the timely delivery of high-quality, well-priced products has been the linchpin of Mohazo's success. Perhaps just as important, Baraka said, her firm "is creating a renaissance movement … for African art."

Baraka employs 10 full-time staffers and more than 1,000 part-time workers during peak times. She mentors female employees and suppliers alike. One of her suppliers, a woman who produces soapstone chess sets, could only afford school fees for her sons before she began selling to Mohazo Limited. Since she began working with Baraka, this artisan has become an entrepreneur herself and has saved enough to send her daughters to school as well as her sons. "She says I made a difference in her house," Baraka said.

Both Baraka and Kendem said women in Africa need better access to financing in order to open more businesses. Baraka advises up-and-coming entrepreneurs to secure startup capital from abroad if domestic interest rates are too high.

The African Women's Entrepreneurship Program will give them a chance to discuss financing issues and business strategies among themselves and with U.S. experts. Undoubtedly, they will bring ideas home to other aspiring businesswomen while leading their own thriving enterprises. ▧

Renaissance: … a period of new growth or activity

Barbara Rwodzi of Zimbabwe visits the LA Fashion Institute as part of the African Women's Entrepreneurship Program.

STATE DEPT.

The African Women's Entrepreneurship Program visited a tree farm in Oregon to learn about soil management.

STATE DEPT.

Putting People Ahead of Profits

Americans and U.S.-educated Africans are releasing their entrepreneurial energies for social change across Africa.

ANDRZEJ ZWANIECKI

Many Kenyans are learning skills to raise commercial timber, becoming more self-sufficient in the process.

COURTESY KOMAZA

KENYA

Money Can Grow on Trees

Tevis Howard is trying to address two problems — deforestation and poverty in semiarid, rural parts of the sub-Saharan region — with a single microforestry program. The graduate of Brown University hit upon the idea when he saw the effects of deforestation in Kenya, where farmers felt forced to cut trees and sell wood to survive.

"What poor people need most is a lot more money," he said after winning a prize in the 2011 competition of the William James Foundation, which supports socially conscious entrepreneurs.

While you might not take that statement seriously — after all, don't most people think they need more money? — Howard wasn't joking. He started a company called KOMAZA in 2006 that encourages farmers to grow trees rather than cut existing forest. It sells to farmers, on credit, seedlings of drought-resistant, pest-resistant and fast-growing trees, mostly eucalyptus. This allows farmers to create tree farms on unused land that require little labor but yield relatively high profits, according to the company, which also trains and assists farmers. Once trees are harvested, processed and sold by KOMAZA, it splits the profits 50-50 with the farmers, who can repay the credit and keep the rest.

Howard's goals are to increase KOMAZA's and farmers' profits each year by marketing higher-value wood products and, eventually, to make the company financially self-sustaining.

By 2020, KOMAZA plans to have planted 50 million trees in Kenya and other countries of East Africa, saving forests, restoring barren land and improving lives in the process.

One of the first KOMAZA farmers, Erastus Jefwa Lazaro, has earned enough money over several years to install electricity in his home. Like many of his fellow tree growers, he plans to spend further profits on his children's education. ▧

UGANDA

Bicycles to the Rescue

With engineering degrees from the University of California, Berkeley, Chris Ategeka could have landed a good salary at a traditional company. Instead, the 29-year-old Ugandan, who was orphaned at 5 and educated with support from a U.S. Christian charity, is helping sick people in rural areas of his home country get to the nearest clinic.

When Ategeka was 9, his younger brother died of unknown causes on his way to the hospital many kilometers away, and that tragedy influenced Ategeka's business model. It is "personal," Ategeka said about his nonprofit, CA Bikes, which builds bike ambulances. It's "where my heart is."

He started CA Bikes with no money. The first vehicles based on his design were built in his backyard using scrap metal. Now Village Ambulances — sturdy and easy-to-repair bike trailers — are manufactured in partnership with the U.S.-based Zambikes from locally sourced materials in a regular shop. CA Bikes also manufactures wheelchairs for people with disabilities and bicycles for kids to go to distant schools or for HIV/AIDS treatments. The enterprise, which depends on support from the U.S. President's Emergency Plan for AIDS Relief and other donors, has helped nearly 300,000 people.

Because demand far outstrips supply, Ategeka wants to put more bicycle ambulances on the road. His company has begun to teach villagers to build and maintain simple ambulances themselves. It is also looking at ways to fix the other end of the problem by developing mobile clinics that will be able to address basic health care needs of people in far-off villages by visiting communities on a regular basis. ▧

A Village Ambulance in rural Uganda provides transportation for those needing medical services.

COURTESY CA BIKES

Rwandan women look over produce from their gardens used to help reduce malnutrition.

©FLICKR/JULIE CARNEY, GARDENS FOR HEALTH INTERNATIONAL

RWANDA

Planting Seeds, Helping Babies Grow

Three U.S. college students learned about some of the limits of food aid while working as interns in Rwanda.

The interns — Emma Clippinger, Emily Morell Balkin and Julie Carney — saw mothers who, after receiving food aid for their malnourished babies, would return for more food when their children lost weight again.

The students persuaded rural health care centers in Rwanda to encourage mothers to start home gardens. Their idea launched in 2010 as Gardens for Health International under Carney's leadership. The initiative provides families with nutritious peanut butter paste for children; a starter kit of free seeds; chickens or rabbits; and agricultural training and other free advice from trained field workers in their communities.

"When mothers ... are empowered with the right resources and knowledge, we can reduce malnutrition in a sustainable manner," Carney said. So far, about 1,500 families have joined the program, and 1,000 more will be enrolled in 2014. More than 70 percent of around 5,000 children gained a healthy weight within a year of enrolling, according to the group.

Some of the mothers who are members have been trained to educate peers about health and nutrition, hygiene and other issues. One of them, Doncilla, said her experience with the program gave her "more energy to make lasting change" in her life. She not only opened a farm stand to sell extra vegetables from her home garden, but also started a women's saving cooperative in her community.

Rwanda's government has endorsed Gardens for Health International's approach in its own campaign against malnutrition. ▧

"When mothers ... are empowered with the right resources and knowledge, we can reduce malnutrition in a sustainable manner."

—JULIE CARNEY, GARDENS FOR HEALTH INTERNATIONAL

LIBERIA

Remote Health Care

When Raj Panjabi returned from Chapel Hill, North Carolina, to Liberia in 2005 as a medical student on a visit, he found health care in shambles: Just 51 doctors worked in a country of almost 4 million people. Many residents in remote villages were dying of curable diseases or injuries just because they couldn't reach health care facilities in time. Panjabi, whose family fled war-torn Liberia for the U.S. when he was 9, proposed to get health care directly to patients in their communities by "pairing the best of medical care with the best of social entrepreneurship."

In 2007, Panjabi, then a physician at Brigham and Women's Hospital and Harvard Medical School in Boston, launched Last Mile Health, known in Liberia as Tiyatien Health, in a bombed-out building with $6,000 in donations collected at his wedding. The nonprofit recruits, trains and supervises community-based health care workers to perform basic medical tasks necessary to tackle the top 10 diseases that kill women and children in villages located far from the country's few doctors. Last Mile provides its workers with medications, medical equipment and mobile phones.

According to Lisha McCormick of Last Mile, in 2013, around 50 such "front-line" workers treated more than 20,000 patients, dramatically increasing survival rates and expanding the range of illnesses treated.

"That's the beautiful thing about how simple these interventions can be and how much impact they can have," said Panjabi.

In the next three years, working with the Liberian government, his group plans to hire 300 workers and expand its geographical reach to 300 villages. ▧

Last Mile Health staff travel a muddy road toward Konobo, Liberia.

COURTESY LAST MILE HEALTH

CONNECTING THE DOTS: BERKELEY, CALIFORNIA ●; BOSTON ●; CHAPEL HILL, NORTH CAROLINA ●

POLICY POINTS: GLOBAL SOCIAL ENTREPRENEURS

Uniting for Global Health

KOURTNI GONZALEZ

The secretary of state's review of policy priorities says "people cannot achieve their potential or contribute to economic growth when their health is poor and they lack access to health systems." On a grass-roots level, passionate people are confronting global health challenges.

Linord Moudou, health reporter and global health activist

COURTESY LINORD MOUDOU

Spotlight SIDA reaches most of the 23 million people in Côte d'Ivoire.

Broadcasting Support for HIV/AIDS Victims

Health reporter Linord Moudou knows she is supposed to maintain an unbiased perspective, but she has trouble with that part of her job. "I always see [AIDS education] as a personal mission, as opposed to just a job," she said.

Moudou, host of a Voice of America broadcast program, helps produce *Spotlight SIDA*, a radio and television news program in Côte d'Ivoire that educates people about HIV/AIDS. *Spotlight SIDA* is sponsored by the U.S. President's Emergency Plan for AIDS Relief (PEPFAR). Beyond informing the public about HIV prevention, treatment and how to overcome the harmful stigma associated with the disease, *Spotlight SIDA* raises the profile of PEPFAR and other health initiatives. As the program rises in popularity, Moudou hears heartening feedback about its impact.

Shortly after the launch of *Spotlight SIDA*, a 23-year-old Abidjan woman approached Moudou in a clinic. She told Moudou about the day she accompanied her friend who had malaria to a health center for a checkup. While her friend was seeing a doctor, the woman took an HIV test offered to her by a nurse in the waiting room. She found out that she was HIV-positive.

"She didn't feel sorry for her friend with malaria anymore. She envied her friend," said Moudou. It took her two years to return to the clinic and talk to a nurse about treatment. Moudou recalls her saying, "If I had seen a show like this when I was first told I had HIV, maybe I wouldn't have been so scared."

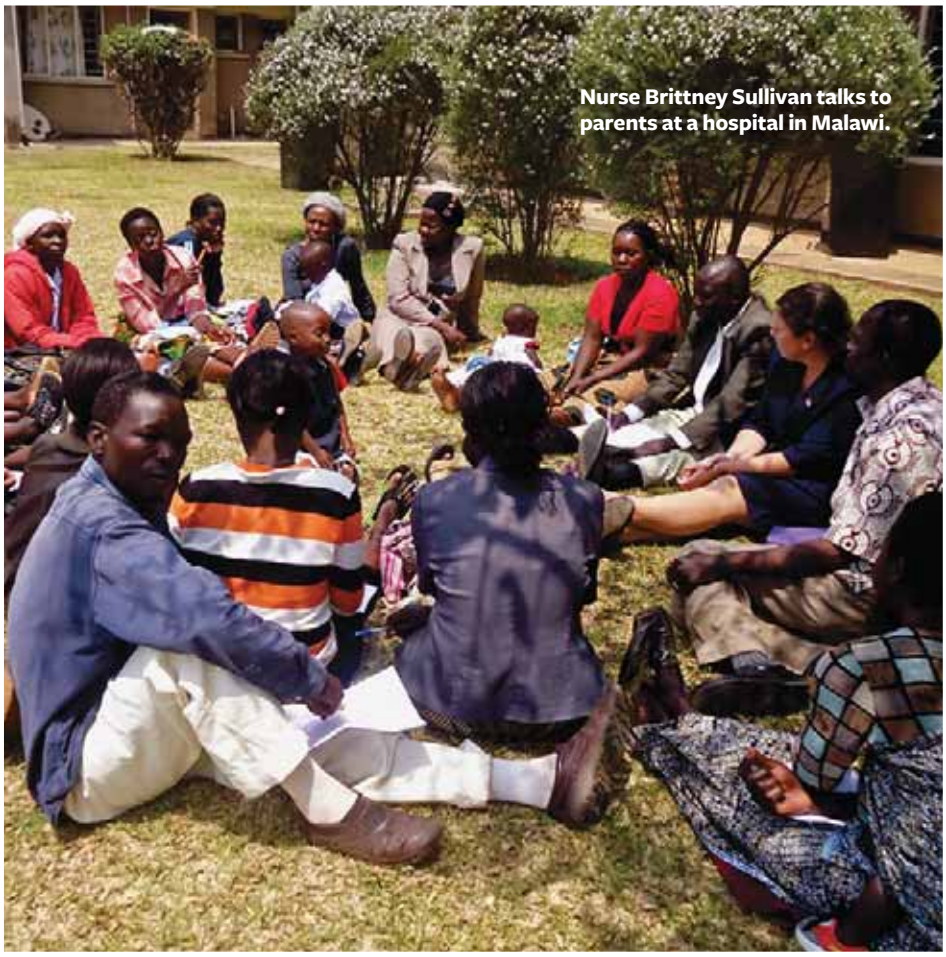
Now the woman has become an unofficial health ambassador by speaking to her peers at her university. "She considers it an accomplishment if she's able to save even one person from being infected," said Moudou. Her commitment, like that of many *Spotlight SIDA* listeners, is a source of inspiration for Moudou.

A Partnership for Health

On the other side of the continent from Côte d'Ivoire, Seed Global Health chief executive Vanessa Kerry and Peace Corps Director Carrie Hessler-Radelet have joined forces with PEPFAR to create the Global Health Service Partnership, which brings American doctors, nurses and midwives to Malawi, Tanzania and Uganda. Together, they spend a year teaching in medical schools.

Nancy Remington, a psychiatric clinical nurse in the program, said the bulk of her students come from poor, rural villages. Most of the students struggle financially, and some drop out of school because they can't afford tuition. Many

Unbiased: not having or showing an unfair tendency to believe that some people, ideas, etc., are better than others : not biased
Learning curve: the rate at which someone learns something new : the course of progress made in learning something
Pool: to combine (something) to form a supply which can be used by a group of people



Nurse Brittney Sullivan talks to parents at a hospital in Malawi.

COURTESY BRITTNEY SULLIVAN

have lost a parent to AIDS and are the first in their families to go to university. Despite the challenges the medical students face, Remington has seen overwhelming support from relatives, who often pool their savings to give the student a fair shot at finishing school.

Brittney Sullivan, a pediatric nurse educator from Boston who taught in Malawi, enjoyed being around the enthusiastic students. "I had a few students who would continue to come to me and say 'I really want to do pediatrics, and you've shown me how important this is,'" she said.

There are some things you can change in students and some things you can't, said Sullivan. The most important lesson is to emphasize the "why" over the "how" when teaching students about medical procedures. It's best to focus on why certain tests and treatments are administered, rather than dwelling on the details of how to perfectly execute them, which students may forget as the years pass by, she said. Knowing how to prioritize as a teacher in Malawi was hard for Sullivan, but it was part of a necessary learning curve, one that hasn't dampened her interest in global health.

"I definitely want to go back and continue this work," she said. ▧

CONNECTING THE DOTS: BOSTON ● POLICY POINTS: THE U.S. LEADS FIGHT AGAINST HIV/AIDS

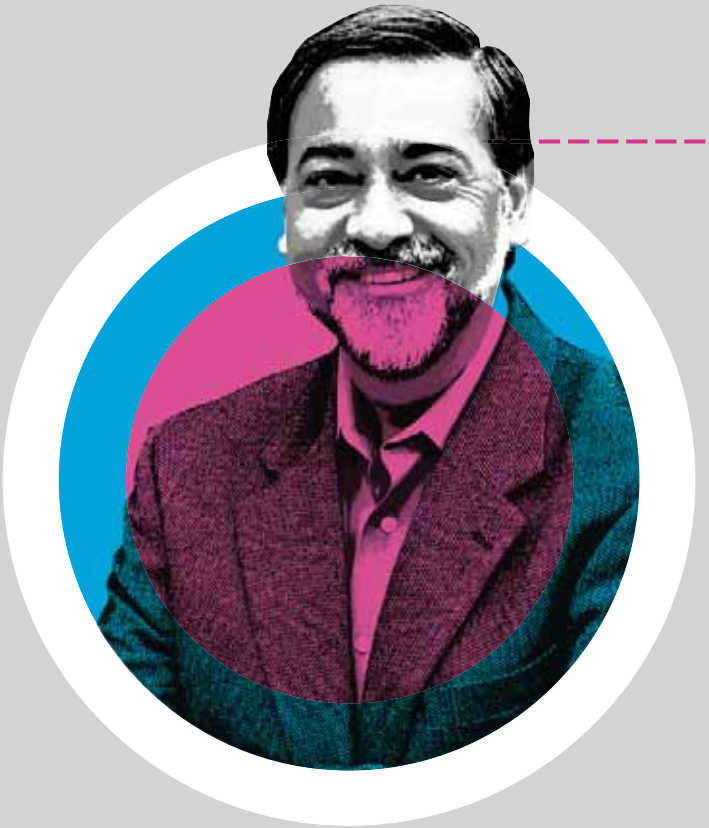
A Rap for Health

Didjak Munya, a popular hip-hop artist from the Democratic Republic of the Congo, traveled to the U.S. Embassy in Abidjan, Côte d'Ivoire, to record a music video called "Donnons un KO au SIDA" or "Knocking Out HIV/AIDS." He hopes it will educate the public about the severity of the HIV/AIDS pandemic. Because the large population of adolescents in Côte d'Ivoire is the most vulnerable to misinformation and inclined toward risky behavior, Munya, 33, targets his message to them. He wants his music to encourage fans to talk about safe sex with their partners before it happens. He also hopes they use condoms properly to avoid the risk of sexually transmitted infections (STIs) like HIV/AIDS and get tested for STIs regularly. "Health is the most important thing. Without health, you can't achieve anything."

A group of backup singers in Côte d'Ivoire show their support for Congolese rapper Didjak Munya's song.

COURTESY EMBASSY ABIDJAN

Listen to "Knocking Out HIV/AIDS."



International Silicon Valley

ANDRZEJ ZWANIECKI

Entrepreneurs from other countries share why this American technology center is so welcoming.

Vivek Wadhwa

Born in India
Entrepreneur, Stanford professor, Author

Why Immigrant Entrepreneurs Succeed

1. Immigrants, who leave their homes behind and come to a new country, are often inherent risk takers.
2. Immigrants tend to be highly educated.
3. Many come from middle- or upper-class backgrounds but find themselves at the bottom of the social ladder in their new country. They are determined to rise again, and they work hard.
4. Silicon Valley has a culture of openness. Networking and mentoring help new business owners succeed.

Yogen Kapadia

Born in India
Head of Infinote

Open for Business

Picture a place where diversity is the norm — where ethnicity, skin color and accent do not matter — a place where your ability to succeed depends only on your desire to succeed, your ability to innovate and your capacity to work hard. That place is Silicon Valley.

It has everything that an entrepreneur like me needs. Other places that have tried to replicate the model have left out one critical component: openness. The Valley breaks all prejudices and nurtures only the singular thing that innovation needs: an open mind. It is this open-mindedness of entrepreneurs, investors and customers that makes the Valley special to me.

Iris Huang

Born in China
Co-founder of Glogou Inc.

Fearless

I came to the U.S. for post-graduate study with only two big suitcases. Having no relatives here, I've faced a lack of financial and emotional support. Finding a mentor or sponsor has proven to be challenging.

My startup depends on relationships here, yet most of my social networks are in China, where I grew up. Because I speak with a Chinese accent, gaining the trust of potential customers and making my startup credible have not been easy.

But I'm fearless, and I work with courage and adaptability, which I've developed in the U.S. I've solved a variety of problems by myself: I have pulled myself up by my own bootstraps. My husband has given me the encouragement I need to succeed in business and raise our two kids.

Ashutosh Dhodapkar

Born in India
Founder of Stealth Mode

Startup Bug

Silicon Valley is welcoming to foreign-born entrepreneurs. Here, your place of birth does not matter, but your ideas and your execution of those ideas do.

It is hard not to be bitten by the "startup bug."

My journey started at an established company, but I also worked at two startups owned by other entrepreneurs before I founded my own company.

My new startup has developed technology that will replace your wallet with a single device. (I can't say more.)

Starting a venture has been rewarding. Silicon Valley has an entire business ecosystem — investors, engineers, manufacturers and customers.

PHOTOS COURTESY OF V. WADHWA, Y. KAPADIA, I. HUANG AND A. DHODAPKAR

By your own bootstraps: without help from other people : as a result of your own hard work

The population

The largest concentration of big technology companies and startups in the world is

PART OF SAN MATEO COUNTY

SANTA CLARA COUNTY

in California, nicknamed

SILICON VALLEY

SOURCE: SILICON VALLEY INSTITUTE FOR REGIONAL STUDIES

STANFORD UNIVERSITY

INFINOTE

GLOGOU INC.

STE

SILICON VALLEY VS.

36%

Residents from overseas as

47%

Population share that doesn't

51%

Workers from overseas as a

72%

Residents with some

SOURCE: SILICON VALLEY INSTITUTE

in this area is more

INTERNATIONAL AND EDUCATED

than the general population of the U.S.

SOURCE: SILICON VALLEY INSTITUTE FOR REGIONAL STUDIES

The top countries-of-origin for owners of Silicon Valley engineering and tech companies born overseas:

Nearly **half** of all companies in Silicon Valley have at least one founder born outside the U.S.

ALTH MODE

USA

13%

percentage of total population

17%

exclusively speak English

21%

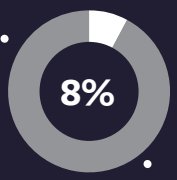
share of total workers

58%

college education

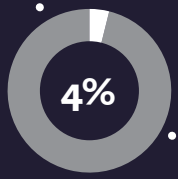
FOR REGIONAL STUDIES

INDIA

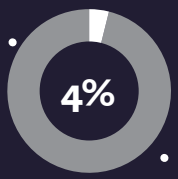


CHINA

UNITED KINGDOM



CANADA



GERMANY

THESE COMPANIES EMPLOY 500,000-PLUS WORKERS AND GENERATE **$63 BILLION** PER YEAR IN REVENUE

SOURCE: KAUFFMAN FOUNDATION

SOURCE: KAUFFMAN FOUNDATION

Nurturing New Farmers

ANDRZEJ ZWANIECKI

Salvador Morales inspects a head of lettuce from his farm.

COURTESY KAREN DUCEY

Training farms, known as incubators, help immigrants and others learn how to farm and market their produce. They have started to appear around the U.S. in response to an aging population of farmers and a growing interest by consumers in locally grown, organic produce. In 2011, U.S. Agriculture Secretary Tom Vilsack called for 100,000 new small farmers to replace retirees, a goal farm incubators can help to achieve, according to the Center for Rural Affairs, a policy research group in Nebraska.

Under Market Pressures

Incubators cater to three groups — immigrants, young aspirants with non-agriculture degrees and career-switchers willing to trade city jobs for a farm startup. Most beginners view small-scale farming not only as a source of income, but also "as a way of effecting a change in the world," said Sarita Schaffer, a co-founder and president of Viva Farms, an award-winning incubator in Washington state. They believe the U.S. food system has become too dependent on large agribusinesses, chemical companies and far-off producers. Small farms offer solutions, they say. (See sidebar.)

The existing 120 incubators differ on target clientele, entry requirements, fees, access to markets, and graduation terms. All offer irrigated land, farm infrastructure, shared equipment and training. Most promote food grown in an environmentally sustainable manner and sell directly to local buyers, according to Jennifer Hashley of the New Entry Sustainable Farming Project at Tufts University, which supports incubators. Run as nonprofits, the incubators rely partly on volunteer work and grants from the Agriculture Department.

At Viva Farms, beginning farmers must submit a business plan before joining. Once accepted, they attend courses on sustainable farming and business planning. They lease land in proximity to

Workers on NW Green Farm wash newly harvested vegetables.

COURTESY KAREN DUCEY

other startups and run their farms themselves. The incubator collects user fees and brokers the sale of farmers' produce through its own farm stand, keeping a small cut. It also offers access to credit up to $10,000 at a local credit union and assistance in filling out a complicated application for a larger government loan.

Schaffer views the incubator as "a place where people can learn while operating under real market pressures."

Every Season Counts

In production season, Viva Farms starts stirring around 5 a.m., as farmers arrive to harvest delicate leafy greens, raspberries and strawberries. A worker from a partner farm packs and loads boxes of produce into vans for delivery to subscribing customers. Around 6 a.m., the farm-stand manager starts rotating and refreshing the produce racks.

Schaffer arrives sometime after 4:30 a.m. and before 7:30 a.m. If the sun is up, she takes in the spectacular view of the Skagit Valley before getting down to the nitty-gritty of helping run 13 farms.

With its bilingual staff and classes offered in Spanish, Viva Farms draws many Mexican immigrants, along with a number of career-switchers. The two groups have complementary skills. Immigrant farmworkers come with loads of practical experience, but few business-management or computer skills. Career-switchers are business-savvy, but have little or no farming background.

Bringing these two groups together has been successful, Schaffer said.

Salvador Morales, who runs NW Green Farm within the incubator, shared some of his secrets on growing with other incubator farmers, but got help from them when he needed to set up his farm's website and think about marketing his produce.

"Viva has opened so many doors to us," Morales said.

Incubators' measures of success range from graduates "feeling pride in what they're growing" to transitioning to owning their own farms. At Viva Farms, during the course of four growing seasons, all farmers expanded, leasing additional land, and a few left to set up their own fully independent operations.

The ultimate measure of success is a farm's survival outside the incubator. "Farming has one of the most difficult learning curves — one chance per year," Schaffer said. "Every season matters; every year counts." ▧

Why Small Farms Matter

of agricultural production comes from small farms and ranches, which play a vital role in the U.S. food system.

1. They boost economic growth in rural communities.
2. They adapt to consumer preferences faster than large farms.
3. They farm in environmentally sustainable ways. (They don't rely as much on chemicals and fossil-fuel energy as large farms.)
4. They improve the safety of the food supply system. (They are closer to the final consumer, more varied and don't rely much on processing, which can make food less healthy.)

Pride & Lettuce

Salvador Morales, 33, and his younger brother Misael started their own farm twice. They learned a lot growing up on a subsistence farm in Oaxaca, Mexico, and while working fields in the U.S. for more than 20 years. During their first attempt to farm, on a piece of leased land, they produced a bountiful harvest of vegetables. But they couldn't sell their produce. Speaking only a Mixtec dialect, they couldn't communicate in English or Spanish and didn't know how to market their produce.

After Morales saw a Viva Farms announcement in Burlington, Washington, in 2009, he and his brother decided to try again with a farm that was supported by the incubator. Morales said they "were tired of working for others."

The incubator helps the brothers understand markets and sell to more buyers. On 1.5 hectares of their plot — which they have named the NW Green Farm — they grow lettuce and other greens, which they sell through the Viva Farms distribution channels and their own contacts.

Being one's own boss is difficult, Morales admits. But he is proud of the hard work put in by his extended family to produce nutritious, fresh food for the community. He describes heads of lettuce from his farm as "beautiful."

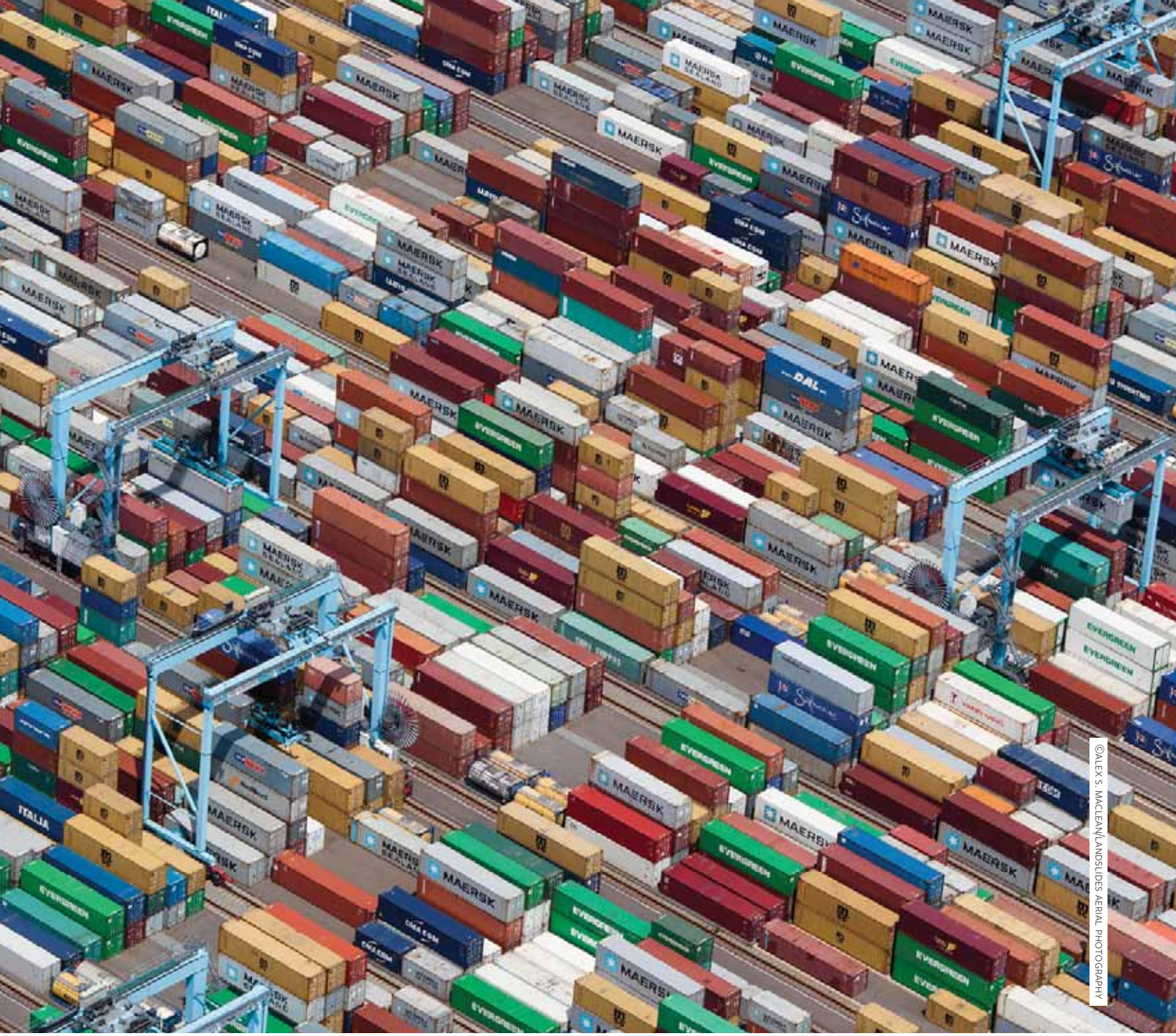
"I take care of them," he said. "I love them and they love me back."

FEATURE

Strategic Moves

DANNY VINIK

The U.S. applies sanctions differently to solve different problems. Each case brings its own lessons. Even when sanctions are imposed, humanitarian needs are addressed and cultural understanding grows.



©ALEX S. MACLEAN/LANDSLIDES AERIAL PHOTOGRAPHY

Economic sanctions can affect trade. (An aerial shot of shipping containers in Portsmouth, Virginia.)

Sanctions have long offered an option for U.S. policymakers to leverage negotiations and alter the behavior of a foreign nation or a specific group of people without military conflict. The U.S. has used sanctions dozens of times throughout the last two centuries and has continued to improve upon their application.

Sanctions are meant to impose costs on foreign governments (or individuals or entities) engaged in a range of activities contrary to U.S. foreign policy, including human rights violations or weapons-of-mass-destruction proliferation. The U.S. has used sanctions to provide an incentive to other nations to comply with United Nations resolutions.

It's important to understand that sanctions are a tactic used as part of a broader strategy to change a country's actions. They are not a strategy unto themselves. The U.S. also uses diplomatic pressure, multilateral institutions and other measures to modify the behavior of a country in question. Sanctions are especially powerful when imposed in partnership with the international community. For example, U.S. sanctions alone might have been less effective against Iran, but simultaneous sanctions from the U.N. and the European Union intensified the pressure on Tehran and eventually helped bring Iranian officials to the negotiating table.

It's no surprise, then, that just as the reasons for imposing sanctions shift and their effectiveness increases, so too have the types of sanctions changed. The U.S. can use a variety of sanctions against

At an emergency session of the U.N. Security Council, the U.S. warned of tougher sanctions for Russia's involvement in Ukraine.

©AP IMAGES

After the U.S. government suspended sanctions on Burma, U.S. companies began to sell products there.

©AP IMAGES

foreign actors, but no type is more important than economic sanctions that target specific commercial activities, entities or individuals. In earlier decades, the U.S. broadly imposed sanctions against a country. But over time, officials have refined sanctions to better target specific individuals and entities while minimizing the impact on the larger population of a country.

Economic sanctions no longer need to act as a hammer but rather can be used as a scalpel, particularly when applied as so-called "smart sanctions" — ones narrowly targeted at a country's bad actors. For example, the U.S. can impose sanctions against people undermining democratic processes in Ukraine or against those misappropriating the state assets of Ukraine. According to international politics professor Dan Drezner at Tufts University, while it is impossible to completely protect the civilian population from the economic harm brought by sanctions, targeted sanctions are fairly successful. "You can do it so the elites suffer some serious inconveniences," he said, relative to the man on the street.

Smart financial sanctions have in most cases proven to be "the most potent sanction in the U.S. foreign policy arsenal," Drezner said. "There's no doubt that those are the sanctions that helped bring Iran to the negotiating table."

The U.S. uses additional types of sanctions to influence foreign countries. Travel sanctions, such as those recently imposed against Russian officials with close ties to Vladimir Putin, are narrowly targeted to prevent specific people from physically entering the U.S. Diplomatic sanctions are used to express disapproval of a foreign country's actions and can mean the withdrawal of an ambassador or cancellation of a high-level meeting.

When economic or travel sanctions are imposed, there are typically exceptions made for humanitarian and other purposes, such as to allow for the sale of medicine or food.

Source of New Sanctions

The president has broad authority to impose sanctions to address unusual and extraordinary threats to the national security, foreign policy or economy of the U.S. In addition, Congress has passed laws that trigger sanctions against different countries if they fail to correct certain behavior, like ending human rights abuses or abiding by a nuclear nonproliferation treaty. Often, the president has the authority to waive such sanctions if he deems it to be in the interest of American national security.

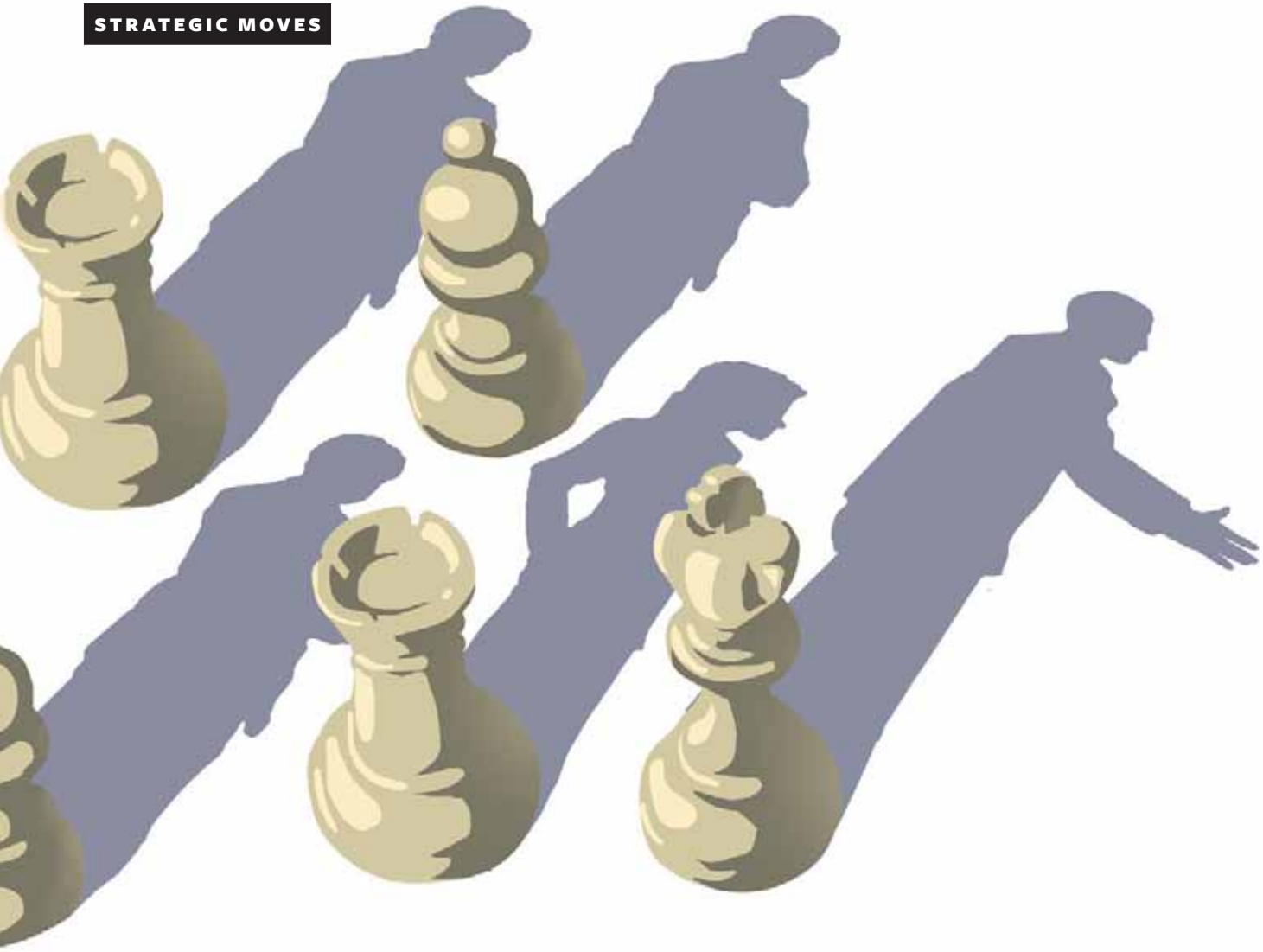
At times, U.S. sanctions have lasted for a short period — for example, many of the sanctions imposed on the government of Libya in 2011 were relaxed shortly after the fall of the Qadhafi regime later that year. But some endured far longer; perhaps most notable is the embargo against Cuba that has lasted more than 50 years.

Sanctions may be less effective against countries deeply interconnected with the international financial system or in control of vital assets. This gives the U.S. an inherent advantage — it holds a central position in the global economy due to its financial system, consumer market and technology exports. It also gives the U.S. responsibility to use sanctions wisely. ▧

Multilateral: involving more than two groups or countries
Leverage: to use (something valuable) to achieve a desired result

Four Keys to Successful Sanctions

1. **Multilateral support.** Isolating a person, company or government is most effective if done in concert with the rest of the world.
2. **Clear path to end sanctions.** The sanctioning country should outline criteria that the targeted person, entities or nation must fulfill to have the sanctions lifted. Without that commitment, the targeted actors have less incentive to modify their behavior.
3. **Political will.** Sanctioners must convince the targeted actor that they are willing to endure their own economic costs in order to achieve a desired outcome.
4. **Participation by the targeted country's allies.** If the country realizes that even its friends are willing to take action against it, it feels greater pressure to change its behavior.



Different Players, Different Moves

BURMA

Road to Reform

From 1962 into the 21st century, successive military juntas ruled Burma, stifling dissent and violating human rights. During the past 20 years, the U.S. has imposed a number of sanctions on the Burmese juntas and their cronies, including visa bans, restrictions on financial services and new investment, and a general prohibition of Burmese-origin imports into the U.S.

The European Union, Japan, Canada and Australia have joined the U.S. by imposing sanctions against Burma during the 2000s. In 2008, Congress prohibited the importation of rubies and jadeite mined in Burma.

In 2011, a new, reform-minded government led by retired general and President Thein Sein took office and released political prisoners and child soldiers, revised certain repressive laws, disbanded the government's media censorship board, took steps to sever military ties with North Korea, held by-elections and started work toward a ceasefire to end its civil war.

In response, the Obama administration eased many of its economic sanctions and normalized diplomatic relations with Burma. In 2012, President Obama became the first U.S. president to visit the country. In a speech at Yangon University, Obama said: "We will help rebuild an economy that can offer opportunity for its people and serve as an engine of growth for the world." The formerly impoverished nation's GDP (gross domestic product) is predicted to grow at an impressive 7.5 percent in 2014.

American companies can now invest in Burma, provide financial services and import Burmese goods. Dozens of companies — including banks, consumer-product companies and high-tech manufacturers — are exploring opportunities there.

The U.S. Commerce Department has opened a commercial service office in Burma, and the State Department is encouraging responsible investment through reporting requirements hosted on Embassy Rangoon's website detailing how U.S. companies are protecting human rights, labor rights and the environment.
–Mark Trainer

POLICY POINTS: SANCTIONS

SYRIA

A Long List of Reasons

U.S. sanctions against Syria aim to compel its government to stop destabilizing the region, to renounce terrorism, to end its violence against the Syrian people and to allow democratic transition to a new government.

Well before the Syrian government began the bloody crackdown in 2011, the U.S. had imposed sanctions on the country for many reasons:

- Syria's support for terrorist groups such as Hezbollah.
- Its occupation of Lebanon (1976–2005).
- Its pursuit of weapons of mass destruction.
- Its involvement in the destabilization of Iraq.

Since 2004, the U.S. has prohibited certain assistance to and trade with the Assad government and has banned financial transactions with government leaders and supporters.

In response to Syrian repression, President Obama expanded sanctions, banning new investment in Syria by U.S. people or companies, and the provision of U.S. services and transactions related to Syrian petroleum or involving the Syrian government. By April 2014, the U.S. government had banned several senior government officials and other Syrians linked to the Assad regime from using U.S. banks. The U.S. also used sanctions and visa (travel) bans against individuals or companies providing the Syrian regime with monitoring technology that could enable serious human rights abuses in Syria.

"The United States has worked with the EU, the Arab League and a host of other countries to build a robust international sanctions regime," said Treasury Under Secretary David Cohen. The European Union (EU) has frozen assets of and banned travel by Assad's relatives, including his mother, sister, and wife, Asma, who used to enjoy vacationing in Paris and London.

The U.N. Security Council has not imposed sanctions on Syria due to Russia's and China's opposition.

Following the recognition of Syria's Opposition National Coalition as "the legitimate representative" of the Syrian people, the U.S. has enabled relief and limited trade related to reconstruction in opposition-controlled areas. Other authorizations for humanitarian and nonprofit activities in Syria exist. *–Andrzej Zwaniecki*

CUBA

Fundamental Freedoms Required

After Fidel Castro overthrew the Batista government in 1959, Cuba's relationship with the U.S. soured. Cuba's confiscation of the property of U.S. citizens and corporations was a main factor in President Dwight Eisenhower's decision to break diplomatic relations in January 1960. As Cuba became a one-party state backed by the Soviet Union, its political orientation put it in stark opposition to U.S. policy.

Economic sanctions against Cuba began in October 1960, when the U.S. placed an embargo on exports to Cuba (except for food and medicine). In February 1962, a ban was placed on almost all imports from Cuba, and in 1963 the Treasury Department published the regulations that still govern the embargo today. Longstanding restrictions on trade and travel — Cuba is the only country to which Americans are generally banned from traveling — represent just one aspect of U.S. policy toward the island nation. The overarching U.S. goal has been to increase respect for human rights and fundamental freedoms.

The Obama administration has modified the embargo in furtherance of U.S. policy — in part by lifting restrictions on travel to Cuba by Americans visiting close relatives and lifting a restriction on Americans sending money to close relatives in Cuba. The easing represents an effort to support the Cuban people's desire to freely determine their own future.

The White House has also expanded the scope of humanitarian donations eligible for export through license exceptions. Today, the American people are the largest providers of humanitarian aid to Cubans: U.S. exports to Cuba totaled roughly $360 million in 2013 and included medical devices, medicine and agricultural products. *–M.T.*

IRAN

Peer Pressure

President Jimmy Carter banned U.S. trade with and investment in Iran as early as 1980. Successive administrations and Congress expanded those sanctions, and the U.N. Security Council, the European Union, Japan and Switzerland imposed their own, often overlapping sanctions.

In 1984, the State Department listed Iran as a state sponsor of terrorism. A series of diplomatic initiatives and ever-broader economic sanctions followed, meant to persuade Iran to stop trying to acquire nuclear weapons, to renounce terrorism and to respect human rights.

Iran has claimed its nuclear program has a peaceful purpose. But its leaders have not been transparent about their nuclear efforts.

Many U.S. and international restrictions target Iran's nuclear and missile programs, its banks, and the petroleum sector, the main source of the country's income, plus sectors related to petroleum, such as shipping. Individuals or entities determined to engage in activities targeted by sanctions have had their assets under U.S. jurisdiction blocked or have had to pay fines ranging up to $500 million.

By mid-2013, Iran was suffering economic decline due to the sanctions and economic mismanagement. To finance business deals, company executives sent cash through street-level money changers and couriers to shady banks abroad.

Iran's leaders acknowledged the toll of sanctions, and its new president, Hassan Rouhani, agreed for a limited period to curb uranium enrichment and be more transparent about Iran's nuclear program in return for limited sanctions relief.

In February 2014, the parties agreed to a framework for negotiations. Wendy Sherman, under secretary of state and top U.S. negotiator on Iran, said the talks' purpose has been to ensure that any uranium enrichment or nuclear program "is exclusively peaceful." (Negotiations were ongoing at press time.) *–A.Z.*

SOUTH SUDAN

Targeted, Individual Sanctions

South Sudan looked to be pointed toward a bright future when it voted to become an independent state in July 2011 and became a United Nations member state. However, internal violence that began in December 2013, sparked by conflict between South Sudanese President Salva Kiir and former Vice President Riek Machar, resulted in thousands of deaths and drove more than a million South Sudanese from their homes.

In April 2014, President Obama issued an executive order that gave the Treasury Department the authority, in consultation with the State Department, to impose sanctions against anyone who threatened South Sudan's peace, security or stability "as well as those committing human-rights abuses [or] undermining transitional agreements, democratic processes or peacekeeping activities."

In May 2014, the Treasury Department's Office of Foreign Assets Control used the executive order to impose sanctions against two people on opposite sides of the conflict: Peter Gadet, a leader of the anti-government forces, and Marial Chanuong Yol Mangok, the commander of the presidential guard unit. Former White House press secretary Jay Carney said, "The United States will not stand by as those entrusted with South Sudan's future put their own interests above those of their people." These sanctions target individuals, not the people of South Sudan. The U.S. has pledged $434 million in fiscal year 2014 in humanitarian assistance to those in South Sudan put in harm's way by the fighting. *–M.T.*

NORTH KOREA

Nuclear Challenge

For years, the U.S. and the international community have tried to persuade Pyongyang to stop its nuclear activities.

Between 2003 and 2008, China, Japan, Russia and South Korea joined the U.S. in negotiating with North Korea.

North Korea ultimately walked out of the talks. It has conducted three nuclear tests and a number of ballistic missile launches, and it has transferred missile technology to Iran, Yemen and Pakistan. (In addition, North Korea has counterfeited U.S. goods and currency and violated human rights on a massive scale.)

In response, Washington bans imports from North Korea and exports to North Korea of virtually all items that are not meant for humanitarian aid.

The U.N. Security Council obliges U.N. members to forbid travel into their countries by, and freeze assets of, a range of North Korean officials, banks and companies involved in developing prohibited weapons. The council also bans members from selling arms, nuclear- and missile-related materials or luxury goods to North Korea. (The Kim Jong Un regime employs luxury goods — including whiskey, cognac and expensive cars — to buy the loyalty of regime elites.)

By blacklisting banks that do business with actors who enable North Korea's nuclear proliferation activity, the U.S. effectively divorces them from the international financial system.

A recent U.N. report says sanctions have helped impede North Korea's nuclear program. In April 2014, President Obama raised the possibility of sanctions with "even more bite" if North Korea were to conduct a fourth nuclear test. *–A.Z.*

RUSSIA

G8 Becomes G7

On March 6, shortly after Russian troops entered Crimea, President Obama imposed the first sanctions against "individuals and entities responsible for violating the sovereignty and territorial integrity of Ukraine."

The military presence and sham referendum on whether Crimea should become part of Russia prompted the U.S. to issue additional sanctions. At press time, sanctions targeted 40 individuals, including former Ukrainian President Viktor Yanukovych, Crimea-based separatist leaders and Russian officials in President Vladimir Putin's inner circle and the companies they own.

"Russia's economy has felt the impact," said Secretary of State John Kerry in an interview with TV network CNN. "If you look at the amount of money Russia is having to pour into Crimea, if you look at the economy of Russia, they've had huge capital flight. They've had to spend billions of dollars to shore up the ruble." Reports estimate that $64 billion in capital has left Russia in the first three months of 2014, the total amount of capital flight in 2013. Some top executives from major Western corporations have distanced themselves from dealing directly with Russia, sending representatives in their place.

Notably, this is the first time the U.S. has sanctioned a fellow member of the Group of Eight (G8), the partnership of leading industrial nations (Canada, France, Germany, Italy, Japan, Russia, the United Kingdom and the U.S.). The G8's June meeting, to have been held in Sochi, Russia, was canceled. At press time, Russia's G8 membership was suspended, and the term G7 was being used by the media and by the remaining countries in the group. *–Jon Tollestrup*

The Exceptions

SASHA INGBER

The Americans and Iranians had each other in headlocks as commuters filed in and out of New York's largest train station. Under Grand Central Terminal's golden chandeliers and constellations of stars painted on the ceiling, the wrestlers threw each other, grunting as crowds in the bleachers roared encouragement in Persian and English. Emcee Noel Thompson, gazing from behind his dark aviator sunglasses, announced each brawny contestant, an American flag–themed bow tie standing out against his tuxedo.

"It was so much bigger than just a match," said Thompson, who flew from New York to Tehran to personally invite Iran's top wrestlers to compete on American soil. That Wednesday in May 2013, athletes from two countries that have had no diplomatic relations since 1979 found common ground on thick rubber mats.

They were there with the common goal to defend wrestling, which the International Olympic Committee board recommended dropping as a core sport — despite its ancient origins stemming back to Greece's earliest games. They also welcomed the chance to raise money for Beat the Streets, an organization that helps inner-city kids through the outlet of wrestling.

But "Rumble on the Rails" could never have happened without the consent of both governments — no easy feat in the midst of an interlocking matrix of U.S. sanctions against Iran.

"The goal of sanctions is both to impose costs for bad behavior and to use economic leverage to try to change behavior," said John Hughes, acting deputy director of the Office of Sanctions Policy and Implementation at the U.S. Department of State. Though sanctions are a tool that can target an individual, business, economic sector or government, they also run the risk of harming innocent people. As a result, the U.S. works hard to impose "smart" sanctions targeting those engaging in the bad behavior, rather than a country as a whole. "We never want to affect the lives of ordinary people; we don't want to unduly hurt them," Hughes said.

The Treasury Department's Office of Foreign Assets Control (OFAC) and the Department of Commerce authorize licenses to companies or individuals to engage in a prohibited activity, often based on guidance from the Department of State. Licenses further reduce any toll sanctions might take on citizens. In 2013, there were thousands of applications for licenses, and the varying requests included permission to distribute medicine, to sell aviation parts or to study wildlife. An OFAC license allowed Beat the Streets, in conjunction with USA Wrestling, to orchestrate the wrestling competition.

A little bit of sweat and lactic acid has eased tensions between nations in the past. In 1971, U.S. table tennis players were among the first Americans to set foot in Beijing since the Communist Revolution. Premier Zhou Enlai told them, "You have opened a new chapter in the relations of the American and Chinese people." The same day, the U.S. announced plans to remove its 20-year embargo on trade with China.

The Essentials

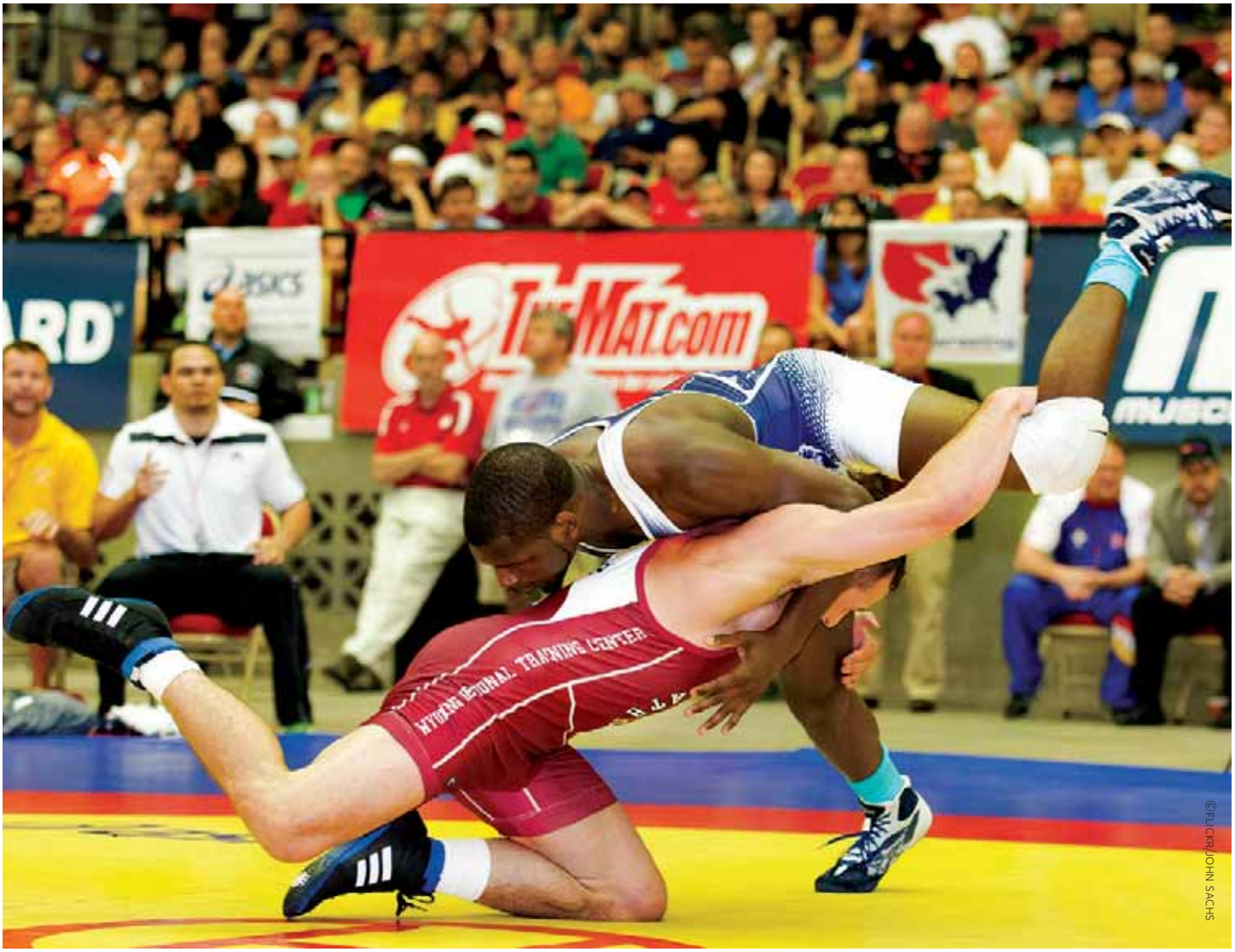
When the United States imposes sanctions against countries, it often calibrates them to a specific sector or individual to minimize any harmful effects on civilian life. Licenses help ease the pain — the most essential include pharmaceuticals, medicine and natural disaster relief. For example, to help victims of earthquakes in Iran in 1997, 2002 and 2003, the U.S. donated more than $6 million.

In South Sudan, where the U.S. government has imposed financial sanctions against two individuals on opposite sides of the conflict, it provides humanitarian assistance that will exceed $434 million in 2014. The assistance helps meet immediate food needs, including nutritional supplements for children, and addresses chronic food shortages by providing tools and training for farmers.

In today's tech world, OFAC issues licenses to spur the free flow of information. Some licenses allow American companies to offer laptops, smartphones, tablets and other Internet software in Iran, resulting in both Google and Apple unblocking their app stores inside the country. Similarly, the Department of Commerce's Bureau of Industry and Security issues licenses for the export of items such as mobile phones for use by the Syrian and Cuban people.

Getting a License

U.S. companies and individuals are able to apply to the departments of Commerce and Treasury for a license to export goods or engage in an activity that would otherwise be sanctionable. The U.S. also issues general licenses in some cases to allow a broad category of activity to occur, such as the sale of food and medicine in a country. Each application is reviewed on a case-by-case basis, and the response takes into account how the proposed activity fits in with U.S. foreign policy goals.



©FLICKR/JOHN SACHS

Iranian and American wrestlers battle at "Rumble on the Rails" in Grand Central Terminal.

Athletic and cultural licenses offer Americans a window into other cultures and often mark the beginning of lifelong connections. More than half a million Americans have visited Cuba each year since 2009, despite decades of embargo.

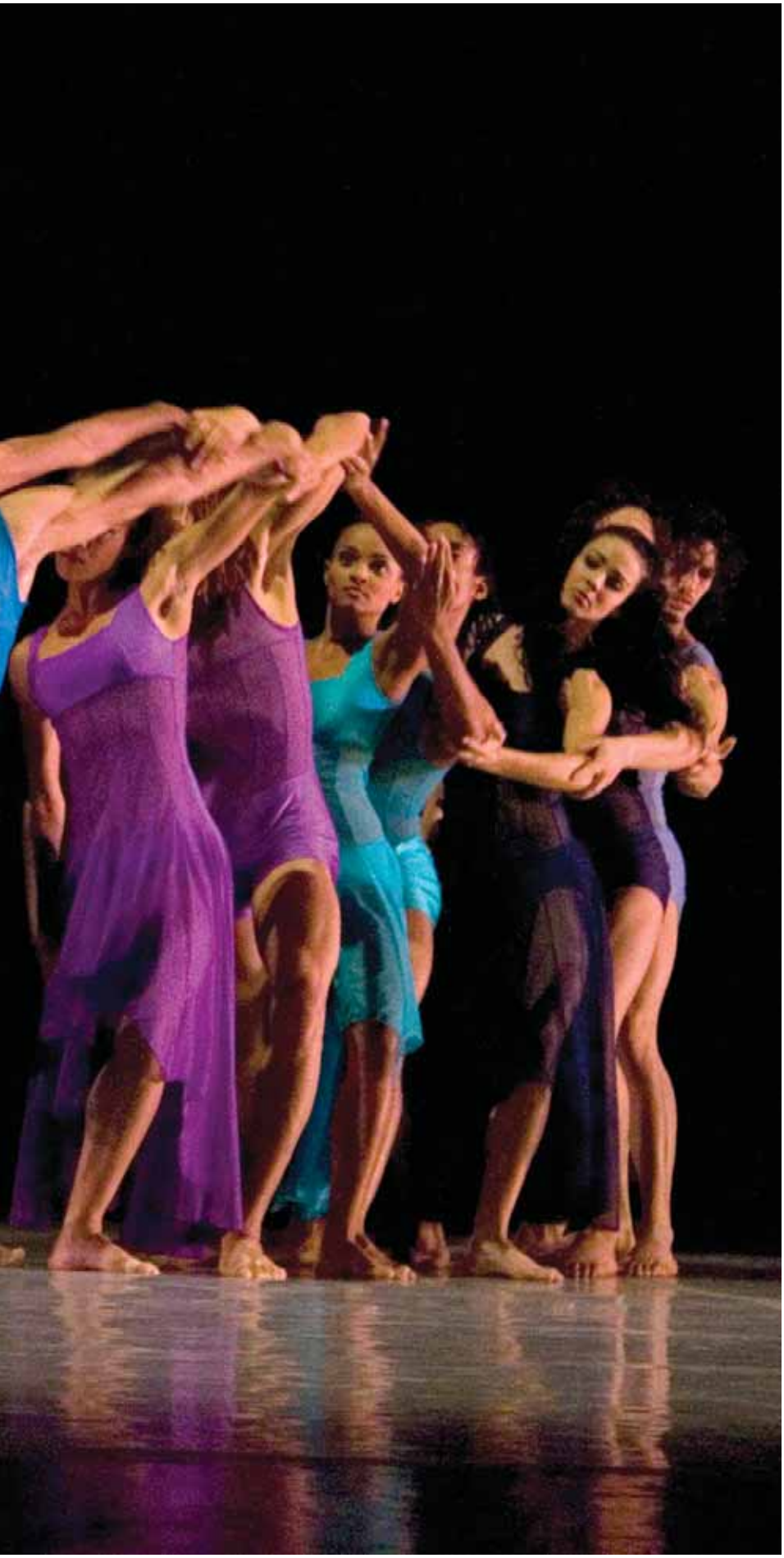
New York choreographer Pedro Ruiz traveled there in 2011 and made history as the first Cuban American to create a dance for a Cuban company. On his first day at the studio of the renowned Danza Contemporánea de Cuba, he cried. His dance Horizons premiered in Havana to a standing ovation, then traveled to New York, Philadelphia and Boston, where it sold out shows in each city. Audiences were mesmerized by the way the Cuban performers blended modern American dance with classical European ballet, Afro-Caribbean dance, break dancing and boxing.

"I have found that every place I've gone, there is always a way that you can connect to the best part of people," said Michael Eizenberg, president of the Educational Travel Alliance. He has brought thousands of authorized American baseball players, singers and dancers to Cuba through athletic and cultural exchanges.

Eizenberg has an archive of powerful memories. He can recall 120 women of Portsmouth, New Hampshire, ranging from ages 20 to 80, singing in Havana's Basílica Menor de San Francisco de Asís — the stained glass windows, the shadows on the walls and the astonishing silence when the voices ceased. The slender Danza Contemporánea dancers in awe of the potato chip and soda selection in American grocery stores. The Cuban baseball players who appeared to have been devoured by mosquitoes on their visit to the U.S. "I asked them about it, and they said, 'We're pinching ourselves because we can't believe we're here,'" said Eizenberg.

Underscoring each experience is his conviction that neither American nor Cuban is a tourist. "Cuba's background is like ours; every ethnic group imaginable is there. We are all children of people who came to this hemisphere looking for a better life."

Dancers from Cuban company Danza Contemporánea perform Horizons.



KATHERINE A. RICE

Exceptions to the sanctions, of all kinds, are designed to improve the lives of citizens. OFAC has issued general licenses to increase access to education while sanctions deprive the Syrian regime of resources. Under General License Number 11A, medical doctor Mahmud Angrini, who lost his house and his lab before the uprisings began in 2011, has been able to enroll in free courses from top universities offered online through Coursera.

"Someday, the war will end, and we will come back to our homes and our former lives to contribute to the reconstruction process in our country. To do so, we need to learn new skills," said Angrini in a blog post. As the civil war has raged on, he has taken 25 classes.

Could a wrestling match, a dance or online courses thaw relations between countries? Not necessarily, but people's common interests and goals can transcend politics.

At the train station, before the referee blew the start whistle, the eyes of the Iranian wrestlers met those of their American counterparts. Each had run at sunrise, trained and stuck to a strict diet to be good enough to compete that day.

Iranian, American, Muslim, Christian — it didn't matter. They were all just wrestlers. Together, they raised $1.4 million for urban children and helped preserve wrestling's place in the Olympic Games. Iran beat the U.S. 6–1. But nobody felt like they lost. ▧

Constellation: a group of stars that forms a particular shape in the sky and has been given a name...
Brawny: muscular; strong
Ovation: an occurrence in which a group of people at a play, speech, sporting event, etc., show enthusiastic approval or appreciation by clapping their hands together over and over

CONNECTING THE DOTS:
BOSTON ●; PHILADELPHIA ●;
NEW YORK ●; PORTSMOUTH, NEW HAMPSHIRE ●

The 3 Percent: Women Coaching Men

KATE HOIT

Fewer women coach today than 40 years ago. While the majority of women's sports teams in the U.S. are coached by men, only 3 percent of men's teams are coached by women, according to Brooklyn College researchers. This disparity doesn't surprise Susan Polgar, a Hungarian-born American chess grandmaster who coaches Webster University's chess team — ranked Number 1 in the U.S. She is the only woman collegiate chess coach.

"When I first started out in chess I was asked, 'How could any woman go on to become a grandmaster?'" said Polgar. "How could a woman coach a Division 1 team?"

Polgar was raised to believe that "geniuses are made, not born." Her father was intent to teach her mathematics when she was just a toddler, but around this time she stumbled upon a chess set. He taught Polgar the basics, until she began to beat him.

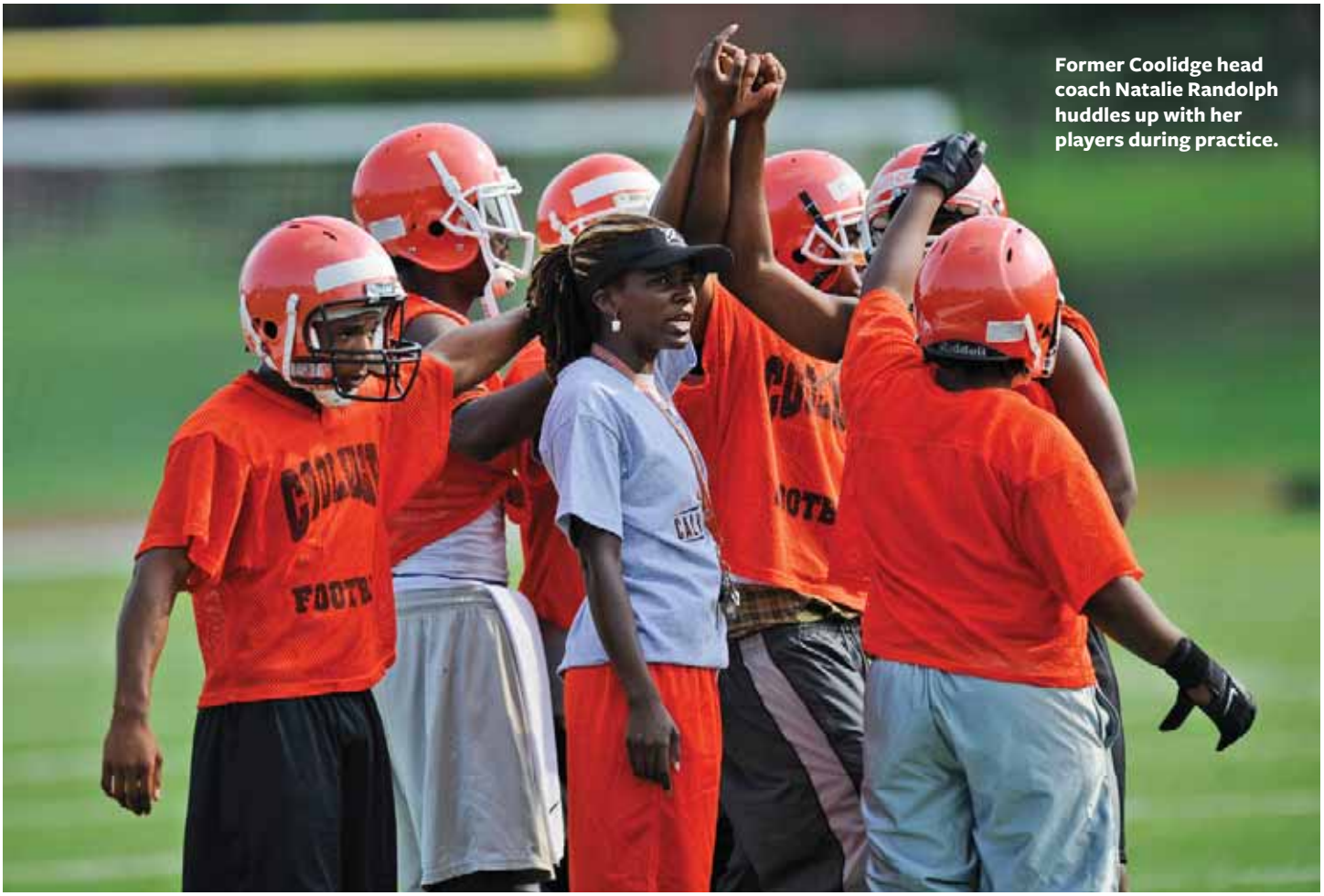
At 4, Polgar entered and won her first competition. Too short to reach the tabletop, she spent the first years of her career propped up on telephone books or pillows to reach the chess board. She went on to win championship titles and Olympic medals, and she became the first woman to earn the title of grandmaster.

Polgar took the lessons she learned in a male-dominated sport into the world of coaching. Her 15-person team, comprising mostly international male students, studies a trove of 7 million games. They train together in a large room or one-on-one with Polgar.

"Throughout my career, I've worked with only male coaches, none of which are as strong as Susan," said Wesley So, who became a grandmaster at age 14. "She teaches us the importance of discipline, physical stamina, psychological thinking — all of which have helped our team succeed."

From repetitive drills to dissecting opponents' moves, Polgar requires players to come prepared for any match. Year after year, Webster's chess team has won championships. Nine

COURTESY SUSAN POLGAR



Former Coolidge head coach Natalie Randolph huddles up with her players during practice.

©AP IMAGES

students are grandmasters, and one female player has been named woman international master.

Natalie Randolph, the former varsity American football coach at Calvin Coolidge High School in Washington, shares a similar leadership approach. At 31, with just a two-year stint as the wide-receiver coach, Randolph was named the third woman in U.S. history to be head coach of a secondary school football team.

"I began coaching by accident," said Randolph, a science teacher who coached from 2010 to 2013. "The administration encouraged me to submit my application because of my organizational style and my strong academic focus."

Despite little time on the field compared to other candidates — she ran hurdles at the University of Virginia and played wide receiver for six seasons with an all-women, tackle-football team — Randolph's dedication to getting the varsity team into college got her hired. The inner-city school was struggling with test scores, and players hadn't been focused on what they needed to do after they walked off the field.

As the glaring lights of the media turned on Randolph, some questioned if she could score victories and gain the respect of her players. Football player Josh Dyson said, "I sat down with Coach Randolph and asked, 'What do you know about football?' **I told her I wasn't sure I could play for a woman.**" In Randolph's first season, three players left her team.

"This is a strange situation for all of us," she told the players. "But if you're going to stay, then let's get to work."

At 3 o'clock in the afternoon, when Randolph transitioned from being a science teacher to being a football coach, she would huddle her players into her classroom. For two hours, the team would do homework and prepare for tests. If they couldn't present Randolph with an update on their academics, they weren't allowed to train that evening.

From 5 to 8 o'clock, Randolph made her team run drills. "Sometimes I didn't know if I was on a track team or football team," said Dyson. She'd make them practice the same defensive and offensive moves several times. Everything had a purpose: Study hall helped them graduate; repetitive exercise made them bigger and stronger than other teams.

"Some teams thought we were soft because our head coach was a female," said Dyson, "but Coolidge made it to the Turkey Bowl [secondary school championship game] under her leadership." That's when other schools and students were forced to take her seriously.

In addition to winning games, all of Randolph's players were accepted into college, and 15 still play football. Dyson is pursuing a degree in special education at Clemson University.

Gender stereotypes are hard to shake off. Some male athletes are afraid of losing to a woman. Aspiring women coaches are up against the belief that a lack of experience and a failure to play sports, like football, to the same standards as a man make them unable to coach. The pool of applicants for leadership positions in sports needs to grow larger. "Just because it has never been done before, doesn't mean it's impossible," said Polgar. ▧

Trove: ...a valuable collection
Drill: a physical or mental exercise aimed at perfecting facility and skill, especially by regular practice

In Defense of Wildlife

SASHA INGBER

At a laboratory in rainy Ashland, Oregon — population 20,366 — carved chalices, dagger handles and ornate jewelry await inspection. They arrive in packages sealed with tamper-proof red tape, instead of the molten wax of days gone by. Within a week, they are dispersed down the long white corridor to 14 scientists. As in any forensic laboratory, the skilled teams try to uncover the narrative of a homicide, determining who the victims were, how they died, where, when and at whose hands — only they do it with fur, feathers, tusks and claws, some of which have become *objets d'art*.

The wildlife trade is one of the world's oldest forms of currency, but today's wildlife poaching and trafficking have become a more serious business. One of the most lucrative of transnational crimes, wildlife trafficking generates revenues conservatively estimated at $8 billion to $10 billion a year. Countless species have been hunted to the brink of extinction, from turtles to tigers. More than 60 African elephants were slaughtered every day in 2012 to feed the illegal ivory trade. In 2013, a record 1,004 rhinos across South Africa were poached for their keratin horns, twice the number killed the previous year. Populations are further imperiled by habitat loss and ecosystem damage stemming from illegal logging and development pressures. **A recent global operation spanning 28 countries and supported by the Department of State, the U.S. Agency for International Development (USAID) and the U.S. Fish and Wildlife Service has resulted in more than 400 arrests of criminals.**

But efforts to prosecute violators were hindered before the opening of the U.S. Fish and Wildlife Service Forensics Laboratory in Oregon, the only full-service facility of its kind in the world. Prior to that, wildlife law enforcement officials had little to no access to forensic services. Since 1989, the lab has been providing analytical services and expert witness testimony so that people illegally preying on wildlife face fines and jail time.

"It shouldn't matter whether your victim is a human or a duck," said Ken Goddard, director of the 3,720-square-meter lab. "You're there to tell the truth and what your science has found. Have you been able to link the suspect, victim and crime scene with the physical evidence?"

More than 150,000 pieces of physical evidence are sent to the lab each year. Its earliest cases involved big-game kills, as evidenced by meat found in a freezer — typically one-hunter, one-animal cases. These days, the lab receives more sobering evidence that suggests an escalating demand for wildlife parts: rhino horn, which is more valuable per gram than gold, elephant ivory, bear gall bladders and more. To complicate matters, killing wildlife can be legal depending on a multitude of factors including the time of year and the animal's origin.

How do scientists know if an ivory bracelet is from an elephant, narwhal, mammoth or hippopotamus? If all they have is a pile of lumber, how do they know what kind of tree the wood came from? The lab's colony of flesh-eating beetles, which skeletonize bones for identification, won't always suffice. Nor will its three-dimensional scans of valuable museum specimens meant to compare skulls and other bones.

One state-of-the-art instrument available in the lab reveals an item's chemical components, helping scientists to identify species. Another can beam an ultraviolet laser on a speck of blood to detect hemoglobin molecules, which the scientists discovered have characteristics particular to each species.

Beyond the lab, an arsenal of innovative technology is targeting illegal wildlife trafficking. Population geneticist Brook Milligan of New Mexico State University is exploring the applications of MinION, a small device that plugs into a computer. DNA from animal blood or dung can be injected into its sensor chip, then sequenced, analyzed and compared. Milligan is creating databases and genetic maps that would allow scientists with DNA from crime scenes to compare data, giving them a more precise idea of a species' origin. Knowing that location — before wildlife are poached and the products seized along traffickers' elusive trade routes — could be useful to prosecute or defend suspects in court.

Everyday citizens living near nature reserves could also be employed to collect and analyze animal hair and other samples for the device. "Giving them an economic stake in maintaining forests and wildlife resources, as well as monitoring sustainability, can significantly reduce the potential for poaching. It gets people involved as allies or protectors," said Milligan, who spent one year at the Department of State as a Jefferson Science Fellow.

"There are 13 million people in southern Africa directly employed in the safari business and probably twice as many in indirect roles," said Maryland-based computer scientist Tom Snitch. "The bottom line is if there are no animals, all these jobs will be lost." Snitch mobilizes rangers to stop poachers with algorithms — that is, drones programmed with his calculations. Historical data on poaching patterns, wildlife movement, vegetation and weather are all a part of the math.

Back at the forensic lab, Goddard and his team have hosted scientists from Brazil, Australia and England. "We are trying to extend ourselves internationally to share what we know," said Goddard. It's a crucial step in the fight to protect biodiversity so that future generations may know it too.

A visit in May 2014 by Asis Perez, director of the Philippines' Bureau of Fisheries and Aquatic Resources, opened the door to collaboration with that country's wildlife investigators. Goddard showed Perez three ivory tusks, one dyed blue to demonstrate how fingerprints are pulled up. Through their research, the scientists found that the tusks were from elephants in southern Africa. The bullet impact suggested the herds had been shot from above, probably from a helicopter. The other three tons of ivory were sent to Denver to be crushed. ▧

Poaching for elephant ivory has risen dramatically in recent years.

©U.S. FISH AND WILDLIFE SERVICE FORENSICS LAB

A researcher compares an Amazonian feather artifact to a Scarlet Macaw.

©U.S. FISH AND WILDLIFE SERVICE FORENSICS LAB

CONNECTING THE DOTS: ASHLAND, OREGON

POLICY POINTS: DEFENDING WILDLIFE

Objet d'art: a small object that is valued because it is beautiful or interesting : an object that has artistic value

Forensics: the study or science of solving crimes by using scientific knowledge or methods

Algorithm: a set of steps that are followed in order to solve a mathematical problem or to complete a computer process

Networking

Recognizing that the illegal wildlife trade is a serious environmental, economic and security threat, the Department of State has partnered with other U.S. government agencies to support regional wildlife enforcement networks across the globe. The Department and USAID have invested millions of dollars to strengthen regional networks by enhancing cross-border cooperation, such as on law enforcement, and building greater regional capacity to fight wildlife trafficking.

Reward Offered $

In November 2013, Secretary Kerry announced the first reward under the Transnational Organized Crime Rewards Program, offering up to $1 million for information leading to the dismantling of a transnational wildlife trafficking crime syndicate. Other crime-related work supports law enforcement training and technical assistance in developing countries.

Choosing the Right Tool

PETER HARRELL

Peter Harrell, the deputy assistant secretary for counter threat finance and sanctions at the U.S. State Department, is also an author and former political reporter.

When the United States faces a crisis today, we often turn to our sanctions toolkit as a central part of our response. Looking at how we can influence trade or financial relationships can be as important as military or diplomatic tools. The work of imposing sanctions is not always glamorous; it takes place in offices and conference rooms, and involves time to develop technical regulations and search through data for information on bad actors.

But this work can be potent. In recent years, faced with threats from Iran, Russia, Syria, terrorists and other rogue actors, the U.S. has deployed sanctions that imposed costs and disrupted actions that threaten the U.S. and our allies. (See pages 24–35.)

Sanctions can be finely tuned, such as orders to freeze the assets of a single person, or broad, such as a ban on an entire economy or industry sector from doing business with the U.S. financial system.

As countries and individuals connect to international markets to sustain their economic foundations, our ability to disrupt those connections can have a positive influence on behavior. Economic pressure helped bring Iran to the negotiating table on its nuclear program. And the targeted sanctions on key Russian officials and Kremlin cronies have ensured that Russia bears real costs for its illegal activities in Ukraine.

Globalization heightens the need for us to focus on the diplomacy of sanctions — to reach out to allies to win their support in imposing economic costs on those who threaten us. With respect to Iran, U.S. sanctions would not have had the impact they did if we had not persuaded countries in Europe, Asia and the Middle East to join us in combating Iran's nuclear threat. The U.S. has organized a group of more than 60 countries and international organizations to put pressure on the Assad regime in Syria. And Europe, which has 10 times the trade with Russia that the U.S. does, is a central player in putting pressure on Russia due to its actions in Ukraine.

Building these coalitions is the work of diplomacy. It requires diplomats to travel the world and to engage with allies and to explain to bad actors that those who violate international rules face costs. In recent years, we have seen just how effective this work can be. ▧

Resources

policy points

SANCTIONS

"We're now supporting reform and badly needed national reconciliation [in Burma] through assistance and investment, through coaxing and, at times, public criticism. And progress there could be reversed, but if Burma succeeds we will have gained a new partner without having fired a shot." —President Obama, U.S. Military Academy–West Point in West Point, New York, May 28, 2014. See pages 24–35, *Strategic Moves*

GLOBAL SOCIAL ENTREPRENEURS

In 2013, the U.S., Sweden and the Netherlands launched a new $15 million competition for enterprises that provide more water or enable water conservation in food production. The Securing Water for Food: Grand Challenge for Development offers essential financing and other support to selected entrepreneurs with viable projects in the areas of water efficiency and reuse of wastewater, water capture and storage, water salinity and saltwater intrusion. Projects developed by 39 finalists announced in June cover nearly every region of the world. See pages 14–17, *Putting People Ahead of Profits*

The U.S. Leads Fight Against HIV/AIDS

"The United States of America will remain the global leader in the fight against HIV and AIDS. We will stand with you every step of this journey until we reach the day that we know is possible, when all men and women can protect themselves from infection; a day when all people with HIV have access to the treatments that extend their lives; the day when there are no babies being born with HIV or AIDS, and when we achieve, at long last, what was once hard to imagine — and that's an AIDS-free generation." —President Obama, Eisenhower Executive Office Building in Washington, December 2, 2013. See pages 18–19, *Uniting for Global Health*

The Arts and America

"The arts are not just a nice thing to have or to do if there is free time or if one can afford it. Rather, paintings and poetry, music and fashion, design and dialogue, they all define who we are as a people and provide an account of our history for the next generation." —First lady Michelle Obama, Metropolitan Museum of Art in New York, May 18, 2009. See pages 4–7, *Be Cool*

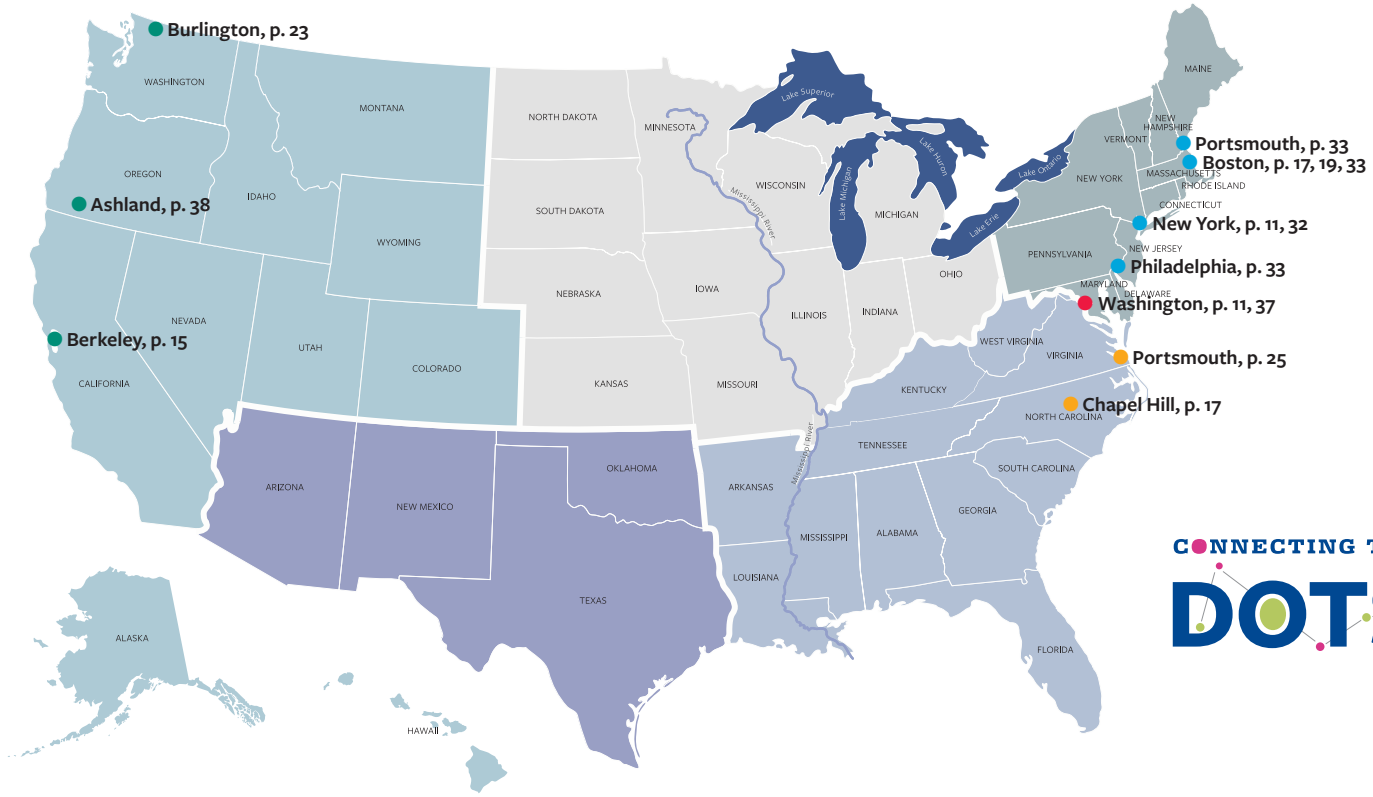
DEFENDING WILDLIFE

President Obama released the National Strategy for Combating Wildlife Trafficking on February 11, 2014, emphasizing that poaching and illegal trafficking are serious crimes.

In partnership with the World Bank, the U.S. Department of State held a Wildlife Criminology Symposium on April 23, 2014. A number of universities from across the U.S. presented wildlife trafficking case studies and best practices for law enforcement. See pages 38–39, *In Defense of Wildlife*

Women as Entrepreneurs and Change Agents

"When women succeed, nations are more safe, more secure, and more prosperous. Over the last year, we've seen women and girls inspiring communities and entire countries to stand up for freedom and justice, and I'm proud of my administration's efforts to promote gender equality worldwide." —President Obama, John F. Kennedy Space Center on Merritt Island, Florida, April 15, 2010. See pages 11–13, *Women Reshaping Africa*



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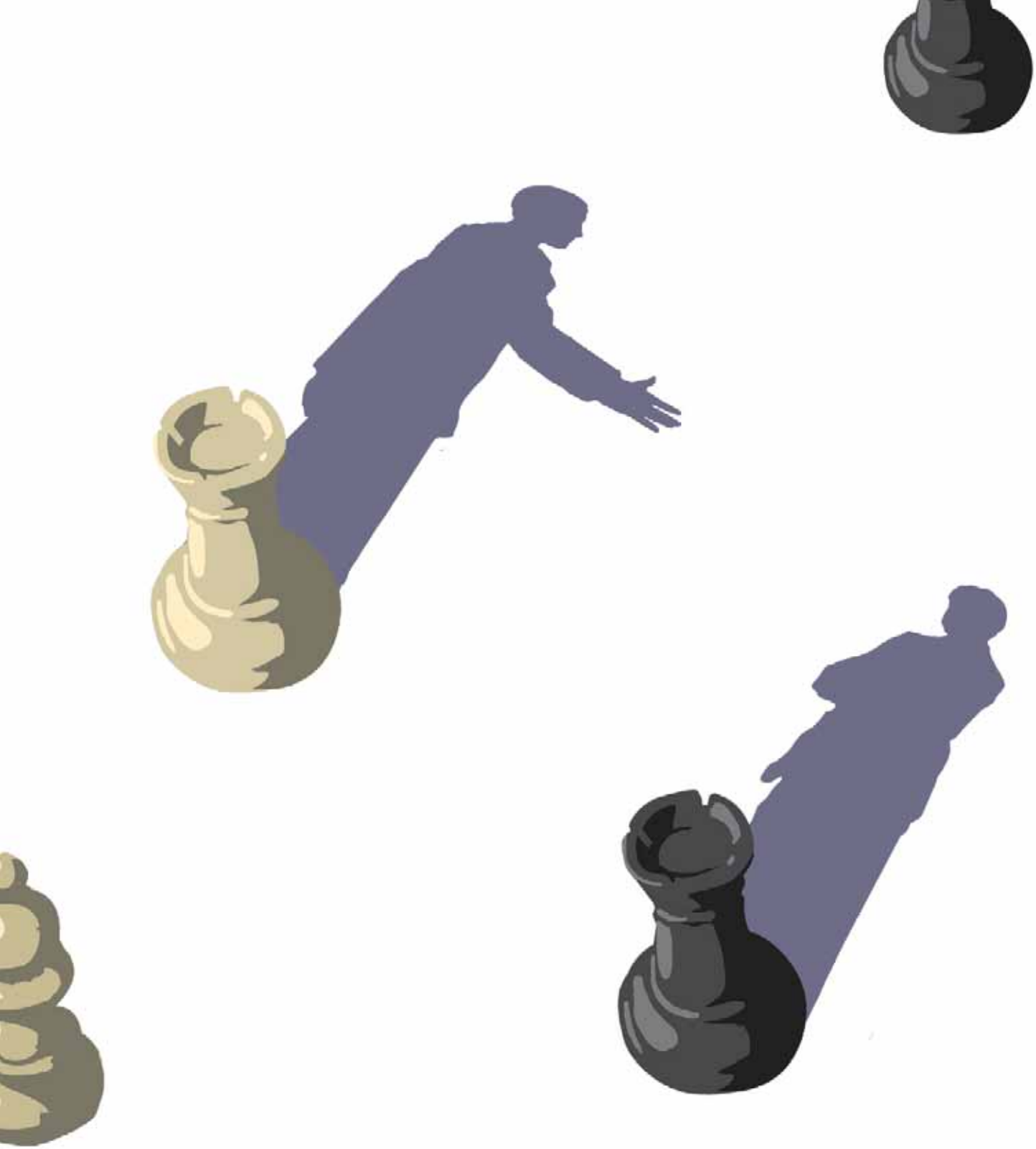

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