

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	To Melanne Verveer from David Connolly (1 page)	05/12/1999	Personal Misfile

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 23247

FOLDER TITLE:

[Letters 1999-2000: Last Names Starting with "C"] [2]

2013-0534-S

ry1630

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE
WASHINGTON

June 14, 1999

David Connolly
B-345 RHOB
U.S. House of Representatives
Washington, DC 20515

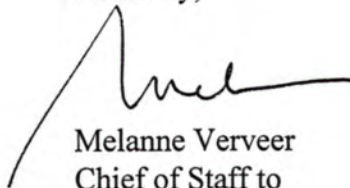
Dear David (can I say hawkeye):

Thank you for your letter. It was a wonderful surprise to hear from you.

It is good to learn you are working in health care. Sounds like you are staying busy on the home front, also. How quickly time flies.

Very best wishes and hope to see you soon.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

June 9, 1999

David Connolly
B-345 RHOB
U.S. House of Representatives
Washington, DC 20515

Dear David:

(Can I see Hrohege?)

Thank you for your letter. ~~It is so nice to hear from you.~~

~~It's heartening to know that you're working on the hill again, especially in an area so important as health care. Sounds like you are staying busy on the home front, also. It is good to hear that you are prospering!~~

Very best wishes and hope to see you soon.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

It is good to learn you are
working on health care.

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surprise to
hear from
you.

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Withdrawal/Redaction Marker

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THE WHITE HOUSE
WASHINGTON

July 13, 1999

Daniel J. Cappello
14 Leverett Mail Center
Cambridge, MA 02138

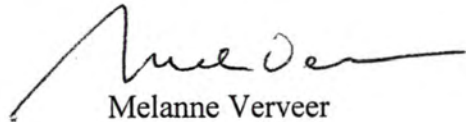
Dear Mr. Cappello:

Thank you for your interest in the Office of the First Lady and your resume, which was forwarded by Julie Mason.

There are no positions open in our office at this time. However, we will keep your resume on file in the event an interesting opportunity becomes available.

Very best wishes.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Melanne Verveer', with a long, sweeping horizontal line extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

Daniel J. Cappello

14 Leverett Mail Center, Cambridge, MA 02138
(617) 493-2652

FACSIMILE COVER SHEET*SEND TO*

Name Julie Mason
Company First Lady's Office
Fax Number 202/456-7805
Date May-7-1999
Number of Pages (including this cover) 2

COMMENTS

Hi Julie,
Here is a copy of my resume for any openings in
the First Lady's office, such as press or speech-writing.

Thank you,
DJC

P.S. I hope you have been getting the "Harvard Crant." > Let me know!

CONFIDENTIALITY STATEMENT

Please note that this information is intended for the use of the addressee named above. Any other disclosure, reproduction, or distribution of this material is expressly prohibited. If you have received this document by error, please notify the sender immediately. Thank you.

DANIEL J. CAPPELLO

14 Leverett Mail Center
Cambridge, MA 02138
(617) 493-2652

104 Kinderkamack Road
Woodcliff Lake, NJ 07675
(201) 391-3240

Education

Harvard University

Honors A.B. degree in Government, expected June 1999. Concentration in Political Theory with related fields in French and history. Elective coursework in Fine Arts. Dean's List standing all terms. Faculty of Arts and Sciences Scholar 1995, Harvard College Scholar 1996-97, John Harvard Scholar 1998. Cambridge, MA

Pascack Hills High School

Valedictorian 1995. National Merit Scholar. Bausch and Lomb Scholar. Robert Byrd Scholar. 1 of 34 NJ Scholars. NCTE Writing Award. National Authors' Registry President's Award. Founder: Teens Against Cancer, Teacher of Excellence Award. President: National Honor Society. Editor: newspaper, literary magazine. Montvale, NJ

Collège Camille-Claudel

Studies in culture of French Southwest and Basque Coast and history of Paris, including trip to Paris. Spring 1992. Bordeaux, France

Work Experience

John F. Kennedy Library and Museum

Archival Assistant. Process and preserve personal papers and objects of John F. Kennedy, Jacqueline K. Onassis, and Ernest Hemingway. Evaluate candidates and select winner of Profile in Courage Award Scholarship. Helped design and institute the revised exhibit of *First Lady: Jacqueline Kennedy*. February 1996 - current. Boston, MA

George Magazine

Editorial Assistant. Served senior editorial staff at this political magazine by researching, conducting interviews, editing, and assembling articles for press. Major projects included writing for *Primaries* section, investigating industry lobbies, and tracking White House programs, as well as final layout and design. Developed *George On-line* by hosting live political chats and writing articles for on-line publication. June - September 1998. New York, NY

The White House

Intern (Interim Director of Specialty Press). Administered the Specialty Press Office while serving as White House intern. Assisted at President's press events, fielded questions from all media outlets, collaborated with other White House offices (Office of Management and Budget, Cabinet Affairs, Chief of Staff, etc.) to assemble White House positions on current events and issues. Honored with Outstanding Service Award. July - August 1997. Washington, DC

Edwin Schlossberg Incorporated

Research-writer. Assembled project history reports for this educational and museum design firm. Examined papers from financial, administrative, legal, and design divisions while meeting with project directors in order to compile overviews of past projects and to advise on future, related designs. Projects included theater restorations, museum exhibits, and interactive public spaces. June - July 1997. New York, NY

Skills and Activities

Computers: Word, Excel, PowerPoint, Lexis-Nexis, World Wide Web.

Languages: Fluent in French, certified with le Certificat Pratique de Français Commercial et Economique.

Extracurriculars: Co-President, Fund-raising Chair: Harvard-Radcliffe Cancer Society. Founding, Senior Editor: *Harvard Current* political magazine. Editor: *Leverett News*. Government Department Peer Counselor. Member: Harvard French Club, Harvard Art Museums, Harvard Democrats, Municipal Art Society of NY City.

Hobbies: Tennis, tai-chi chuan, photography, writing (with published poetry and articles).

THE WHITE HOUSE
WASHINGTON

October 13, 1999

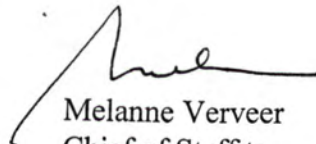
Joan R. Challinor
NCLIS Commissioner
3117 Hawthorne Street, NW
Washington, DC 20008

Dear Joan:

Thank you for pictures and information about NCLIS' Sister Libraries booth. I've shared the materials with my colleagues and know the First Lady will be very interested as well. It is wonderful to see how the Sister Libraries project is making such a positive difference. Your leadership has been so vital.

On behalf of the First Lady, best wishes and thank you
for all you do.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady

honor the Past
Imagine the Future
2000



United States
National Commission on
Libraries and Information Science

September 30, 1999

Ms. Melanne Verveer
Chief of Staff to the First Lady
The White House
Washington, D.C. 20500

Dear Melanne:

It was a pleasure to see you yesterday at the Arts and Humanities Awards. I was surprised to hear from Katie Button that the pictures I sent of NCLIS' Sister Libraries booth were wandering around the White House mail system and had not yet reached your or the First Lady's desk. The pictures were sent on September 2nd, so I hasten to send you copies.

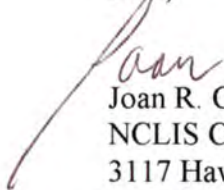
The first photo shows the booth with the White House Millennium logo, a picture of the First Lady reading to children, and a map of the U.S. Sister Libraries and their partners overseas. It is the First Lady's picture that has drawn people to the booth, and we have received countless requests by librarians for a copy; unfortunately, we cannot provide them with one. I spoke to Ellen Lovell yesterday and she told me that she considered our display of the Millennium logo the best she has seen.

The second picture is of HRH Princess Maha Chakri Sirindhorn at our booth at the World Library Conference in Bangkok, Thailand in August. The Princess, author of over 50 children's books, spent 15 minutes at our booth asking questions about children's libraries and our project.

I consider these "home-shot" pictures inadequate for an archive, so the next time the booth is displayed, we will have a professional photographer take several pictures; the booth has proven to be a remarkable attraction to librarians and the program is going extremely well. We are now on our second selection of 50 U.S. libraries which we will pair with foreign libraries on October 15th.

Let me once again say thank you to the First Lady for being our honorary chairperson and to the White House photography department, which provided such a wonderful photo of the First Lady reading to children.

Best,


Joan R. Challinor
NCLIS Commissioner
3117 Hawthorne St., N.W.
Washington, D.C. 20008
202-965-9447

1110 Vermont Avenue, N.W., Suite 820
Washington, D.C. 20005-3522
(202) 606-9200
Fax: (202) 606-9203



THE WHITE HOUSE
WASHINGTON

September 20, 1999

The Honorable Louis Caldera
Secretary of the Army
The Pentagon, #3E700
Washington, DC 20310

Dear Secretary Caldera:

Thank you for your interest in the First Lady's conference and for providing information about the Army's initiatives for Hispanic youth, which I've shared with my colleagues.

Ensuring Hispanic children and youth are given opportunities to grow and succeed is important for them and our country in every respect. Please do keep in touch with us about the Army's initiatives for Hispanic youth and any other topics you think may be of interest to us.

Very best wishes.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady

September 17, 1999

The Honorable Louis Caldera
Secretary of the Army
The Pentagon, #3E700
Washington, DC 20310

Dear Secretary Caldera:

Thank you for your interest in the First Lady's conference and information about the Army's initiatives for Hispanic youth, which I've shared with my colleagues.

Ensuring Hispanic children and youth are given opportunities to grow and succeed is important for our country in so many ways. I know the First Lady greatly appreciates all the Army does to encourage Hispanic, and many other young Americans. Please do keep in touch with us about the Army's initiatives for Hispanic youth.

Very best wishes.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

for providing

them +

in every respect.

and only other topics you

think may be of interest to

us.



SECRETARY OF THE ARMY
WASHINGTON

(P)

August 26, 1999

The Honorable Melanne Verveer
Assistant to the President and
Chief of Staff to the First Lady
The White House
Washington, D. C. 20500

Dear Melanne: *Melanne,*

I read with interest about the First Lady's White House Convening on Hispanic Children and Youth earlier this month.

I write to applaud this initiative. I also wanted to let you know that we are doing some great things at the Army that you may want to note in future events highlighting the Administration's initiatives in this area.

As the nation's largest employer of young Americans, the Army is keenly interested in the education and training of Hispanic youth. I have personally been spearheading initiatives on everything from stay in school efforts; to expanding high school JROTC programs; to increasing the representation of Hispanics in the ranks, in ROTC and at West Point; to reaching out to non-high school graduates with new recruiting opportunities tied to GED sponsorship; to better communicating Army opportunities in community summits throughout the nation.

Please let me know for future reference if there is someone at the White House or in your office with whom we should be sharing this information.

Sincerely,

Louis

Louis Caldera



**Remarks Delivered by
The Honorable Louis Caldera
Secretary of the Army
League of United Latin American Citizens Presidential Banquet
Corpus Christi, Texas
July 16, 1999**

Rick and Lisa Dovalina, Mr. Bonilla, Senator Truan, ladies and gentlemen, distinguished guests all.

It's great to be back in my native state of Texas. I am deeply, deeply honored to speak before such a distinguished audience of Hispanic American leaders.

I want to begin by thanking you for what you do for America. I want to thank you personally, because I have been a beneficiary of your efforts. And I want to thank you on behalf of America, because you make our country greater, stronger, more just, more worthy of her good name. You help our nation live up to her highest principles when you uphold the dignity and vindicate the rights of the least powerful among us.

For nearly seven decades you have fought the fight. From a time when Hispanic Americans were denied not just their right to participate fully in the life of our nation, but their very dignity and humanity – through things like signs that said "No dogs or Mexicans allowed" – to a time when Hispanic Americans are on the verge of becoming the largest minority group in the nation, you have been there. Fighting for equal treatment under the law, fighting for the right to a decent education for every child, fighting to earn recognition for our contributions, our talents, our promise and our right to a place at the table.

You opened the door of opportunity in our nation's public schools and at our nation's great universities for young Hispanic Americans like me to walk through. Today, I have something to give back because you made that possible. Thank you. Thank you not just for what you did for me and what you have done for others like me, but for what you continue to do for us all.

Our young people still need someone in their corner, fighting for them. Too many are angry, confused, disheartened about what their place in the world is supposed to be. They have been denied the education, the encouragement, the opportunities to make the most of the precious talents God endowed them with. **We must redeem the promise of opportunity for these young people, so that every child has a chance at a good education** and to learn marketable skills, so that every child has a safe a nurturing environment where they can be of healthy mind and healthy body, so that every child can develop a close relationship with a caring adult who will guide them, teach them and challenge them to give something back. We don't have the talents or idealism of a single child to waste. We need to love them, and be there for them, and fight for them. I know you are leading this fight, and I thank you for that.

Let me tell you how I am working with groups like LULAC and other men and women of goodwill throughout our nation to lead the effort to make sure that we redeem the promise of opportunity for our young people. And in my case, to make sure the Army is delivering on that promise of opportunity.

Hispanic Americans have long understood that the highest and noblest duty of citizenship is to serve our country in uniform. And many answered that call long before they were citizens. Indeed, long before our own rights were secured, Hispanic Americans were serving proudly and with distinction in every branch of the U.S. Armed Forces. Thirty seven – soon to be 38

- Hispanic Americans have earned the Congressional Medal of Honor, countless more earned other medals for bravery or were equally heroic, but their deeds went unrecorded and unrecognized. Talk to these veterans and they will modestly tell you they weren't there for glory or to get recognition, but just to do their duty out of love of country.

Today, Hispanic American youth register the highest interest in military service among all young people. And they have the highest success rate in uniform in terms of completing the enlistment tour of service they signed up for, or re-enlisting for another tour. Despite all that, Hispanic Americans are underrepresented in our Army. There are half as many as there should be in the enlisted ranks and a quarter as many in the officer ranks, and at the highest ranks there are only four Hispanic American general officers out of more than 300.

This is wrong for America.

Wrong because we can't keep America safe and strong if we can't fill the ranks, and we can't fill the ranks if we are not tapping into the fastest growing demographic group in the nation. Wrong because it undervalues the tremendous contributions Hispanic Americans have to offer our nation. And wrong because it closes doors of opportunity to valuable training, education and leadership experiences in the Army that have been the vehicle of upward mobility for countless others throughout our nation's history.

How is the Army working to address this underrepresentation?

- o We are investing in **stay-in-school** programs and advertising because a good education is still the best foundation for life, including for those who serve in uniform.
- o We are expanding **Junior ROTC**, adding 50 new high schools a year every year for the next five years to build better citizens and help young people learn about opportunities in the military.
- o We are doubling our **Spanish-language media advertising** program to better reach the Hispanic American market.
- o We've held **summits in San Antonio and Los Angeles** with Hispanic American national and local civic leaders, educators and youth group leaders, and congressional leaders from throughout the country to get out the word about **ROTC, West Point and enlisted opportunities in America's Army**. We've held Army Week in El Paso and soon will be holding summits in Miami and Chicago to get the word out.
- o And we are going to give deserving young Americans who didn't finish high school but want to serve in the Army a **second chance**. We are going to help them earn the educational credentials they need to enlist. There isn't a better place for young Americans who need an opportunity than in our Army.

Are our efforts to attract more Hispanic Americans in the Army paying off?

Let me tell you that in just one year of giving it a little personal attention, West Point *doubled* the number of cadets in the entering class from an average of 50 or less cadets per year over the last five years to 99 first-year cadets this year. This will be one of the largest Hispanic American freshman classes ever at a top tier U.S. educational institution. We can do it if we try.

And we are working to make the Army an even better and more valuable experience for those who join. My vision for the Army is that through the use of technology, computers and distance learning, it will become a place where young Americans of all backgrounds can earn college credits while they serve, a place where they can gain valuable training and leadership experience that will serve them well throughout their lives. My vision for the Army

is a place of opportunity that molds young people to be better citizens; a place that represents the great diversity of our nation throughout its ranks.

Thank you for working with me to help carry this message of opportunity in the Army throughout our community, and for supporting my efforts to give that second chance to young Americans who need it.

Let me also very appreciatively thank President Clinton, Vice President Gore and Secretary of Defense Bill Cohen for giving me this unprecedented opportunity to serve our country as the Secretary of the Army, and to be there to ensure that Hispanic Americans have the chance to play a role in keeping our country safe and strong. President Clinton and Vice President Gore deserve the credit for my appointment. It took over 200 years before the first Hispanic American got a chance to serve our country as Secretary of a military department. President Jimmy Carter appointed the late Edward Hidalgo Secretary of the Navy in the last two years of his administration. It took another 20 years before the next Hispanic American got a chance to serve as a Service Secretary – and you're looking at him. But I can assure you -- because of your efforts -- it will not take another 20 years before the next Hispanic American serves as Secretary of the Army, or for the first Hispanic American to be appointed a Justice of the Supreme Court, Attorney General, Secretary of State or Secretary of Defense, and it will not take another 20 years before the first Hispanic American is nominated to be Vice President or President of the United States of America.

We Hispanic Americans have helped to make America great and we have even more to offer our nation. We should take great pride in what we have accomplished and in our heritage, especially in the service of those Hispanics who have fought, bled and died for our nation in uniform. I've seen their pride in the faces of the people I've met – from San Jose to San Juan. Our values – *Fe, familia, comunidad, amor de patria*, and our hard work make America strong. They are the values that will continue to guide us today, tomorrow, and into the 21st century.

I will part by saying that I am proud of LULAC. I am truly humbled to be a part of this important 70th Anniversary celebration. Let us go forward and reenergize our commitment to make our community and our Nation greater than we are today. Thank you again for what you do to help make America strong. God bless you. God bless the United States of America. *Que dios los vendiga* LULAC.

THE WHITE HOUSE
WASHINGTON

December 8, 1999

Professor Bob Cormack
Pro-Vice-Chancellor
Lanyon Building
The Queen's University of Belfast
Belfast BT27 1NN Northern Ireland

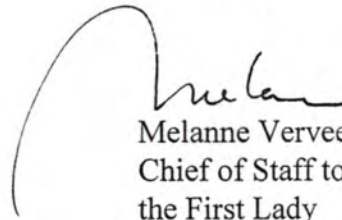
Dear Professor Cormack:

I want to express my appreciation to you and your colleagues for your gracious hospitality during my visit to your university. It was a distinct pleasure for me to deliver the lecture, particularly during such a historic and hopeful time for Northern Ireland.

I wish you and the university community a blessed holiday season.

Thanks -

Sincerely,


Melanne Verveer
Chief of Staff to
the First Lady

THE WHITE HOUSE
WASHINGTON

December 10, 1999

Todd Vincent Crosby
Director
The African Cultural Conservation Fund
4409 Yuma Street NW
Washington, DC 20016

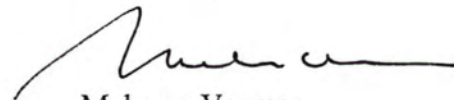
Dear Mr. Crosby:

Thank you for your letter and information about the African Cultural Conservation Fund. I have passed the materials on to the First Lady and I know she will read them with great interest.

Preserving and appreciating African cultures and the cultures of developing nations is important for so many reasons and is especially critical to sustainable development. "The Culture Bank" is a model program, which Mrs. Clinton was pleased to underscore in her address in Florence. Please accept Mrs. Clinton's appreciation for the Fund's vital work, along with her best wishes to you and your colleagues.

You have the great satisfaction of knowing your leadership truly matters to so many. Thank you for all you do.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Melanne Verveer', with a long, sweeping horizontal line extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

The African Cultural Conservation Fund

Sponsor of the Culture Banks of Mali

2

November 23, 1999

The White House
Office of the First Lady
Attn: Ms. Melanne Verveer
Old Executive Bldg.
Room 100

Dear Ms. Verveer:

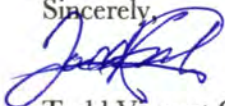
During the "Culture Counts" conference, sponsored by The World Bank in Florence Italy, The First Lady referred to a Peace Corps project, "The Culture Bank" in the West African nation of Mali. I was the Peace Corps Advisor to this project for over three years and worked with the village to design and implement The Culture Bank. Having invested much time and effort in this project, I want to convey my appreciation for the First Lady's comments. Many volunteers spend years working in adverse and dangerous conditions without the recognition that I've received and I would like you to know that I do not take this for granted.

Knowing that African culture and development is a long-standing interest of The First Lady, I would also like to present to her the following materials on The African Cultural Conservation Fund and The Expanded Culture Bank Initiative. The African Cultural Conservation Fund was created by me to support grassroots initiatives in rural Africa that link cultural conservation with economic and social development. ACCF will work to ensure that history and culture in Africa is not compromised in the ongoing struggle for development.

As the First Lady correctly recognized, this project represents a major shift in development paradigms, from developing a community from without to helping it develop from within by using its own cultural heritage as a resource for development. However, as all unorthodox organizations do, ACCF faces significant challenges in its start-up phases and needs all the support that it can muster to realize its first flagship project, The Expanded Culture Bank Initiative in Mali.

As a resident of Washington DC, I would be pleased to meet with you at your convenience to discuss how you might lend your support to this important initiative. Should The First Lady wish to become personally affiliated with ACCF or if she is willing to lend her support in any form to ACCF, please contact me at the coordinates on the attached business card.

Sincerely,



Todd Vincent Crosby
Director
ACCF

The African Cultural Conservation Fund

The African Cultural Conservation Fund (ACCF) was founded in 1999 as a not-for-profit corporation whose purpose is to conserve cultural heritage in rural areas of Africa and use it as a resource for economic and social development. As a development organization, ACCF is concerned with increasing the quality of life in rural Africa. However, ACCF is unique in that it regards culture as a core element in this pursuit and therefore concentrates on supporting "cultural development initiatives," initiatives based on local values, priorities, beliefs, knowledge and skills. More precisely, ACCF accomplishes its purpose by supporting local entrepreneurs in the establishment of "cultural enterprises," enterprises that protect and promote local cultural heritage while simultaneously providing dividends for the entrepreneur and the surrounding community. It is the unique synergy created between culture and enterprise that make ACCF's initiatives effective and sustainable conservation programs and powerful and locally-appropriate development solutions.

What is Cultural Conservation?

Cultural conservation is more than just cultural preservation. Since culture is by nature dynamic, a society's culture must change in order to retain its relevance and value to its constituents. While preservation is one important aspect of cultural conservation, preservation alone is inadequate to assure a culture's continued viability. Cultural conservation implies that history, knowledge and material culture (i.e. the historically and culturally important objects) of a community be preserved in order that it may be employed by the society as a resource for its well-being. Thus, cultural conservation not only addresses the need to preserve indigenous knowledge and know how, but also how to adapt this heritage to help answer to the problems of the present and the future.

How did ACCF evolve?

From 1995-1998, Todd Vincent Crosby, Executive Director of ACCF, was stationed with The Peace Corps in the West African village of Fombori in northern Mali, 100 miles south of the city of Timbuktu. As a small business advisor, his primary assignment became that of assisting the local inhabitants in the creation of The Culture Bank of Fombori.

The Culture Bank is an entirely new type of institution that combines a village bank with a village museum. The Culture Bank enables local inhabitants to use their culturally and historically important objects as collateral for small business loans. In this way, the cultural assets of the community are transformed into economic assets and a real incentive for preservation of cultural heritage is created.

task. It rapidly became evident that for The Culture Bank and other cultural conservation initiatives to flourish in remote areas there need to be an institutional link which could make technical, financial and logistical resources accessible to the villages and to provide a network through which information and skills could be shared.

Shortly after his return to the United States in 1999, Todd Crosby created ACCF to fulfill the need for a development organization dedicated to grassroots cultural conservation and development.

What does ACCF do?

ACCF works hand in hand with rural African communities to design and implement sustainable enterprises that conserve local history, knowledge and skills and use it to respond to specific problems of development. We believe a combination of local culture and enterprise not only inspires more viable and sustainable answers to pressing social and economic problems, but also more effectively responds to the long-term need to conserve culture and identity.

By "enterprise," ACCF does not only refer to businesses, but innovative entrepreneurial undertakings of all sorts. To qualify as an "cultural enterprise" an initiative must respond to the following criteria: 1) It must be an innovative undertaking that emanates from the community for the good the community; 2) It must be based on indigenous knowledge, skills, or seek to conserve history, tradition or material culture. 3) It must respond to a specific need in the community and it must produce tangible dividends for the entrepreneur as well as for the community. These dividends may be monetary profits, or in the form of improved health, education, environment, or peace; 4) It must be long-term and sustainable, meaning that, in time, it will be able to operate in the absence of outside support. 5) It must reinforce value for culture among its constituents and under no circumstances devalue culture. *ACCF underlines the fact that the nature of these projects must be "enterprise at the service of culture" and not "culture at the service of enterprise." We feel this distinction is fundamental to the notion of sustainable cultural conservation.*

ACCF assists these "cultural enterprises" by providing: 1) financial resources for project start-up; 2) technical expertise and training to entrepreneurs creating cultural enterprises; 3) logistical support for project implementation and operations; 4) help in the coordination of projects with outside partners; 5) monitoring and evaluation; 6) information to other development organizations regarding the role of culture in sustainable development.

The objects are researched and organized into a collection that is displayed in The Culture Bank's galleries and used as a tool to facilitate community education and development programs. The interest accumulated from the bank loans provides income for The Culture Bank's operation, allowing it to become self-sustaining. The Culture Bank is also designed to play an educational role in the community by using its income to finance a program of cultural and development activities, such as literacy programs, concerts, theater and artisans workshops. All of these activities equip the community with the knowledge and skills to orchestrate its own development.

The Culture Bank of Fombori began operations in 1997 and in a year and a half it doubled its loan fund through its own activities, achieved more than a 95% reimbursement rate and engaged hundreds of people in its programs. People from Fombori and the surrounding areas submitted over 400 objects such as masks, sacred statues, clothing, weapons, jewelry and household items, receiving in return loans of 5 to 40 dollars to begin small businesses. The objects were researched, documented and organized into a community collection that is presently on display in Fombori.

By the beginning of 1998, news of The Culture Bank had reached Mali's national news media and the project was featured on national television, on radio and in print. It was also described in international publications such as *The International Herald Tribune* and *The Guardian Weekly*. By the fall of 1998, seven villages from around Mali had traveled to Fombori to visit The Culture Bank and learn from the village's experiences. Several of these villages then submitted detailed proposals for the creation of their own Culture Banks.

To act on the interest of the other Malian villages, Mr. Crosby contacted international development organizations around the world to raise support for the establishment of Culture Banks. The response was immediate: The West African Museums Program in Dakar, Senegal, provided a small grant to improve the infrastructure of the Fombori Culture Bank facility. UNESCO and The World Bank both voiced a keen interest in The Culture Bank model and the project was printed up in the World Bank's journal *Urban Age*. Private benefactors also came forward, pledging funds through The Peace Corps Partnership Program.

Even with increased resources, implementing cultural initiatives in the remote village of Fombori proved difficult. Poor infrastructure made communication between Fombori and the partners in Senegal slow and unreliable; technical experts in the capital city had few resources to visit Fombori to help the village with project implementation; sharing information and skills with other villages proved a near impossible

As examples, ACCF's projects might include support for:

- A theater troupe that is using traditional stories to address the issue of AIDS;
- A midwife's association that is promoting alternative rites of passage which help to discourage excision among young African women;
- An artisan's craft workshop to increase income and promote the transfer of knowledge and skills to younger craftsmen;
- A group of musicians using traditional or modern music to preserve history or promote development.

Who is ACCF?

ACCF is made up of professionals who know the communities in which they work, who speak the local dialects, and who are intensely sensitive to the cultural nuances that make participatory development such a difficult undertaking. Both the Washington DC headquarters staff and the onsite technical consultants include experts in village micro-credit and savings operations, small enterprise development, cultural conservation techniques, archeology and museum sciences.

How is ACCF different from other culture-oriented organizations?

ACCF operates at the rural grassroots level

One of the primary difficulties of conducting any type of development initiative in Africa is gaining access to the populations who live in rural villages. Rural areas often harbor much of a nation's vibrant cultural heritage and also have the greatest development needs. ACCF is the first organization in West Africa to concentrate primarily on cultural initiatives conducted in rural villages.

ACCF uses culture as a path to peace and development

In the West, culture is often equated with entertainment. In other areas of the world, however, culture plays a more utilitarian role: songs are used to preserve history, art objects generally serve a "social maintenance" purpose, and theater transmits news or important messages for social change. ACCF is based on this second concept of culture and is interested in supporting cultural initiatives that directly address the needs of the community.

ACCF puts emphasis on achieving tangible results

ACCF believes that the best way to ensure that new cultural initiatives thrive and have a long-term impact is to make sure that they address the immediate and practical needs of the community. ACCF therefore targets initiatives that produce tangible results in education, health, business, environment of the community in question. We feel that when communities begin to see tangible results from cultural

initiatives, there will be an increased sense of the value of culture and, accordingly, the long-term need to conserve it.

ACCF supports more than just "cultural tourism"

While ACCF's initiatives may integrate cultural tourism, they are never based solely on tourism. ACCF's opinion is that, while tourism has a legitimate place in economic development, a community should never be solely dependant on it for its economic survival. Therefore ACCF's initiatives must be able to function in the absence of tourism to be considered truly viable.

ACCF projects are designed to be sustainable and participatory

ACCF only supports efforts that demonstrate sustainability, meaning that the initiatives must ultimately be able to survive financially and administratively apart from ACCF. In order to achieve this goal, the local inhabitants play a primary role in the decision making and administration of the projects from the outset. Not only does intensive local participation create an important sense of ownership for the projects, it promotes the education of the local population and cultivates a sense of local pride and social cohesion. Understandably, participatory development requires more time, however we are firm in our belief that feel that it is absolutely essential for the success of these projects.

The Associated Press
Thursday October 7 8:58 AM ET

First Lady Backs Cultural Literacy

By CANDICE HUGHES
Associated Press Writer

FLORENCE, Italy (AP) - Economic projects in the developing world repeatedly fail because they ignore local customs and culture, Hillary Rodham Clinton said today on the third day of a four-nation tour.

Mrs. Clinton's comments came at a conference in Florence sponsored by the World Bank and the Italian government about how to merge economic development and culture. She noted failed projects like health clinics that did not respect local customs and parking lots that replaced historic buildings.

"We must bring a new cultural literacy and cultural respect to all our development strategies," Mrs. Clinton said.

Italy was Mrs. Clinton's third stop, after Poland and Slovakia. She heads to Iceland on Friday to give a speech on women and democracy.

The first lady has launched an exploratory committee for a Senate run from New York, but the White House said the trip was not linked to domestic politics.

During today's speech, Mrs. Clinton's only public appearance in Italy, she cited several examples of projects that worked.

One was a "culture bank" in a village in the African nation of Mali, created with help from the Peace Corps. Villagers get small loans by using objects of cultural value as collateral rather than selling them. The objects are displayed in the local museum until the loans are repaid. The repayment rate, Mrs. Clinton said, has been 100 percent.

Mrs. Clinton also cited the "adopt a monument" program in Italy and the United States, where schools "adopt" a site such as a church. School children learn the history of the site, give tours and raise money for restoration.

IN 1993, WHILE VISITING RELATIVES IN A NEARBY VILLAGE in Northern Mali, Assiata Ongoiba was amazed to see the amount of money the local women made by organizing an exhibit and selling their crafts to passing tourists. Back home in the small Dogon village of Fombori (population 1,000), she told her women's group how willingly tourists bought carved statues and masks, beaded gourds and hand-woven materials. She cautioned, however, that the foreigners were also very interested in buying traditional ceremonial objects that should stay in the village rather than be treated as souvenirs. Perhaps Fombori—just three kilometers southeast of the important market town of Douentza, could improve on its sister village's innovation by establishing a museum where tourists could see ceremonial artwork and purchase women's handicrafts.

Serious planning for the museum and gift shop began in 1994 when a grant of US\$2,676 was secured from the U.S. Agency for International Development. The local Peace Corps volunteer agreed to provide planning and technical assistance. Logistical support was contributed by Canada's Unitarian Service Committee (USC) which had been working with local women's groups through the *Gestion Aménagement de Terrior* project, supporting women's literacy, savings/credit and income-generating programs. There were many meetings among the women's group, Peace Corps volunteers, village elders, a local nongovernmental organization, the town

council and the district cultural officer. A site visit was also made to the National Museum of Bamako. Finally, a five-room mud-and-brick museum was built by the village men over the course of the next two dry seasons. The townspeople then elected a board of directors to oversee the museum's operation.

Opened in 1996, the museum at first received a great deal of attention from government officials, national radio and TV reporters, and local visitors. It soon became apparent, however, that there would not be enough tourists to generate the income needed for operations. Furthermore, many villagers were reluctant to place their ceremonial objects in the museum. The building was soon closed unless visitors were expected. Subsequently, the building was invaded by termites. Only five months after inauguration, the museum objects had to be evacuated.

The village then reevaluated the museum's design and purpose. It was decided that the museum must become not only financially viable, but also a positive focal point of interest for the community. It was also clear that an incentive was needed to encourage villagers to deposit their possessions in the museum.

During the discussions, the concept of a "Culture Bank" was born when the village decided to establish a program of credit in exchange for the display of ceremonial objects. The village also decided to improve the museum's infrastructure and to change the museum's tourist orientation to a local one, so it would conduct activities of interest to the surrounding population.

During the winter and spring of 1997, the villagers renovated the interior of the museum using termite-resistant materials, improved the ventilation system to control humidity and temperature, and cemented the roof to protect against rain. The remainder of the original grant (\$390) was earmarked for financing Culture Bank loans. The villagers set the lending ground rules and elected a board of directors to manage the cash flow.

Today, individuals can qualify for a loan of \$5 to \$40 when they bring a family object to the museum as collateral. The size of the loan depends on the amount of verifiable historical information provided about the object. Upon repayment of the loans (four

to six months), the owners have the choice of reclaiming their objects or leaving them in the museum's collection for other loans of increased value. The accumulated interest from the loans will be used to finance the bank/museum operation and conduct an activities program that includes artisan workshops, concerts, theater presentations and traditional festivals, as well as literacy classes and health seminars.

So far, 100 percent of the loans have been repaid. However, Fom-

bori has found that a loan fund of under \$400 was insufficient to generate the income needed to cover the museum's program of activities. This year, the museum/bank received an infusion of \$4,000 from the West African Museums Programme for these activities and USC has provided a museum specialist. The museum expects to be self-sufficient in five years. In the meantime, six other villages have written proposals to develop their own Culture Banks.

Fombori's Culture Bank has become a means of transforming the community's cultural resources into a lasting economic vehicle without relying on tourism, the illicit sale of artifacts or constant outside funding. It has also cultivated awareness of and respect for tradition, and made cultural preservation financially sustainable in this isolated, rural community. 

Todd Vincent Crosby is a Peace Corps volunteer. He has been involved in the Culture Bank since its inception. Katrinka Ebbe works with the World Bank's Special Programs Vice Presidency focusing on culture and development.

THE Culture Bank

A COMMUNITY-BASED MUSEUM PROVIDES MICRO-CREDIT

THE PEOPLE OF FOMBORI, in Mali, are using their cultural artifacts as collateral for loans to preserve their heritage and provide cash for the locals.

BY TODD VINCENT CROSBY AND KATRINKA EBBE



TODAY, individuals can qualify for a loan of \$5 to \$40 when they bring a family object to the museum as collateral. The size of the loan depends on the amount of verifiable historical information provided about the object.



Photograph courtesy USC Canada.

LEFT: One of the traditional Dogon statues in the museum collection.
BELOW: Members of the Fombori women's group.



OPINION/LETTERS

Culture Bank Turns Mali Village's Art Into an Asset

By Perdita Huston

FOMBORI, Mali — This village of a thousand souls is not easy to find. An unpaved road winds out of Douentza, a market town 160 kilometers south of Timbuktu, to where Fombori nestles in the cliffs of Dogon country.

Fombori's farmland is poor. Desertification and drought are ever-present. Young people drift away to towns, and village elders

MEANWHILE

deplore the loss of Dogon traditions. Yet from this inauspicious setting comes a unique answer to questions of poverty and pride, a story of democracy at the service of cultural preservation.

A few years ago, Aissata Ongoba, president of the Fombori village women's association, traveled into the Dogon hills to visit relatives. It was tourist season and her relatives' village had organized a craft fair, hoping to

sell to the visitors who come to hike the Dogon cliffs and observe Africans' ability to survive in seemingly hopeless conditions.

Carved statues and masks, beaded gourds, handwoven materials were eagerly purchased by passing tourists. Aissata took the story of this phenomenon back to Fombori. She told the women's group of her discovery, of how visitors value Dogon crafts.

But, she cautioned, visitors also wanted to buy traditional ceremonial objects that should stay in the village. Like her country's leaders, she worried that Mali's national heritage was being sold off as little more than souvenirs.

Her dream was to create a museum for ceremonial objects that would attract visitors to Fombori who might then want to purchase the women's handicrafts.

During the next two years, con-

stant meetings among the local women's organization, the town council, a district cultural official and two Peace Corps volunteers resulted in a small grant from a donor agency and the construction of a five-room mud and brick building. It was dubbed the Dogon Village Museum, and the townspeople elected a board of directors to oversee its operation.

Alas, given its remote site Fombori's museum failed to attract sufficient visitors to sustain itself. Also, villagers were reluctant to place family ceremonial art in the museum. What was needed was an incentive.

In a village as poor as Fombori, the best incentive turned out to be credit. Why not link villagers' need for small loans with the museum? The museum's board hired a bank manager and placed him in charge of the initial loan capital of \$391.

Villagers could qualify for loans of from \$5 to \$40 when they put a family heirloom in the museum as collateral. The loan amount was determined on the basis of verifiable historical information on the artifact. Loans to be repaid within four to six months at a modest interest rate were to finance the museum's activities. Soon, objects never

come a treasure of an idea: how to preserve cultural heritage by making it a living asset at the service of community development.

Fombori's art is in a museum for its children to see. They watch with pride when visitors from afar come to marvel at their ancestors' art. Villagers do not sell their artifacts in time of need; they remain their property.

The official inauguration of the Culture Bank consisted of much drumming and dancing, the consumption of five roasted goats and the display of villagers' finest outfits. From four years of village debates and construction work, a new institution had emerged from the least likely of sites. Aissata now shares her vision with Fombori's villagers, development workers and, at last, museum visitors like me.

The writer, a journalist and author, is serving as director of the U.S. Peace Corps in Mali.

From one of the world's poorest nations has come a unique answer to cultural preservation.

seen before began to emerge from Fombori's modest homes for display in the museum. The Culture Bank was in business.

Mali is one of the world's poorest nations. Yet from it has

LETTERS TO THE EDITOR

San Land Mines

Learning From India

History shows that wars always nullify former situations. Rv

Totalitarian China

rival the horrors of the Holocaust.

***The Culture Bank: blending cultural conservation and micro-credit
-a West African program***

Submitted by The African Cultural Conservation Fund

Economic projects in the developing world repeatedly fail because they ignore local customs and culture, Hillary Rodham Clinton said today...at a conference in Florence, sponsored by The World Bank and the Italian government about how to merge economic development and culture.

"We must bring a new cultural literacy and cultural respect to all our development strategies," Mrs. Clinton said.

During today's speech, Ms. Clinton cited several examples of projects that worked. One was a "culture bank" in a village in the African nation of Mali, created with help from the Peace Corps. Villagers get small loans by using objects of cultural value as collateral rather than selling them. The objects are displayed in the local museum until the loans are repaid. The repayment rate, Mrs. Clinton said, has been 100 percent.

The Associated Press, Oct. 7, 1999

"We who work in museums and with the cultural heritage must now question the options we have hitherto accepted about what a museum ought to be..."

**Alpha Oumar Konaré,
President of Mali and former President of the International Council of Museums
(ICOM)**

Written by: Todd Vincent Crosby, Executive Director/ President
To: The White House, Office of the First Lady
November 23, 1999

Précis

In 1995, the remote village of Fombori in northern Mali began construction on a community museum to protect its disappearing Dogon culture. Fombori's museum, now known as the "Culture Bank," grants small business by accepting cultural objects as collateral. The integration of a village museum and a village bank allows the Culture Bank to create an incentive for cultural conservation by simultaneously addressing the community's need for economic and social development. In the first eighteen months of operation, the Culture Bank accepted over 400 objects, more than doubled its loan fund through its credit and tourism activities, achieved 100% reimbursement rate, provided seed funds for numerous small enterprises in and around Fombori and engaged hundreds of local people in its activities.

Based on the success of the initial pilot project, the grant writer (who served as the Peace Corps technical advisor to the project from 1995 to the end of 1998) requests funds to help the people of rural Mali build the country's first rural cultural conservation network using the Culture Bank model. The following grant proposal details a strategy to create a core network of five Culture Banks and a central NGO support structure to be led by the USA-based not-for-profit corporation, *The African Cultural Conservation Fund (ACCF)*. The main purpose of this initiative is to empower rural villages in Mali to conserve and adapt their cultural heritage as a sustainable resource for their economic and social well-being. A secondary purpose is to create a grassroots network that can be expanded and diversified and act as a model for grassroots cultural development throughout Africa and the developing world. With this in mind, an additional goal of the Expanded Culture Bank Initiative is to study and understand the transferability of the Culture Bank model across various ethnic and socio-economic contexts.

Description of The Culture Bank

A Culture Bank is a grassroots institution that integrates aspects of a village museum with a village bank. The purpose of this combination is to effectively transform cultural resources into tangible economic resources—thereby creating a real incentive for cultural conservation at the village level while at the same time providing capital to launch new enterprises.

The owner of a culturally or historically important object submits it to the Culture Bank as collateral in return for a small business loan. Using a unique system, The Culture Bank's fund manager assesses the loan value for the object according to the amount of verifiable historical information that the object's owner can provide. The information is recorded in a catalogue by

the Culture Bank fund manager and the object is then displayed in the Culture Bank's museum where it is incorporated into a village exhibition to be used in various educational activities. The object remains the property of its owner who may take it out to use it at any time, returning it to the Culture Bank when it is not in use. In turn, the owner uses the loan to conduct business for a pre-determined period then reimburses the loan with interest. He or she either reclaims the object or leaves it in the Bank in return for another loan, generally of greater value. The interest on the loans accumulates in the Culture Bank and is used to finance cultural and development activities, for example, literacy programs or traditional theatre and dance presentations, which take place at the Culture Bank facility.

As interest on loans accumulates and is supplemented by income from tourist visits, the Culture Bank develops the capacity to finance its own operations and the Culture Bank gradually achieves self-sufficiency. Thus, the interest income provided by the loans increases the long-term sustainability of the Culture Bank and minimizes its dependence on seasonal tourism or continual outside funding.

An officially-recognized village association and a locally elected Board of Directors exercises oversight and authority over the Culture Bank. The members of this Board represent the different sectors of the community: the older women and men, and the younger women and men, and the village's traditional authorities.

Background Information

In the pursuit of development and modernization, traditional thought and cultural heritage are fading into obscurity in many parts of the world; people are forgetting the old ways in their rush to embrace the new. Nowhere else is this phenomenon more in evidence than in Africa. Climatic changes, poverty, colonialism, and ill-designed and managed development initiatives have accelerated the rate at which African cultural heritage is disappearing. Important cultural and historical objects are being bought and exported at a rapid rate; precipitous social change has created enormous generation gaps and much of the continent's oral history and traditional knowledge is disappearing with the older generations. Coupled with the paucity of resources for conserving culture and for supporting new cultural initiatives, the result is an alarming net loss of African culture.

Only now are we becoming aware of what this loss of culture means in the lives of everyday people. Not only does diminished cultural and historical awareness put important resources like tourism at stake, it prevents a community from comprehending its own evolution and, likewise, from orienting itself as a group to cope with the challenges of the present and future. Furthermore, as cultural practices diminish so do other important keys to development: creativity, perspective and vision. Because these attributes are fundamental to the process of innovation, their absence severely limits the potential for a community to orchestrate its own development or even to participate effectively in development projects. Thus the implications of cultural loss for grassroots development are very great.

As evidenced by the recent "Culture Counts" conference hosted by The World Bank in Florence Italy, Development organizations now realize the importance that culture plays in allowing a community to understand, analyze and innovate solutions to their problems. While many now agree that cultural conservation must go hand in hand with sustainable development, a major problem is how to make it feasible for the rural areas and villages, where the majority of Africans live. One innovative solution to this problem is evolving in the small Dogon village of Fombori in northern Mali: The Culture Bank.

The Evolution of the Culture Bank of Fombori

The Culture Bank was originally begun in 1995 as The Dogon Museum of Fombori, an idea put forward by the women of Fombori to conserve historical and cultural objects and to attract tourism to the small village. Due to its remote location, the Museum failed to attract sufficient tourism to sustain itself and quickly the local inhabitants lost interest in the project. In 1997, in an effort to resuscitate the project, the technical advisor and the Museum Board reevaluated the project to determine why the local population had become disinterested and to identify potential solutions. Over the course of the discussion, it was determined that the people of Fombori did not see a tangible impact in the community and were therefore unconvinced of the Museum's importance. The project leadership therefore decided to shift the focus of the project away from tourism and onto the needs of the community. These needs would be addressed in two ways: 1) the Museum would integrate a cultural center into the Museum that would address the cultural and educational needs of the village. This center would host cultural activities such as theater, concerts and artisan's workshops and also development activities such as literacy, health seminars and small business consultation. 2) the Museum would integrate a micro-credit program which would provide business loans to village residents in return for objects with

cultural or historical significance (termed "cultural collateral"). These objects would be documented and safely maintained until loan reimbursement. The interest income generated by the loans would increase the financial stability of the institution. Finally, because the Fombori Museum now differed greatly in form and function from other rural museum projects, a new name, "The Culture Bank," was coined to more accurately describe the new institution.

The Culture Bank of Fombori has been fully operational since May of 1997. Since that time, it has collected and documented more than 400 historical and ethnographic objects including: masks fetishes, clothing, tools, kitchen utensils, jewelry, wedding blankets, weapons, musical instruments, and furniture. The villagers of Fombori have used the Culture Bank loans to start small businesses, mostly involving the trade of grain and foodstuffs between market towns and outlying villages. Moreover, in its first eighteen months of operation, The Culture Bank doubled its loan fund through interests and tourist fees, achieved a 95% loan reimbursement rate, and engaged hundreds of people of all ages in its educational and cultural activities. The Culture Bank is successfully engaging the community of Fombori in the conservation and promotion of Dogon culture while enhancing the village's economy.

Some experts wonder if the Culture Bank of Fombori encourages the illicit pillaging of local archeological sites. In fact, this is not the case. Due to its unique documentation and loan system that links the objects value with the amount of verifiable information provided, archeological objects are not generally eligible to be used as collateral for Culture Bank loans. Thus, there is no economic incentive for the villagers to submit such objects. Furthermore, because it strives to create a sense of respect and value for historical sites, The Culture Bank also serves as an effective tool to decrease the rate of illicit pillaging in Africa.

The Challenge

The Culture Bank of Fombori has been described in Mali's national newspaper *L'Essor* as well as in international papers such as *The International Herald Tribune*, *The Guardian Weekly*, and *The World Bank* journal *Urban Age*. Due to the success of the initial project and the increased media attention, requests for new Culture Banks are emerging. In 1998, representatives from seven Malian villages traveled to Fombori in order to visit The Culture Bank and learn from Fombori's experience. Subsequently, several of these villages submitted detailed proposals for the creation of their own Culture Banks.

Creation of a Culture Bank, as described above, entails the following steps:

- 1) **Organize a Culture Bank village association-** The village in question creates a legal association that will administer the Culture Bank. This process, similar to incorporation, includes electing a Board, drafting Articles and Bylaws and applying for official recognition from the Malian Government and gives legal status to the institution.
- 2) **Construct and equip the Culture Bank facility-** The village communally designs, constructs and equips the Culture Bank facility, conforming to established standards. This facility includes galleries, workshops, offices and a classroom. Each Culture Bank will have electricity supplied by a gas generator and audio/visual equipment to enhance educational programs.
- 3) **Initiate the Culture Bank's loan program-** The Culture Bank's fund is trained in micro-credit practices and immediately thereafter begins to accept and document objects and begins to disburse loans. Also, at this time the Culture Bank creates a permanent exhibit of the village's objects in the Culture Bank's galleries. Gradually, cultural objects accumulate and a permanent exhibit is created in the Culture Bank's galleries.
- 4) **Implement a series of educational and cultural programs-** The Culture Bank's Board of Director's begins to conduct educational and cultural activities at the Culture Bank facility. Initially, these programs are funded from outside sources, but as interest income and revenues from tourism accumulate, The Culture Bank is able to gradually assume responsibility for its operational costs until, eventually, it becomes financially self-sufficient.
- 5) **Monitor and Evaluate-** It is essential to evaluate the Culture Bank's effectiveness annually: how many objects have been collected and documented?; how many people have visited its galleries and how many have participated in its activities programs?; what is its loan reimbursement rate?; how many small businesses have been successfully launched or assisted by Culture Bank loans?; is there evidence that the Culture Bank will, in fact, become self-sufficient within the allotted five year period?

The Proposal to Expand the Culture Bank Initiative in Mali

This proposal requests funds to create a network of five Culture Banks (including the original pilot project) that will have at its core a central NGO support structure to provide technical, financial and logistical assistance to the village projects.

The Washington DC-based *African Cultural Conservation Fund* (ACCF) will administer all of the executive and financial aspects of the project. ACCF will contract with the West African NGO *ACTION, CULTURE AND DEVELOPMENT* (ACDEV) to act as on-site supervisors / consultants to provide technical and logistical support in the field. ACDEV's role will also include acting as a central coordination point for the conservation network, linking each individual Culture Bank with the other members of the network and outside partners.

The goals of this initial five-year, five-village project (including Fombori) are to:

- 1) Create a grassroots cultural conservation network that effectively conserves and promotes West African culture at the village level and has the potential to act as a model for rural cultural conservation across Africa.
- 2) Stimulate economic growth and community development through the creation of enterprises in the areas surrounding the Culture Banks;
- 3) Understand more completely the Culture Bank's impact within a community;
- 4) Explore the adaptability of the Culture Bank model in differing ethnic, geographic and socio-economic contexts.

ACCF will direct and be responsible for initiating and building the Expanded Culture Bank Initiative in Mali.

The Objectives of The Expanded Culture Bank Initiative

The duration of the Expanded Culture Bank Initiative will be five years and will include the following steps: to mobilize funds for the initiative, to equip a local NGO to provide technical and logistical support for Culture Bank initiatives, to construct the Culture Bank facilities; to infuse the Culture Banks with loan capital and begin micro-credit activities; to begin documenting the material culture of the villages, to promote local cultural heritage through an array of educational and development activities at the village level; and to assess the individual Culture Banks efficacy. This specific objectives of the Expanded Culture Bank Initiative are to:

- *Obtain grants funds totaling \$1,880,000 to fund the direct and indirect costs of The Expanded Culture Bank Initiative in Mali, W. Africa over five years;*
- *Put in place a specialized support network consisting of an arm of the American not for profit corporation ACCF and Malian support organization ACDEV which will provide financial, technical and logistical support for the individual Culture Banks and will prepare The Culture Bank initiative for possible region-wide expansion after five years;*
- *Expand the number of operating Culture Banks from one to five;*
- *Provide each these four new Culture Banks with initial bank funds of \$7,000 which will grow to at least \$15,000 each by the end of five years from the commencement of banking activities. These funds will be used to provide small business loans to be secured by "cultural collateral;"*
- *Raise the amount of The Culture Bank of Fombori's loan fund by \$7,000 in order to bring the project to financial self sufficiency by the end of the pilot project;*
- *Assist in the creation/development of 100 sustainable small enterprises.*
- *Collect and document a total of 3000 objects to be displayed locally in galleries of the five Culture Banks;*
- *Engage 12,000 participants in Culture Bank activities;*
- *Educate 2000 people in reading and writing their own local languages;*
- *Assess the impact of the Culture Banks within the host communities through a baseline study and follow-up survey.*

African Cultural Conservation Fund (ACCF)

To date, few development agencies have made conducting cultural conservation and development in remote communities a priority. As a result, there is a severe shortage of resources for cultural initiatives in Africa and elsewhere. ACCF is a not-for-profit development organization specifically created to provide leadership, technical, financial and logistical support for cultural conservation and development initiatives in rural African communities.

ACCF will have the following roles in the expanded pilot project:

- **Promote the Culture Bank model outside of Mali;**
- **Conduct fundraising and publicity campaigns for cultural preservation in West Africa;**
- **Review grant applications and disburse grants to village associations seeking**
- **to implement Culture Banks;**
- **Guide ACDEV and the village associations in project design and implementation;**
- **Control and monitor the financial aspects of the expanded Culture Bank initiative;**
- **Assist ACDEV in creating partnerships which increase its technical capabilities;**
- **Perform data synthesis and project evaluation;**
- **Provide informational updates and reports to partners and benefactors;**
- **Engage in strategic planning for future expansion;**
- **Participate in project auditing;**
- **Establish and manage an endowment to ensure long-term project sustainability.**

ACCF will initially focus its attention on project fundraising, implementation and design. Once the new Culture Banks are fully operational and the support network is functioning satisfactorily, the organization will shift its focus gradually towards partnership formation, information synthesis, evaluation, publication of findings, strategic planning and endowment building and management.

Providing on-site support for the Expanded Culture Bank Initiative

The Fombori pilot project highlighted the need for skilled technicians and culturally-appropriate guidance and monitoring. Moreover, it demonstrated the extreme difficulty of implementing Culture Bank projects given the absence of financial, technical and logistical support for rural cultural development initiatives in Mali. It is therefore evident that an accessible support structure is needed to help the villages succeed in this task.

In 1991, eleven Malian archeologists, historians and sociologists came together to address the challenge of harnessing Mali's greatest resource, its cultural wealth, in its pursuit of sustainable development. Their response was to create *ACTION, CULTURE AND DEVELOPMENT (ACDEV)*, a Malian non-governmental development organization (NGO) whose goal is to preserve Malian culture and use it to stimulate local social and economic development. ACDEV's works with communities to design and implement projects that use their local culture as the foundation of their development. Under the leadership of two men, Daouda Keita and Ibrahim Coulibaly, the organization achieved official recognition as a non governmental organization (NGO) and signed a contract with the Government of Mali to conduct operations for 99 years.

ACDEV will be contracted by ACCF as the primary field support organization to provide technical and logistical resources directly to the individual Culture Bank village associations.

Mr. Keita, a professional archeologist, first became aware of Fombori's Museum project during his participation in an archeological dig near Douentza in 1995. Over several years, Keita followed the evolution of The Culture Bank, personally traveling to Douentza on several occasions to meet with the technical advisor and to interview Fombori's residents. When Mr. Keita heard about the possible expansion of the Culture Bank program, he suggested ACDEV as a natural choice to provide onsite support because:

- ACDEV is a Malian initiative and therefore has increased credibility with Malian citizens and the Government of Mali;
- ACDEV has a 99 year contract with the Government of Mali, thus ensuring long-term stability and continuity for the Culture Bank projects;
- ACDEV is apolitical, which allows it to implement cultural projects without political impairment or intrusion;
- ACDEV is a small organization, which increases its flexibility, speed and efficiency.

Mr. Keita has taken the initiative to go forward and create a Culture Bank project under the aegis of ACDEV. This project will operate with financial independence, separate from ACDEV's other activities, and will be directed by its own executive committee with Mr. Keita as project Director.

ACCF will contract with ACDEV to perform the following duties:

- Promote the Culture Bank model in Mali through publicity and awareness campaigns;
- Assist in the creation, organization and legal recognition of village Culture Bank associations;
- Facilitate the transfer of funds for the construction and operation of Culture Banks;
- Assist the village associations in the technical aspects of the project such as building design, construction, systems implementation;
- Provide logistical support for construction and execution of activities programs;
- Provide guidance for intellectual facets of Culture Bank projects such as documentation, research, conservation initiatives and programming;
- Assist in the training of Culture Bank personnel;
- Act as a liaison between the individual Culture Bank projects and governmental authorities such as the National Museum and Ministry of Culture;
- Facilitate technical or exhibit exchanges between individual Culture Banks;
- Monitor project progress and the financial aspects of the village projects;
- Facilitate volunteer placements in participating villages;
- Assist in project audits, evaluation and studies.

The Role of Volunteers at ACDEV

As a part of ACDEV's strategy to maximize efficacy and minimize operating costs, the organization has entered into a working agreement with the *United States Peace Corps* in Mali to provide additional field support for its initiatives. In this partnership, ACDEV provides financial, technical and logistical resources while Peace Corps Volunteers are posted in the villages full-time to provide supervision and to assist with day to day matters. These Peace Corps volunteers report to Director Keita. Volunteer participation will expedite work progress, provide more intimate and culturally sensitive contact with the villages, and reduce potential for waste of project resources.

Expanding the Culture Bank program into Four Malian Villages

Over the past year, four ethnically and geographically diverse villages in Mali have taken the lead in initiating new Culture Bank projects: **Siby**, a Malinké village 45 kilometers from Mali's capital, Bamako; **Loulouni**, a largely Senufo village, 40 kilometers south of Sikasso; **Lougourougoumo**, a Dogon village near Sangha in the northern Mopti region. In addition, **Tominian**, a Bobo village near the town of San, has signaled a strong interest in creating a Culture Bank and is presently assembling a project proposal. These four villages will, along with Fombori, form a network of five communities that will share skills and experiences and coordinate exchanges. The Culture Bank promoters anticipate that the diversity of these villages will furnish important insight into the transferability of the Culture Bank model across different ethnic contexts and in villages of different sizes, accessibility and levels of economic wealth.

In order to engender a sense of local ownership of the Culture Banks, each will be constructed and locally administered by its own official village association and piloted by a Board of Directors consisting of locally elected representatives. Technical advisors from the US-based ACCF in coordination with staff from ACDEV will guide the individual Boards during project implementation.

As with the original Fombori example, the activities of the new Culture Banks will fall into three principal categories: cultural conservation, enterprise creation, and education. Each of the new Culture Banks will provide entrepreneurs with small business loans and technical assistance in return for "cultural collateral"—family heirlooms or ethnographic objects to be housed in a local gallery. Secondly, each new Culture Bank will document, catalogue, and conserve objects, record traditional knowledge, and preserve archeological sites. Each Culture Bank will use these objects and knowledge as the foundation for appropriate educational programs that promote social development while reinforcing the cultural and historical identity of the community. These activities will encompass both cultural activities such as music, dance, theater and artisan's workshops, as well as development activities such as business training, literacy programs and health/hygiene seminars.

The four additional Culture Banks will be funded and constructed over a period of **26 months** and then will be completely turned over to the village associations **30 months** later. The goal is for each Culture Bank to be financially and administratively self-sufficient within five years of the commencement of full-scale banking activities. The interest generated from the business loans

will, at that time, be sufficient to cover the operational expenses of the Culture Bank and, to some degree, expand the Culture Bank's loan fund. After five years, further outside financial support will be unnecessary although ACDEV's technical and logistical support will remain in place.

Action plan and Timetable

The expanded pilot project will be executed in the following phases:

- Phase I:** Fund raising and documentation;
- Phase II:** Equipping the Culture Bank network support organizations;
- Phase III:** Construction of four new Culture Bank facilities;
- Phase IV:** Training and implementation of micro-credit and activities programs;
- Phase V:** Evaluation of the expanded Culture Bank initiative.

Phase I: Fund raising and documentation

Estimated Timeframe: 15 months

ACCF begins to raise funds to cover the direct and indirect costs of the project; All village associations achieve legal status; legal documentation and project proposals from each of the villages is fully elaborated and filed with ACCF; The final five projects are confirmed.

Outlined as follows are the individual roles for each of the institutional participants for Phase I:

African Cultural Conservation Fund

- Conduct fund-raising program in the United States;
- Create the Culture Bank website.

ACDEV

- Establish bank and utilities accounts in Mali;
- Identify location, equipment and support staff for Bamako office;
- Assist villages in the organization of legal village associations;
- Transmit project proposals to ACCF for review.

Village associations

- Draft and file legal documents with Malian Government to acquire official "association" status;
- File project proposals with ACDEV;
- Acquire land and building permits;
- Arrange for volunteer accommodations in the individual villages;
- Select and acquire the building site and building permits from national and traditional authorities.

Phase II: Building the support organizations

Estimated Timeframe: 6 months

ACCF and ACDEV are equipped and fully operational; Peace Corps volunteers are established in each village; The Boards of Directors of the village associations are organized and ready to begin construction.

Outlined as follows are the individual roles for each of the institutional participants for Phase II:

African Cultural Conservation Fund

- Consult with ACDEV regarding initial organization set-up and training of personnel;
- Purchase vehicle and equipment in USA and ship to Mali;
- Create The Culture Bank web site;
- Transfer of funds for Phase III upon successful completion of Phase II.

ACDEV

- Acquire, renovate and equip office in Bamako;
- Receive vehicle and equipment from USA;
- Hire and train ACDEV support staff;
- Set up benefits programs, insurance;
- Evaluate Phase II and transfer money for Phase III to village associations;
- Conduct baseline studies of villages.

Village associations

- Open bank accounts in nearby cities;
- Establish Peace Corps volunteers in villages;
- Boards of Directors are in place and organized regarding their roles and responsibilities;
- Infuse 7,000 dollars into The Culture Bank of Fombori's loan fund.

Phase III: Construction of four new Culture Bank facilities

Estimated Timeframe: 5 months

The new Culture Bank buildings are properly constructed, equipped, inspected by both ACCF and ACDEV, and are prepared to receive objects.

Outlined as follows are the individual roles for each of the institutional participants for Phase III:

African Cultural Conservation Fund

- Collaborate with ACDEV in building design and construction;
- Evaluate Phase III and transfer funds for Phase IV.

ACDEV

- Provide technical and logistical assistance to village associations during organization and execution of construction activities;
- Monitor project expenditures;
- Evaluation of Phase III and transfer of funds to villages for Phase IV.

Village associations

- Acquire construction materials;
- Construct Culture Bank facilities;
- Furnish and equip new Culture Banks.

Phase IV: Training and implementation of micro-credit and educational programs

Estimated Time Frame: 30 months

The Culture Bank loan and educational programs are fully implemented and operating satisfactorily; loan programs have acceptable reimbursement rates and are growing sufficiently to allow the Culture Banks to achieve financial self-sufficiency by the end of five years (from the commencement of banking activities); 100 small enterprises are created; the Culture Banks collect and document 3000 objects; The Culture Banks collectively engage 12,000 participants in the activities programs; the Boards of Directors are prepared to take complete control of the projects by the end of Phase IV.

Outlined as follows are the individual roles for each of the institutional participants for Phase IV:

African Cultural Conservation Fund

- Consult with ACDEV and village associations regarding implementation of the Culture Bank loan program, collection of objects, documentation and research of objects;
- Recommence partnership building and endowment fund raising in USA;
- Evaluation of Phase IV and transfer of funds for Phase V.

ACDEV

- Coordinate the training of village association personnel;
- Furnish technical and logistical assistance to village associations for program implementation;
- Facilitate skills and exhibit exchanges between Culture Banks and other technical partners.

The Village associations

- Personnel begin training in museum sciences, micro-credit and savings and small enterprise development;
- Commence object collection and documentation activities;
- Begin micro-credit activities;
- Implement cultural and development programs at the cultural center.

Phase V: Evaluation

Estimated Time Frame: 4 months

The project promoters are able to clearly describe and demonstrate the Expanded Culture Bank Initiative's results and impacts; final reports regarding project findings are submitted to supporters and technical partners; the project support network undergoes a complete external evaluation and audit.

Outlined as follows are the individual roles for each of the institutional participants Phase V:

African Cultural Conservation Fund and ACDEV

- Conduct follow-up surveys as compliment to the Phase II baseline study;
- Collect, analyze and synthesize data;
- Organize and undergo external audits and external project evaluations;
- Create reports for partners and benefactors;
- Undertake strategic planning for future operations;
- Make recommendations for future activities.

Village associations

- Carry out village surveys;
- Assume comprehensive direction of all local Culture Bank operations.

Monitoring and Control

At each stage, ACCF will be directly involved in the implementation and evaluation of the individual phases of the project. The allocation of project funds will be controlled by ACCF and transferred at the beginning of each phase to ACDEV. Funding of subsequent phases is contingent upon the successful completion of the preceding phase. ACDEV will, in turn, disburse funds to the village associations using the same phase by phase methodology.

Evaluation, Reports and Publications

From the outset of the project, *ACCF* will construct and maintain an internet web site that will serve as an informational resource to supporters and partners regarding the project's philosophy, design and continuing developments. Digital images of current events will be posted regularly on this website. There will also be bi-annual reports that will keep partners current of project progress.

A baseline study will be conducted at the end of Phase II villages to measure initial literacy rates, family income, and other development indicators to provide a reference point for impact assessment. During Phase V, a follow-up survey will be conducted to evaluate the impact of the Culture Banks in the communities. Throughout the duration of the project *ACCF* will produce a series of articles to be submitted to journals concerned with museum sciences, cultural preservation and sustainable development.

During Phase V, The final project evaluation will be conducted jointly by *ACCF* and an outside organization. *ICCROM PREMA*, located in Benin, would be a likely choice to fulfill this role.

Project Personnel

T. Vincent Crosby, Executive Director, *ACCF* - Mr. Crosby has lived and worked in Africa for the past four years promoting enterprise development and micro-credit and savings operations. Most recently, Mr. Crosby worked for three years as a Peace Corps volunteer in Mali, collaborating with the people of Fombori to design and implement the first Culture Bank project. Prior to his involvement in The Peace Corps, Mr. Crosby worked in Mozambique and Washington, DC as a business consultant. He has a significant experience working with non-governmental organizations and in small enterprise development. He also speaks two African languages and is fluent in French.

ACCF will also employ an Administrative Assistant to assist in the execution of its fundraising campaigns and administrative duties.

Daouda Keita, Executive Director, *ACDEV The Culture Bank Project* - Mr. Keita is a Director of *ACDEV* and Malian archeologist. Mr. Keita has been involved in some of West Africa's most renowned archeological projects, including the famous Djenne-Djeno and Ja excavations. Mr. Keita received his archeology degree in the former Soviet Union and has long been in active

collaboration with various national and international institutes including Rice University, The Institute of Archeology in London, and the Malian Institut des Sciences Humaines (ISH). Mr. Keita is intimately familiar with the Culture Bank model since its inception. He is fluent in French, Russian, Malinke and Bambara and is functional in English.

ACDEV will also employ a second technical consultant as well as a small support staff to assist Mr. Keita in project implementation.

Benefactors

Funding

Reports

Expertise

Data

Technical Partners

The African Cultural Conservation Fund

Grant proposals
and data

Technical &
logistical Support

Financial
Support

Volunteer

Action, Culture and Development

Volunteer

The Senufo Culture Bank of Loulouni

The Dogon Culture Bank of Lougourougou

Volunteer

The Dogon Culture Bank of Fombori

Volunteer

The Bobo Culture Bank of Tominian

Volunteer

The Malinke Culture Bank of Siby

Annex 1-- Budget Forecast

Summary Budget for The Expanded Culture Bank Initiative

<u>YEAR</u>	<u>CULTURE BANK PROJECT DIRECT COSTS</u>	<u>INDIRECT COSTS (ACCF)</u>	<u>TOTAL ANNUAL BUDGET</u>
1	\$ 279,242.00	\$ 215,126.00	\$ 494,368.00
2	\$ 104,680.00	\$ 200,866.00	\$ 305,546.00
3	\$ 105,680.00	\$ 262,866.00	\$ 362,446.00
4	\$ 105,680.00	\$ 248,416.00	\$ 353,096.00
5	\$ 105,680.00	\$ 250,416.00	\$ 355,096.00
Total	\$ 700,962.00	\$ 1,177,690.00	\$ 1,878,652.00

The above 5 year budget shows the annual breakdown of both the direct and indirect costs for ACCF's first project: the expanded Culture Bank initiative in Mali, W. Africa. Direct costs include the Culture Bank facilities located in five Malian villages and a NGO support arm based in Mali that will provide the field projects with financial, technical and logistical support. Indirect costs include the administrative and fundraising costs for ACCF USA which will direct all aspects of the project as well as conduct fundraising, build partnerships, gather, synthesize and publish data, participate in audits, and build and manage an endowment.

Year 1			
<u>Expense Category</u>	<u>Direct (Culture Bank Initiative in Mali)</u>	<u>Indirect (ACCF USA)</u>	<u>Total</u>
Personnel (salaries, benefits, training)	25,000	98,500	123,500
Equipment	48,720 (NGO) + 24,736 (CB)	45,760	119,216
Travel and Fundraising Expenses	16,260	34,766	51,026
General Operating Expenses (rent utilities)	34,000	33,600	67,600
Vehicle related	72,720	-	72,720
Financial (Exchange rate loss, bank fees..etc)	3,000	2,500	5,500
Construction Materials (for Culture Banks)	12,306	-	12,306
Seed Funds (Culture Bank Loan Funds)	35,000	-	35,000
Subsidies (For Culture Banks to offset operations costs during start-up phases)	7,500	-	7,500
Total	279,242	215,126	494,368

In relation to the annual budgets for years 2-5, the year 1 budget is elevated due to initial overhead expenditures on equipment and a support vehicle. Personnel expenses include salaries, benefits and training for three technical personnel in Mali as well as a two-person support staff. Two full-time employees, an Executive Director and Administrative Assistant, will be employed in Washington DC. Vehicle expenses in Mali include the purchase and shipping of a Toyota Landcruiser. No vehicle will be purchased for ACCF USA during the start up phases, as the Director will put his personal vehicle at the disposition of ACCF. The budget also includes a \$1500 annual subsidy for each Culture Bank to fund activities programs while the Bank funds grow. It is estimated that after 5 years of operation, the Bank funds will generate enough interest revenue to cover the Culture Banks operational costs.

Annex II-- Direct and Indirect Budget detail

EXPANDED CULTURE BANK INITIATIVE			
DIRECT COSTS BUDGET			
Item	Year 2000	Year 2001	Year 2002
100. PERSONNEL EXPENSES			
A. CONSULTANT FEES			
President ACDEV \$5400/ year			
Vice President ACDEV \$4000 / year			
Technical Consultant ACDEV \$3200 / year			
Support staff \$9400 / year			
	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00
B. EDUCATION AND TRAINING	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
200. OFFICE EXPENSES			
A. EQUIPMENT PURCHASES	\$ 29,180.00	\$ -	\$ -
B. OFFICE FURNITURE	\$ 3,740.00	\$ -	\$ -
C. OFFICE RENOVATION AND MAINTENANCE	\$ 5,000.00	\$ -	\$ 1,000.00
D. RENT	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
E. UTILITIES	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00
300. VEHICLE EXPENSES			
A. VEHICLE PURCHASES			
Toyota 4x4 Landcruiser Diesel (For Mali)			
Yamaha 250 DT (for Mali)			
	\$ 58,000.00	\$ -	\$ -
B. VEHICLE RELATED EXPENSES	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
C. FUEL	\$ 4,720.00	\$ 4,720.00	\$ 4,720.00
400. TRAVEL EXPENSES			

A. AIRFARES	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
B. MEALS	\$ 1,260.00	\$ 1,260.00	\$ 1,260.00
500. GENERAL OPERATING EXPENSES			
A. OFFICE SUPPLIES	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
B. GENERAL INSURANCE	\$ 1,900.00	\$ 1,900.00	\$ 1,900.00
C. LEGAL AND ACCOUNTING	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
D. COMMUNICATION			
Postage			
Telephone			
Internet Service			
	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00
E. EQUIPMENT SHIPPING COSTS	\$ 6,600.00	\$ -	\$ -
600. FINANCIAL EXPENSES			
A. BANKING FEES (wire transfer fees, late charges...etc.)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
B. DEPRECIATION	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
C. EXCHANGE RATE LOSS	\$ 500.00	\$ 500.00	\$ 500.00
700. CULTURE BANK EXPENSES			
A. CONSTRUCTION MATERIALS	\$ 12,306.00	\$ -	\$ -
B. FURNISHINGS AND EQUIPMENT	\$ 24,736.00	\$ -	\$ -
C. BANK SEED FUNDS	\$ 35,000.00	\$ -	\$ -
D. SUBSIDIES TO OFFSET OPERATIONS COSTS FOR 5 YEARS	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
Total Direct Costs	\$ 279,242.00	\$ 104,680.00	\$ 105,680.00

EXPANDED CULTURE BANK INITIATIVE			
INDIRECT COSTS BUDGET			
Item	Year 2000	Year 2001	Year 2002
100. PERSONNEL EXPENSES			
A. SALARIES			
Executive Director/President ACCF- \$45,000/ year			
Vice President (Year 3 only)- \$38,000/ year			
Office Manager ACCF \$30,000/ year			
	\$ 75,000	\$ 75,000	\$ 113,000
B. FRINGE BENEFITS (20% of salary) Health, Life Insurance, Training			
	\$ 15,000	\$ 15,000	\$ 22,600
C. PAYROLL EXPENSES			
	\$ 8,500	\$ 8,500	\$ 12,430
200. OFFICE EXPENSES			
A. EQUIPMENT PURCHASES			
	\$ 11,310	\$ 5,000	\$ 7,900
B. FURNITURE	\$ 1,450	\$ -	\$ 1,450
C. RENT	\$ 26,000	\$ 26,000	\$ 26,000
D. UTILITIES			
Power			
Heating/Cooling			
	\$ 3,000	\$ 3,000	\$ 3,120
300. FUNDRAISING AND TRAVEL EXPENSES			
A. AIRFARES	\$ 15,000	\$ 15,000	\$ 18,000
B. GROUND TRANSPORTATION	\$ 8,726	\$ 8,726	\$ 8,726
C. MEALS	\$ 3,000	\$ 3,000	\$ 3,000
D. LODGING	\$ 8,040	\$ 8,040	\$ 8,040

E. FUNDRAISING EVENTS	\$ 1,500	\$ 1,500	\$ 1,500
400. GENERAL OPERATING EXPENSES			
A. OFFICE SUPPLIES			
Supplies (paper, ink cartridges, office tools...etc.)	\$ 5,000	\$ 5,000	\$ 7,500
B. GENERAL INSURANCE (Property)	\$ 1,900	\$ 1,900	\$ 1,900
C. LEGAL AND ACCOUNTING			
Organizational Expenses (filing fees...etc)			
Legal fees			
Accounting fees	\$ 10,500	\$ 4,000	\$ 4,000
D. PAYROLL SERVICE	\$ 700	\$ 700	\$ 900
E. COMMUNICATION			
Postage/Courier			
Telephone			
Internet Service	\$ 15,000	\$ 15,000	\$ 17,000
F. ADMINISTRATIVE COSTS			
Web site Maintenance			
Reports	\$ 3,000	\$ 3,000	\$ 3,000
500. FINANCIAL EXPENSES			
A. BANKING FEES (wire transfer fees, late charges...etc.)	\$ 1,500	\$ 1,500	\$ 1,500
B. DEPRECIATION	\$ 1,000	\$ 1,000	\$ 1,300
TOTAL INDIRECT COSTS	\$ 215,126	\$ 200,866	\$ 262,866

THE WHITE HOUSE
WASHINGTON

December 14, 1999

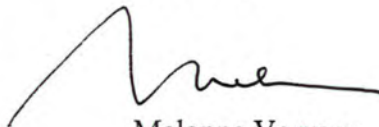
Barry E. Carter
Professor of Law
Georgetown University
600 New Jersey Avenue, NW
Washington, DC 20001-2075

Dear Barry:

Thank you for your letter and for expressing interest in the position at USAID, which I know well because I worked closely with Sally Shelton. I have shared it with key folks there and here.

Happy Holidays to you and yours.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady



GEORGETOWN UNIVERSITY LAW CENTER

Barry E. Carter
Professor of Law and Director,
Program on International
Business and Economic Law

Friday, November 5

Personal

Ms. Melanne Vermeer
Assistant to the President and
Chief of Staff to the First Lady

Dear Melanne:

As you well know, I am very interested in returning to the Administration to help advance the agenda of the President and the First Lady. However, I had resolved not to bother you again until there appeared to be an appropriate position and one for which I was a strong candidate.

It now appears that an excellent opportunity has opened up. It is the position of Assistant Administrator of AID's Bureau for Global Programs, Field Support and Research. Sally Shelton recently vacated the job for one at the OECD.

I recently wrote about my interest to AID Administrator J. Brady Anderson (whom I do not know), as well as to Secretary Madeleine K. Albright asking for her support. Elaine Shocas called me this afternoon, reporting that Madeleine had recommended me strongly to Brady Anderson and he seemed receptive. He said that he would seriously consider my candidacy. Elaine thought that it would be very useful to have an indication of support from someone in the White House who knew Anderson. She thought that the First Lady and you knew Anderson, and she recommended that I contact you.

I believe I could do an excellent job at AID, building on my general background in economic development and trade, law, foreign policy, and management. Moreover, during my work with Secretary Perry and at Commerce, I often coordinated on projects with AID. And, back here at Georgetown, I teach, write, and consult about business and trade, democratization, the environment, and foreign policy. For example, I spent two weeks in Indonesia this summer helping teach at and run an AID-funded workshop on Indonesia's new competition law and its relationship to trade. There is more detail on my relevant background in my accompanying letter and materials to Brady Anderson.

I very much hope that you will support me for this position, and communicate this to Brady Anderson and to the appropriate people in the White House.

If you think it important, I will move to generate broad support. Earlier this week I wrote Sandy Berger and Leon Fuerth, who have recommended me on past occasions, but I am not sure

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if either of them have seen my letter yet. Others who are familiar with my background and have recommended me include former Secretary Perry, Rep. John Spratt (the ranking Democrat on the House Budget Committee), FTC Chairman Bob Pitofsky, Ruth Harkin, Bill White (former Deputy Secretary of Energy), two senior officials from Commerce and others who are listed on my resume. Past supporters from Capitol Hill, besides Spratt, have included Senators Baucus, Kerrey, Jeffords, and Lugar, as well as Representatives Berman and Reyes. The bipartisan support should help facilitate confirmation.

I very much appreciate any assistance you can provide. Please let me know if you think there are any further steps that I might take.

My best,
Barry

*GEORGETOWN UNIVERSITY LAW CENTER*

*Barry E. Carter
Professor of Law and Director,
Program on International
Business and Economic Law*

October 29, 1999

The Honorable J. Brady Anderson
Administrator, Agency for International Development
1300 Pennsylvania Ave., N.W.
Washington, D.C. 20523

Dear Mr. Anderson:

I would very much like to be considered for the position of Assistant Administrator in AID's Bureau for Global Programs, Field Support and Research. To the Bureau's wide-ranging and challenging responsibilities, I could bring my extensive background in economic development and trade, law, foreign policy, and management.

After receiving a master's degree in economics from Princeton and a Yale law degree, I started as a program analyst/Army lieutenant in the Office of the Secretary of Defense and then on Dr. Kissinger's National Security Council staff in the early 1970's. I focused there on the former Soviet Union and NATO. I later worked in Congress as a senior counsel on the Senate Select Committee on Intelligence Activities in 1975. I also dealt with foreign policy and international economic issues, including NAFTA, in the 1992 Clinton-Gore campaign and transition.

During the first Clinton-Gore term, I gained more experience in international matters as the acting Under Secretary and then Deputy Under Secretary of Commerce for Export Administration. A major responsibility was serving as the U.S. vice chair to then-Secretary of Defense William Perry on bilateral defense conversion committees with Russia, Ukraine, Kazakstan, and Belarus, and as the chair of the committee with Uzbekistan. Secretary Perry had me do extensive outreach to U.S. business as we helped foreign defense facilities convert to commercial activities, often through joint ventures with U.S. companies. This work also involved extensive contact with foreign officials and frequent coordination with Congress and with Executive Branch departments and agencies (e.g., AID, Defense, State, Customs, Eximbank, OPIC, and TDA). Secretary Perry and I attended five of the semiannual meetings of the Gore-Chernomyrdin Commission together.

My other Commerce responsibilities included implementing, as well as enforcing, export controls and a variety of other trade laws. The work in part involved creating and supervising a major program of export control training for foreign officials from the New Independent States (NIS) and Eastern Europe. The programs on foreign defense conversion and export control training were funded, in part, by transfers from Defense, State, and AID. For example, AID and my Bureau of Export Administration (BXA) co-sponsored a large business development

Page 2

conference in Yekaterinburg, Russia in May 1996. I also helped to reorganize BXA, leaving it with approximately 370 people and a \$40 million budget. Indeed, while I was acting Under Secretary, BXA won awards from Vice President Gore's National Performance Review and it became an NPR Reinvention Laboratory.

I believe I demonstrated an ability to work effectively with Executive Branch agencies and Congress to analyze tough issues, to forge interagency consensus, and to reach out to the public--with excellent results. Examples include my 1992 campaign efforts on NAFTA and my activities with Secretary Perry and in BXA.

I returned to warm my tenure seat at Georgetown in August 1996. My background in the U.S. government has been complemented by 15 years of teaching about a wide range of international issues at Georgetown and Stanford. I also wrote an award-winning book on the U.S. laws regarding economic sanctions, and I am co-author of the best-selling casebook on international law. These books and several articles reflect extensive research and writing about international development and trade, democratization, the environment, law, and foreign policy. I also consult on many of these matters. For example, I spent two weeks in Indonesia last summer helping teach at and run an AID-funded workshop on Indonesia's new competition law and its relationship to trade.

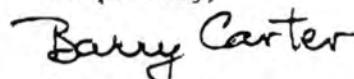
My activities in government also drew upon my previous management experience at Georgetown running a joint degree program and establishing the summer abroad program, as well as my background as the Executive Director of the American Society of International Law.

Enclosed is a short bio and a resume to provide further information about me. The resume includes a list of references who are familiar with my experience and training. They include Sandy Berger, former Secretary Perry, Secretary Albright, Rep. John Spratt (the ranking Democrat on the House Budget Committee), my former Georgetown Dean (now chair of the Federal Trade Commission), and the senior career official who worked with me at BXA.

If you think it important, I will generate broad support. Besides the individuals named above, I would hope to be able to call on other people who recently recommended me on another matter. From the Executive Branch, these people include Leon Fuerth, Melanne Verveer (the First Lady's chief of staff), and former Assistant Secretaries of Defense Ash Carter and Harold Smith. Past supporters from Capitol Hill have included Senators Baucus, Kerrey, Jeffords, and Lugar, as well as Representatives Berman and Reyes. I expect that I would be easily confirmable.

It would be an honor and a pleasure to work for you and with your team at AID.

Respectfully,


Barry E. Carter

Biography

Barry E. Carter has an extensive background in economic development and trade, law, foreign policy, and management.

Mr. Carter is presently a professor of law at Georgetown University, teaching primarily international and antitrust courses and also serving as the Director of the new Program on International Business and Economic Law. He returned to Georgetown in August 1996 after over three years as the acting Under Secretary and then Deputy Under Secretary of Commerce for Export Administration. During 1993-96, Mr. Carter also served as the U.S. vice chair to Secretary of Defense William Perry on bilateral defense conversion committees with Russia, Kazakhstan, Ukraine, and Belarus, and as U.S. chair of the committee with Uzbekistan. As a result of these responsibilities, he helped implement and enforce a variety of trade laws, including U.S. export controls and antiboycott compliance. Mr. Carter also helped other countries strengthen their export controls, and he assisted those countries in converting some of their defense facilities to civilian production, often in joint ventures with U.S. companies. He also helped reorganize the 370-person Bureau and prepare and manage its \$40+ million budget.

Before entering the government, Mr. Carter had been a Georgetown professor since 1979 and Executive Director of the American Society of International Law during 1992-93. He was active in the 1992 Clinton-Gore campaign and transition, working on NAFTA and other trade issues. He was a visiting law professor at Stanford in 1990. He served as a senior counsel on the Senate Select Committee on Intelligence Activities in 1975. He was a Fellow at Harvard's Kennedy School of Government and an International Affairs Fellow at the Council on Foreign Relations in 1972. A member of Dr. Kissinger's National Security Council staff from 1970-72, he worked on U.S.-Soviet issues and NATO. While an Army officer, he was a program analyst in the Office of the Secretary of Defense in 1969-70. He has been a trial and appellate lawyer in California and Washington, D.C.

Mr. Carter, a native Californian, graduated Phi Beta Kappa from Stanford University in 1964, received a master's degree in economics and public policy from Princeton's Woodrow Wilson School of Public and International Affairs in 1966, and graduated in 1969 from Yale Law School, where he was the Projects Editor of the Yale Law Journal.

Prof. Carter's book on International Economic Sanctions: Improving The Haphazard U.S. Legal Regime (Cambridge Univ. Press: 1988) received the 1989 annual award from the American Society of International Law (ASIL) for the outstanding new book on international law subjects. His casebook on International Law (Aspen Law & Business: 3d ed. 1999) (with co-author) is in use in over 60 law schools. Prof. Carter has also published articles in the Washington Post, Los Angeles Times, Scientific American, several law reviews, and other periodicals.

He is a member of the Council on Foreign Relations and a Counsellor of the ASIL, and a member of the board of directors of Nukem, Inc. He is a member of two binational arbitration panels that review antidumping and countervailing duty matters under Chapter 19 of NAFTA. He teaches frequently in developing countries about international business and trade issues. Until joining the Commerce Department, he had also been the vice president of the Arms Control Association and the chairman of the Advisory Board of the Defense Budget Project.

October 1999

BARRY E. CARTER

Georgetown University Law Center
600 New Jersey Ave., N.W.

Washington, D.C. 20001

Office: (202) 662-9322

Home: (202) 363-5045

662-9411 (fax)

Birth date: October 14, 1942

Married to Kathleen Ambrose. Two children

I. Education

- A. Yale Law School. J.D., 1969. Projects Editor, Yale Law Journal, 1968-69; Phi Delta Phi; Book and Gavel.
- B. Woodrow Wilson School of Public and International Affairs, Princeton University. M.P.A. (Economics and Public Affairs), 1966.
- C. Stanford University. B.A. (History), 1964. Phi Beta Kappa; graduated "with great distinction"; Tresidder Award for Outstanding Stanford Debater.

II. Present and Past Employment

- A. Georgetown University Law Center
Professor of Law July 1979-July 1993, August 1996-

Regularly teaches the following courses: International Law I (introductory), International Law II (trade, finance, and investment), Antitrust Law, and International Dispute Resolution. Has also taught International Economic Sanctions and the Use of Force, European Community Law, and Property.

Serves now as Director of the new Program on International Business and Economic Law. Also serves as chairman of the Committee on International Law Programs and did so for five years before entering the U.S. Government. The Committee helped reorganize and expand the international curriculum, established the summer program at the European University Institute in Florence, and developed new programs that received major grants from the Ford Foundation.

- B. U.S. Department of Commerce
Deputy Under Secretary for Export
Administration July 1993-August 1996

Helped lead the Bureau of Export Administration (BXA) as acting Under Secretary from July 1993 through April 1994 and then as Deputy Under Secretary. Also served as the U.S. vice chair to Secretary of Defense William J. Perry on bilateral defense conversion committees with Russia, Ukraine, Kazakhstan, and Belarus, and as the U.S. chair of the committee with Uzbekistan.

The Bureau has primary responsibility for administering and enforcing a variety of trade laws, including dual-use export controls and antiboycott compliance. BXA also helps newly emerging countries develop effective export controls and convert their defense industries to civilian production. It assists U.S. defense conversion efforts and it also analyzes and helps protect the defense industrial and technology base. While at BXA, Mr. Carter had a major role in streamlining and enforcing U.S. export controls, in strengthening the enforcement of foreign export laws, and in promoting foreign defense conversion, often in joint ventures with U.S. companies. Mr. Carter also helped reorganize and downsize the 370-person Bureau, as well as manage its \$40+ million budget.

- C. American Society of International Law
Executive Director and Executive
Vice President April 1992-July 1993

Was in charge of the Society's activities on a day-to-day basis, while continuing to teach at Georgetown at a reduced level. The Society is the leading association of over 4,400 law professors, other academics, lawyers in government and private practice, and students. It publishes a scholarly journal (American Journal of International Law), a periodical of important documents (International Legal Materials), and other materials. It also organizes a major annual convention and the Jessup Moot Court competition. While Executive Director, Mr. Carter helped reverse the Society's decline in membership and also increased revenues from grants, publications, and the annual meeting.

- D. Clinton-Gore Presidential Transition
Member, Economic Policy Group November 1992-February 1993

Had specific responsibilities for international trade and foreign investment. This was a continuation and expansion of his activities as a volunteer during the campaign, when he worked on then-Governor Clinton's position on NAFTA---e.g., helping coordinate outside experts, draft the options papers, and brief the principals. Continued for a month into the Clinton Administration as a senior advisor in the Office of the U.S. Trade Representative.

- E. Stanford University Law School
Visiting Professor of Law January-June 1990

Taught International Law, participated in ongoing seminars, and engaged in research and writing.

- F. Senior Foreign Policy & Defense Advisor
Mondale/Ferraro Campaign May-November 1984

Was one of the three senior advisers on the staff. Frequently traveled with Mr. Mondale and Ms. Ferraro, briefed them regularly, dealt extensively with the press and outside experts, and supervised the Washington, D.C. foreign policy office, which had seven professionals.

- G. Morrison & Foerster in San Francisco, California
Attorney January 1976-June 1979

Handled a wide variety of litigation matters at both the trial and appellate levels, including antitrust and competition law, contract law, and property matters. Participated in several trials and appeals.

- H. Senate Select Committee on Intelligence Activities
Senior Counsel March-December 1975

Served as senior attorney on the Military and Technology Task Force, one of the four task forces. Directed a number of specific studies, including a major one on the electronic surveillance activities of the National Security Agency. The work involved drafting reports and proposed legislation, briefing Senators, taking depositions, and supervising other attorneys and professionals.

- I. Wilmer, Cutler & Pickering in Washington, D.C.
Attorney January 1973-March 1975

Mostly litigated on the appellate level. The work included U.S. constitutional law, government procurement matters, and antitrust law.

- J. Institute of Politics, Kennedy School of Government
Harvard University
Research Fellow June-December 1972
(Also, an International Affairs Fellow of the Council on Foreign Relations)

Primarily read and wrote on decision-making in national security affairs. Worked with Professors John Steinbruner, Graham Allison, and Richard Neustadt.

- K. National Security Council, White House
Program Analyst October 1970-June 1972

Worked primarily on the Strategic Arms Limitation Talks (SALT) between the United States and the U.S.S.R., nuclear strategy, and other U.S.-Soviet or NATO issues. Frequently drafted substantive memoranda for Dr. Kissinger and the

President, including the instructions to the SALT delegation and proposed treaty language. Represented the NSC staff on a number of interagency studies, chairing some of them.

- L. Office of the Assistant Secretary of Defense (Systems Analysis)
Program Analyst September 1969-October 1970

While an Army lieutenant, analyzed national security issues such as U.S.-Soviet weapons, the defense budget, and NATO.

III. Some Recent and Major Past Publications

- A. International Law (with co-author) (Aspen Law & Business: 3d ed. 1999). This 1300-page casebook provides comprehensive materials for an introductory course in international law. Accompanying the casebook is a 950-page collection of Selected Documents. A 150-page Teacher's Manual is also available to teachers. First published in May 1991, the casebook is now used in over 60 law schools.
- B. "International Trade Law: Where Congress Has, Somewhat Hesitantly, Bought Into International Law," in American Society of International Law, Proceedings for the 92nd Meeting 335 (1998).
- C. A Catalog of New U.S. Unilateral Economic Sanctions for Foreign Policy Purposes, 1993-1996: With Analysis and Recommendations (National Association of Manufacturers: 1997) (prepared the factual appendix).
- D. "Instilling Some Order into the Confusion of U.S. Unilateral Economic Sanctions," in American Society of International Law, Proceedings of the 91st Meeting (1997).
- E. "Cold War Curbs on Computer Sales," The Washington Post, Feb. 18, 1994.
- F. "The Uneven, But Growing, Role of International Law," with Prof. John Barton, in Rethinking America's Security: Beyond Cold War to New World Order (Graham Allison & Gregory Treverton eds.) (W.W. Norton: 1992).
- G. "Trade: Where Bush Can Lead," The Washington Post, July 8, 1990.
- H. "A Code of Conduct for EC-US Relations," in J. Schwarze (ed.), The External Relations of the European Community, in particular EC-US Relations (Nomos Verlagsgesellschaft: 1989).
- I. International Economic Sanctions: Improving the Haphazard U.S. Legal Regime (Cambridge University Press: 1988). Recipient in 1989 of the annual

award from the American Society of International Law for the outstanding new book on international law subjects. The Society said the book was "a preeminent contribution to creative scholarship" because of its "systematic examination of the legal framework for the imposition of economic sanctions by the United States, and its insights into the ways that legal structure shapes policy choices."

- J. "The Opportunities and Limits of Legal Remedies in Foreign Investment Disputes," chapter in F. Ghadar, S. Kobrin and T. Moran, Managing International Political Risk: Strategies and Techniques (1983).
 - K. "Organizational and Political Dimensions of the Strategic Posture: The Problem of Reform," with John Steinbruner, in Daedalus, Summer 1975, reprinted in F. Long & G. Rathjens, Arms, Defense Policy and Arms Control (Norton: 1976).
 - L. "Nuclear Strategy and Nuclear Weapons," Scientific American, May 1974, reprinted in books on defense issues.
- IV. Selected Boards of Directors and Selected Professional Associations. Member, Board of Directors, Nukem, Inc. (Oct. 1998-); Honorary Vice President (1993-99) and Counsellor (1999-), American Society of International Law; member, Council on Foreign Relations and American Bar Association; Chairman of the Advisory Board of the Defense Budget Project (1989-1993); Vice President, Treasurer, and Director, Arms Control Association (1980-1993).
- V. Selected Speeches, Conferences, and Panels
- A. Interviewed and quoted during 1992-1999 on international law, international trade and business, or foreign policy by ABC, CBS, CNN, New York Times, Washington Post, and other media.
 - B. Member of the U.S. roster of individuals eligible to serve on binational arbitration panels that review antidumping and countervailing duty matters under Chapter 19 of NAFTA, 1997- . Presently serving on two panels, one involving an appeal of under Canadian law and the other a review under U.S. law.
 - C. Frequent speeches and occasional Congressional testimony during 1993-1996 when in the U.S. Government.
 - D. Speaker at the 1997-98 and 1989-94 annual meetings of the American Society of International Law and at the 1990 and 1989 conventions of the American Association of Law Schools.
- VI. Bar Memberships. District of Columbia Bar; California; U.S. Supreme Court; U.S. Courts of Appeals for the District of Columbia, Third and Ninth Circuits.

VII. Selected Consultancies since 1980: Helped teach a two-week program on U.S./European Union/Indonesian competition law in Indonesia, summer 1999; lectured on international business transactions in Mexico and Central America during intensive weekends, 1998-1999; prepared 1997 study for the National Association of Manufacturers on recent unilateral U.S. economic sanctions; served as an expert on international business matters for the U.S. Department of Justice in a lawsuit, 1985-87; and argued antitrust cases at the trial and appellate level.

VIII. References (other available upon request)

- A. Mr. Samuel R. (Sandy) Berger, Assistant to the President for National Security Affairs, White House. (202) 456-9481.
- B. Dr. William J. Perry, Stanford University. (650) 723-9919. Former Secretary of Defense.
- C. The Honorable Madeleine K. Albright, Secretary of State. (202) 647-5291.
- D. The Honorable Robert Pitofsky, Chairman, Federal Trade Commission. (202) 326-3401. Former Dean at Georgetown University Law Center.
- E. Cong. John L. Spratt (Dem.-So. Carol.), U.S. House of Representatives. (202) 225-5501. Ranking Democrat on the House Budget Committee and senior member of the National Security Committee.
- F. William H. White, Chairman, Wedge Group Inc., Houston, Texas. (713) 739-6517. Former Deputy Secretary of Energy.
- G. Ms. Ruth Harkin, Senior Vice President for International Affairs and Governmental Relations, United Technologies Corp. Former President and CEO of the Overseas Private Investment Corporation. (202) 336-7463.
- H. The Honorable Amanda DeBusk, Assistant Secretary for Enforcement, Bureau of Export Administration (BXA), U.S. Department of Commerce. (202) 482-1561.
- I. Mr. Robert Kugelman, Director of the Office of Budget, U.S. Department of Commerce. (202) 482-4648. Former chief administrator, BXA.
- J. Prof. Ashton B. Carter, Harvard University. (617) 495-1405. Former Assistant Secretary of Defense for International Security Policy.
- K. Prof. Charles H. Gustafson, Associate Dean (International and Graduate Programs), Georgetown University Law Center. (202) 662-9620.

THE WHITE HOUSE
WASHINGTON

December 14, 1999

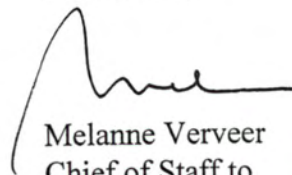
Carol Coston, OP
2507 NW 36th Street
San Antonio, TX 78228-3918

Dear Carol,

Things don't always work out as planned. I loved having you at the White House breakfast but really regret that we didn't get to spend much time together. However, the delight of having you and Nancy with us in such a special way was a real personal pleasure.

Very best wishes for a blessed holiday and a wonderful New Year!

All the best,

A handwritten signature in black ink, appearing to read 'Melanne Verveer', with a stylized, flowing script.

Melanne Verveer
Chief of Staff to
the First Lady

Partners for the Common Good

2000

A LIMITED PARTNERSHIP

(R)

10-19-99

Director

Carol Coston, OP
2507 N.W. 36th Street
San Antonio, TX
78228-3918
(210) 431-0616
(210) 431-0161 FAX

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An alternative
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from Christian Brothers
Investment Services,
Inc.

Dear Melanne,

Had a wonderful time at the
breakfast. The downside though was
not having any time to talk w/you.

Will be back in Wash. in
January for the CDFI Conference
plus a few days before. (Jan. 24-30).
Maybe we can meet then.

Love,

Carol

THE WHITE HOUSE
WASHINGTON

January 11, 2000

Mr. Paul R. Charron
Chairman & CEO
Liz Claiborne, Inc.
1441 Broadway
New York, NY 10018

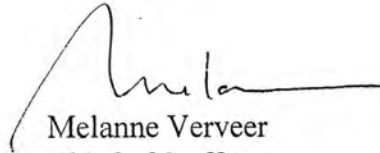
Dear Paul:

I wish I'd known you and your wife were here. I would have made a point to find you at the holiday party. Nonetheless, I'm glad the President and First Lady had a chance to see you albeit briefly.

Mrs. Clinton often speaks of the vital contribution Liz Claiborne is making under your leadership to alleviating some of the worst dislocations in Macedonia. I told Hillary about your offer and I'm sure that you will be getting a direct response on that front.

Very best wishes to you and your family for a happy New Year.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Melanne', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

PS. I'm enclosing a letter from your contract employee, Danica Georgieva, in Macedonia for your information.

PAUL R. CHARRON
CHAIRMAN OF THE BOARD
CHIEF EXECUTIVE OFFICER

LIZ CLAIBORNE INC.
1441 BROADWAY
NEW YORK NY 10018
TEL 212-626-3500
FAX 212-626-1803

December 29, 1999

Ms. Melanne Verveer
2125 Leroy Place, N.W.
Washington, D.C. 20008

LIZ claiborne

Dear Melanne:

It was nice to hear from you at Christmas. I hope that all continues to go well for you.

I have had plenty of opportunities to reflect on my "quick trip" to Slovenia and Macedonia this past summer. It was really quite an experience, one that I shall not soon forget. I was fortunate enough to gain insights into a most complex and topical issue – and observe first hand the multiple impacts of these conflicts. It makes me grateful that we live where we do and we have what we have.

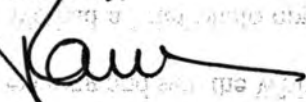
My wife, Kathy, and I appreciated the invitation to attend one of the White House "socials" last week. We went down on Wednesday evening and saw the White House in all its Holiday splendor.

We had a brief photo opportunity with the President and the First Lady. It was great to see Hillary again. I thought she looked vibrant. It was also nice for Kathy to meet her. Although our interchange was brief, Kathy came away quite impressed.

If Kathy and I could do something for Hillary's campaign, I hope you will not hesitate to call. If her schedule permits and she would like, Kathy and I would be happy to host a small gathering for her at our home in Darien. Our town in Fairfield County is not exactly a hotbed of Democratic politics, but we ought to be able to pull it off. Please let me know what you think the First Lady would like.

I hope you and your family have had a happy holiday and that we can all look forward to a healthy and prosperous New Year.

Sincerely,



Paul R. Charron

THE WHITE HOUSE
WASHINGTON

February 23, 2000

Ms. Rebecca Crowder
Executive Director
An Elderly Wish Foundation
Box 1116, 1650 Cavallo Road
Antioch, CA 94509

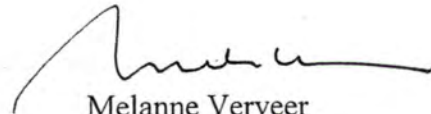
Dear Ms. Crowder:

Thank you for the information about the Elderly Wish Foundation, which I've shared with my colleagues, and the invitation for the First Lady to attend the "Heart to Heart" event on February 9.

Regrettably, Mrs. Clinton's schedule did not permit her to accept your kind invitation. But I know she would want me to convey her appreciation for the Foundation's work to bring joy and comfort to so many, along with her best wishes to you and your colleagues.

Thank you for all you do.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne Verveer', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady



AN ELDERLY WISH FOUNDATION

A Non-Profit Organization

"Making Final Wishes Come True"

Rebecca Crowder

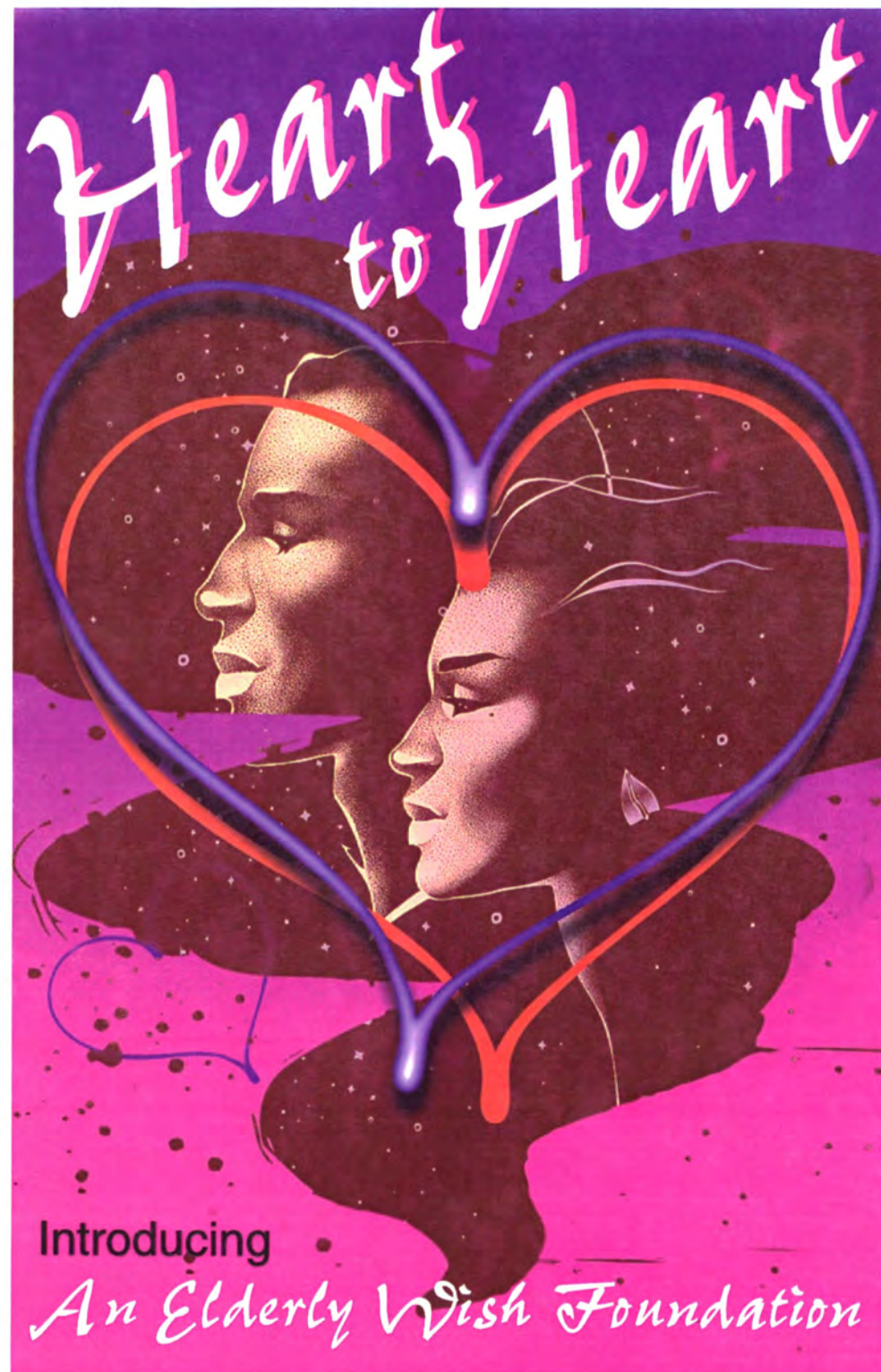
Executive Director

Box 1116
1650 Cavallo Rd.
Antioch, CA 94509

(925) 706-9333
Cell: (925) 550-4501

Fax - 925-755-9903

Invitations printed courtesy of
Dennis Delgado
Black Diamond Print & Copy
2331 Buchanan Road
Antioch
Phone 925-754-0966
Fax 925-754-4618



Mission Statement

It is our mission to enrich the final days of the terminally ill elderly by making a life-long wish come true at the end of their journey.

Board of Directors

Executive Steering Committee

Leo Fontana — Chairperson
Susan Hurl — Vice-Chairperson
Roger Henry — Treasurer
Tom Menasco — Secretary
Rebecca Crowder — Executive Director

Board of Directors

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Peni Augustine
Vincent Malfitano, D.M.D.
Mike Stoiberg

Honorary Associates

Supervisor Joe Canciamilla
Senator Bill Rainey
Assemblyman Tom Torlekson



You are cordially invited to attend

The 1st Annual Heart-to-Heart

Introducing

"An Elderly Wish Foundation"

To Be Held

Wednesday, February 9, 2000
5:30 p.m.-7:00 p.m.
Presentation & Social

At Cypress Meadows
3950 Lone Tree Way
Antioch, CA 94509

Hosted By Dr. Vince Malfitano, D.M.D.

RSVP

Rebecca Crowder, Executive Director
925-706-9333



*Melanie
Thank you
for responding to
our letter on Nov 18 '99.
We respectfully
request the
presence of
Mr. Clinton or
one of her
staff to support
the actual presentation
of our elderly wish
foundations. We'll
be presenting the
data on 3 wishes
which have been
granted, &
their families.
Pleas
RSVP.
Most Respectfully
Rebecca Crowder*



AN ELDERLY WISH FOUNDATION

A Non-Profit Organization
"Making Final Wishes Come True"

Mrs. Melanne Verwee,

Thankyou so kindly for the response to our letter to Mrs Clinton in November.

We have begun our Foundation and once again respectfully request Mrs Clintons presence or a staff member at our 1st presentation of "An Elderly Wish Foundation".

This is a wonderful cause. It brings peace and harmony to death in that it gives such joy to the elderly one and leaves a "healing" memory of happiness those close to them witness & share.

Won't you honor us with your support? We expect to go National in the next year and with your taking an interest in sharing the bliss of our 'Wishes Come True' - many more will be inspired to be involved.

Respectfully, Rebecca Crowder -

P.S. attachments of wishes & Responses

THE WHITE HOUSE
WASHINGTON

R.E.F.
This
Letter.

November 18, 1999

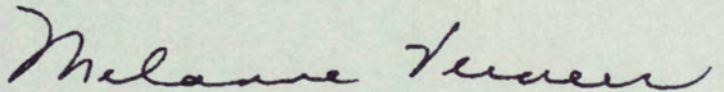
Ms. Rebecca Crowder
An Elderly Wish Foundation
1650 Cavallo Road
Post Office Box 1116
Antioch, California 94509

Dear Ms. Crowder:

Thank you for your kind letter asking the First Lady to serve on the board of An Elderly Wish Foundation. Although Mrs. Clinton is grateful for the important work that organizations like yours are doing, I regret that the requirements of her official schedule preclude her participation on any boards, advisory or honorary.

The First Lady appreciates the consideration that your gracious offer represents and has asked that I convey her thanks. Please do not hesitate to contact our office if we can be of further assistance to you.

Sincerely yours,



Melanne Verveer
Chief of Staff
to the First Lady

AN ELDERLY WISH FOUNDATION

MISSION

- IT IS OUR MISSION TO ENRICH THE FINAL DAYS OF THE TERMINALLY ILL ELDERLY BY MAKING A LIFELONG WISH COME TRUE AT THE END OF THEIR JOURNEY

AN ELDERLY WISH FOUNDATION

1116 Danberry Court
Antioch, CA 94509

Phone 925-706-9333
Email RSCBAUDINO@aol.com

August 20, 1999

The Conception of An Elderly Wish Foundation came about in December of 1998 by Rebecca Crowder out of the love, concern and respect for elderly at the end of their lives. It seems there are organizations in every avenue which look after all the dreams and accomplishments of every age...but least of those validated are the 'elderly' who enriched the lives of those they leave behind. The exuberance and passion which is received from watching such an individual 'glow' with a final contentment is what this organization is all about.

- * A condition should be terminal to qualify for a wish.
- * The Board of Directors will decide which wishes are granted
- * Policies and Guidelines will be set up for granting the wishes.
- * All wishes will be fully financially covered by the foundation as appropriate. The memorable wish experience will be for the elderly one chosen and not 'clouded' by financial considerations.
- * It is our pledge not to turn down a wish within our means for an elderly wish.
- * The estimated cost of each wish will vary. The average to estimate a total value of \$4500.00 having an average cash outlay of \$2800.00 and an average in-kind contribution of \$1700.00. (A wish could cost much less, or even more; depending on the Board of Directors choice.)
- * Contributions will be tax-deductible.
- * It is the hope of An Elderly Wish Foundation to finance its work through individual contributions, corporate donations, foundation grants, planned gifts and eventually chapter fees and assessments. The Foundation hopes to rely on in-kind contributions to lessen the cost of goods and services. The Foundation will not solicit for contributions over the phone or door-to-door. It will rely on special events and in-kind donations.
- * Financial statements will be audited and the Annual Report made available.

THE WHITE HOUSE
WASHINGTON

July 28, 2000

Brian O'Connell
Professor of Public Service
Tufts University
Lincoln Filene Center
Medford, Massachusetts 02155

Dear Brian:

Thank you for the copy of your op-ed in the *Christian Science Monitor*. I could not agree more with your concerns and recommendations. It is a subject I reflect on often, particularly as I work to promote civic involvement in the emerging democracies.

It is ironic that as we extol the importance of civic responsibility and involvement abroad, we are increasingly apathetic at home. I share your interest in and sense of urgency about this important topic.

I hope your piece gets the broadest dissemination. Very best wishes and hope all is well with you.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady

ed not
see more
in your
concerns and
recommendations
subject
it an often,
early as
obligato
~~to~~
~~after~~
make
valued
seeing
this.

apathetic
I share your interest
in & sense of
urgency about
this important topic.

Does Verveer that as we
extol the importance of

July 20, 2000

Brian O'Connell
Professor of Public Service
Tufts University
Lincoln Filene Center
Medford, Massachusetts 02155

Dear Brian:

Thank you for the copy of your editorial from the *Christian Science Monitor*, which I read with great interest and have shared with my colleagues. Giving our nation's young people the chance to learn about democracy and citizenship is important for so many reasons. You always offer so much wisdom.

Very best wishes and hope all is well with you.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

I could not
agree more
with your
concerns and
recommendations.

It is a subject
I reflect on often,
particularly as
I work to
~~city~~ ~~people~~
the promote
civic involvement
in the emerging
democracies.

It is ironic that as we
extol the importance of

broader
dissemination

Civic responsibility
& involvement abroad
we are increasingly
apathetic at home.
I share your interest
in & urgency about
this important topic.



TUFTS UNIVERSITY

Brian O'Connell
Professor of Public Service
Lincoln Filene Center

July 2000

Ms. Melanne Verveer
Assistant to the President and
Chief of Staff to the First Lady
White House
100 Old Executive Office Building
Washington, DC 20503

Dear Melanne:

I thought you'd want to see the enclosed Opinion piece from the March 13
Christian Science Monitor.

In the past I've found the *Monitor* a particularly good place for such messages. In
addition to their own good audience, they get an impressive pickup from other print and
electronic media.

Best wishes,

Brian

Enclosure

OPINION

Taking our civic measure

By Brian O'Connell

MEDFORD, MA.

RECENTLY the US Education Department reported on discouraging results from its National Civics Test. For instance, 35 percent of high school seniors failed outright, and only 9 percent were able "to give two reasons for citizens to be involved in a democratic society."

That follows successive reports that participation in national and local elections has dropped in 25 years from two-thirds to one-third of the voting-age population, and that people 18 to 34 years are least involved.

There is also a spate of books with titles such as "Americans No More: The Death of Citizenship," "Democracy On Trial," and "Why People Don't Trust Government," all raising serious questions about the state of the country.

An important point missed in analyses of these downturns is that for at least 30 years we have pretty much phased out the study of civics in public schools, leaving it to somebody else, still not identified or involved, to fill the void.

When the country was founded, there were grave doubts about giving the vote and the right to hold office to most people, particularly the undereducated. When the principle of "citizens as the primary office-holders of government" was put forward, the debate intensified and was only narrowly won by Thomas Jefferson's argu-

Americans care, and show it – but strangely not in matters of governance

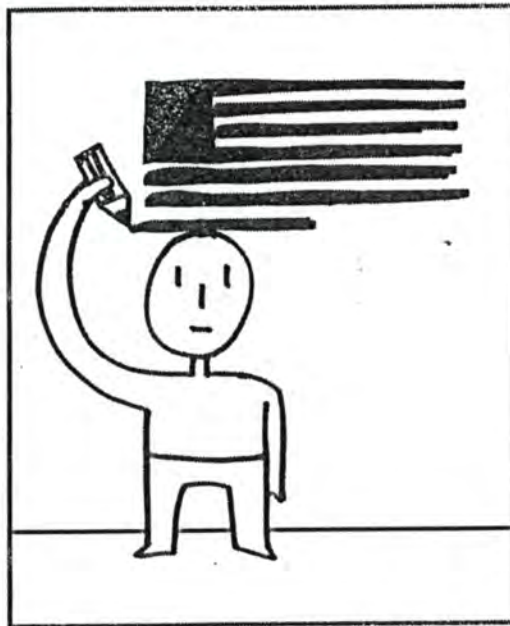
ment: "I know of no safe depository of the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion by education."

Indeed, conveying the sentiments, knowledge, and skills of good citizenship was the primary reason for establishing universal education in America.

Gradually, voting rights were extended to many more people, including poorer people who couldn't afford the ubiquitous poll tax. But just as gradually, we dropped civic education for everyone. Now we wring our hands at the consequences and even allow educators to rationalize that the subject was not important or popular enough to continue or scholarly enough to reinstate. They overlook that the United States is the longest-lived democracy in history, providing greater freedom and opportunity than any nation has ever known. No leader or leadership institu-

tion – particularly no educator or educational institution – can presume that fostering active citizenship to extend these glorious freedoms for those who come after us is someone else's business.

We allow ourselves to be lulled into believing legislatures and courts will take care of us, but as the eminent jurist Learned Hand advised, "Believe me, these are false hopes. Liberty lies in the hearts of men; when it dies there, no constitution, no law, no court can save it."



IGOR KOPLNITSKY

Our civic dilemma is compounded by growing evidence of indifference, intolerance, incivility, and selfishness. How much deterioration of our civil society will it take to irreparably weaken democracy?

The historian Edward Gibbon chronicled the decline of an earlier great model of democracy: "When the Athenians finally wanted not to give to society but for society to give to them, when the freedom they wished for most was freedom from responsibility, then Athens ceased to be free."

Against all these negative facts and forces there are some hopeful signs. In

"Why People Don't Trust Government," Joseph Nye indicates that despite how negatively people feel about government, "the public overwhelmingly thinks the United States is the best place to live [80 percent] and we like our democratic system of government [90 percent]." He concludes, "Something is steady."

Americans are active volunteers, with 55 percent of those over the age of 14 contributing an average of four hours a week. We care and we show it, but

strangely not often in ways that relate to effective governance.

Many schools are reintroducing something like civics, generally under the title "service learning," involving community participation and classroom consideration of what all the involvement means to a healthy society.

More than 700 colleges and universities are now part of Campus Compact, which requires a commitment "to help students develop the values and skills of citizenship through participation in public and community service." My own university revised its mission to indicate that the very definition of a Tufts education will include preparation for a lifetime of active citizenship, and it is establishing a University College of Citizenship and Public Service.

Our democracy can last, but only if we accept and practice the enduring covenant cogently summarized by John W. Gardner, founder of Common Cause:

"Freedom and responsibility
Liberty and duty
That's the deal."

My hope is that we will solemnly commit to that pledge and prepare our children and their children to pass it on.

■ Brian O'Connell is professor of public service in the Lincoln Filene Center for Citizenship and Public Affairs at Tufts University and author of *'Civil Society: The Underpinnings of American Democracy'* (University Press of New England).