



MARKET ENGAGEMENT CAPACITY STATEMENT

CARE

Founded in 1945, CARE (Cooperative for Assistance and Relief Everywhere) is a leading, global humanitarian organization, dedicated to defending dignity and eradicating poverty. Today, CARE operates in more than 60 countries in Africa, Asia, the Middle East, Latin America and the Caribbean, and Europe. To achieve a significant impact on poverty, CARE places a special emphasis on women and girls across its programs and advocacy campaigns. Globally, women are disproportionately affected by poverty—representing 60% of the world’s poorest people.¹ CARE’s work alongside poor women is informed by consistent research findings illustrating that when equipped with the proper resources, women have the power to help whole families and entire communities escape poverty. Women are at the heart of CARE’s efforts to improve basic education, prevent the spread of HIV, increase access to clean water and sanitation, expand economic opportunity and protect natural resources. CARE also delivers emergency aid to survivors of war and natural disasters, while helping them to rebuild their lives.

ECONOMIC DEVELOPMENT PROGRAMS

Currently, CARE is implementing over 74 economic development programs in 66 countries. CARE’s position as one of the world’s largest international non-governmental organizations allows its economic development programs to extend this reach to achieve lasting impacts in fighting poverty. Our focus on the underlying causes of poverty and long-term presence in many countries, allow us to mobilize partnerships and resources to address some of the most intractable challenges countries face, bringing in the specialized expertise that is needed.² CARE’s work in economic development is further defined by the organization’s unwavering commitment to women and the poorest marginalized groups. Although CARE places a strong emphasis on market-based solutions that work in partnership with the private sector, the organization does not leave impact to chance, or rely on assumptions about the “trickle-down” effect. Rather CARE is developing methodologies, supported by rigorous monitoring and evaluation systems to reach this challenging target group—with a particular emphasis on ensuring the participation of and accrual of benefits to women and girls.

A Place to Grow

CARE regularly undertakes research initiatives to inform practice in its economic development programs, while also contributing to the broader practitioner dialogue. “*A Place to Grow*,” is an 18 month project that seeks to develop a deeper organization-wide understanding of how it can more effectively support women and girls in its agricultural programming. Though a primary consideration in CARE’s overall strategy, gender equality has not been deliberately made a significant strategic focus in its agricultural portfolio. *A Place to Grow* developed and applied an assessment framework, the Women’s Empowerment in Agriculture (WEA) Framework, which draws heavily on the conceptual thinking of CARE’s Strategic Impact Inquiry and its Theory of Change and Unifying Framework. A subsequent review covered 14 projects from 12 Sub-Saharan African countries, drew on the reflections and lessons of CARE initiatives in Asia and is being augmented with work on Central America. The findings in the report add to the emerging picture on CARE’s agricultural portfolio and how it addresses women’s empowerment and gender equality.

¹ UNDP. *Taking Gender Equality Seriously: Making Progress, Meeting New Challenges*. 2006.

² Across all of its programming, CARE seeks to address the systemic challenges that entrench poverty, through the use of the Underlying Causes of Poverty Framework (UCP). While a UCP analysis is always specific to the country and context of the target population, CARE International identified several challenges, within the larger realm of underlying causes that tend to be universally critical to the countries where it works. These causes are: Social Exclusion; Gender Inequity; Unmet Rights to Access to Resources and Services and Poor Governance.



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Women and Girls at the Center

Gender inequality and the resulting losses in productivity, health, and social capital cripple the efforts of poor families and entire communities to obtain livelihood security, while stalling economic growth. If we are to eradicate poverty—then gender inequality must be addressed head on. In its economic development work, CARE brings gender into focus through an emphasis on the three elements of gender empowerment, namely:

- Agency: enhancing the capacity of women as individuals to take action and secure shared control over resources and decision making and of men and boys to empower women;
- Relations: building relationships, coalitions and mutual support to expand agency and alter structures;
- Structure: supporting gender-equitable shifts in societal norms and institutions that codify and reinforce gender relations at every level of society

This multi-tiered focus aligns well with the comprehensive approach CARE seeks to undertake in economic development; an approach that leverages opportunities to build the capacity of individual entrepreneurs and poor households while enhancing the products and services they require, promotes relationships and policies that are more conducive to their participation and fosters increased competitiveness and growth in the industries in which they earn their livelihoods.

CARE'S MARKET LED APPROACH

External research and the experiences of CARE in working with poor people illustrate that access to credit and other financial services, while a constraint to the growth and productivity of their enterprises and employment—is not the only and often *not* the ruling challenge poor people face in this pursuit.³ To fuel inclusive growth that allows people to rise above the poverty line a number of other constraints need to be addressed, including:

- access to market information and technologies that spur value addition;
- a positive business environment;
- financial and market literacy;
- the ability to manage risk, and;
- the means to overcome exclusionary socio-economic traditions and power imbalances.

Global Performance Summary	
• # of beneficiaries served	1.4M
• # of countries with active economic development projects	29
• # of active economic development projects	54

Increasingly, CARE is employing the value chain approach and market-driven principles as a means of addressing these constraints and promoting more inclusive economic growth that ensures food security and enhanced economic opportunities. This focus on value chains is driven by the recognition within CARE of the need to take a more systemic perspective when evaluating the livelihoods of the poor—recognizing that poor households and enterprises do not operate in vacuums, but rather are part of larger market systems. Initiatives to promote the livelihoods of poor households that do not both contextualize their economic activities in terms of market trends and the ongoing ability to anticipate

³ Liedholm, Carl and Mead, Donald. Small Enterprises and Economic Development: The Dynamics of Micro and Small Enterprises. Routledge. 1999.; Fisher, Thomas and Sriram, MS. Beyond Credit: Putting Development Back into Microcredit. New Delhi: Vsstar Publications. 2002.; Dichter, Thomas. and Harper, Malcolm. What's Wrong with Microcredit? Rugby: Warwickshire, UK: Practical Action Publishing. 2007.



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and respond to changes in demand and also understanding what is needed to ensure the ongoing competitiveness of the larger value chain in which they participate risk irrelevance (at best) and (even worse) promoting unviable livelihoods.

CURRENT AND RECENT PROGRAM HIGHLIGHTS

CARE is currently implementing 54 projects in 29 CARE Country Offices that combine both financial and market based value chain opportunities for the poor. As poor people are concentrated in agricultural activities in most of the countries in which CARE works, the majority of our efforts focus on agriculture value chains. With the dividends to food security offered by a focus on these value chains, the emphasis of these projects is on the agri-business sector. CARE’s economic development projects have a total outreach of 1.4 million people, with a particular focus on women. Other areas of focus include dairy, handicrafts, tourism, non-timber forest products, and cotton.

Market-Driven Economic Development Initiatives

Title: Trade Investment Program for a Competitive Export Economy (TIPCEE)

Dates: 2005-2009

Background: TIPCEE seeks to include Ghana in the international agro-trade value chain and achieve exponential growth in the sale of Ghana’s agricultural exports by developing the skills of export-oriented businesses, addressing inefficiencies in the horticulture value chain, and advocating for improved governance over the Ghanaian private sector.

Value Chain Development Activities: CARE’s activities in the agriculture sector are supporting smallholder groups (producers, outgrowers, and contract farmers) to sustainably increase production and sales of pineapples, mangoes, papaya, vegetables, citrus, maize, tomatoes, and onions. The horticulture industry encompasses four steps in the agro-trade supply chain: smallholder farmers, nucleus firms, industries, and markets. Across these four steps, TIPCEE focuses on relaying market information, providing quality standard crops, leveraging GIS mapping, improving management systems, and creating market linkages with exporters in order to enhance traceability and production planning capacity. The methods CARE uses strengthen the capacity of producer groups and associations by tailoring technical assistance to group dynamics and increasing market awareness.

Impact:

Key Indicators	Mar 2008
• Increase in export sales among assisted firms	\$13 million
• Number of agricultural technologies made available for transfer	120
• Number of outside growers working with assisted firms	4,300
• Number of rural households benefiting directly from TIPCEE interventions	32,000

Title: Sustainable Nutrition, Education, Health and Livelihood Project (SNEHAL)

Dates: 2004 - 2009

Background: The SNEHAL Project’s goal is to better the lives of marginalized groups in the Kutch,



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Patan, Surendranagar, and Rajkot provinces of Gujrat, India. Baseline research identified these groups as subsistence farmers, livestock developers, fishing communities, salt pan workers, charcoal makers, and artisans. The project's overall purpose is to significantly and sustainably improve the health and education status of these communities in 300 villages with a focus on livelihood opportunities for 15,000 vulnerable households in 150 villages in Gujarat and an additional 150 villages in other flood affected states. The multidimensional project aims to rebuild housing and infrastructure and improve the human condition (i.e. income), the social position (gender equity, social inclusion), and the enabling environment (accountability and governance) of the most marginalized occupational groups.

Value Chain Development Activities: One dimension of this project is Value Chain work focused on the dairy sector. CARE's interventions in the dairy sector sought to impact the livelihood of women and integrate them into dairy cooperatives. Social norms and power dynamics have excluded women from this sector of the economy but, with the development of Women's Dairy Cooperatives (WDCs), change has taken hold in the provinces and women's roles have changed from those of workers to those of owners of dairy cooperatives. Women have been included in all aspects of the Value Chain interventions ranging from capacity development and governance training for better cooperative leadership to productivity development through improved livestock management practices and technology to increased access to markets through improved commercial relationships and linkages.

Impact:

Key Indicators	2005 (cumulative)	2007 (cumulative)
• Number of WDCs	12	22
• Number of Members	1,482	3,254
• Total Milk Produced (in Lt.)	646,482	2,059,574
• Total Milk/month/WDCs (in Lt.)	4,867	10,196
• Total Milk /month/member (in Lt.)	39	109
• Total Income (in USD)	175,245	924,227
• Total income/month/WDCs (in USD)	14,605	42,010
• Total Income /member/month (in USD)	10	47
• Total Bonus (in USD)	0	19,269
• Total Bonus/WDCs (in USD)	0	876
• Total Bonus/Member (in USD)	0	12

Title: TradeMali Project

Dates: Sept 2005 - Aug 2007

Background: The TradeMali project contributed directly to the Accelerated Economic Growth (AEG) Strategic Objective of USAID Mali, which aims to increase productivity and incomes in selected agricultural sub-sectors including rice, mangoes, potatoes and, as second tier priorities, anise, cumin and cheese. The main areas of focus were increasing institutional capacities; developing the enabling policy environment to support, augment, and expand domestic, regional, and international trade opportunities; and improving the technology base available to producers and exporters to improve their practices and increase the quality and volume of commodities available to market.



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Value Chain Development Activities: TradeMali supported a range of actors in both staple and alternative commodity crops to advance a diverse set of opportunities for improved competitiveness in the Malian agricultural industry. With assistance from CARE, micro-enterprisers, small exporters and larger importer/exporters were able to integrate small stakeholders into mainstream domestic and export activities; increase access for women; strengthen technical and management capacities; and strengthen agribusiness services in the targeted value chains. With the opening of new export markets, came the professionalization of the commodity sectors, which set higher standards for all actors involved. Potato producers and traders found that market opportunities in neighboring countries would increase their profit margin by 40 to 60 percent while anise and cumin were sold in sub-regional markets for twice the value traders receive for the same product in domestic markets. Domestically, rice and corn credit storage and trading activities allowed producer organizations to monitor market dynamics until prices peak, selling their product with an average profit margin of 20 percent.

Impact:

Key Indicators	2004 (baseline)	2007 (cumulative)
• Number of contracts for marketing of targeted agricultural products	-	197
• Number of producer organizations assisted in targeted value chains	-	266
• Amount of cereal (rice) marketed (tons)	-	4,330
• Amount of alternative commodities (potato) marketed (tons)	-	12,956
• Amount of alternative commodities (mangos) marketed (tons)	1,000	14,955
• Amount of alternative commodities (anise/cumin) marketed (tons)	-	68.2
• Number of beneficiaries in primary sectors (rice, potato, mango)	422	7572
• Percent of women beneficiaries in primary sectors (rice, potato, mango)	13	23

Input Supply-Driven Initiatives

Title: Agro DeAler Project (ADAPT)

Dates: Jan 2008 – Dec 2010

Background: ADAPT aims to provide smallholder farm households in remote rural Zambia with an increased range of agricultural inputs and technologies at reduced prices by extending a network of agro-input retailers through community agents and service providers. ADAPT is catalyzing expansion of the agro-input network by orienting existing suppliers and retailers towards the smallholder market and assisting retailers in adopting pro-active, cost-effective business models that reach sparsely-populated communities through certified in-community agents. The project is improving the affordability, timeliness, range, and volume of available smallholder inputs while assisting farmers in increasing productivity through demonstrations and technical advice. The project is promoting improved seeds, crop diversification, safe handling of agro chemicals and conservation agriculture.

Value Chain Development Activities: ADAPT aims to create a scalable network of agro-input retailers through agents and service providers in order to provide 91,000 smallholding farming households (592,000 people) within nine districts in the Copperbelt, Central, and Eastern Provinces of Zambia with an increased range of agricultural inputs and technologies at reduced end consumer prices. To



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accomplish this goal, the project is:

- Enabling supply chain actors to actively pursue the smallholder market;
- Improving the affordability, timeliness, range, and volume of inputs and services available to smallholders in targeted rural areas; and
- Strengthening the enabling environment for expansion of agro-input networks into the smallholder market.

Projected Impact:

Key Indicators	2008	2009 (cumulative)	2010 (cumulative)
• Number of Households	27,304	57,693	90,797
• Hectares cultivated	13,652	28,847	45,399
• Kg seeds required	136,520	288,465	453,985
• Value of seeds in US\$	273,040	576,930	907,970
• Bags fertilizer used	40,956	86,540	136,196
• Value of fertilizer in US\$	1,228,680	2,596,185	4,085,865
• Services used			
• Value of spraying services in US\$	68,260	144,233	226,993
• Value of other services in US\$	273,040	576,930	907,970
• Yield in tons	27,304	57,693	90,797
• Total business generated (seeds, fertilizer, spraying, other services) in US\$	1,843,020	3,894,278	6,128,798
• Value of crops produced in US\$	2,730,400	5,769,300	9,079,700

Pastoralist-Focused Initiatives

Title: Enhanced Livelihoods in Mandera Triangle (EMLT)

Dates: Sept 2007 – Aug 2009

Background: The ELMT Project aims 'to increase the self-reliance and resiliency of the targeted population through improved livelihoods in drought prone pastoral areas of the Mandera Triangle. The project is committed to changing how emergency and development challenges in arid and semi-arid areas are addressed and to support new and innovative adaptive strategies. A multi-country project, ELMT is a joint venture between CARE Somalia, Kenya, and Ethiopia. The initiative employs strategies that build on the field-experience of consortium members and other skilled actors in the region to develop and disseminate best practices to guide policy and investment in the Horn of Africa.

Value Chain Development Activities: In partnership with Equity Bank in Kenya, the ELMT Project has established a Livestock Purchase Fund to provide short-term financing at preferential interest rates for livestock traders to stimulate and promote the purchase of beef cattle from pastoralists in drought-prone Northern Kenya. CARE has helped organize the pastoralists into Pastoralist Production Groups (PPGs) and facilitate negotiations between PPGs and various livestock buyers. This commercial off-take mechanism provides an effective avenue for pastoralists to increase sales of their cattle into the market at the first signs of drought. Vaccination and inoculation of cattle as well as providing training in improved husbandry interventions at the PPG level have also been effective mechanisms to improve the



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overall health of the livestock. In order to diversify the incomes of some former pastoralists, the ELMT Project has also been working to provide beekeeping training and introduce modern Langstroth hives, with a particular emphasis on women. Forward contracts have been established with a local honey marketing company to ensure the pastoralists have a guaranteed market for their products.

Impact areas:

- Livestock based livelihoods protected in the event of an emergency;
- Livelihoods enhanced through improved livestock production, health, and marketing;
- Natural resource management enhanced;
- Livelihoods enhanced by strengthened alternative and complementary livelihood strategies;
- Strengthened capacity of customary institutions in peace building, civil governance and conflict mitigation;
- Pastoralist area 'voice' in dry land policy formulation and implementation strengthened at all levels.

Livelihoods-Focused Initiatives

Title: Productive Safety Net Program (PSNP) Plus

Dates: Sept 2008 – Aug 2011

Background: PSNP Plus is a follow up of the PSNP in Ethiopia, which has provided invaluable assistance to food insecure households by providing the basis for building of assets; however, preventing the backsliding of these households into food insecurity and poverty depends upon integrated, market-led interventions. PSNP Plus offers a practical illustration of how CARE coordinates our work in Village Savings and Loan Associations (VSLA) and Value Chains. Through market-driven approaches that diversify livelihoods and build assets to alleviate poverty, PSNP Plus assists poor, rural, and food-

insecure households to graduate to long-term food security. The program is designed to empower 42,414 poor households in 11 woredas across four regions of Ethiopia to make informed decisions about scarce resources, while facilitating their entry into markets and access to informal and formal financial products and services. Increased engagement in functioning markets will increase financial assets, which will, in turn, increase support for PSNP participants in market-based activities.

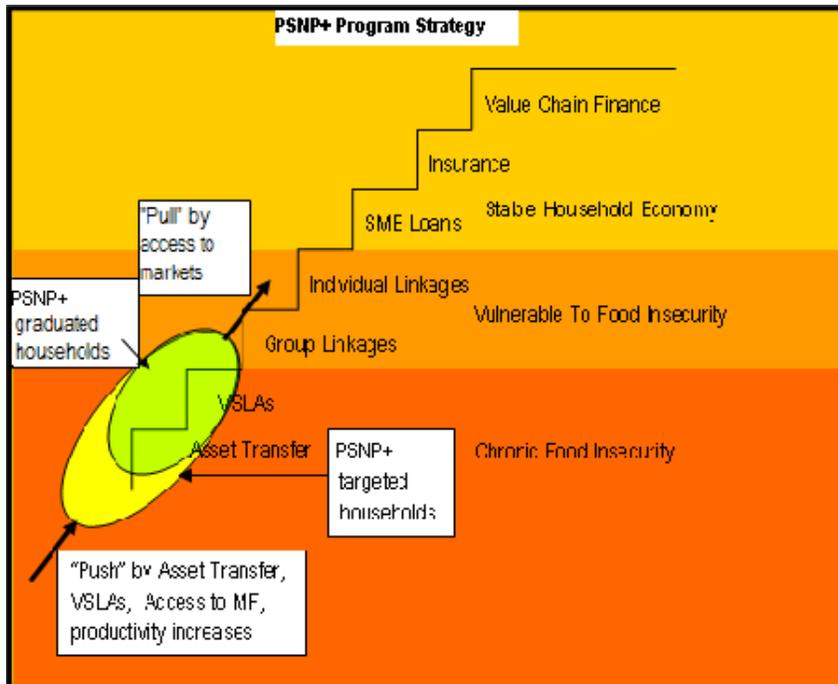


Figure 1: The PSNP Plus mode is a multifaceted project that incorporates VSLA and microfinance as push and pull factors in the value chain. Linkages are made along the way between groups and individuals to the overall goal of evolving from chronic food insecurity to having a stable household economy.

Value Chain Development Activities: PSNP Plus strategically targets value



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chains in the same regions as those of importance to the regional economy. Value chain interventions are focused on making these them more competitive, while beneficiary-level interventions are expected to “push” the PSNP Plus beneficiaries towards integration into the value chain. Beneficiary-level interventions are directed toward increasing production, improving productivity and quality, enhanced sales and marketing capacity, and asset building through the provision of access to financial products and services. Complementing this focus are value chain interventions that constitute a “pull” approach directed at strengthening the value positioning of farmers. Value chain interventions include farmer enterprise development and support for the establishment of facilities and systems that enable producers to comply with market requirements (e.g., trading centers, collection centers, equipment support, etc.) and promote transparency and standardization in transactions. Together it is envisioned that these push and pull efforts will support and induce over 80 percent of the targeted households to enter into higher value economic activities and graduate out of food insecurity. The incorporation of the value chain approach assures a longer-term perspective, given that all actors in the value chain develop the capacity to continue to upgrade and drive competitiveness in the future.

Projected Impact:

- Increase incomes of 42,414 households in order to improve food security among 212,000 Ethiopians

Project Title: Strengthening the Dairy Value Chain in Bangladesh

Dates: Oct 2007 – Sept 2011

Background: The SDVC Project in Bangladesh aims to increase incomes and enhance livelihoods for 35,000 rural smallholding and landless households (175,000 individuals) in north and northwestern Bangladesh by incorporating them into the various stages of a strengthened milk value chain. By project end, CARE Bangladesh expects to increase household incomes of participants from a current \$18-30 per month to \$40-50 per month. The target beneficiaries of the project include milk producing small scale and landless farmers, 350 milk collectors, 165 paravets, private sector processors, investors, and transporters as well as, through reduced milk prices and greater availability of milk and milk products, consumers.

Value Chain Development Activities: To date, over 9,000 smallholder dairy farmers have been organized into 300 learning and milk marketing groups, which are initially focused on the introduction of new feed and fodder practices as well as improved animal husbandry. Activities have also been initiated to improve milk aggregation at the producer level, which is then sold into the formal and informal markets through 117 collectors, who have been trained in the safe and hygienic handling of milk. Digital fat testing and lactometer use have also been introduced at both the collector level and the level of formal market chilling plants. The project has trained 62 community-level paravets who provide animal health services to dairy farmers on a full cost recovery basis and is working closely with five of the major dairy processors in the country to ensure farmers have a guaranteed market for their milk. A number of innovative pilots are underway to encourage the private sector to make upstream investments in improving farmers' access to artificial insemination, feed and fodder and other services, which are then deducted from the milk delivered by the farmers. The project is on track to extend this model to reach 35,000 poor rural dairy producers by 2011.

Projected Impact:

- Establishment of a self-sustaining rural milk collection system with 350 collectors and 21 collection/chilling facilities
- Milk spoilage reduced from 27 percent to less than 15 percent



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- 35,000 households enjoy better access to inputs & ancillary services
- Collection system is connected with formal/informal Milk markets
- Increased participation of women in a majority of the aspects of the value chain

STAFF

Laté Lawson-Lartego – Director, Economic Development Unit (EDU)

Laté Lawson-Lartego has over 12 years of experience in the micro-enterprise development sector, including work in rural finance, agri-business, microfinance program design, and community-based savings and loan programming. During his tenure with CARE, Laté has worked as Project Director for the USAID-funded Project for the Institutional Reinforcement of the Microfinance Sector in Benin; has served as Microfinance Coordinator for Togo, Ghana, and Benin, was Country Coordinator for CARE Benin and most recently the Senior Technical Advisor for CARE USA/EDU. In this latest capacity, he provided technical leadership to over 20 CARE Country Offices across Africa, Asia and Latin America in the areas of microfinance and enterprise development. He has helped to develop CARE's Signature Program, Access Africa aiming at providing a suite of financial services to 30 million people in Sub-Saharan Africa by 2018. He also addresses such topics as HIV & AIDS and Economic Development, CARE Code of conduct in Microfinance and the CARE's Economic Recovery Plan in Emergency. In his current position, he has developed with his team CARE's new strategy in enterprise and market development with a primary focus on agriculture and livestock value chain, coordinates the provision of technical support to CARE country offices in economic development and provide leadership and oversight for CARE's Microfinance spin-off entities in Latin America and Asia.

Farouk Jiwa - Senior Regional Technical Advisor

Since joining CARE in July 2005, Farouk has been the Director of CARE Enterprise Partners, as well as Technical Advisor for Economic Development in CARE Canada's Strategic Programs team. In September 2008, Farouk took up the position of Senior Regional Technical Advisor in the EDU and provides technical assistance and program quality support to select economic and value chain development projects in Africa and Asia funded by the Gates Foundation, Rockefeller Foundation, the Howard Buffett Foundation, and USAID. Prior to joining CARE, Farouk worked for the Aga Khan Fund for Economic Development and ran his own social enterprise in East Africa.

Tracy Gerstle – Senior Technical Advisor

Tracy Gerstle joined CARE USA's Economic Development Unit in 2008 as a Senior Technical Advisor, tasked with ramping up CARE's global strategy for value chain programming. Tracy specializes in market-based approaches to promote economic opportunities that empower the poor to lift themselves out of poverty. In addition to her duties with CARE, Tracy is the facilitator of an initiative to develop international standards for economic recovery programming, lead by the SEEP (Small Enterprise Education and Promotion) Network. Tracy has designed and managed value chain programs in both agriculture and other sectors in over 25 countries in Asia and Africa with Action for Enterprise, AED, Mercy Corps, J.E. Austin Associates and CHF. She taught a graduate course on microenterprise development and value chains at the Johns Hopkins School for Advanced International Studies (SAIS), and is an advisor on several efforts to develop tools for market-based programming, including the Making Markets Work of the Poor approach, developed by the Springfield Centre and the Emergency Market Mapping Assessment, developed by Oxfam UK and Interaction. Previously Tracy worked in the



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private sector as a consultant to CFOs on operations and strategy for clients including Citigroup and Unilever. Tracy holds a Masters in Economic Development from SAIS and a MBA from the Robert H. Smith School of Business at the University of Maryland.

Christian Pennotti – Technical Advisor, Learning and Impact

Christian joined CARE's Economic Development Unit in 2009 as Technical Advisor for Learning and Impact bringing over 8 years of experience in international development and expertise in financial services, enterprise development and knowledge management. In his current role, Christian is leading efforts to enhance the EDU's internal systems for performance monitoring and evaluation, staff capacity building and knowledge sharing across the value chain development portfolio. Prior to joining CARE, Christian served as a Program Manager in the AED Center for Enterprise & Capacity Development where he oversaw a portfolio of financial services and enterprise development innovation grants, led knowledge management efforts across the 26-member USAID FIELD Consortium and served as a principle facilitator of the Children, Youth and Economic Strengthening Learning Network. Christian has worked with a range of NGO and private sector development organizations including the Inter-American Development Bank and The QED Group and has country-level experience in Latin America and Asia. Christian has extensive experience working on strategy development, knowledge management, research and program administration. He holds a MA in International Development from the George Washington University Elliott School of International Affairs and began his career as a US Peace Corps Volunteer in Uzbekistan.