

# Developments

FALL 2010

## Massive Voter Turnout Is a Boost for Democracy in Iraq

BY CHUCK COON

One could understand if many Iraqis had lost hope. They had been through hell, for years bearing the brunt of political oppression, then a devastating invasion, brutal war and insurgency, and vicious sectarian violence. Why would they subscribe to rosy visions of democracy and freedom?

And yet nearly 12 million Iraqis ventured from their homes in March 2010 to cast ballots. These voters in the national election represented 62 percent of Iraq's total electorate, a turnout that would put many developed democracies to shame. These men *and* women—millions of women—overcame their doubts and fears to make a statement of hope.

It didn't happen by magic. Rather, a comprehensive and culturally sensitive project led by DAI's Iraq Rapid Assistance Program (IRAP) and funded by the U.S. Agency for International Development (USAID) led a concerted thrust that energized the electorate. IRAP personnel trained a national network of trainers, who in turn taught hundreds of thousands of would-be voters the basics of participating in a democratic election. Pro-election messages saturated the media airwaves. The vulnerable and outcast were especially targeted with printed materials. Project staff also supported Iraq's election officials and outfitted election offices.

---

**“To elect a new Council of Representatives that would form the national government, voters faced a dizzying number of candidates: approximately 6,200 nominees for 325 seats.”**

---



This enormous voter turnout will not lead to immediate reconciliation between Shiites, Sunnis, and Kurds, nor will it quickly solve underlying challenges such as the distribution of oil wealth or the structuring of a national government—although there was good news on the latter front in November with the formation of a new government framework. But the people spoke, and this resounding message from the grassroots cannot help but influence Iraq's next steps toward democratization at a critical time of drawdown by U.S. combat troops.

► PAGE 14

Founded in 1970, DAI is an independent, employee-owned, mission-driven development firm. *Developments*, the DAI newsletter, highlights the achievements of the firm's overseas projects and the activities of DAI staff.

Subscriptions to *Developments* are free. To be added to the mailing list, please contact Danielle Jaffee at [Danielle\\_Jaffee@dai.com](mailto:Danielle_Jaffee@dai.com) (+1 301 771 7501).

Editor: Steven O'Connor  
Associate Editors: Kitty Stone,  
Kara Schulz  
Layout: Joanne Kent

DAI Washington  
7600 Wisconsin Avenue  
Suite 200  
Bethesda, Maryland 20814 USA  
Tel.: +1 301 771 7600

DAI Europe  
London

DAI Jordan  
Amman

DAI Mexico  
Mexico City

DAI Pakistan  
Islamabad

DAI Palestine  
Ramallah

ECIAfrica  
Johannesburg

[www.dai.com](http://www.dai.com)

## Selected New DAI Projects

**Afghanistan—Regional Afghan Municipalities Program for Urban Populations, Regional Command East (2010–2011) and West (2010–2011).** These U.S. Agency for International Development (USAID)-funded projects will help Afghan municipalities—long plagued by underinvestment, limited support, low revenues, and weak institutional capacity—establish capable, legitimate governance and improve basic services.

**Afghanistan—Agricultural Credit Enhancement (2010, plus option years).** Housed in the Ministry of Agriculture, Irrigation, and Livestock, this USAID project will advance agricultural modernization through financing, technical assistance, and policy reform, thereby generating agricultural jobs, raising incomes, and boosting Afghans' confidence in their government. An immediate priority is to get credit out to farmers for the fall planting season.

**Africa Leadership Training and Capacity Building Program (2010–2012).** In support of the U.S. Government's Feed the Future initiative, USAID's Africa LEAD program is helping build a cadre of African leaders to design and implement food security strategies.

**Evaluation Services for the United Nations World Food Programme (2010–2013).** DAI will be eligible to bid on evaluations of the WFP and its project partners in areas such as food security, nutrition, logistics, gender, school feeding, food for work, emergency food aid, and disaster response.

**India—Water Analysis, Innovations, and Systems Program (2010–2012).** This USAID-funded project will assess India's water sector, particularly as it intersects with health, climate change, and food security, ultimately providing recommendations for future USAID investments.

**Iraq—Quick Response Fund (2010–2011).** Under this Department of State-funded initiative, DAI will assist Provincial Reconstruction Teams in a wide range of activities, including efforts to support local and regional government and private sector entities.

**Kyrgyzstan—Parliamentary Strengthening Program (2010–2012).** Funded by USAID, DAI will help the Kyrgyz Parliament with orientations for new and returning members, support the committees and legislative staff, and assist with other legislative activities.

**Mozambique—Private Sector-Led Rural Growth in Northern Mozambique (2010–2013).** This ECI*Africa*-led project, funded by the Swiss Agency for Development and Cooperation, promotes private sector-led agricultural development to reduce poverty in northern Mozambique, based on the principles of making markets work for the poor (M4P).

► PAGE 25

BY DAVID NICHOLSON

# Adapting to Climate Change in the Southern Red Sea

Tourism is a major driver of the Egyptian economy. More than seven million tourists visited Egypt in 2008, bringing in almost US\$8 billion and making tourism the country's greatest foreign exchange earner. This success prompted the Egyptian Government to base development models for some regions almost exclusively on tourism.

The Red Sea coast, with its world-class diving attractions, attracts one-third of Egypt's visitors. Most of this activity is concentrated in mass resorts on the northern coastline—a concentration that has generated major environmental challenges and called into question the sustainability of the industry, particularly as it spreads into previously untouched areas.

With the northern coast heavily developed, the tourism industry is looking south to areas around the Wadi El Gemal-Hamata Protected Area (WGHPA), a unique park and biodiversity resource base that integrates marine, coastal, and terrestrial ecosystems. The region is home to the Ababda and Basharia Bedouin tribes, for whom tourism has thus far done little to provide reliable income or improve social conditions.

Climate change is emerging as a threat to the tourism economy. Coral reefs face discoloration as the sea warms. Potable water, already in limited supply, must increasingly be delivered to both the burgeoning tourism sector and local communities. Projections suggest that mangroves will be squeezed out and coastal structures ruined as the sea rises. These eventualities put at risk the investments made by the U.S. Agency for International Development (USAID) and others in the region. But carefully considered adaptation to climate change may offer viable ways to support Egypt's Red Sea tourism.

## CORAL BLEACHING

The combination of warm, clear water and limited runoff from adjacent arid lands favors the development of coral reefs that make Egypt's Red Sea coast a global diving hotspot. In the north, the traditional mass tourism model of "sun, sea, and sand" has incorporated diving and snorkeling. Hotels and tour operators compete with hundreds of live-aboard dive boats for the chance to bring tourists close to the spectacular reefs in what has become an unregulated

► PAGE 4



Thermal stress causes coral to weaken and turn white, a phenomenon known as bleaching.



Photo by Nowic, Wikipedia Creative Commons

free-for-all, with well documented impacts on marine biodiversity.

Diving and snorkeling are also the dominant attractions in the emerging south coast. Much of the financial sustainability plan for this development is based on income from dive tags and fees for special dive sites; and many of the livelihoods—from park rangers to hotels and services—depend on the survival of the reefs.

In recent decades, scientists documented the phenomenon of coral bleaching, a process that causes coral to weaken and turn white. This occurs when coral placed under thermal stress releases colored algae that live inside corals and are vital to their survival. According to the Intergovernmental Panel on Climate Change, increases in the Red Sea's surface temperature of 1 to 3°C will result in widespread coral bleaching and mortality. Coral may be able to adapt or acclimatize, given enough time, but probably only where reefs are healthy and protected from human impacts. Another pressure on coral stocks comes from ocean acidification. The ocean is a large sink for carbon dioxide emissions. Because humans are radically increasing carbon dioxide levels in the atmosphere, the ocean is absorbing more carbon dioxide and consequently becoming more acidic. This acidification disrupts the ability of coral, shellfish, and other organisms to form shells through calcification, with potentially grave impacts throughout the food chain.

## WATER INSECURITY

Egypt is particularly vulnerable to water stress as a result of climate change. Most of its fresh water is supplied by the Nile River, making the river's flow vital to the country's economy and social welfare. Irrigation currently drains 85 percent of this resource, resulting in very low flows into the Mediterranean Sea, limited water to be used by other sectors of the economy, and high vulnerability to changes in rainfall patterns.

Fresh water is the major constraint to development on the Red Sea coast. A lack of pipe infrastructure means that the southern section relies on desalination and severely limited groundwater for its supply options. Demand for Nile water is growing with Egypt's population, and climate change will affect water supply in the Nile basin over coming years. According to SERVIR's Climate Mapper, a USAID-supported climate projection mapping tool, rainfall in the region will be greatly disrupted. Models generally predict an overall increase in rainfall throughout the river basin by 2040; the rainfall, however, is predicted to occur in short, intensive periods, accompanied by significant periods of low rainfall, with 50 percent reductions during critical dry season months. These predictions cast doubt on water security in the Nile region and the country at large, with lower flows and growing demand reducing the likelihood that water will ever be piped to the southern Red Sea region.

Clearly, the southern Red Sea region needs to attain self-sufficiency in fresh water to accommodate the growing population and projected growth in tourism. Desalinization is an option but is energy-intensive and expensive; the Egyptian Government or the tourism industry would have to subsidize the costs to provide local people with reliable and affordable potable water.

## RISING SEA LEVEL

With marine-based tourism dominating the development model along the Red Sea coast, much of the economic activity sits near the coastline on low-lying land. Increased tourism will bring more people to this vulnerable area. As with coral reefs, climate-related damage to the mangroves will reduce marine biodiversity, thereby reducing tourist appeal. Mangroves are a particularly valuable and vulnerable ecosystem, providing vital services to land and sea flora and fauna. The southern section boasts the largest mangrove stands of the entire Red Sea. In a natural state, mangroves will retreat inland as sea levels rise, but there is concern that mangroves will be lost due to inland development. Many coastal areas, particularly those developed for tourists, were built up immediately inland of mangrove stands, cutting off their

natural path of retreat. The result: mangrove stands squeezed out between rising sea levels and development.

## ADAPTATION STRATEGIES

Vulnerability to climate change is a function of exposure to climatic variations, sensitivity of ecosystems to those variations, and the adaptive capacity of people and ecosystems. Egypt's Red Sea coast is extremely vulnerable. Climate projections suggest that the region and particularly its marine ecosystems face significant exposure. But its adaptive capacity (a function of socioeconomic factors, technology, and infrastructure) is a variable that can be directly controlled and should be the focus of regional development investments. A broad, integrated set of adaptation activities aimed at reducing the harmful impacts of climate change could make the local populations more resilient, while also meeting development goals.

Specific adaptation activities should be weighed for each threat. Let's start with coral. In a practical sense, adaptation options for coral reefs are limited. Adaptation strategies cannot influence water temperature or salinity levels. However, the reef's resilience can be enhanced by removing other human stressors that weaken coral. Coral conservation is a prudent approach given that many such stressors pose a far greater threat to coral survival in the short term.

Anthropogenic damage to coral is well documented and techniques to combat it are central to the management of many marine protected areas. Water pollutants, sedimentation, physical damage caused by boats and divers, and invasive species all pose serious threats to coral reefs and are in many places a greater immediate threat than warming oceans. However, plans to increase tourism to the area will lead to greater pressure on the reef, so coral conservation efforts should be prioritized as part of an adaptation strategy.

As for water supply, desalination is already in operation on a small scale in the south. However, traditional small-scale desalination techniques, run by diesel-powered generators, produce pollution and waste at an unacceptable level. Given the high level of solar radiation in the area, solar desalination is an appealing option for municipal and tourism sectors. Initial capital costs are high, however, and feasibility studies are required to determine how much demand could be met in a cost-effective manner.

A complementary push for water efficiency in the tourism industry, a sector renowned for wasteful water use, is a natural component of any adaptation strategy. The cost of water in the region may restrain water use, but monitoring water use and promoting widely available efficiency solutions should also be part of the strategy.

Despite uncertainty over anticipated rises in sea level, several practical actions can be incorporated into a development strategy. Appropriate planning regulations that set a minimum elevation for building would reduce the risk of property damage from storms and long-term sea rises. Zoning around the mangroves is important to create an inland buffer zone, allowing mangrove stands to retreat inland naturally as seas rise. The enhancement of natural sea defenses should also be integrated into development. Groynes, rock breakwaters, and other engineering techniques are employed around the world to enhance and protect beaches and could be similarly used in the Red Sea, although the impact on natural ecosystems would have to be investigated.

These solutions could help the region adapt to climate change while supporting the development strategies pursued by USAID and the Egyptian Government. However, the severity of the impacts associated with climate change brings into question the long-term feasibility of a purely tourism-based development model. Diversifying economic activity is sound development strategy in any setting; diversification becomes a more immediate safeguard of economic resilience as climate change casts doubt on the medium- to long-term feasibility of tourism as an economic driver.

As long as tourism remains the driving force for development, growth goals must be met in a sustainable manner. By focusing on climate change adaptation, development planners can ensure a consistent emphasis on maintaining ecosystem services and investing in environmental sustainability as they seek to achieve economic and social objectives. If this can be done, the adverse impacts of climate change can be contained, providing an opening for a resilient development model to reduce poverty and improve living conditions for the Red Sea coast's growing population. ■

**DAVID NICHOLSON IS A CONSULTANT FOR DAI'S ENERGY AND CLIMATE CHANGE PRACTICE.**

# Valuing Clean Water: PES Models Emerge in Muslim Mindanao

Service provision is the cornerstone of local governance. Whether that service entails providing access to clean water, collecting and disposing of trash, treating wastewater, or connecting users to the electric grid, reliable service delivery is the most tangible result for which a community will hold its elected officials accountable. In the case of water, new service provision models are emerging that involve payments to sustain essential services provided by nature. Natural ecosystems help meet peoples' needs for water by regulating the water cycle, preventing the erosion of soil into water sources, providing stormwater protection, recharging underground aquifers, and filtering out impurities. Payment for ecosystem services (PES) is a market-based approach to environmental stewardship based on the principle that those who benefit from ecosystem services—such as buyers of clean water—should pay for them, and those who generate these services should be compensated in return.

The Philippine Environmental Governance Project (EcoGov)—funded by the U.S. Agency for International Development (USAID) and implemented by DAI and four local subcontractors—has been working

with local governments in the Autonomous Region in Muslim Mindanao (ARMM) to establish PES mechanisms in critical watersheds. Each arrangement involves downstream water users (utilities) paying upstream farmers to rehabilitate watershed ecosystems and adopt low-impact land-use practices that maintain an agreed quantity and quality of fresh water. With water supply underpinning the economic wellbeing of communities—from public health and food security to industrial uses—savvy local governments in Mindanao are becoming pioneers of innovative water service delivery, with a view to strengthening their long-run economic prospects.

## CASE IN POINT: WAO MUNICIPALITY

Wao's 2,184 hectares of co-managed forest cover the Banga watershed, a major water supply source for 3,200 households in the municipality and for industrial users that rely on the water to wash pineapples to meet phytosanitary export standards. The local utility, Wao Water District, draws around 50 liters per second from a spring located in the Banga watershed to supply local customers.

Photo by Floreen Bartulaba



Two-year-old rubber trees planted in between corn. Rubber, coffee, and fruit trees are expected to replace corn crops, which will improve soil and water conservation in the Banga watershed.

A 2004 forest land-use plan conducted by the municipality with technical assistance from EcoGov revealed that the watershed had been degraded to the point that some creeks were going dry during the summer months. Alarmed by this development, Wao's municipal government agreed with the ARMM's Department of Environment and Natural Resources to jointly manage the watershed. Protecting a watershed means not only refocusing upstream land use, but also allocating funds for management and rehabilitation activities such as reforestation, law enforcement, and alternative livelihood training (agroforestry). Realizing that the municipal budget could not bear the additional costs, Wao officials got creative, sought to capitalize on the demand for clean water from the Banga watershed, and came together to explore how to pay for the underlying water purification services provided by the surrounding ecosystem.

"Extracting the natural resources of our land takes a toll on the entire community," said Engr. Tomas C. Carumba Jr., Chairman of the Wao Water District's Board of Directors. "We have to oblige users some kind of pay back to help the local government sustain watershed rehabilitation efforts." In November 2009, the municipal government of Wao, the Wao Water District, the Banga Farmers Watershed Cooperative, and other stakeholders established an account where PES could be deposited, and set up a multisectoral steering committee to oversee the initiative.

Through the agreement, local stakeholders are placing an economic value on the protection, rehabilitation, and development of the co-managed forests. The Wao Water District has formally committed 75,000 pesos (US\$1,666) annually to the PES account, and over the next few years it will add a watershed protection and rehabilitation tariff to household and industrial water bills to fund the conservation activities. Additionally, the Wao municipality plans to augment the PES account with a portion of the entrance fees collected from an ecotourism program located in the co-managed watershed. This layered revenue stream spreads costs across users of the Banga watershed services and helps highlight the fully burdened cost of maintaining clean water supply.

## GETTING PROPERTY RIGHTS RIGHT

In many respects, the challenge facing the Banga watershed is a "tragedy of the commons" scenario, in which individuals with access to a common natural resource follow their self-interest to the point where they compromise their collective and individual interests. To avert this outcome, the PES model establishes individual property rights (IPRs). The Wao Steering Committee is authorized to recognize the

## Climate Change Vulnerability and Adaptation: Bayawan City, the Philippines

The EcoGov team, led by DAI climate change advisor Patrick Doyle, recently carried out a climate change vulnerability assessment for Bayawan City. Working with the local government and community leaders, the team evaluated the financial and social risks tied to events such as floods and droughts. Local government officials were then able to build a priority index for investments in appropriate adaptation measures, such as storm-water drainage infrastructure, fire breaks in nearby forests, and efforts to minimize sedimentation in local rivers.

IPRs of claimants and to enter into agreement with investors for the management or development of portions of the Banga watershed. Much of the watershed is inhabited by settlers who plant short-term agricultural crops, mainly corn, which contributes to soil erosion and watershed degradation. The IPR agreements negotiated by the Steering Committee stipulate specific land-use plans, such as intercropping with fruit trees for erosion control, that land holders must follow (funded in part by PES fund contributions). IPRs motivate the settlers to protect and maintain the watershed and to plant medium- and long-term agroforestry crops from which they will derive an economic return in the future.

Today, more than 150 IPR agreements have been awarded to watershed settlers who have been trained in farm planning. Settlers who used to cut trees or practice "slash-and-burn" agriculture are now producing rubber and various fruit trees—crops that improve erosion control and decrease sedimentation. With the community participating in watershed management, illegal logging is now quickly reported to the forest patrol guards and has almost stopped. Watershed dwellers are becoming advocates of forest conservation and protecting against potential floods and droughts associated with climate change. "We are now more aware of the importance of trees in our forest. We don't want landslides and floods here, like those reported in other areas where mountains were stripped of their forests," said Perpetua Magdadaro, leader of the Banga Farmers Watershed Development Cooperative.

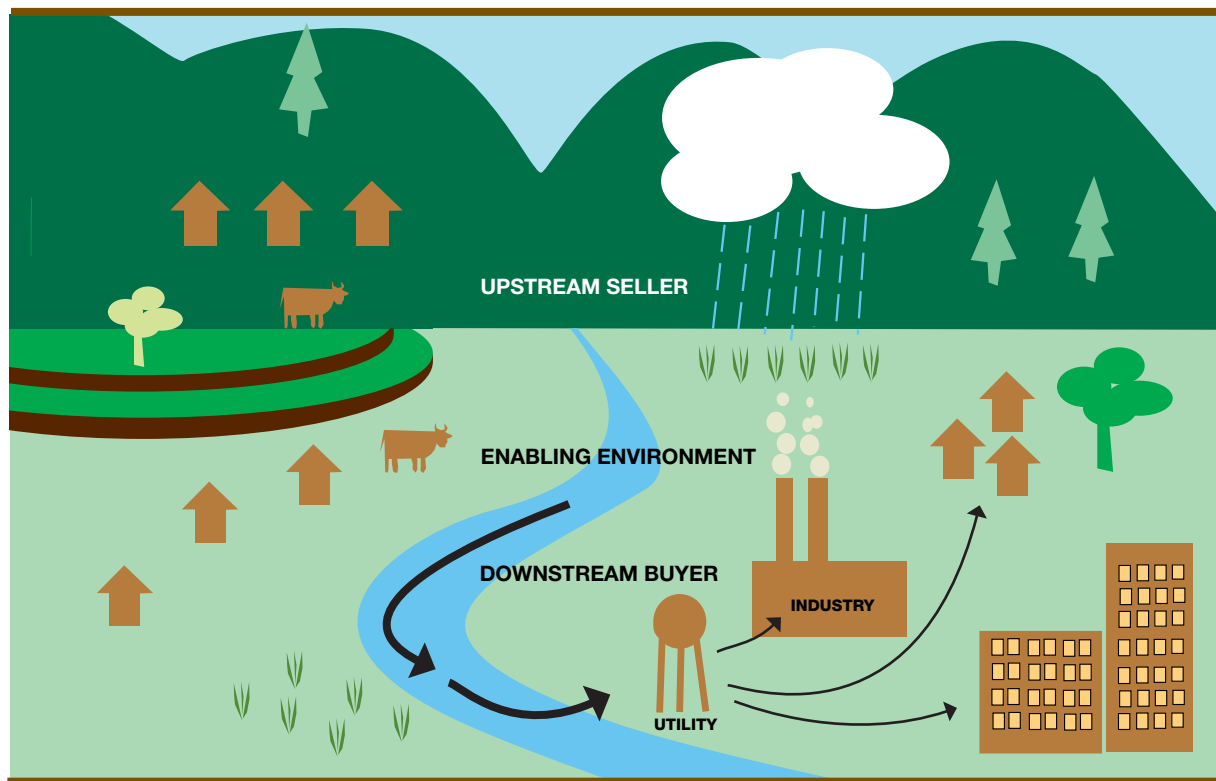
## ELEMENTS OF A SUCCESSFUL PES MODEL

Based on DAI's experience in Indonesia and the Philippines, the basic formula for a successful watershed PES model is as follows:

- **Identify a well-defined and measurable environmental service**, such as the quantity or quality

► PAGE 8

FIGURE 1. DEFINED AND MEASURABLE ENVIRONMENTAL SERVICE: CLEAN WATER



of water that could generate payments linked to specific management practices, such as erosion control.

- **Identify the buyers and their demand for the service.** The buyer might be a city, irrigation district, industrial user, or hydroelectric dam operator that derives its water supply from a watershed and is willing and able to pay for the protection of the watershed.
- **Identify the potential provider/seller of the environmental service.** In many cases, the provider will be a combination of local and national governments—which provide the rights—and local communities that are the de facto resource managers. It is critical to find a price point at which the PES scheme will change the behavior of the environmental service provider (the seller).
- **Establish the enabling environment to support a PES scheme.** Improving the enabling environment will involve securing the commitment of the local government, tackling land tenure issues, and ensuring a viable monitoring and enforcement capacity. Our experience shows that attractive PES opportunities often bring the power brokers of a community together to address these constraints.
- **Identify a PES intermediary or broker,** a party other than the buyer or seller (a nongovernmental

organization, for example) that can facilitate some aspect of the transaction or implementation of the overall program, including the financial and performance monitoring functions.

PES arrangements are no panacea for environmental stewardship. They are highly localized arrangements that must adapt to fit a variety of bio-geographic and culturally specific contexts and provider-buyer relationships. PES can have positive knock-on impacts, such as advancing land tenure security through mapping lands and demonstrating new-income generating activities. Further, such upstream-downstream arrangements can fit neatly in a broader package of measures to reduce communal vulnerability to climate change or hydrological variability (floods and droughts). On the other hand, government officials can perceive PES as a replacement funding source, reducing government’s responsibility for funding the maintenance of public goods. Likely the most beneficial aspect of water-based PES arrangements is building public awareness of the true economic value of ecosystem services—perhaps altering the optic from how to protect ecosystems from development to how to manage ecosystems for development. ■

ARUN ABRAHAM IS ECOGOV’S CHIEF OF PARTY; BIEN DOLOM AND CASIMIRO OLVIDA WORK ON ECOGOV’S FORESTRY PROJECTS; KEVIN CARLUCCI AND CHRISTY OWEN WORK IN DAI’S NATURAL RESOURCES TEAM.

BY ALYSON LIPSKY

# Julian Lob-Levyt Envisions Multisectoral Approach to Health and Development

In November, Julian Lob-Levyt, formerly Chief Executive Officer of the Global Alliance for Vaccines and Immunizations (GAVI Alliance), joined DAI's leadership team as a Senior Vice President and Managing Director of DAI Europe. Before joining the GAVI Alliance, Dr. Lob-Levyt served as Senior Policy Advisor to the UNAIDS Executive Director. He also spent five years with the U.K. Department for International Development, as Chief Human Development Advisor, and, earlier, as Chief Health and Population Advisor. He has held senior positions with the World Health Organization and the European Commission, as well as long-term overseas postings in Bangladesh, Cambodia, the Solomon Islands, and Zimbabwe. *Developments* sat down with him to discuss his new role at DAI.



Photo courtesy of GAVI Alliance

**Developments:** *Tell us about your transition from medicine to global health.*

**Julian:** I started out clinically but knew that if I wanted to make a difference the choice was to go into politics or international development. I used medicine as a way of traveling, and as soon as I was done with my qualifications, applied for opportunities overseas. I quickly transitioned from clinical responsibilities to management, organization, and financing of health services so that I could make a larger impact.

**Developments:** *Most recently, you made that impact in the world of vaccines. With regard to vaccines, what challenges do developing nations face?*

**Julian:** Until recently, the poorest parts of the world were denied new vaccines simply on the basis of cost and they are now hit with a double whammy of infectious disease and an increasing burden of non-communicable disease. For example, an epidemic of cervical cancer is building in Sub-Saharan Africa, and while we fortunately now have a vaccine for the human papillomavirus—one cause of the disease—it's available only at too high a cost. As the burden

of non-communicable diseases increases, the issue is going to be how to get vaccines to tackle not only infectious diseases but also chronic diseases. This will be achieved by demonstrating new markets and working with the private sector to manufacture and sell those products affordably. The funding allocated to non-communicable diseases will have to increase and we will have to recognize that the health systems we've supported have been designed to deal with acute illness, not chronic care. This will be a big shift that we will have to undertake with affected communities, but the fight against HIV has shown that good, chronic, life-long care can be run out of the community.

**Developments:** *What approach do you take to reforming and strengthening health systems?*

**Julian:** I think what we did at GAVI was modest, but it did respond to a strong demand from our partner countries that knew their successes wouldn't be sustainable without health system strengthening. If you're a mother and you have to walk five miles to the nearest clinic, you can't keep on going to all the

► PAGE 10

separate delivery points for vaccines and other care; you have to be able to go to a point of integrated service. GAVI set aside some finance to stimulate countries to make innovative investments and begin to strengthen that aspect of their systems. One of the things we learned was that getting all the key actors on vaccines together resulted in a better coordinated “one-stop shop” for finance and technical support. We need to replicate that approach with health systems.

**Developments:** *Where does governance fit into that effort?*

**Julian:** You have to apply cross-sectoral expertise—that’s something that interested me in joining DAI. Building functional and accountable health systems is essentially a governance issue, and we need to bring to bear what we’ve learned in service delivery across the board, whether it’s in education, health, or other public services. As more money is flowing into this area, there are some real issues of transparency and accountability. The solution lies in promoting country-driven processes and country-driven responses, so that countries themselves set the agendas and we get behind them. They may not be perfect, but if they’re country-led, they’re going to be country-owned and their chances for success that much greater.

**Developments:** *What else can be done to improve transparency and accountability?*

**Julian:** In health, the focus on transparency and accountability has come rather late, and that reflects the “verticalization” of the way we have funded health—the fact that it isn’t well linked into other development work. Better metrics on finance and implementation, as well as independently verifying results, are critical for achieving transparency. Success in this area has come with building capacity in ministries of health and elsewhere to manage metrics and manage against results—that’s a challenge anywhere. As a development community, we fundamentally underestimate how difficult it is to build that capacity.

Again, we need to learn from other sectors. What’s been learned in other areas—whether it’s in natural resources or in education—is the importance of accountability to communities, so that communities are aware of their resources, or their entitlements, and have some control over them. The other thing we’re learning is the importance of the media. A number of major scandals in ministries of health didn’t come to light as a result of donors or multilateral agencies

alerting, for example, GAVI: they came about through the media, and that’s a healthy thing.

**Developments:** *How can public-private partnerships and innovative financing improve health services?*

**Julian:** The public-private dynamic we were able to develop with GAVI showed there are markets where people thought there were no markets. We’ve used quite innovative financial incentives and mechanisms to get industry to produce products that make a real difference, but are specifically designed for the poorest people of the world. However, development is changing very fast—the demands and expectations of poor nations are very different from five, 10 years ago. Today, the development dynamic is more about investing in the development of those nations. It’s that business-type model. The old-fashioned, top-down model of development, “do good in dysfunctional states,” is increasingly inappropriate. We are moving to a world that’s going to be much more business- and results-driven. It can still be pro-poor, it can still be pro-development, but it’s that kind of model that is best going to serve sustainability and impact. This is where DAI offers real value and has a real opportunity.

**Developments:** *What do you bring to DAI and what do you hope to achieve here?*

**Julian:** There’s a tension between the global public sector and the private sector, but at GAVI we made a lot of progress in getting those two groups to better understand each other, and that’s something I hope I can bring to DAI. Fundamentally, I see that the development world is changing. I have gone from health to broader health to—very narrowly—vaccines, and now I’m coming around very broadly to development, which is the kind of intersectoral approach I think is needed. I’m not coming to DAI because I’m a health person, I’m coming to DAI because I think an intersectoral and multifaceted skill set is needed to do development—that’s where the future must lie.

Every job I’ve taken has been to learn, and I’m going to learn a lot here. I think I’m most looking forward to the interdisciplinary opportunities I will have at DAI to solve problems. I’m also looking forward to working in an organization that is mission-driven but strongly committed to meeting business metrics, which is entirely compatible with working in development and being pro-poor. I think that is the model that the world, including the poorest parts of the world, runs on already. Let’s see how far we can take it to deliver real development results. ■

ALYSON LIPSKY IS A RESEARCH ASSOCIATE IN  
DAI’S HEALTH SECTOR.

BY STEVEN O'CONNOR

# Tim Beans Joins DAI as Senior Vice President, Business Operations

Tim Beans, a distinguished development professional with decades of experience in private industry and government service, has joined DAI as Senior Vice President, Business Operations. Reporting to President and CEO James Boomgard, Tim will oversee project management, contracts and procurement, legal, and corporate security functions, and the development of DAI's international offices.

"Tim's grasp of our clients' needs and his understanding of the global business operations we must have in place to meet those needs is second to none," said Boomgard. "He will be a tremendous asset to DAI as we seek to extend the range and improve the quality of our services around the world."

Tim was formerly the Senior Vice President for Afghanistan and Pakistan Region with Chemonics International. He joined Chemonics in 2007 after a successful career with the U.S. Agency for International Development (USAID), where he served as the Deputy Assistant Administrator of the Management Bureau and the Democracy, Conflict, and Humanitarian Assistance Bureau; as the agency's Chief Acquisition Officer and Procurement Executive; and as a Contracting Officer with an unlimited warrant in both Honduras and the West Bank/Gaza missions. As Mission Director for the Regional Development Mission for Asia, based in Bangkok, he coordinated USAID's response to the tsunami in Thailand in 2004.

Tim's private industry experience includes working as a senior consultant to the Mayor of the City and County of Honolulu, Hawaii, on a \$2.5 billion fixed rail rapid transit system. In addition, Tim Beans served as Vice President of Technology, Economics and Management (TEM) Associates, where he took a small 8-A start-up company to a \$16-million-a-year operation in two years.

"International development organizations face enormous demands in the 21<sup>st</sup> century, from operational challenges such as working in the midst of conflict



---

**"He will be a tremendous asset to DAI as we seek to extend the range and improve the quality of our services around the world."**

*Jim Boomgard*

---

to policy challenges such as demonstrating value for money in aid delivery," said Tim. "I can think of no organization better placed to tackle those challenges than DAI, and I am honored to bring my experience to the accomplished DAI team."

Tim began his career in international development with the Peace Corps in Venezuela. He holds a bachelor's degree in English literature from the University of South Carolina and a Master's of Public Administration degree from The American University in Washington, D.C. ■

STEVEN O'CONNOR IS DAI'S DIRECTOR OF COMMUNICATIONS.

# In Chad, DAI Tackles New Evaluation Approach for the World Food Programme

DAI has just evaluated the World Food Programme's (WFP) emergency interventions in Chad between 2003 and 2009, taking a broader approach than previous assessments. Initial feedback on this holistic "country portfolio" approach is encouraging.

In 2008, WFP launched a new strategic plan with four objectives: 1) transforming the WFP from a food aid to a food assistance organization, which means moving from delivering food supplies to ensuring food security; 2) using projects to support strategic and comprehensive approaches to food security; 3) shifting from implementing operations to enabling government ownership, capacity, and accountability—while ensuring hunger, food security, and nutrition remain on the national agenda; and 4) working more effectively as partners within the new aid environment.

To meet these objectives, each WFP country office prepares a strategy to guide orientation, priorities, and expected results at the country level, in line with the host government's agenda and other partners in-country. Although WFP has historically evaluated each of its food assistance operations individually—following the distinction between emergency and

other kinds of food aid—WFP decided to require a more holistic review of country office operations, called a Country Portfolio Evaluation (CPE). The CPE assesses portfolio performance as a whole and enables the organization to make evidence-based decisions about programming. DAI was selected to conduct the CPE for Chad, the third country to be so evaluated and the first evaluation to be executed in a large country that had mostly an emergency response portfolio.

Chad is one of the poorest countries in the world, ranking 170<sup>th</sup> of 177 countries on the 2008 Human Development Index. Although Chad has generally maintained a satisfactory macroeconomic record, the distribution of economic gains has not been widespread; more than half of the population remains below the poverty line. Poverty in Chad is the consequence of more than two decades of civil war, limited economic and livelihood opportunities, increasing population pressure, and limited government expenditure in key sectors such as agriculture, health, and education.

Since 2003, civil insecurity—especially in eastern Chad—has worsened, thanks to deteriorating conditions in Sudan's Darfur region, persistent insecurity in the Central African Republic (CAR), and internal inter-ethnic tensions exacerbated by the activities of armed groups. This security situation has compromised food security and caused a spike in the number of internally displaced persons (IDPs): Chad provides shelter to 265,000 Sudanese refugees in the east, 58,000 CAR refugees in the south, and 180,000 displaced Chadians in the east—numbers that add up to a serious humanitarian crisis. In addition, Chad has faced sporadic natural disasters, mostly recently a drought in the Sahelian Zone.

## THE CHAD EVALUATION

To address this humanitarian crisis, WFP between 2003 and 2009 implemented 10 food assistance operations and six special operations in Chad at a cost of \$767 million. These operations represented a drastic shift from a small, development-based portfolio to one dominated by emergency operations, and Chad became one of WFP's most complex portfolios.



Photo courtesy of Chuck Chopak.

The author in the field, with local security guards.

The CPE focused on assessing WFP's strategic alignment in its country portfolio, identifying the driving forces behind choices made in developing and implementing activities, and evaluating the performance and results of the portfolio. The main program activities were general food distribution to IDPs and Sudanese and CAR refugees, school feeding, nutrition (supplemental feeding of pregnant and lactating women and moderately and severely malnourished children under five years of age), therapeutic feeding, and food-for-work.

Fieldwork was conducted in February 2010. Our four-person team traveled throughout Chad, consulting with WFP staff in the country office in N'Djamena and sub-offices, Government of Chad ministries, other United Nations agencies, multilateral and bilateral donors, nongovernmental organizations, civil society groups, and beneficiaries. This extensive process proved essential to a complete and balanced understanding of the country portfolio.

## WHAT WE LEARNED

The evaluation team gave WFP generally good marks for its implementation of assistance. Between 2003 and 2009, WFP responded quickly and effectively to the initial influx of refugees from Sudan and CAR, providing critical food assistance and coordinating well with the United Nations High Commissioner for Refugees to establish well-organized camps that saved lives. WFP significantly reduced malnutrition rates in camps for Sudanese refugees.

Throughout the entire period, WFP effectively moved food in a timely manner, despite enormous logistical challenges: transporting food over great distances and poor physical infrastructure, establishing and maintaining the Libya Corridor (an overland route through the Libyan desert used when the Cameroonian port of Douala was inaccessible), and coping with a limited window to move food during the year. In difficult circumstances, WFP generally achieved the targets established for the 10 food assistance operations.

Several areas of the country portfolio did, however, merit review, refocus, or strengthening. First, for the period in question, the program lacked a portfolio-level strategic vision to guide resource allocation, management, and supervision; strengthen programs; and foster an effective approach to partnerships. Second, WFP should improve the selection and quality of program activities through more rigorous moni-



Photo by Chuck Chopak

Election poster in Chad, where conflict and security issues have exacerbated food security challenges.

toring, better harmonization of activities across the portfolio, and increased efforts to build the capacity of WFP staff and partners. Key to improving the operational efficiency of portfolio activities will be strengthening systems and standards. Finally, the evaluation found insufficient engagement of—and coordination with—the Government of Chad and other partners, given the implementation challenges of working in Chad.

The results of this evaluation will be presented to the WFP Executive Board and used to help the country office develop its country strategy. The author would like to thank the WFP's Chad team for its exemplary collaboration on this evaluation. ■

**CHUCK CHOPAK LEADS DAI'S WORK IN AGRICULTURAL PRODUCTION AND FOOD SECURITY.**

## Chuck Chopak Named Vice President of AIARD

Chuck Chopak was recently appointed vice president of the Association for International Agriculture and Rural Development (AIARD). Dr. Chopak has for 30 years managed, planned, and implemented food security and livelihoods activities throughout the world, including in Afghanistan, Central America, Haiti, and many African countries. Since 1964, AIARD's member university, nongovernmental organization, commercial firm, government, donor agency, and foundation professionals—from a broad base of agricultural and social science backgrounds—have provided solutions to the challenges of international agriculture and rural development.

### A FOCUS ON VOTER EDUCATION

Despite the bal-lyhooed election of 2005, many people in Iraq were still skeptical—or completely unaware—of the concept of democracy. “Seats” were at stake in Baghdad, they had heard, but what did that *mean*? And why hadn’t previous elections fixed things? In order to turn out the vote in 2010, IRAP had to explain to a wary populace:

- The national election process and each voter’s role within it;
- The role of elected officials and their accountability to constituents;
- Monitoring mechanisms that would ensure a fair election;
- The need for transparency within a democratic government;
- How to lodge election complaints;
- Voters’ rights to ballot confidentiality;
- How to locate a ballot station and what to expect once inside; and
- How votes would be counted.

That’s a lot of explaining. IRAP coordinated this countrywide messaging with a fledgling but crucial agency—Iraq’s Independent High Electoral Commission (IHEC). Created in 2004 by the Coalition Provisional Authority and instituted three years later by the new Iraqi Government, IHEC had to review and approve the voter materials that would be distributed, as well as oversee the country’s widespread election offices and the election itself.

Incorporating lessons from their 2009 provincial election program, IRAP staff worked closely with the program’s countrywide network of civil society organization (CSO) grantees to prepare a wave of 1,500 additional trainers. This national effort saw Iraqis training fellow Iraqis who, in turn, would lead thousands of voter education sessions.

Each CSO would need grant funding to cover its costs, so IRAP created standard proposal templates that delineated the work to be done, the number of trainees required, and the requisite procurement and monitoring procedures. The project was granted access to the U.S. Department of State’s Quick Response Fund database to enable a smoother submission of what was anticipated to be a large volume of incoming CSO proposals. CSOs submitted proposals for review by IRAP and local Provincial Reconstruction Teams. After being trained themselves, the new CSO/trainers mentored the next wave of trainers, and later monitored their voter education sessions.

The scale of the undertaking was massive. More than 300 CSOs and their representatives presented 13,300 sessions to voters using IHEC-approved materials. Eager crowds flocked to the sessions—in remote vil-



All photos courtesy of IRAP staff and grantees.



lages, marsh areas, outlying desert settlements, and urban centers. Information sessions were conducted in town halls, classrooms, residential homes and gardens, tents, industrial workshops, tribal compounds, even on rooftops. An estimated 220,000 women and 230,000 men participated.

Facilitators stressed to audience members the collective impact they could make and how the election could slowly advance prosperity and reconciliation, re-establishing confidence for the disillusioned. New voters were assured that voting was straightforward and easy. Discussion sessions were built into the process, questions and comments were frank and plentiful, and each voter was given information to take back to his or her community.

#### **MEDIA OUTREACH DEEPENS IMPACT**

In addition to the CSO-led sessions, grant-funded media initiatives propelled nationwide awareness of election and ballot-related information, including:

- 8,513 minutes of multi-language public service announcements on 25 radio stations;
- 267 minutes of local and satellite channel informa-

tion spots on 11 TV stations;

- 304 informational notices in 20 newspapers; and
- 509 IHEC billboards encouraging voting in 15 provinces.

Local and national television stations also covered many IRAP voter education sessions. IHEC-created materials focused on women and internally displaced persons (IDPs), using various languages to reach minority groups. The brochures, guides, and flyers were distributed throughout 17 provinces and included:

- 500,000 voter guides in multiple languages;
- 500,000 women's participation brochures;
- 500,000 flyers about how to file complaints; and
- 110,000 IDP participation brochures.

Citizens unable to attend the voter sessions found this literature invaluable.

#### **SPECIAL NEEDS AND PLEASANT SURPRISES**

One of the project's key priorities was for its Iraqi-led network to connect with disadvantaged, under-represented, and vulnerable groups. Grantees held multiple sessions for the physically disabled, and a



### Assisting the Governorate Electoral Offices

To help accommodate millions of voters, IRAP funded the provision of equipment for the Governorate Electoral Offices (GEO) and the Kurdistan Regional Electoral Office. In collaboration with USAID, the International Foundation for Electoral Systems (IFES), and IHEC, IRAP staff created a procurement “menu” from which each GEO could choose items according to its needs.

These items—such as generators and fuel tanks, computers and information technology equipment, warehouse storage shelves and forklifts—were necessary to expedite preparations, ensure that ballot day proceeded smoothly, and get the votes counted on schedule. Needs were determined through collaborative assessments by IHEC, the Provincial Reconstruction Teams, and IFES representatives, and the IRAP teams worked hard to procure and deliver the goods on time and accountably.

special session for the deaf was conducted with the help of a sign language interpreter. Other sessions targeted the destitute and homeless, IDPs, and minority groups. In all regions, and especially in rural areas, attendance numbers for women were greater than



anticipated. In one area—a previous militia stronghold—participants demanded additional sessions for the community’s first-time voters before the education team moved on to another locale.

Some sheikhs and tribal leaders tried to provide meeting spaces and refreshments at their own expense. Some residents refused payment for the use of their homes and facilities, seeing it as a contribution to their communities and democratization. Several CSO facilitators even conducted extra sessions at their own expense to accommodate demand.

Facilitators in some locations reported a sluggish initial response. Major political parties, it seemed, had already proffered gifts to the locals in an attempt to win influence under the pretext of traditional cultural etiquette. But participation picked up once residents realized that IRAP’s information sessions were not politically aligned and that attendance would not commit them to a candidate. Many were surprised that the CSO facilitators were impartial.

Another surprise was the substantial attendance of women in deeply conservative areas, and the welcoming of female facilitators in traditionally patriarchal communities.

### CHEAP AT THE PRICE?

How much is it worth to have the people of Iraq mobilize en masse in support of democracy? Together, IRAP and IHEC administered 353 grants totaling some \$12 million in Quick Response Fund and Civil Society and Conflict Management funding to support the 2010 national elections. An estimated 450,000 people were reached directly through IRAP-facilitated training sessions, exceeding by more than 140,000 the number reached through the 2009 provincial election program. Many more were reached indirectly and through the substantial media campaign.

At about \$1 per vote cast, it seems fair to say that this investment, which energized the populace throughout all demographics and prompted a significant grassroots movement, has provided a substantial social bang for the buck. While the impressive voter turnout will not by itself solve Iraq’s larger challenges, it has buttressed the governance foundation on which Iraq will depend as it seeks to move forward as a nation. ■

CHUCK COON IS A TECHNICAL WRITER ON DAI’S COMMUNICATIONS TEAM.

# ECIAfrica Ushers in a New Era in South African Management



Claudia Manning, Managing Director, ECIAfrica.

In May, Sangena Investments—a South African consulting and investment company—took a substantial ownership stake in DAI's Johannesburg-based subsidiary. *Developments* sat down with Sangena's Claudia

Manning to get her perspective on this infusion of local management talent into ECIAfrica.

**Developments:** *Why did Sangena Investments become a partner in ECIAfrica?*

**Claudia:** Historically, Sangena has primarily been focused on development policy and strategy, but ECIAfrica is focused on making a tangible development impact, and we admired that. Partnering enabled Sangena to become involved in the part of the development industry where real impacts are felt—from designing a solution to implementation. ECIAfrica also had an excellent track record in sectors crucial to the development challenges faced here in South and Southern Africa: enterprise development, agriculture and agribusiness, public planning and administration, and policy and governance.

We respected that ECIAfrica had a wide spectrum of clients, including the South African Government, European donors, the U.S. Agency for International Development (USAID), international financial institutions such as the World Bank, and private sector clients. This diverse client base has positioned ECIAfrica well to tap a broad range of expertise.

**Developments:** *What does Sangena bring to the organization?*

**Claudia:** Sangena is providing new leadership. My colleagues and I come from a public sector background and remain committed to improving the performance of public sector institutions, which we can do through ECIAfrica. My colleague Bahle Sibisi and I serve on the Boards of Directors of state-owned institutions and consider it part of our national service.

Sangena brings to ECIAfrica a sharp appreciation of the need to offer development services while remaining commercially viable. We will ensure that the company defines its products more clearly, packages its services more effectively, and creates solutions that our clients want to buy.

**Developments:** *What is ECIAfrica's geographic reach?*

**Claudia:** Much of our revenue emanates from South Africa, where we are based. We also do substantial business in the region known as the Southern African Development Community (SADC) composed of 15 countries in the southern part of the continent. Although we have worked farther afield, such as in Ethiopia with DAI's Urban Gardens Program, we focus on the SADC where we have a native appreciation of the dynamics and a strong network of associates. ECIAfrica collaborates with DAI in this region, leading some projects and subcontracting on others. Since I joined the company, ECIAfrica has been awarded several contracts, including one from a new client, the Swiss Agency for Development and Cooperation, to create jobs in Mozambique by strengthening agriculture value chains, and one from the World Bank, to conduct a rural investment climate survey in Mozambique. We'll be working concurrently there with DAI, which is launching a USAID-funded enterprise development project.

**Developments:** *What are the most pressing development needs in Southern Africa?*

**Claudia:** South Africa suffers from substantial urban and rural poverty, greater than 25 percent unemployment, and continued marginalization of disadvantaged people—even 16 years after the end of apartheid. The legacy of apartheid is manifested by massive disparities in access to education, healthcare, and other public sector services.

Effective delivery of public services remains a serious challenge, and overburdened, under-resourced local authorities are really struggling. Their problem is exacerbated by widespread reports of maladministration and graft in the public sector. Fortunately, the government appears committed to rooting this out, and a number of high-profile initiatives are under way to scrutinize public service delivery.

*Claudia Manning continued from page 17*

South Africa's HIV/AIDS rate has received global attention. We have 5.7 million people living with HIV—the fourth-highest number in the world—with young people being most vulnerable. Recent reports suggest the rate of infections among young people is slowing, but it is still a crisis.

More broadly, Southern Africa is characterized by long histories of stable and good governance—a shining example being Botswana—and well-established traditions of democracy. There are challenges for economic growth, sustainable development, and good governance (most notably in Zimbabwe), but the outlook for the region is quite optimistic.

**Developments:** *What competitive advantages does ECIAfrica have?*

**Claudia:** We are local. Our 85 African employees provide solutions that are informed because we understand the dynamics of the countries in which we live and work. ECIAfrica has conducted more than 250 short- and long-term assignments in 18 countries in Sub-Saharan Africa. This is our turf, to use an American expression.

We collaborate with some of the South African Government's most critical departments, including education, health, and public works, and have implemented highly successful business linkages between black suppliers and the private sector. ECIAfrica has extensive experience in working with rural communities to support rural development, and we have implemented one of the few international programs that resulted in private investment in community-owned land, in this case black-owned land.

**Developments:** *How serious is South Africa about complying with Black Economic Empowerment (BEE)?*

**Claudia:** BEE is a South African Government program to enhance the economic participation of black people in the South African economy and advance economic transformation.

There is vigorous debate over the current approach to BEE, with critics arguing that little transformation has been effected. Ownership of the economy remains largely in white hands, and corporations are criticized for adopting a “tick-box” mentality, earning BEE points without achieving real changes in the operation or control of their companies.

One of our flagship programs is the USAID-funded South African International Business Linkages

(SAIBL), which links large corporations with black suppliers to effect real transformation in procurement practices. We have implemented a similar program with a multinational mining company, Lonmin, and intend to provide this service to other private sector clients. We are also advising the Department of Trade and Industry on ways to strengthen the Government Black Supplier Development Programme, building on the lessons we've learned. SAIBL is facilitating the formation of the South African Supplier Diversity Council, which was recently launched by the U.S. Ambassador to South Africa. If South Africans are not serious about BEE compliance, they should be, because it's good business.

**Developments:** *Did South Africa's hosting the World Cup smooth the road for more effective development?*

**Claudia:** We at ECIAfrica are feeling mighty proud of our country for successfully hosting the soccer World Cup! Just being here during that month was extraordinary. I was fortunate enough to attend a few games, and the atmosphere can only be described as electric. As part of its final evaluation, world soccer governing body FIFA rated South Africa 9 out of 10 for hosting the tournament, and now that we have become a nation of soccer statisticians, allow me to share some of them with you:

- 3.1 million spectators paid to watch the 64 matches—the third-highest aggregate attendance ever.
- The final between Spain and the Netherlands was the most-watched soccer game in U.S. television history, drawing 24.3 million viewers.
- FIFA estimated that more than 700 million people watched the final on television.

South African President Jacob Zuma said the World Cup altered the perception of Africa from a dysfunctional continent to a continent capable of making things happen. South Africa invested approximately R40 billion (US\$5.5 billion) in infrastructure to prepare for the tournament, and the citizens are left with upgraded highways, public transport systems, and world-class stadiums. The continent can build on this legacy of making things happen, not just in the sporting arena but in addressing pressing development challenges. Harnessing the same energy, focus, and determination that made us World Cup-ready will be critical to leveraging the impact of the event to improve the lives of ordinary people. ■

BY KATE OGORZALY

# Urban Gardens Program Takes Integrated Approach to Food Security and Health

*“The physical and emotional health of an entire generation and the economic health and security of our nation is at stake. This isn’t the kind of problem that can be solved overnight, but with everyone working together, it can be solved. So, let’s move!”*

— Michelle Obama, February 2010

This call to action was made by the First Lady of the United States at the launch of her “Let’s Move!” campaign. The campaign has a domestic focus, but her words might apply to many developing nations, and her focus on healthy eating has drawn worldwide attention to the interconnected issues of food security, health, and wellness—in particular to the role that urban agriculture can play in addressing those issues.



Photo by Kate Ogorzaly

An urban gardener tends her plants.

In Ethiopia, DAI has been making similar connections through its Urban Gardens Program for HIV-Affected Women and Children and its predecessor program, both funded by the U.S. Agency for International Development (USAID). Recognizing the multidimensional nature of the food security and health problems in Ethiopia, the USAID Urban Gardens Program has made significant efforts to expand its work into savings and personal finance, environment and water supply, and—most recently—government policy as it affects urban agriculture.

Defined by the U.S. Department of Agriculture as “access by all people at all times to enough nutritious food for an active, healthy life,” food security can have a different meaning for different populations. For the youth of America, the issue is obesity and health complications associated with eating too much processed, high-calorie food of little nutritional value. For the women and children targeted by the USAID Urban Gardens Program, the issue is lack of access to nutritious food, or sometimes lack of access to food at all. In both cases, food insecurity often results from poverty and can lead to additional health complications.

## FOOD AND HIV/AIDS

In Ethiopia, food insecurity plays into the cyclical impact of the HIV/AIDS crisis because those most in need of good nutrition, including HIV/AIDS-affected people, have the least access to it. Access to food is especially critical in cities, where HIV is more prevalent than in rural areas and food is more expensive because of transportation costs. Although many Ethiopians living with HIV/AIDS have access to life-sustaining antiretroviral therapies (ARTs), most lack the good nutrition essential to maximize the therapeutic advantages of ARTs. Finally, many families now care for the orphans of relatives or community members stricken by the disease. This added strain frequently occurs at a critical stage when children require nutritious food to maintain normal growth or avoid falling prey to other diseases due to compromised immune systems; too often, in the context of a family already strained by the burden of caring for additional children, access to nutritious food is further constrained.

► PAGE 20

*Urban Gardens Program continued from page 19*

Since 2008, the USAID Urban Gardens Program has worked to improve the food security of HIV-affected women and children in urban and peri-urban regions, building on previous efforts by the USAID-funded Urban Agriculture Program for HIV-Affected Women and Children, implemented by DAI and ECIAfrica. The program works with local communities and the Ethiopian Government to effect major shifts in behavior and policy related to food security.

At the community level, the program partners with local schools, government agencies, and nongovernmental organizations (NGOs) to promote agricultural training among program beneficiaries and establish small vegetable gardens. At the most basic level, it emphasizes the need for children and people taking ARTs to maintain a balanced diet. Operational Area Coordinators train the staff of local health-related NGOs—who then train individual beneficiaries—in gardening techniques specific to nutritious crops such as kale, swiss chard, garlic, tomatoes, peppers, and beet roots. Since 2008, the program and its NGO partners have trained 43,600 orphans and vulnerable children and 13,961 caregivers. With these community partners, the program also works to mitigate environmental factors that constrain people’s ability to grow nutritious food—factors such as polluted land, soil erosion, limited access to municipal water, and the use of wastewater for agricultural purposes.

The program also helps beneficiaries address economic constraints, in particular by fostering the creation of savings groups. In a country where traditional banking services largely cater to the middle and upper classes, the USAID Urban Gardens Program promotes basic financial literacy and a culture of savings. Such skills help beneficiaries manage risk and strengthen their households’ safety nets and asset bases. The program has followed successful models such as one developed by the Kalehiwot Church in Bahir Dar in northern Ethiopia, which teaches children the importance of saving and investment in education and livelihoods. Children have been able to invest not only in their gardens, which can in turn produce income, but also in purchasing school supplies and uniforms.

### **TOWARD AN URBAN AGRICULTURE POLICY**

On a national level, the program has caught the attention of policy makers. Following the highly successful “Beyond Urban Gardens” conference it hosted in November 2009, the USAID Urban Gardens Program began working with the Ministry of Agriculture and the Addis Ababa Office on Urban Agriculture to research, develop, and implement an urban agriculture policy that expands access to land and clean water. Policy development is a multisectoral effort that involves health, urban planning, and environmental ministries. Advances in the policy arena should open opportunities to diversify DAI’s existing program beyond simple crops and into livestock, poultry, and horticulture, providing a variety of livelihood options for the urban poor.

As U.S. First Lady Michelle Obama stressed in launching the “Let’s Move!” campaign, food security and health are complex problems that will not be solved overnight—any solution worthy of the name must address multiple factors and tackle systemic challenges, with a commitment to long-term sustainability. Combining its experience with beneficiaries at the grassroots level and its new efforts to partner with the Government of Ethiopia in codifying urban agriculture policy, the USAID Urban Gardens Program aspires to do just that. ■

**KATE OGORZALY WORKS ON  
THE USAID URBAN GARDENS  
PROGRAM.**

Photo by Kate Ogorzaly



Instruction in the art of urban agriculture.

# Cambodian NGO Takes a Risk to Do Development Better

Until recently, had you asked staff members of the Khmer HIV/AIDS Alliance (KHANA) if their organization supports economic livelihoods, they would proudly have said, “yes, of course, we have provided economic support to our beneficiaries since 2003.” But a recent survey and assessment conducted with assistance from DAI has put that claim under the microscope, leading the health-focused nongovernmental organization (NGO) to take a hard look at its programming and—to its credit—make changes that will deliver far-reaching benefits across the spectrum of food and water security, livelihoods, and health.

KHANA is backed by various donors, including the U.S. Agency for International Development, which funds the NGO’s implementation of the Sustainable Action against HIV and AIDS in Communities (SAHACOM) Program. KHANA provides vital, high-quality HIV/AIDS care, treatment, and prevention services to more than 100,000 Cambodians, and as part of that work, the NGO has in fact operated a dedicated livelihoods component for the past seven years. But this support consisted of an annual US\$30 grant given to each KHANA beneficiary to “start microbusinesses.” Rarely was this financial assistance supplemented with any technical support or training. The result: only 17 percent of the funding on average designated for livelihoods ever reached its intended objective—the rest was diverted, mostly toward basic consumption and medical costs.

## BUILDING NGO CAPACITY IN LIVELIHOODS

In late 2009, a combination of donor pressure and an internal commitment to integrate “development” into its core mission prompted KHANA’s management to rethink how it supports livelihoods. The NGO contracted DAI to build its livelihoods capacity from the ground up, engaging and empowering a newly hired livelihoods team to design, implement, and manage economic strengthening and livelihoods programs through the KHANA network.

The first major milestone of this partnership was achieved in July 2010 when DAI and KHANA completed the 2010 KHANA Network Household Economic Livelihoods Survey of 1,136 households, an



Photo by Caesar Layton

KHANA’s beneficiaries are some of the poorest people in Cambodia.

exercise designed to obtain a clear understanding of the economic opportunities and needs of KHANA’s beneficiaries and to identify a new economic livelihoods approach that KHANA can apply on a national scale.

The survey confirmed that KHANA’s beneficiaries simply do not have the means to participate in and benefit equitably from Cambodia’s accelerating economy. That was not a surprise: KHANA’s beneficiaries lead precarious lives at the very bottom of Cambodia’s economic ladder. As detailed in the survey, they typically own little or no land, lack basic education and skills, depend heavily on development aid, and suffer from cripplingly low “economic self-confidence”—meaning that without skills in savings mobilization and basic household agricultural production, animal husbandry, and water management, they have lost faith in their own capacity to move beyond poverty and dependency. They tend to live in poor-quality housing, with limited kinship support, few assets, and substantial debts, facing food and water shortages for much of the year. They have little hope that they can improve their food or overall economic security.

Photo by Caesar Layton



DAI's analysis demonstrated that assisting KHANA's beneficiaries requires an approach customized to these acute vulnerabilities, an approach focused on empowerment rather than aid or cash support, preparing them with the basic skills and mindset necessary to seize economic opportunity. Unable to weather even the smallest economic shock, such severely disadvantaged people require information and skills focused on alleviating the root causes of household food and financial insecurity—so that they can, in time, take advantage of more advanced economic, financial, or agriculture support available to them through other programs. It is particularly important to recognize the risk-averse nature of such people, for whom making a bad decision on even the smallest investment can mean losing their land and homes, or going hungry. KHANA's beneficiaries will only adopt new skills and upgrade their productive capacity after they see for themselves that it is possible for them, or people like them, to achieve such things.

### A HARD CHOICE

Presented with this assessment, KHANA had a serious decision to make: continue with the ineffective—but popular—direct cash approach to livelihoods support, or expand into a more comprehensive, demanding, yet potentially impactful approach, requiring significant long-term investment and risk. KHANA chose the latter. Beginning in September 2010, with DAI's assistance, KHANA started to bring its livelihoods program up to international standards, developing a comprehensive, asset-based (rather than exclusively financial) approach to household livelihoods that focuses on changing behaviors and stabilizing and maximizing assets in six core areas:

- **Financial** — savings accumulation for long-term planning and income generation.

- **Land** — household plot production for market and consumption/nutrition.
- **Water** — wet/dry season access, conservation, management, and irrigation.
- **Livestock** — optimal return on investment by reducing loss to disease and theft.
- **Human** — economic self-confidence, employability, and entrepreneurialism.
- **Business** — improved performance through literacy, planning, investment, and market access.

Focusing first on savings mobilization at the household level, KHANA has already started to empower its network to integrate context-appropriate livelihoods support with its traditionally health-focused programming. By stabilizing, then growing, the main financial and nonfinancial assets that typically constitute the primary source of savings for vulnerable people, KHANA is beginning to increase beneficiaries' overall household resilience, asset retention, and food security, while facilitating improvements to farm and nonfarm business performance.

These household assets include cash savings (generated through group savings programs), animals (especially pigs and chickens), staple agricultural commodities (rice), vegetable and fruit seeds and seedlings, water containers and basic irrigation infrastructure (such as drip kits), and small-scale processing equipment used to support microbusinesses. Beneficiaries receive no “handouts.” First, program staff provide training to stabilize the assets in question, then they focus on minimizing losses, for example by improving the production and storage of rice (which can be held for months and sometimes used to barter) or by reducing animal deaths (typical beneficiaries lose 60 percent of their animals per breeding cycle).

The future of KHANA's beneficiaries is far from certain, but by focusing on improving livelihoods, KHANA is helping households build economic self-respect, escape aid dependency, engage in more productive behaviors to increase income, and develop the financial literacy vital to sustaining income-generating activities. As virtually the only social safety net available to the poorest of Cambodia's poor, KHANA realizes that it cannot ignore the immediate problems of poverty. But it is acting on the conviction that empowering beneficiaries to adopt productive behaviors over the long term will in fact make their day-to-day lives more stable and their futures a bit brighter. ■

CAESAR LAYTON IS A SENIOR DEVELOPMENT SPECIALIST IN DAI'S HEALTH SECTOR.

# The Center for Development Excellence Finds an Audience Hungry for Knowledge

Development professionals have long recognized the importance of engaging local organizations and staff in the social and economic development process, not only as a sound principle of development, but also as prudent economics. International development firms and private voluntary organizations have relied for years on talented and dedicated development professionals who help design, manage, and monitor programs in their home countries. The U.S. Agency for International Development (USAID) and other donors are increasingly embracing the “localization” agenda, and figuring out how best to work with local partners.

The Center for Development Excellence (CDE) seeks to make this emerging relationship mutually productive and good for development. Our principal audience is the growing number of local development professionals who will be managing greater demands from international donors—with more stringent requirements—while confronting increasingly ambitious domestic development programs. We provide the products and services they need to be successful. We help them manage their awards and programs, understand the latest approaches in various sectors, and identify best practices and current thinking. Our “products” are really answers to development questions; our hope is to become a new distribution network for DAI’s development solutions.

The market in which we operate requires individuals and organizations to invest constantly in human capital—a process fueled by competition to earn a promotion, secure a new grant, or win a contract. Organizations and professionals interested in growth and in building their capacity to deliver development results must upgrade their skills and knowledge. But training is a significant expense and, therefore, must offer a significant return. This metric means CDE must ensure that it is offering the most effective training for the price. The standard will be: *Come here, leave better.*

Here, on a human scale, is our audience:

- Joel Mwangi, an accountant working with a large international nongovernmental organization (NGO) in Tanzania, helps small subgrantees manage and report on their funding. He’s anxious to do a good job and aspires for something better for himself and his family. He needs to understand not only accounting, but also compliance requirements on his current awards. He wants to meet professionals doing similar work in other organizations and regions to share common experiences and solutions, and to foster his professional development.
- Abu Said, the executive director of a small enterprise development fund in Jordan, is facing a dwindling number of awards. He’s worried about what happens when these awards run out—not only to his staff and their livelihoods, but also to the people who benefit from their good work, the HIV/AIDS-affected orphans and women who depend on the microlending program. He knows he needs a strategy, but doesn’t know where to start.
- Maggie Benford is a young development professional working for an international NGO in Washington, D.C. She’s managing a donor-funded program and is familiar with public-private partnerships, but isn’t sure of what she doesn’t know. She’s looking for opportunities to learn all aspects of the alliance-building process and to discuss possibilities with other professionals.
- Abeer Malick is a Pakistani consultant who worked for the World Bank and then started her own firm with her husband and a nephew. They have conducted studies for the Bank, but now they want to work with other donors—which seem inaccessible behind their tall walls and security apparatus.
- Ester Tabori, a Government of Uganda District Supervisor, is tasked with overseeing a donor program. She knows internal regulations, including reporting requirements, but the new funding requires additional reports, with data that her team doesn’t normally collect, as well as approvals and notifications that seem overwhelmingly complex and time-consuming. The new requirements are almost paralyzing her program.
- Alicia Moncada is new to the Foreign Service and is eager to work and live overseas. Because USAID works more directly with local organizations, she needs to learn how to assess and manage the risks that contractors and grantees usually dealt with

► PAGE 24

*CDE's Audience continued from page 23*

under umbrella programs. She'll need to come up to speed quickly to succeed in her new assignment.

We know these people and many others like them. We feel an obligation to meet their needs because so much is at stake. All of these individuals have ambitions for themselves and for their work, but need a

stepping stone to the next level. The CDE, through its catalog of courses, software, and consulting, offers them a chance to enhance their current capabilities and reach new heights. ■

**MIKE WALSH IS CDE'S MANAGING DIRECTOR. MEHREEN TANVIR DIRECTS CDE'S NETWORK AND PRODUCT DEVELOPMENT. KATHERINE DOYLE PROVIDES PROGRAM SUPPORT.**



## **Mike Walsh Joins the CDE**

**Mike Walsh took over as the CDE's Managing Director in June. Formerly USAID's Chief Acquisition Officer, Mike brings to the CDE nearly 30 years of experience in the development field, including tenures as a contracting officer in Bangladesh, Egypt, and East Africa.**

**"We are thrilled to have a development professional of Mike's caliber to lead this important initiative," said James Boomgard, DAI's President and CEO. "Local practitioners are increasingly the driving force behind**

**local development success. With his stellar track record in the United States and abroad, Mike is the perfect person to help CDE respond to the needs of local practitioners in the development marketplace."**

**As USAID's chief procurement executive from 2004 to 2007, Mike directed 125 professionals in Washington as well as more than 250 staff overseas. He was responsible for approximately \$8 billion in contracts and grants per year, and resolved contracting issues in Iraq and Afghanistan and at more than 75 other overseas missions.**

**From 2007 to 2010, as director of programs for finance, grants, and contracts at InsideNGO, he directed training, advocacy, and services for member chief financial officers and grant/contract managers, working with more than 260 nongovernmental organizations in international development and humanitarian relief. "I couldn't be happier to take on this truly vital mission for the CDE, one that I believe will ultimately strengthen hundreds of development programs in the field and thus improve countless lives," he said. ■**

*Selected New DAI Projects continued from page 2*

**Mozambique—Support Program for Economic and Enterprise Development (2010–2014).** This USAID-funded project is designed to support reforms that catalyze economic development and speed the transformation of Mozambique’s economic, legal, and governance systems.

**Poland—Sustainable Energy Finance Facility (2010–2013).** Funded by the European Union, with the European Bank for Reconstruction and Development as the executing agency, this DAI Europe project will develop a self-sustaining market for energy efficiency and renewable energy investments in Poland.

**Rwanda—Strengthening Sustainable Ecotourism in Nyungwe National Park (Destination Nyungwe) (2010–2015).** This USAID project supports the development of environmentally and socially sustainable ecotourism in a protected area, implementing market-driven product development and marketing strategies to generate more visitors, additional expenditure, new job opportunities for local people, and more private sector investment.

**Southeast Asia—Clinical Trials for Influenza (2010–2011, plus option years).** Under a subcontract to Social & Scientific Systems Inc., DAI is providing project management support to this project of the National Institute of Allergy and Infectious Diseases, part of the U.S. National Institutes of Health.

**Southern Africa Trade and Competitiveness Program (2010–2015).** This USAID-funded project will increase international competitiveness, intraregional trade, and food security in the Southern African Development Community. DAI will advance the regional integration agenda and increase trade capacity of regional value chains in selected sectors.

**Sudan—Capacity Building for the Ministry of Sudan People’s Liberation Army Affairs (2010–2015).** Under a subcontract to USGI, DAI will support the U.S. Department of State in creating a training and advisory team to mentor the Government of Southern Sudan Ministry of Defense staff and leadership.

**Support for Food Security Activities (2010–2015).** This USAID indefinite quantity contract (IQC) addresses food security crises in eastern and southern Africa, which are increasingly severe and frequent as a result of recurrent drought, flood, conflict, economic shocks, and low agricultural productivity.

**Tajikistan—USAID Family Farming Program (2010–2014).** This project will increase access to food by improving farm-level practices, reducing post-harvest losses, and creating or improving value chain linkages that will create jobs and help communities absorb increased food yields.

**Thailand—Sapan (2010–2015).** Funded by USAID, Sapan (“Bridge”) enhances the role of civil society organizations (CSOs), encourages dialogue and consensus building, and promotes peace. It will help CSOs work with the Royal Thai Government to collaborate on participatory democracy and increase citizens’ role in their own governance.

**Timor-Leste—Developing Agricultural Communities (2010–2013).** This follow-on to USAID’s Desenvolve Setór Privadu project builds on changes in Timor-Leste’s agricultural sector as it transitions from subsistence to commercial farming.

**Trans-Sahara Security Symposium III (2010–2013).** This interagency-funded project continues a U.S. Department of Defense training series to build the capacity of African military officers and key civilians. DAI is a subcontractor to Lockheed Martin.

**Worldwide—Technical Services in Support of USAID’s Global Development Alliance (2010–2015).** As a subcontractor to Dexis Consulting Group, DAI informs USAID’s strategic vision of how business and philanthropic interests can be aligned to meet complex development challenges.

**Worldwide—Quick Response Technical Assistance under the Water II IQC (2010–2015).** DAI is providing integrated water and coastal resources management expertise to various countries and USAID operating units.

**Zimbabwe—Agricultural Competitiveness Program (2010–2015).** Funded by USAID, this program will strengthen institutions such as farmers unions, improve market infrastructure such as the national commodities exchange to facilitate fair trade, and improve agribusiness development services and skills available to smallholders. ■

# DAI Mourns the Loss of a Friend and Colleague, Linda Norgrove

On October 9, a beloved friend and respected colleague, Linda Norgrove, abducted in Afghanistan on September 26, was killed in the course of a rescue attempt. In the wake of her death, Linda's parents—John and Lorna Norgrove—have set up a foundation to continue aspects of her work in Afghanistan. By way of tribute to Linda, we offer the following remarks from DAI's Jonathan Greenham, her close friend and colleague on the IDEA-NEW project in Afghanistan, as spoken at Linda's funeral.

*In Pushto they say "my heart is full, I have no words to share," and that is how I feel today, but I was asked by my team to come and speak for them to Linda's family and friends.*

*We do not know why Linda died. I do know it removed the possibility of her developing her potential even further.*

*Muslims say that at the moment of your birth your breaths are counted, your steps have been numbered. This is perhaps one way to make sense of this: that she came to the end of her allocated steps. But what is important now is not the timing or manner of her death and how her journey ended, but the way she lived her life.*

*In this beautiful place, she inherited empathy and the capacity to love, her ambition and her abilities. She left to share those gifts, and now she has returned to rest in beauty, surrounded by love.*

*I first met Linda briefly in Herat, where she was working for the UN. I saw her joy with Afghanistan, her concern for the Afghan people, and glimpsed her abilities. When I rang Linda in Laos and asked her to join the team, the main question she asked me was, "Is this a real job, can I do good things?" I told her that it was a real job, and that we were working with communities, doing good things at the local level.*

*She learned to manage a large team and numerous activities across four provinces very fast. As her colleague Adina said, "she was scary smart." She exceeded all reasonable expectations. Her interpersonal skills, her warmth, her caring competence and candor won over the team of mainly Pushtoon males in record time. In just a few months she was joking with me that "I just wish they wouldn't call me sir!"*



Linda Norgrove, shown here at DAI's office in Bethesda, August 2010.

*I told her that not only was she their sister, she was now an honorary male.*

*She ran this demanding project quietly, compassionately, competently, like a true island woman. She "entered into the condition of others" and was leading her team well. And if that team was here today, hundreds of men and women of every condition would have come to the family, to sit, to visit, to grieve, to offer their support, food, money, and their tears. . . . Her team asked me to come here and be their voice, to tell Linda's family and friends how much they loved her, how much she will be missed, and most of all to thank you for sharing her with them.*

*After terrible, incomprehensible things happen, it takes real courage to decide to continue to live with hope. Linda was a leader, and a leader is a dealer in hope, and the hope she brought to the hopeless is just one of her legacies.*

*Linda, your team knew how much you loved Afghanistan and what you were doing there, and your hopes for doing even more in the future.*

*Saint Augustine said, "Hope has two beautiful daughters. Their names are anger and courage; anger at the way things are, and courage to see that they do not remain the way they are."*

*John and Lorna, your beautiful daughter had that courage, and continuing what she started and was so committed to is one very fitting memorial. ■*



# Remembering Linda, and Rising to the Security Challenge

I have just returned from the Isle of Lewis in the west of Scotland, where I attended the funeral of DAI's Linda Norgrove. Linda, as you will surely know, was abducted in Afghanistan on September 26, along with her security guard and two drivers. She was killed in a failed rescue attempt 12 days later.

I will not attempt to do justice to Linda's biography. I will simply say that she was a wonderful woman who did remarkable things in her all-too-short life, and we were privileged to have known her for the 10 months she brought her expertise and quiet charisma to our Incentives Driving Economic Alternatives for the North, East, and West (IDEA-NEW) program.

In Scotland, I got to see some of the clay from which this remarkable woman was molded. The stark hillsides and seaviews of the island are what catches the eye, but what stays with me are the values of the Norgroves—a family so deeply grounded in decency, thoughtfulness, and compassion that those qualities held sway even in the darkest hours of tragedy and loss, when they might easily have given way to recrimination.

In the midst of their grief, Linda's parents, John and Lorna Norgrove, have stayed true to Linda's outward-looking spirit by launching a foundation to carry on her work, focusing especially on Afghan women and girls. They have committed a significant portion of their savings to the foundation. For its part, DAI will guide the foundation's initial investments and make a donation on behalf of our employees. Donations can be made online at [www.lindanorgrovefoundation.org.uk](http://www.lindanorgrovefoundation.org.uk).

It is no small irony that in the wake of Linda's death, just as we are seeking to strengthen our security procedures, we are faced with a policy shift that threatens to constrain them. In August, Afghan President Hamid Karzai issued Decree 62, essentially banning private security contractors (PSCs). It was broadly understood that exemptions would be found for development initiatives and the PSCs that protect them, but it soon became clear that those exemptions do not include implementing partners like DAI.

DAI welcomes good-faith efforts to bring sensible regulation to security firms in Afghanistan. But employee safety remains our paramount and non-negotiable concern and, regrettably, the Afghan National Security Forces do not yet have the capacity to provide the kind of security required for international development programs. So we are working with the U.S. and Afghan governments on the problem, and by the time you read this we hope to have a workable resolution.

Why do we need security at all? After all, certain nongovernmental organizations work without armed security in Afghanistan. The answer has more to do with the nature of the work being done than the kind of organization doing it.

In discussing security needs, it's important to recognize the broad spectrum of activities that fall under the rubric of relief and development assistance in Afghanistan. At one end of that spectrum, you have purely humanitarian assistance, which tends to be done by charities such as Médecins Sans Frontières, the Red Cross, or Red Crescent. For such groups, armed security would in their view compromise their neutrality and hence their security. I have the utmost respect for the individuals who risk their lives on a daily basis to achieve the important missions of these vital organizations.

At the other end of the spectrum you have stabilization and development work done in close coordination with international and Afghan military and reconstruction authorities, as part of the counterinsurgency strategy. DAI does some of this work through its Local Governance and Community Development (LGCD) program, which helps local governments and communities in contested places promote their own development—through critical infrastructure projects and other initiatives—thereby building the credibility of local authorities and offering a viable governance alternative in areas susceptible to anti-government elements and creating a necessary foundation for economic growth and development. Such work needs armed security because, if successful, it threatens the base of support for anti-government elements.

► PAGE 28



**DAI Washington**

7600 Wisconsin Avenue, Suite 200  
Bethesda, MD 20814 U.S.A.

PRESORT  
STANDARD  
U.S. POSTAGE  
PAID  
Bethesda, MD  
Permit No. 7802

---

*CEO's Desk continued from page 27*

But so does our work in the more conventional economic and social development sphere that lies between the twin poles of humanitarian relief and stabilization operations. The bulk of DAI's work in Afghanistan—small enterprise and agriculture development, agricultural finance, municipal government capacity building, institutional strengthening, and policy reform—requires comprehensive, albeit low-profile, security, because of the dangerous terrain in which it is carried out and because, in supporting the government, embodying international assistance, and generally representing modernity, it is inherently liable to attack.

Indeed, almost any aid organization is vulnerable to attack in Afghanistan. One thinks of the massacre of 10 International Assistance Mission medics and the killings of three Oxfam staff in August, the kidnapping of a Dutch aid worker in October. As recently as November 2, two female aid workers for the NGO Mahjoba Herawi were murdered in Helmand, where they were working on women-oriented projects.

Some observers will argue, I'm sure, that the very engagement of organizations like ours—guarded by PSCs and deployed in a development effort integrated across international and Afghan governments—is reducing the space for humanitarian organizations to do their valuable work, and compromising their neutrality by association. My sense is that the nature of the conflict in Afghanistan and the implacably ideological nature of the insurgency renders notions like neutrality moot.

In our view, sustainable development in Afghanistan is only possible in the context of a stable Afghan Government that works to build peace and prosperity under a seal of legitimacy bestowed by the Afghan people. We are proud of the contribution we have made to bringing about such conditions, through people like Linda Norgrove, and we hope we can be afforded the protections necessary to continue her work. ■

**JIM BOOMGARD**