

# Developments

SPRING 2010

## At the Forefront of DR Congo's Challenges

BY EDWARD B. RACKLEY

After 30 years of dictatorship, two successive civil wars, and more than 4 million dead, the Democratic Republic of the Congo (DRC) is still finding its way under a new constitution and president. The first in the country's history, the 2006 national elections set an historic landmark. Elections meant freedom to choose a leader and to hold that leadership accountable if the promised dividends of peace and democracy fail to materialize. Yet current popular frustrations are at a point where many question the \$2 million price tag of the country's upcoming 50-year independence anniversary—what is there to celebrate?

Now four years into Congo's democratic experiment, many of the country's core governance and security challenges remain unresolved. These include the four military operations underway on Congolese soil, local elections promised for 2010 but now inexplicably delayed, and the slow progress of decentralizing political authority and fiscal responsibility to the provinces—promised by the constitution, now blocked by the central government. President Joseph Kabila has indicated his interest in following the example of other democratically elected presidents in the region by amending the constitution to extend his mandate.

At this critical juncture, the challenge for the international community is to find the right balance of supply and demand governance solutions. Emerging government institutions need support and training; the population needs help articulating its grievances and expectations productively. The balance to strike is a tricky one between the undeniable need for external assistance and the fact that, ultimately, democratic consolidation must be driven from within. Building on three decades of work in the DRC, DAI is working with both the U.S. Agency for International Development (USAID) and the U.K. Department for International Development (DFID) to get this balance right, in part

by channeling and facilitating popular demand for better governance and public services.

### A HIGH-STAKES MOMENT

When faced with widespread corruption and abuse of power, the Congolese show little enthusiasm for mass protests or popular resistance—with good reason. They remember well the fate of those who have previously dared to question power and demand change. The prudent response is to hunker down, wait out dysfunction, and focus on the economic survival of family and community. But after a \$500 million national election in 2006, what appears to be a return to Mobutu-era politics and resignation among the electorate does not bode well for the upcoming elections cycle in 2011. The next two years are significant and sensitive for the wider region as well, with elections in Burundi, Rwanda, and South Sudan in 2010, and in Uganda and the Central African Republic, in addition to the DRC, in 2011. A demographic explosion is also underway. The DRC's population has doubled every 20 years: from 60 million in 2000, it is expected to reach 120 million in 2020. With few public services and inadequate infrastructure, it is hard to

Photo by Eddy Isango/IRIN News Service



EUFOR (European Union) troops patrolling Kinshasa in advance of national elections, December 2006.

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 Marcia Liu at [marcia\\_liu@dai.com](mailto:marcia_liu@dai.com) (+1 301 771 7979). *Developments* also may be downloaded from DAI's website at [www.dai.com](http://www.dai.com).

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## New DAI Staff

**Harry Blair**, Associate Chair for Yale University's Department of Political Science, is working with DAI on projects that address local governance and decentralization, with a special focus on monitoring and evaluation. Dr. Blair, who is currently teaching senior seminars on democracy promotion in developing countries and on world food issues, has published in *American Political Science Review*, *Comparative Politics*, the *Journal of Development Studies*, and *World Development*, among other publications.

**Sandra Boyd** recently joined DAI as a Global Security Specialist. Ms. Boyd came to DAI from Chemonics International, where she served as a project manager and international security manager. She has more than 10 years of experience consulting internationally in security and contract management for projects funded by the U.S. Agency for International Development (USAID), the Millennium Challenge Corporation (MCC), and the U.K. Department for International Development (DFID).

**Tom Erdmann**, a Principal Development Specialist in the Nature sector, has returned to the Bethesda office. He previously oversaw one of USAID's Eco-Regional Initiatives to Promote Alternatives to Slash & Burn Practices in Madagascar.

**Max Goldensohn** returned to DAI in October as a Senior Advisor for Special Projects, after four years working for Booz Allen, the Emerging Markets Group, and the Pan-American Development Foundation. After joining the Peace Corps as a volunteer in 1965, Dr. Goldensohn worked for nongovernmental organizations in Laos, the Democratic Republic of the Congo (DRC), Mauritania, and Mali. He joined DAI in 1983, serving as Chief of Party for projects in the DRC, Sri Lanka, and Egypt, and rising to the position of Senior Vice President.

**Tim Kernan** has joined DAI as Senior Director for Strategic Marketing, responsible for market research and positioning, external communications, and knowledge management. Previously, he was managing director of the U.S. Global Leadership Coalition, an umbrella group of more than 400 organizations working to support funding for the International Affairs budget. Earlier, Mr. Kernan served as a staff member in the U.S. House of Representatives and in various senior positions for Fluor Corporation.

**Gary Kinney** is DAI's new Director of Contracts, Pricing, and Procurement. In a 25-year career with USAID, Mr. Kinney served in various senior contract positions, including as the first USAID Procurement Ombudsman. He subsequently served as Director of the Office of Contracts at USAID/Egypt, and Regional Director of Contracts and Grants at USAID/Georgia, covering the South Caucasus. After his USAID career, he spent two years as Director of Contracts and Grants for International Relief and Development.

**Louis O'Brien** has joined DAI as a Senior Development Specialist for water-related projects. Mr. O'Brien has managed international development programs in Southeast Asia, the Middle East, and Africa, including programs in water supply and sanitation, urban and regional development, alternative energy promotion, public health, emergency relief, and disaster mitigation.

**Steve Smith** has taken on the role of Technical Area Manager for Enterprise Development in DAI's Economic Growth sector. Mr. Smith most recently was Chief of Party for SENADA, a four-year competitiveness project in Indonesia. ■

BY STEVE SMITH

# Crafting Practical Tools for a Sustainable Home Furnishings Industry in Indonesia

In Montgomery County, Maryland, USA, home to DAI's Bethesda offices, recycling is now simply a part of municipal life. The local Dunkin' Donuts quietly serves its cappuccinos exclusively with certified Fair Trade coffee. Organic fruits and vegetables are commonplace in our supermarkets. And this consumer consciousness is far from restricted to suburban Washington: it reflects a widespread market transformation driven by growing demand for environmental and social sustainability.

The home furnishings industry, however, has lagged behind. While our food and drink is highly scrutinized, the homes in which we consume them are still for the most part furnished with unsustainable products. A typical Chippendale-style chair made in Indonesia, for instance, is crafted from illegal wood, varnished with volatile organic compounds, and packaged with reams of corrugated cardboard destined for the landfill.

But this state of affairs is about to change. New laws in the United States and Europe—the Lacey Act and the Forest Law Enforcement, Governance, and Trade Action Plan, respectively—will restrict the flow of illegal wood and wood products into the West. For thousands of home furnishings producers in develop-



Indonesian women sand a sustainable wood door for export to the United States.

ing countries, these laws represent both a major threat and a great opportunity. The fate of these firms will depend on their ability to quickly and effectively adopt sustainable practices. Unfortunately, most of them—unsophisticated operations with meager resources and little knowledge of global sustainability issues—are ill prepared for this challenge. They need support.

SENADA, a recently concluded competitiveness program, has had great success providing such sup-

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## FIGURE 1. QUICK TIPS, TOOLS, AND NEXT STEPS

SENADA's tools are designed for simplicity and broken down into Quick Tips, Tools, and Next Steps, described for users as follows:



**Quick Tips** are actions you can take immediately. Most require only a small amount of time and resources, yet are excellent ways to quickly improve the sustainability of your products and operations. These ideas can help you address questions from customers and begin to promote your commitment to sustainable production.



**Tools** are offered to help you take action—a checklist, calculator, self-assessment, action plan, or decision flow chart. At the end of each module you will find a set of tools we have developed that you can use to apply the concepts presented.



**Next Steps** are actions that require more investment of time and resources. Once you have implemented the Quick Tips, these will help you continue on the path to sustainable production. Continual improvement is fundamental to sustainability, and the basis on which many buyers in the global marketplace are now evaluating suppliers. The Next Steps at the end of each module, as well as the many links to websites, will help your business become more sustainable.

port in Indonesia. Funded by the U.S. Agency for International Development and implemented by DAI, SENADA developed a pair of practical tools to help producers meet the stringent sustainability standards required in the international marketplace: *Legal Wood Certification: A Step-by-Step Guide to Implement a Wood Certification System* and *Sustainable Production: A Guide and Toolkit for Home Furnishings Companies*. The modules were produced in both Bahasa Indonesia and English.

These modules were the culmination of 18 months of hands-on technical practice and secondary research. Our greatest challenge was developing easy-to-use tools that would provide direct, tangible business benefits for the producers. Almost all of the voluminous information on sustainable practices had heretofore been produced by academics, government regulators, and international nongovernmental organizations (NGOs)—nearly all of it unintelligible to the average small or medium-sized enterprise. Our aim was to filter, condense, and simplify this information and marry it with SENADA's practical experience. Accordingly, we chose an interactive CD format, allowing users multiple means of finding what they need to know. We organized content by chapters and by information type, as shown in Figure 1.

Designed to bring sustainability within reach of relatively unsophisticated suppliers, the *Sustainable Production* module contains plenty of information, if the user is ready for it, but does not demand a high degree of literacy for that user to make immediate progress. A collection of Quick Tips, Tools, and Next Steps guides the producer in the right direction. The Quick Tips, for example, give producers confidence by means of quick wins that pay early dividends (see Figure 2). Even relatively small, incremental steps are important in this context because the entire home furnishings market is on a steep learning curve when it comes to sustainability. There is no single definition

FIGURE 2. QUICK TIPS—REDUCING WOOD WASTE



1. Design your products so that wasteful cuts are unnecessary.
2. Train workers in efficient wood-cutting techniques.
3. Designate a central cutting area so that reusable wood pieces can easily be identified, sorted, and stored for future use.
4. Find new, productive uses for wood scraps and sawdust, such as making particleboard.
5. Avoid over-ordering by placing into inventory only wood that is commonly used or needed for a specific job.
6. Store wood so that it is protected from the weather and pests to avoid spoilage.
7. Return unused or obsolete materials to the supplier, if possible.
8. Identify and separate scrap wood suitable for use by another business, and make arrangements for regular pick-ups.

of sustainability, for example, nor a single certification that marks a piece of furniture as sustainably produced. At this point in the industry's evolution, producers are in a position to access sustainable markets even with products that are only partially sustainable (a cushion with a natural hyacinth cover, for example, but filled with non-organic cotton), especially if they can demonstrate a commitment to continuous improvement.

The modules also contain dozens of Tools easily executed by small companies. With the simple "Minimum Wage Piece-Rate Calculator," for example, producers can convert piece-rate wages to monthly wage rates, then show this information to buyers who require documentation that local minimum wage standards are being met (Figure 3).

FIGURE 3. MINIMUM WAGE PIECE-RATE CALCULATOR

Minimum monthly wage: Rp 800,000 SR benefit percentage: 10%						
Item Number	Description	Time to Make 1 Unit hours	Local Min. Wage Rp/hour	Min. Wage Piece-Rate Rp	SR Benefit Rp	Final Piece-Rate Rp
PX-234	Java Chair	4.5	Rp4,624	Rp20,808	Rp2,081	Rp22,889
PX-248	Java Basket	1.5	Rp4,624	Rp6,936	Rp694	Rp7,630
PX-543	Java Lamp	2	Rp4,624	Rp9,248	Rp925	Rp10,173
Date:	12/1/2009	Completed by:	DS			

## PUSHING THE WAVE OF THE FUTURE

As much as we would like to think that the case for sustainable production is self-evident, few developing-country producers will invest in business improvements unless they see tangible, almost immediate benefits in doing so. But demonstrating such benefits is challenging because the market has yet to impose strict “do or die” ultimatums on the supply chain. In addition to stressing the market access rationale, the SENADA modules respond to this challenge by staking out the concrete benefits of implementing sustainable practices, such as higher worker productivity, reductions in raw materials and energy use, and lower transportation costs. They also link to dozens of insightful websites—produced by consulting companies, international NGOs, and government regulators—that make the case for, and facilitate the shift to, sustainable production.

We also took an aggressive marketing stance. SENADA’s larger home furnishings value chain strategy was to identify and strengthen committed counterparts. SENADA assisted in forming two institutions, Eco Exotic and ASMINDO Certification Care (ACC). Eco Exotic is an association of home furnishings producers committed to sustainable production and marketing. ACC, a subsidiary of Indonesia’s national association of wood furniture producers, ASMINDO, provides technical assistance and training in certification to furniture producers on a cost-recovery basis.

During the final months of SENADA, we joined with Eco Exotic and ACC in a coordinated dissemination program, sharing the modules with hundreds of companies at seminars in Indonesia’s three main home furnishings production areas and distributing some 2,400 CDs to supply chain companies and other stakeholders. Actively involved were international buyers such as Williams Sonoma, which helped develop the modules in the first place.

A survey conducted at project close revealed that among SENADA-assisted firms, raw materials use had been reduced by 15 to 20 percent per product, electricity consumption was down 20 to 25 percent, the use of wood/paper-based office stationery had fallen by an average of 15 percent, and carbon emissions



A producer minimizes packaging materials, using lightweight corrugated cardboard that has been recycled. VLO stands for Verified Legal Origin.

associated with product shipments had been cut by up to 15 percent. Additionally, more than 40 wood furniture companies obtained Verified Legal Origin and/or Forest Stewardship Council certification with DAI’s technical assistance. While some companies that have improved their sustainability have done so for environmental reasons, most are seeking to improve their bottom line. Among assisted companies, SENADA has documented more than US\$2.5 million in sustainable product sales to 52 new international buyers. These forward-thinking companies, with modest investments, will be well positioned as the demand for sustainable home furnishings grows. With the *Sustainable Production* and *Wood Certification* modules, other companies have the tools they need to avoid being left behind. ■

**STEVE SMITH WAS SENADA’S CHIEF OF PARTY. HE NOW LEADS DAI’S TECHNICAL WORK IN ENTERPRISE DEVELOPMENT.**

# Development Practitioners Forum Launches Interactive Q&A Website

The Development Practitioners Forum has launched InfoSpring.org, a website that aims to bridge the gap between development theory and practice, encourage honest conversations between practitioners, and break down institutional, geographic, and disciplinary “silos.”

With a focus on serving practitioners in the fields of natural resource management, sustainable agriculture, climate change, and food security, InfoSpring is functional in low-bandwidth environments and fosters efficient information exchange through a question and answer format.

The Development Practitioners Forum is a nonprofit organization established in 2009, with seed funding from DAI, to meet the needs of people who are implementing development projects at field sites around the world. InfoSpring is the Forum’s flagship project for building a vibrant, interactive network of

development practitioners to accelerate learning and stimulate innovation. Its new online community draws on partnerships with the Beahrs Environmental Leadership Program at the University of California Berkeley, the returned Peace Corps Volunteer community, and The Mountain Institute. Additional partnership arrangements are being developed with organizations in the United States, Europe, and the global South. Using built-in feedback mechanisms to incorporate ideas from practitioners who use the site, the Forum will systematically enhance InfoSpring’s functionality, adding new features and content as the community expands.

The thematic focus of this site covers issues now affecting development activity in virtually every sector. Connect with fellow practitioners by registering at [www.InfoSpring.org](http://www.InfoSpring.org) and join in the conversation! ■

DAVID NICHOLSON AND NATHAN KENNEDY ARE INFOSPRING’S CURRENT AND FORMER COMMUNITY MANAGERS, RESPECTIVELY.



BY KRISTA BAPTISTA AND SARAH SCHMIDT

# FRAMEweb 2.0? New Networking Tools in the Effort to Tackle Climate Change

When DAI took on the task of implementing FRAMEweb for the U.S. Agency for International Development (USAID) in 2007, we inherited a website—[www.frameweb.org](http://www.frameweb.org)—rich in community and deep in content related to natural resources. FRAMEweb began in the mid-1990s as a virtual meeting place for practitioners focused on natural resources challenges in Africa and expanded its geographic focus over time. The website is now part of USAID's Capitalizing Knowledge, Connecting Communities (CK2C) project, a knowledge management initiative that also provides ways for people to meet face-to-face and conduct evidence-based stock-taking exercises that become focal points for sharing experience and resources.

DAI has worked with USAID to update FRAMEweb and equip it with more interactive tools. Narrated videos guide visitors to features such as aggregated news resources that scan and cull the most relevant stories by topic and link to internal and external content. Keeping in mind the disparate technology profiles of audiences across the globe, the site allows participation online or by email. And in the era of social networking, FRAMEweb is finding ways for



Photo by Stacy Crevella, DAI

A community conceptual mapping exercise: Danau Sentarum, Kalimantan. Village leader (left) and spatial analyst Radja (right).

practitioners to share information about themselves and their work through personal spaces for blogging, highlighting favorite resources, or networking with peers engaged in similar challenges.

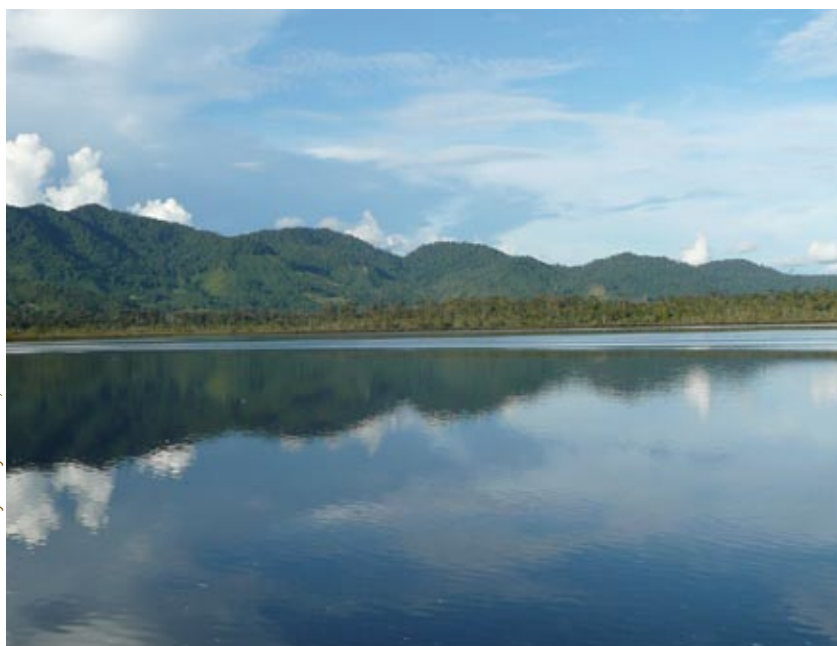


Photo by Stacy Crevella, DAI

Danau Sentarum, Kalimantan.

Climate change, in particular, has emerged as a thematic focal point for the site, which is creating a venue where practitioners interested in adaptation and mitigation can find one another, share information, learn from previous efforts, and get up to speed with what is happening around the world. FRAMEweb's technical platform encourages and supports the exchange of resources, members, and discussions over time and across the spectrum of climate change topics, from desertification and food insecurity to rising sea levels and retooling in the energy sector.

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Photo by Stacy Crevelli, DAI

Village elder Pak Jangutt shares plant knowledge, Sungai Utik, Kalimantan

To see how FRAMEweb is working in practice, consider a couple of peer-to-peer activities currently in process. The first has its seeds in a community stocktaking exercise conducted in the Sahel from 2003 to 2005. This exercise tested conventional assumptions related to Niger and found that the development community had underestimated local successes in agriculture and natural resources management, the impact of political and institutional reforms, and the capacity of local communities to manage their natural resources. An international technical group interested in sustainable land management and desertification engaged with local practitioners—using the record of the stocktaking available on FRAMEweb, and through workshops and online discussions hosted by FRAMEweb—to jointly explore the conditions that enabled these community-based successes.

Fast-forward to 2009 and this research is now informing climate change debates on pressing issues such as drought, food security, and adaptation. Oxfam and USAID co-hosted an event in October 2009, *The Other Green Revolution: Farmer-Led Change in the Sahel 1980–2010*, which sought to apply lessons

learned from the 2003–2005 stocktaking. FRAMEweb streamed live Twitter feeds from the event, posting coverage directly to the site and allowing the development community to follow the discussion and post questions from anywhere in the world. This Twitter stream was complemented by the original research posted on FRAMEweb in 2004, as well as dialogue with the research team and FRAMEweb members.

The second example of FRAMEweb's peer-to-peer networking is the United Nations Development Programme's African Drought Network. This network originated in the UN's ad hoc Inter-Agency Working Group on Drought, held in Geneva in 2003, which recognized the unique challenges facing social and knowledge networks in Africa: the tendencies toward sub-regionalism, linguistic divisions, one-sided information flow, limited linkages among networks, and—on the thematic side—a narrow, meteorological definition of drought (as opposed to livelihoods-oriented definitions). The network continues to meet once a year face-to-face, but now uses FRAMEweb to disseminate good practices and innovations, provide access to related networks in and beyond Africa, and serve as a forum for elaborating strategy and action-oriented decision making. Most of the network's recent discussion—such as its paper on *Climate Change in African Drylands: Adaptive Livelihood Options*, presented at the UN Commission on Sustainable Development—focuses on climate change.

Encouraged by FRAMEweb's growing popularity as a low-cost, high-return, bandwidth-friendly platform, CK2C is exploring new ways to use “web 2.0” tools to connect people engaged in climate change issues. FRAMEweb will launch geospatial technology allowing practitioners to upload geo-tagged data related to climate change and other topics (best practices, lessons learned, and so on); view what others have contributed; and analyze the results in an interactive manner. CK2C's research and stocktaking exercises will continue to investigate and report on aspects of global climate change, such as forest conservation near encroaching palm plantations in Kalimantan, Indonesia.

We hope that by disseminating research results via FRAMEweb and engaging more and more stakeholders in that work, we can stimulate a more productive discussion of what will be critical climate change issues in the years ahead. ■

**KRISTA BAPTISTA MANAGES DAI'S INFORMATION AND COMMUNICATIONS TECHNOLOGY TEAM. SARAH SCHMIDT IS THE CHIEF ADMINISTRATOR FOR FRAMEWEB.**

# Iraq Has an Opportunity to Become a Solar Leader

In Iraq they say “*safya dafya*,” meaning everything is fine—literally, “sunny and warm.” *Safya dafya* could also describe the forecast for solar power development in Iraq, as the nation’s abundant sunshine and flat, open land near population centers make it one of the best locations in the world for solar power.

But solar and geography are only one aspect of Iraq’s solar power opportunity. The impact of war, years of underinvestment in the power sector, and rapidly increasing electricity demand have created a shortage of—and desperate need for—reliable power. As a result, Iraq’s Ministry of Electricity, supported by international donors, is investing in rehabilitating and upgrading the electricity grid, and plans over the next five years to build 16 plants with a combined capacity of 3,500 megawatts (MW).



Solar thermal plant (parabolic trough).

A DAI study shows that there has never been a more opportune time for Iraq to take advantage of both its upcoming energy projects and vast solar resources to build a solar power plant. Specifically, our analysis shows, the country should make at least one of its new plants a large-scale, combined fossil fuel-solar thermal power plant, also called an integrated solar combined cycle (ISCC) plant. The most attractive location for such a plant would be in Al-Anbar, the vast desert province in central-western Iraq, though six of Iraq’s seven planned plants have potential.

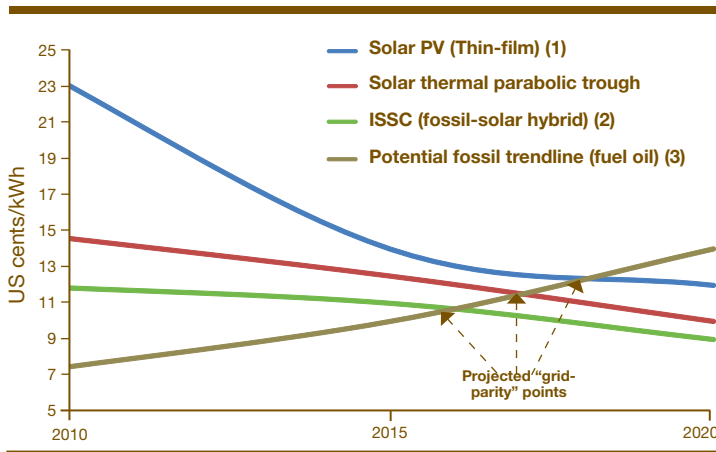
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In our efforts to tackle climate change, “step technologies” that help us transition from fossil fuel to cleaner energy will be crucial. But while global investments in solar technologies are growing, converting solar energy into power remains many times more expensive than fossil-based power. The key to bringing down the costs of solar technologies is to increase the total installed capacity worldwide by building more plants. Lessons learned through this process, and the economies of scale realized, should continue to reduce costs. In addition, rising oil and natural gas prices will likely make it easier for solar to achieve “grid parity”—the point at which solar electricity is cost-competitive with electricity from conventional sources (see Figure 1, overleaf).

This article focuses on large-scale solar thermal power in Iraq, but there are also opportunities for photovoltaic (PV) systems that use semiconductor materials to directly convert sunlight into electricity. Power from PV systems is currently more expensive than large-scale concentrating solar power, but the unreliability of Iraq’s central grid has spawned an industry of private providers of diesel-fueled power to small, distributed micro-grids. Despite the use of subsidized diesel, the costs of this fossil-fuel power are very high. In fact, the “levelized” cost of power—which takes into account all investment, fuel, operations, and disposal costs—of a small solar PV system is less than that charged by the private providers.

Individual Iraqis remain reluctant to make the high initial investment in solar panels. However, the market is ripe for distributed, small-scale PV as well as large-scale solar.

**FIGURE 1: CURRENT AND POTENTIAL FUTURE COSTS FOR LARGE-SCALE SOLAR POWER SYSTEMS IN HIGH-RESOURCE LOCATIONS VS. FOSSIL POWER**

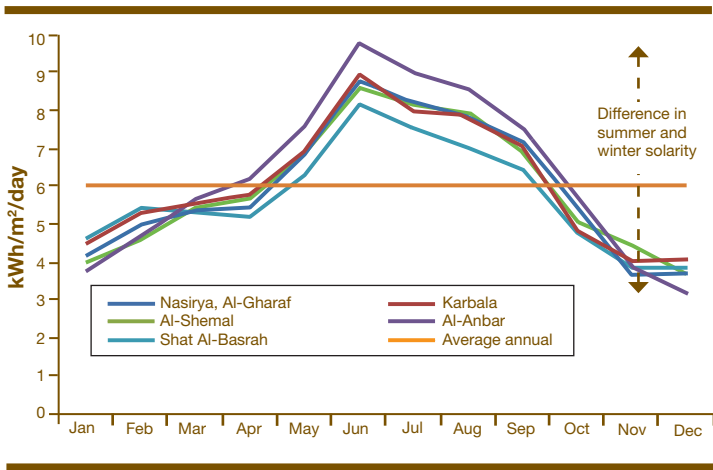


Sources: National Renewable Energy Laboratory, U.S. Energy Information Administration, International Energy Agency, DAI analysis.

Future costs based on potential cost reductions (high degree of variance in projections).

- (1) Solar thin film refers to non-polycrystalline silicon technologies, such as amorphous silicon, copper indium diselenide, cadmium telluride (CdTe)
- (2) ISSC refers to a combined parabolic trough plant with a fossil fuel combined cycle plant
- (3) Trendline based on doubling of fuel oil prices from current levels

**FIGURE 2: MONTHLY AVERAGE DIRECT NORMAL RADIATION FOR SELECTED SITES WITH PLANNED FOSSIL FUEL PLANTS**



Source: NASA Surface Metrology and Solar Energy

The intermittency of solar power poses a challenge for electricity distribution systems. Power grid operators must account for both the daily and annual intermittency in all renewable power sources. In Iraq, for instance, though the solar resource is outstanding, output in summer is nearly double that in winter (see Figure 2). In building a power plant that compensates for the intermittency of solar power with the predict-

ability of conventional power, Iraq could become a world leader in developing large-scale, climate-friendly solar power.

Solar energy is abundant, but capturing it is not cheap, which is the primary reason that solar power contributes only a tiny fraction of global energy production. Solar remains many times more expensive than power derived from fossil fuels, even as oil and natural gas prices rise. The lowest-cost, most commercially proven large-scale solar technology is the concentrating solar parabolic trough system, which uses mirrors to heat a fluid that generates steam and in turn drives a steam turbine.

The largest solar plants in the world—the combined Solar Energy Generating Systems in California’s Mojave Desert, which have a capacity of 354 MW—use this technology. In 2007, the second largest solar plant was built in Nevada, a similar 64-MW system called Nevada Solar One. The estimated engineering procurement and construction costs for this plant—US\$4 million to \$5 million per MW—should result in power costs around \$0.17 per kilowatt-hour (kWh): several times higher than natural gas- or coal-fired generation, but lower than other solar technologies.

**INTEGRATING SOLAR ENERGY AND FOSSIL FUEL**

The intermittency issue could be solved by combining a solar thermal plant with a natural gas plant, enabling the solar power shortage during Iraq’s winter months to be covered by gas-generated power. Maximum solar output during Iraq’s intensely sunny summers, meanwhile, would coincide with peak demand and lessen the need for additional peaking capacity from gas. Co-locating with a gas plant would also answer the solar

plant’s need for accessible transmission lines, a critical siting criterion for many renewable projects.

Most importantly, combining a solar parabolic trough plant with a gas-powered plant would reduce costs because both can utilize the same steam turbine, generator, and associated equipment. Grid interconnection costs would be reduced as well: co-location

can reduce the overall cost of the solar thermal system by 20 percent or more, depending on the cost share between the renewable and fossil plants. Using commercially proven, concentrating solar parabolic trough technology—rather than an emerging technology not proven at scale—should make lenders more comfortable with providing debt for an ISCC plant, perhaps with the financial backing of the U.S. Overseas Private Investment Corporation, the World Bank/Global Environment Facility, or European governments.

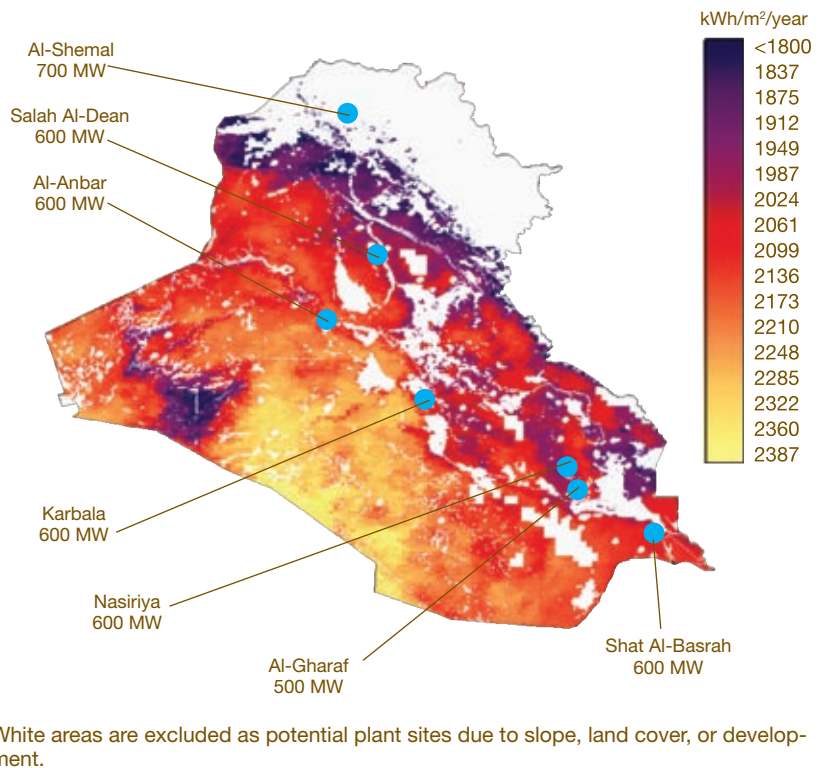
A handful of countries have announced plans to establish ISCC plants, though only Algeria—envisaging a 130 MW gas plant with an additional 25 MW of solar—has begun the design, and no country has begun construction. There is no ISCC configuration to date in a commercial plant, so no matter where the first-of-its-kind plant is built, it will face technical challenges. However, the systems are all proven independently, and overcoming the engineering challenges will provide Iraqis with competitive advantage in a technology on the verge of rapid expansion.

### SELECTING THE OPTIMAL LOCATION

There are key siting requirements for large-scale solar technologies, including optimal solar resources, access to transmission lines, and five to eight acres per MW of capacity. An ISCC plant would typically require 2 million gallons of water per year per MW to cool the turbines. Accordingly, many designs, including the Algerian plant, propose using dry cooling to reduce this water requirement.

Iraq has excellent solar irradiation, ranging from 1,800 to 2,390 kWh/m<sup>2</sup>/year of direct normal irradiation, and much of the flat Iraqi landscape is appropriate for an ISCC plant, as shown in Figure 3. Also shown are the locations where the Ministry of Electricity plans to issue concessions for the 3,500 MW in total capacity via fossil-fuel power plants.

**FIGURE 3: IRAQ'S SOLAR IRRADIATION**



Based on an analysis of these planned plant locations, all of which receive sufficient solar radiation to be potential ISCC sites, the optimal site would be in Al-Anbar, which according to NASA data receives 2,310 kWh/m<sup>2</sup>/year. Joining even a relatively small, 50 MW concentrating solar plant to one of the planned 300 MW fossil-fuel plants would reduce carbon dioxide emissions in Iraq by nearly 40,000 metric tons per year, compared to a similar 50 MW expansion of fossil capacity.

Taking the global lead in solar technology would demonstrate that the country's technical capacity is recovering, build Iraqi skills in a promising technology with significant export potential, and position Iraq as a leader in sustainability in the Middle East.

A good reason to proclaim *safya dafya*. ■

**PATRICK DOYLE LEADS DAI'S WORK IN ENERGY AND CLIMATE CHANGE. KHALIDAH JAAFAR IS AN IRAQI ENGINEER.**

imagine alternate means of survival other than continued extraction of minerals, metals, precious timber, and protected species of flora and fauna.

The 2006 national elections inspired the hope that such an historic achievement would herald the definitive end of national decline. "La recreation, c'est fini," President Kabila declared in his inaugural speech ("Play time is over"). As elections approach again, the national mood is very different. Frustration and resignation are prevalent. At risk is the erasure of a nascent and fragile electoral culture and all it promises, not least the basic checks and balances essential to the delivery of public services and human security. Security and other key public services have been privatized and/or outsourced to foreign peacekeepers, Chinese construction firms, international nongovernmental organizations, and United Nations (UN) agencies.

The state itself is unable to provide services or protection to the population, a paralysis that further erodes its credibility. President Kabila is struggling to fulfill his 2006 campaign promise to deliver services in water and electricity, health and education, housing, employment, and infrastructure. The government has contracted these projects to the Chinese Government, which has promised to service \$6 billion in infrastructure projects and loans in return for control of 10 million metric tons of copper and 600,000 tons of cobalt. Many criticize the deal as overly generous to the Chinese. There is no transfer of technical expertise to Congolese institutions for future maintenance of these investments, for example.

Photo by Les Neuhaus/IRIN News Service



A Congolese boy stands in front of an armored personnel carrier manned by soldiers from the UN's peacekeeping mission in Congo, known as MONUC.

Voter resignation and the absence of political opposition make for a slippery slope, whose logical endpoint is the former era of unchecked executive powers and a single-party state. Well in advance of next year's elections, the country is under the de facto single-party rule of the Kabila-led alliance (AMP, Alliance pour la majorité présidentielle). The forced exile and subsequent arrest of presidential contender Jean-Pierre Bamba paralyzed his opposition movement, which, like Kabila's party, relies on a single figurehead. For their part, civil society and



Willet Weeks (right), with USAID's Nicholas Jenks (left), talks to two French officers in Goma, 2009.

Many of DAI's senior staff have decades of experience in the DRC and the region. Willet Weeks, for example, began his career in 1968 as a Peace Corps Volunteer in Ethiopia, and has spent most of the subsequent 40 years assisting the people of east and central Africa, mostly in conflict and post-conflict zones, including 14 years managing a Peace Corps regional training center in Bukavu, on Lake Kivu bordering Rwanda and Burundi; 13 years as an area director with Save the Children; and 15 years as a consultant, project leader, and DAI senior advisor to USAID-funded projects. Fluent in French and Amharic and competent in Swahili, Mr. Weeks is especially knowledgeable about the cultures and the political history and social dynamics of the Great Lakes region.

Mr. Weeks led the first USAID assessment in the DRC following the 1997 fall of the Mobutu regime for the Office of Transition Initiatives (OTI), and was OTI country representative for three years, developing a network of connections with government and civil society leaders and playing an important role in facilitating the peace agreement of 1999 in neighboring Lusaka, Zambia.

In 2008, the U.S. Department of State asked USAID to second two advisors to the Congolese Government facilitator working on peace talks involving 22 armed groups in Eastern Congo. Weeks led a small team of advisors, among them DAI's Ed Rackley, to support the negotiations. Mr. Weeks remains a special advisor to USAID for Peace and Stabilization in Eastern Congo, liaising with visiting delegations and national and international actors working to resolve conflict.

media—neither neutral nor always representative of popular interests—have failed to fill the void left by a silenced opposition. Few viable vehicles exist to inform or channel popular discontent.

Insecurity in the East continues to absorb most international assistance monies; it preoccupies the current leadership as well. Despite much attention and resources (the country's defense budget dwarfs all other public spending), there has been no definitive resolution to the conflict. The presence of foreign rebel forces on Congolese territory, combined with an undertrained and poorly equipped national army, make for chronic insecurity. The army and police are the nation's leading civil and human rights abusers. Public apathy is also traceable to continued impunity across the security sector, magnified by a corruptible judiciary.

Despite this somber tableau, the country has come a long way since 2003. The DRC hosts the largest UN peacekeeping force in the world, whose drawdown will likely commence this year. The country's tentative emergence from a long tradition of anti-democratic politics and violent conflict is a test not only of donor commitment, but of the quality of the international engagement strategies, the adequacy of our diverse modes of assistance, and our ability to learn from past failures.

### DONORS RISE TO THE CHALLENGE

The primary challenge across a wide range of sectors—from police reform to conservation efforts—is to turn the tide of short-term, individual economic gain and institutional resistance to regulatory measures. USAID, DFID, and other major donors recognize the importance of the DRC to regional stability and prosperity, and to the achievement of the Millennium Development Goals.

Photo by Tiggly Riddley/IRIN News Service



Vote counting in the 2006 national elections carried on late into the night in rural Congo.

DAI's long history in the DRC has made it an effective partner for international donor initiatives. We completed our first project there in 1976 with the design of USAID's North Shaba Rural Development Project, which we implemented from 1978 to 1986. Since then, we have undertaken more than a dozen assignments, maintaining a continuous presence in the country since 1997, with new projects slated to continue at least through 2015. DAI recently won an important DFID assignment, for example: the Security Sector Accountability and Police Reform Programme. In addition to this and USAID's new five-year Programme de Bonne Gouvernance, or Good Governance Program, DAI is assessing biodiversity and forest conservation needs and opening a new office to support national zoonotic and infectious disease response capacity (see story, page 22). We are also providing technical oversight to the International Finance Corporation's investment in the DRC's nascent banking industry, with an expert embedded in Rawbank.

Governance remains key to Congo's recovery. DAI's governance work in the DRC has largely been conducted through USAID's Building Recovery and Reform through Democratic Governance Program (BRDG) in the DRC, which started in 2005 as rapid technical and material assistance to the newly formed Independent Electoral Commission. Under BRDG, DAI supported preparations for the 2006 elections, a massive logistical undertaking in a country like the DRC, and those elections—closely observed and widely deemed a success—proceeded without violence. Since then, DAI has trained administrative staff in new government ministries, officials in the Senate and National Assembly (and in five of 11 Provincial Assemblies), and members of government bodies such as the Electoral Commission and the Security and Defense Commission. We also audited the entire judiciary system, another huge undertaking.

BRDG also works with Department of Defense funding to develop activities with local governance structures in three eastern provinces still wracked by disorder and conflict. These efforts to “extend the reach of the state” will now be subsumed within the Programme de Bonne Gouvernance, which has a nationwide mandate to help the Government of the DRC and civil society accomplish three objectives:

- Increase demand for accountable governance among citizens and civic organizations;
- Improve the capacity of provincial and national legislative bodies to improve legislative actions and oversee executive activities; and

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- Bolster citizen support for decentralization while strengthening the capacity of local government to deliver services.

### INCENTIVES FOR BETTER GOVERNANCE

Common to all DAI programming is the need to motivate behavior change among decision makers and to increase the understanding and practice of accountability. This process begins with greater demand for improved public services and governance generally, and many DAI programs focus on raising public awareness of the quality of governance in different sectors, in collaboration with civil society actors and the media. For example, on the new DFID police reform program, DAI is responsible for increasing popular demand for better security, the so-called “External Accountability” component (our partner PricewaterhouseCoopers will perform the police training component). Enhancing public accountability means helping the new police force rebuild its credibility by being more responsive to local populations, who have been shaken down and abused by the police since independence. It means training media, civil society, and research institutions across

the country in security sector reform and what to expect—and require—from a truly professional police force. Civil society, media, and researchers will in turn be expected to hold up the mirror of accountability to the new police force as it struggles toward effective and corruption-free practice.

Given the breadth of our portfolio, DAI is well placed to inform sectoral policies and nurture demand for everything from strengthening public accountability and reforming the security sector to improving social services and better responding to disease outbreaks. All of these problems are governance-related and require solution strategies targeting all echelons of Congolese society. DAI and its partners work hard to earn the confidence of elected representatives and government officials while simultaneously engaging civil society and the media to insist on more effective government and an end to cronyism and impunity. The urgency of these reforms is clear, and higher-level diplomacy is needed to communicate this urgency to those in power. But donor engagement on the ground is high, and DAI is proud to be a partner in their efforts.

**EDWARD RACKLEY IS A PRINCIPAL DEVELOPMENT SPECIALIST IN DAI'S STABILITY SECTOR**

## New Faces in DAI's Governance Sector

DAI's Governance sector recently welcomed two eminent development practitioners.



**Eunice Heredia-Ortiz** has joined DAI as a senior economist. Formerly a key member of the U.S. Agency for International Development-funded Fiscal Reform Project and an adjunct professor at the Andrew

Young School of Policy Studies, Dr. Heredia-Ortiz has designed and managed training programs for government officials from all continents, including customized courses for officials from Bangladesh, the Democratic Republic of the Congo, Egypt, Indonesia, Laos, Tanzania, and Timor-Leste. An expert in local capacity building, she has designed, managed, and delivered training for civil servants worldwide on topics including tax policy, fiscal analysis, and revenue forecasting; fiscal decentralization and local governance; public budgeting and fiscal management; and education policy.

**Preeti Shroff-Mehta** will lead DAI's work in civil society and media. She recently completed an assignment with the World Bank and United Nations Development Programme on initiatives to promote citizen and media participation—and thereby accountability and transparency—in public policy, governance, and service delivery. From 2004 to 2008, Dr. Shroff-Mehta served as World Learning's global director for civil society and governance programs. She has developed and managed projects for numerous donors and governments, lived and worked with indigenous communities around the world, and received awards from leading academic institutions in India, the United Kingdom, and the United States. She teaches at World Learning's SIT Graduate Institute and the School for Advanced International Studies at Johns Hopkins University.



# In Morocco, Solar Installers Show the Power of Organization

The sun shines a lot in Morocco—approximately 3,000 hours per year. So it would make sense to convert some of that sunlight into electricity and heat, especially since Morocco lacks fossil fuels and imports 97 percent of its energy.

But creating solar power efficiently is no simple matter. The upfront costs can be prohibitive and, once that hurdle is cleared, the various ways to harness the sun's energy must be engineered appropriately to take advantage of its different uses—from heating water to powering homes, businesses, and even communities.

A state in north-central Morocco recently took big strides toward expanding its solar energy capabilities with the formation of RESOVERT, a regional network of solar-power installers. These previously isolated microenterprises in the Meknes-Tafilalet region, which lacked any collaborative framework and consequently had limited negotiating power, are now part of a consortium that is developing solar energy markets by partnering with local and international investors.

Launched in March 2009 in coordination with the Energy Ministry's Center for the Development of Renewable Energy (CDER), RESOVERT is the first network of its kind in Morocco. Its creation was prompted by a value chain analysis conducted by Improving the Business Climate in Morocco (IBCM), a recently completed project funded by the U.S. Agency for International Development and implemented by DAI.

Authored by Helene Kiremidjian, IBCM's value chain analysis identified the challenges and opportunities facing the region's solar energy sector. As is so often true in such analyses, those challenges turned out to represent the greatest opportunities for change. Most notably, solar technology installers were identified as the "weak link" in the value chain because of perceived inconsistencies in the quality of their work. But after IBCM stepped in to facilitate investments in training, development of service standards, and an effort to formalize the network, this group began to look a lot more attractive to potential distributors. Several local and international solar technology distributors made commercial offers to the RESOVERT



Monobloc solar water heater in Morocco.

network and the first formal agreement was signed in September 2009.

On the "opportunities" side, the tourism sector was judged to offer the best business potential for the adoption of solar technology. Targeting this sector, RESOVERT workshops developed templates for contracts with suppliers and clients, as well as bills, business cards, and a RESOVERT logo. The group drafted a quality charter requiring members to market only certified products, hold at least one installation certificate, and offer a year's free maintenance on their installations. IBCM also organized training on business finance, fiscal management, and marketing.

Leading companies presented their products and services in anticipation of collaborating with RESOVERT members, and offered the network preferential treatment in pricing and delayed payments, as well as training on installation. One supplier offered 10 solar-water heaters to a RESOVERT member after reading an article about RESOVERT in a Moroccan weekly. IBCM met with InWent, a firm linked to Germany's aid agency, to explore InWent's capacity-building and professional training services. CDER recommended that RESOVERT members be the first beneficiaries of InWent's technical, needs-based training cycle.

### *Morocco Solar Installers continued from page 15*

Numerous hotels have since committed to pursue solar energy options through RESOVERT, including the Dhalia and Bab Mansour hotels in Meknes. Owners of 12 small hotels were offered group-financing of a feasibility study to equip their properties with solar-thermal technologies.

IBCM ultimately signed an agreement with CDER to formalize the latter's takeover of RESOVERT after the IBCM project closed, stipulating that CDER sustain RESOVERT and facilitate the network for the next year.

The creation of RESOVERT benefited from a favorable institutional environment: Meknes-Tafilalet is one of five regions in Morocco to have signed an agreement with CDER promoting energy efficiency and renewable energy, and CDER believes RESOVERT could become a solar energy business model worth replicating in other regions of Morocco.

Indeed, as Mr. Amrani, the RESOVERT coordinator, suggested, "In the long run, this initiative could even become a model for micro and small enterprises in other sectors besides renewable energy." ■

**LARA GOLDMARK WAS THE CHIEF OF PARTY ON IBCM. SHE IS NOW A PRINCIPAL DEVELOPMENT SPECIALIST IN DAI'S GOVERNANCE SECTOR.**

## **DAI Opens New Office in Mexico City**

In 2009, DAI formalized its corporate presence in Mexico by opening DAI Mexico, a locally registered subsidiary of DAI based in Mexico City. For five years prior to opening the local firm, DAI operated a project office that implemented the successful U.S. Agency for International Development (USAID)-funded Access to Rural Finance for Microenterprises (AFIRMA) project, which focused on improving access to financial services among micro and rural enterprises.

AFIRMA helped its financial institution partners reach hundreds of thousands of new clients with services adjusted to the needs of some of the most difficult-to-reach corners of the economy, including small farmers in remote rural areas. It also played a catalytic role in generating and using market information to improve industry infrastructure, and explored new approaches to align market incentives for biodiversity conservation.

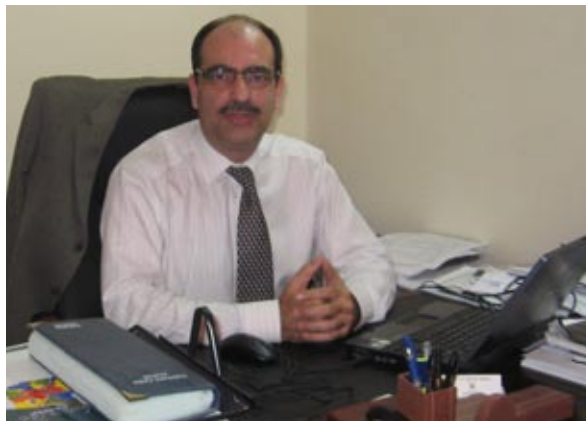
The launch of DAI Mexico underscores DAI's commitment to continue engaging with the local public and private sector partners DAI has worked with in recent years. The Mexico-based team is building on its experience to design and implement projects in Mexico, initially focusing on access to finance and conservation, but also exploring technical sectors where DAI has excelled globally for years, including supporting Mexico's emerging leadership in responding to climate change, investing in alternative energy, and applying technology and technical assistance to develop sustainable value chains in sectors such as agriculture, forestry, and fisheries.

DAI Mexico's standing in the microfinance arena has already been demonstrated with the award of the Inter-American Development Bank's ICT4MFIs Program, which will develop information and communications technology (ICT) innovations to expand access to financial services throughout Latin America and the Caribbean. DAI Mexico's work will build on the network of local partners, consultants, specialists, and organizations in ICT that DAI has developed over 20 years of supporting more than 100 organizations involved in microfinance across the region.



DAI Mexico Managing Director Nate Bourns (center).

# Rule of Law Looms Large in Pakistan's Development



Zahid Elahi, Managing Director, DAI Pakistan.

In July 2009, DAI launched its DAI Pakistan office in Islamabad. *Developments* sat down with Managing Director Zahid Elahi to get a firsthand perspective on the development challenge in Pakistan.

***Developments:*** *What is your country's core development need?*

***Zahid:*** The root cause of underdevelopment in Pakistan is the inadequate rule of law and the resulting high level of corruption. Ordinary Pakistanis who want to improve their lives find it impossible to hold their government accountable because the institutions are simply not responsive. They have neither the motivation nor the legal mechanisms nor the capacity to address citizens' grievances. This broken system affects health, education, public works—you name it.

For example, a simple court case can take more than 10 years to decide. Almost every Pakistani, including me, has been a victim of such dysfunction. In Pakistan, less than 1.5 percent of people pay direct taxes, so most citizens have no ownership in the government's actions, which limits Pakistan's potential to grow collectively. At the same time, the burden of indirect taxation—that is, bribery—falls heavily on poor people, the very people least engaged in the government's decisions and most exploited by those with influence.

If the rule of law could be significantly strengthened, people would be more motivated and more able to participate in public decision making, and less dependent on feudal class relations and patronage politics. This reform would improve democratic processes

across the board, including those needed to promote effective development.

***Developments:*** *What are the distinctive challenges to effective development in Pakistan?*

***Zahid:*** Wherever they work, development practitioners must involve local people and institutions—stakeholders at the grassroots level—and they must really know the sociocultural context in question. This is especially true in Pakistan, but the principle has not always been observed in practice.

For example, in the 1980s when there was a focus on women in development, one would see fashionable college graduates working with rural women, shocking village men and women alike with their westernized thinking. Ever since, development organizations of all kinds have labored under something of a cloud, as they seek to do their work while respecting Pakistani traditions and culture.

Another challenge involves microcredit. In Islam, charging interest on loans is forbidden. But in Pakistan there has been little attempt to build on the models of equity-based financing developed elsewhere. I would estimate that almost 75 percent of the rural poor have no access to microcredit.

But the major obstacle to effective development remains corruption and the misdirection of development assistance. Over the years, much of that assistance has benefited only a privileged few or has been siphoned off by unscrupulous officials. In the future, we must be able to assure the U.S. Government and other donors that their taxpayers' monies are being well spent, and that is going to entail strong project management organizations with rigorous standards of transparency and accountability.

***Developments:*** *What is the best way to deliver development assistance to Pakistan?*

***Zahid:*** The current debate seems to revolve around whether to channel development funding directly through local organizations or the Government of Pakistan, or through projects implemented by U.S. contractors and nongovernmental organizations (NGOs). From where I sit in Islamabad, this strikes me as a false opposition. The truth is, organizations like DAI

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are—and always have been—a bridge to local institutions. Apart from bringing extraordinary professional expertise to the problems at hand, they engage and build the capacity of local organizations and people, and apply the kinds of performance monitoring necessary to bring these institutions along. There are many examples of in-country organizations strengthened or formed outright by DAI or as part of DAI projects. And let's not forget that 80 percent of our staff are host-country nationals—a number closer to 95 percent on our Pakistan projects.

Pakistan is in fact a prime example of the expertise and local capacity building DAI brings to the table. The U.S. Agency for International Development's Pakistan Legislative Strengthening Program (PLSP) is doing exactly what its title suggests: leveraging DAI expertise to strengthen one of the most crucial domestic institutions in the country. And the Capacity Building Project in the Federally Administered Tribal Areas (CBP) has done all manner of innovative development work, including an internship program that trains FATA's community service organizations how to implement effective development programs.

Both these projects as well as projects implemented by DAI in the past have had strong elements of sustainability in-built in them. I remember when DAI was involved in the development of the poppy substitution strategy in North West Frontier Province (NWFP); this resulted in the establishment of the Special Development Unit, which is still operational as part of the NWFP government and has implemented several very important and successful projects. The PLSP has helped establish the Pakistan Institute for Parliamentary Services while CBP has developed critical capacity within the FATA secretariat established by the government of NWFP to undertake development work in one of the remotest areas of Pakistan.

Pakistan is in many ways a big development laboratory, and has been for a long time. But today's development sector experiments are being carried out in extraordinary circumstances, as part of a high-stakes counterinsurgency strategy that cuts across the entire region. So we have to get it right. There are vital development roles to be played by local organizations and government as well as by international organizations. Each has strengths to bring to the table, and it must be a collective effort.

**Developments:** *How can DAI Pakistan assist DAI in promoting development in Pakistan?*

**Zahid:** DAI has been working in Pakistan since the early 1980s and has more than 30 projects under

its belt, so it has a deep and practical grasp of the country. But our local knowledge base and the experience and institutional connections of the DAI Pakistan team will be a real asset to the global DAI organization. As evidenced in our commitment to the Center for Development Excellence (see page 19), we are here to develop local capacities and approaches, building on our firsthand understanding of Pakistan and its challenges.

**Developments:** *When it comes to development, what is the greatest misperception that Westerners have of Pakistan?*

**Zahid:** Pakistan is often portrayed as on the verge of failure, with good reason. But the country has huge potential, both tapped and untapped. Pakistan is rich in natural resources ranging from natural gas, coal, copper, gold, oil, and possibly uranium to gems, minerals, granite, and marble. It has fertile agricultural land, abundant forests, and good weather for a range of crops. Industries such as steel, textiles, wood processing, medicine, and services are doing well.

And while we are an ancient society, we are a young people. By some estimates, people below the age of 24 constitute 64 percent of the 170 million population. This "youth bulge" contains both the promise of young people, with all their energy and aspiration, and the danger that those aspirations might meet with frustration. We need to channel their energy through productive economic and social outlets.

**Developments:** *What is your vision for Pakistan five years from now?*

**Zahid:** Pakistan's growing and mostly uneducated population faces instability on its borders, a fragile democracy, and weak and corrupt institutions. Frankly, the next five years are make-or-break.

Problems such as the substandard system of government schools and acute shortages of electric power remain pressing. But while there is some commitment in our political parties to address these issues, endemic corruption renders most of their plans ineffective, and dimly low revenue generation and tax collections limit the options of government. That said, there is a bright spot on the horizon: an increasingly active judiciary and the positive role it is seeking to play in our nation's civic life. If the judiciary is able to focus on rule of law and corruption over the next five years, I'm hopeful that a revamped development assistance program—for which transparency and accountability are prerequisites—can deliver real results for the people of Pakistan. ■

BY MEHREEN TANVIR

# Center for Development Excellence Delivers First Classes in Pakistan

The newly launched Center for Development Excellence (CDE)—a DAI-funded initiative to coach development practitioners in developing countries and build the capacity of local firms and nongovernmental organizations (NGOs) to execute larger projects—offered its first training in February. The pilot training was targeted at Pakistani development practitioners and held in Islamabad.

Numerous local aid organizations are committed to tackling Pakistan's development problems, but many lack the expertise and organizational frameworks to bid on, win, and implement larger donor-funded assistance projects. This limitation is proving acute as the international community tries to provide funding and programming assistance to this strategically important country. The United States alone, for example, has pledged \$7.5 billion in aid to Pakistan over the next five years. Other public and private donors also wish to partner with responsible Pakistani aid groups.

DAI's work history includes more than 25 years in Pakistan, encompassing some 30 projects for clients such as the Asian Development Bank, the United Nations

Development Programme, the World Bank, the U.S. Agency for International Development (USAID), and the U.K. Department for International Development (DFID).

The CDE's mission is to transfer the knowledge DAI has acquired over 40 years of implementing donor-funded projects worldwide. "We know from experience that the best and most enduring solutions to development challenges are those designed and implemented locally, and ultimately owned by local people and institutions," said James Boomgard, DAI's President and CEO. "We created the Center for Development Excellence to help local organizations meet the demands that will come with the increasing assistance being offered to local implementing partners, and with it the increased need



CDE Program Director, Mehreen Tanvir.



Photo by Mehreen Tanvir, CDE

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for demonstrable project excellence and financial accountability.” The CDE offers support in financial, contractual, and programmatic compliance, personnel resource management, logistics, training, and administrative management. It is designed to promote collaboration among aid organizations so they can share best practices and work together more effectively.

Mehreen Tanvir leads the CDE. Ms. Tanvir most recently worked as a consultant for the World Bank on the Afghanistan Emergency Customs Modernization and Trade Facilitation project. She has worked closely with the Afghan Ministries of Finance and Commerce to strengthen infrastructure, human resource policy, and institutional frameworks to improve trade logistics and enhance customs revenues in the country.

Previously, Ms. Tanvir assisted the Iraqi Women’s Fellowship Foundation, a Washington, D.C.-based NGO, in raising funds and developing a marketing and outreach strategy. A graduate of Harvard’s Kennedy School of Government with a master’s degree in public administration in international development, she has also taught development economics at the Lahore University of Management Sciences.



Photos by Mehreen Tanvir, CDE

Instructor John McElwaine (top) shares a light moment with course participants.

### First Class, First Impressions

Some 16 attendees representing local firms and NGOs said they came away from the first CDE training better prepared to take on large projects, specifically complimenting the breadth of the curriculum and how it revealed areas for improvement in the attendees’ capacities.

“DAI has taken a good first step in aligning prospective beneficiaries of USAID funding in Pakistan,” said participant Ammanullah Khan of the Pakistan Center for Philanthropy. “The content of the modules touched upon all the relevant and general rules and processes that would guide the complete project cycle.”

The seminar was conducted at the DAI Pakistan office in Islamabad by DAI experts Carmen Lane and Doug McLean, consultant John McElwaine, and CDE Program Director Mehreen Tanvir, who covered:

- Competing for USAID contracts;
- Project planning, execution, and reporting;
- Contract compliance and financial management;
- Risk management, financial controls, and audits; and
- Ethics and standards of conduct.

DAI is exploring the potential for replicating the CDE model in other countries as part of a broader effort to build local capacity around the world.

Wherever it operates, the CDE will partner with other local and international training organizations to create a capacity-building plan that covers regulations, policies, and compliance requirements for USAID, DFID, and other donor agencies. Development practitioners with experience managing and implementing local projects will teach the courses and offer topical seminars relevant to the region in question. ■

**MEHREEN TANVIR IS THE CDE’S PROGRAM DIRECTOR.**

BY JEFFREY STRAKA

# CBAIC Aligns Communal and Commercial Efforts to Tackle Bird Flu

The humble chicken is culturally and socioeconomically important in Indonesia. Chickens are children's feathery friends, a source of livelihood for a large swath of society, and an important food source. Directly or indirectly, most Indonesians regularly cross paths with poultry or the poultry value chain.

Highly pathogenic H5N1 avian influenza (AI), typically an animal disease, has shown a tendency to jump from poultry to humans, with deadly effect.

Communities and elements of the commercial poultry sector intermingle readily throughout Indonesia. Communities contain backyard poultry owners, commercial poultry producers, traders and transporters, slaughterhouses, markets and vendors, and customers/consumers. Large-scale industrial poultry producers and processors are also located within densely populated communities. Therefore, to effectively and sustainably control AI, it is necessary to address risk reduction simultaneously in both communal and commercial contexts.

Direct contact with infected poultry or its parts—feathers, feces, blood, meat, or eggs—is the most important risk factor for viral transmission. Indirect exposure can also lead to transmission if a person touches tools, utensils, surfaces, or other objects that have been in contact with infected poultry or its parts.

In addition to these risks, there are a number of confounding factors, notably poor hygiene and sanitation, and the ubiquitous presence of water, especially wastewater. Untreated wastewater runs through



Photo by Arie Parikesit, DAI

In Indonesia, people and poultry live in close proximity.

**Worldwide, avian influenza (AI) has killed more than 60 percent of people infected. In Indonesia, where H5N1 is endemic, it has killed more than 83 percent of its victims. Through February 2010, Indonesia had reported 135 deaths due to AI, more than double that of any other country.**

**While not all of the factors leading to AI infection in humans are fully understood, exposure to infected poultry is the key risk factor.**

**CBAIC addresses this risk in a manner appropriate to a country where people and poultry live in close proximity. Its integrated communal-commercial approach has reached literally hundreds of thousands of people in West Java, for example, where it is winning crucial buy-in from local authorities.**

communities via open sewers and is often collected or trapped in ditches and ponds. Members of the poultry value chain—meat and egg producers, traders and transporters, slaughterers, vendors, and so on—regularly drain their untreated wastewater into ditches, open sewage canals, streams, and ponds used by communities. The AI virus survives much longer in water, which may be related to an increase in human cases typically seen during the rainy season.

Launched in late 2006, the Community-Based Avian Influenza Control Project (CBAIC)—a U.S. Agency for International Development-funded project implemented by DAI—has worked to reduce the risk of AI transmission among animals, and from animals to people. CBAIC developed a community-based network of volunteer AI coordinators across nine provinces in western Indonesia. This was accomplished through CBAIC-trained Indonesian Red Cross and Muhammadiyah master trainers who trained 27,000 volunteers in animal and human AI surveillance in as many villages. From the end of 2008, based on new AI and AI transmission information, CBAIC has focused its work in western Java Island, home to nearly 70 percent of Indonesia's human and animal AI cases.

Newly focused initiatives have included community mobilization (CM) and commercial poultry private

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sector partnership programs, both supported by strategic communication efforts, such as mass media campaigns during the rainy season, entertainment and educational community events, and various print materials. The theme tying together these efforts is “Aksi 100% Bersih” (Actions for 100% Cleanliness), which focuses on improving personal hygiene and sanitation to reduce AI risk.

### IT TAKES A VILLAGE

The CBAIC CM program has focused on empowering villages to identify and address their AI risks. Key partners have included village and neighborhood leaders; local health and livestock officials; women’s, religious, and youth groups; and members of the poultry value chain. CBAIC has worked with scores of villages in West Java to form AI teams, who identify the AI risks in their villages, and then develop and implement plans to address those risks. Each team is composed of local leaders (government and civic groups), public and animal health officers, and representatives of the poultry chain. A CBAIC survey of 90 mobilized villages in December 2009 found that these efforts had already reached more than 100,000 villagers.

The CM program also partners with local markets, focusing on educating market managers, poultry slaughterers, and poultry vendors about AI risks and prevention. Commodity support is part of the program, often leveraging local investment in infrastructure improvements such as covering vendor tables with non-porous ceramic tiles (easy to clean and disinfect) and upgrading sewer and solid waste facilities.

Lastly, the CM program has reached out to Desa Siaga, a Ministry of Health program that trains communities in emergency preparedness and response. This outreach has trained hundreds of Desa Siaga master trainers in AI. These trainers in turn train thousands of village health cadres, who share AI risk reduction messages with religious, women’s, and youth groups.

CBAIC’s private sector partnership program helps Indonesia’s commercial poultry sector to better use its resources to prevent and control AI and other poultry diseases. CBAIC partners with poultry industry leaders to expand biosecurity and good flock management practices in more than 300 commercial farms. Initial data show reduced poultry morbidity and mortality compared to non-program farms, even through the rainy season.

In Indonesia, the communal and commercial spheres share the risk of AI, and CBAIC interventions are bringing to light just how intimately connected those two spheres are. By empowering communities and people throughout the poultry value chain, CBAIC has improved and expanded AI control efforts across western Java. Encouragingly, local engagement and investment suggest the likely sustainability of AI control efforts after CBAIC ends in June 2010: project areas such as West Bandung, Garut, and Ciamis in West Java have already committed district government funds to continue or expand the CBAIC-developed risk reduction program. This is crucial, because the humble chicken is here to stay. ■

**JEFFREY STRAKA IS CBAIC’S INFORMATION OFFICER.**



RESPOND will be led by DAI’s David Elkins, an epidemiologist and public health specialist with 25 years of field experience.

## RESPOND Program Gets Under Way

A five-year program aimed at preventing future pandemics such as HIV/AIDS and H1N1 is rapidly getting under way at DAI. The global infectious disease program, called RESPOND, funded at up to \$185 million, is the largest of five U.S. Agency for International Development projects designed to improve local institutional capacity to respond to “zoonotic” diseases—those that originate in animals and develop the capacity to infect humans.

“Even a partial list of recent zoonotic diseases—SARS, West Nile Virus, Ebola, avian influenza, novel H1N1—reveals the urgency of our work at the intersection of human and animal health,” said Jerry Martin, Managing Director of DAI’s Health sector.

DAI leads a distinguished RESPOND team including the University of Minnesota, Tufts University, Training Resources Group, Inc., and Ecology and Environment, Inc. This multidisciplinary team will build the capacity of national institutions of animal and public health to address emerging zoonotic diseases in designated “hot spot” regions. The project is based in Washington, D.C., with possible fieldwork implemented in regional hub offices across the Congo Basin, Southeast Asia, the Amazon Basin, and the Gangetic Plain. ■



## Saluting the People of Development

On April 13, Hosiy Sahibzada, a young DAI employee working on a local governance project, was gunned down on the streets of Kandahar. Her death, especially in such chilling circumstances, is a heartbreaking blow to all of us. We mourn her loss and extend our deepest condolences to her grieving family.

Twenty-four-year-old Hosiy was by all accounts a bright and beautiful young woman. She was also brave. She knew firsthand the threats made against workers on development projects in Afghanistan—especially against women—but she defied all efforts to limit the possibilities of her life, and she carried on working. Among those to have voiced their sympathy and support, USAID/Afghanistan Mission Director Bill Frej said, “This is yet another reminder to all of us of the daily risks that our Afghan colleagues take in service of their country and a better future.”

Needless to say, we are intensely aware of those risks. The security of our employees is our first priority, and we are working every day to ensure our people have the protection they need to do their jobs in safety. But while we are truly shaken by such a callous and barbaric act, it will not deflect us from trying to advance the interests of women and men in Afghanistan. It simply renews our enormous respect for the people who put their lives on the line for development, and reminds us what is at stake.

Hosiy’s murder was the most egregious of several events to have challenged DAI in recent months. On December 3, 2009, DAI subcontractor Alan Gross was arrested by the Government of Cuba; at the time of writing, he remains in jail. On December 15, 2009, five employees of DAI’s security subcontractor, Edinburgh International, were killed in the bombing of our project offices in Gardez, Afghanistan. On January 12, 2010, we heard the news of the Haiti earthquake, a calamity that thankfully left our project employees in Haiti unharmed, but poses an enormous challenge in the year ahead. In early April, Jackson Augustin, one of our technical staff in Haiti, died in a car crash. And finally, late in April, two more Afghan employees lost their lives to gunfire in Nangarhar province, in a shoot-

ing that does not at this stage appear related to their work, but is reflective of the pervasive violence in this troubled part of the world.

We’ll learn many lessons as we look back over this turbulent period, but what strikes me now is the sheer caliber of the people who do development work. Not just at DAI, of course, but in all corners of our community. Take Haiti for example. When the earthquake struck, our single project on the ground—Haiti DEED, or Développement Economique pour un Environnement Durable—was led by Mike Godfrey, a former director of DAI’s Crisis Mitigation and Recovery Practice, and a civil engineer by training. Maybe it was this experience, maybe it was the naturally cool head on his shoulders, but anyone who heard Mike’s call to CNN in the hours after the disaster had to be impressed by his emotional but poised account of the destruction.

They would be more impressed as they saw DEED spring into action once project managers had accounted for its 50 people—three expats and 47 Haitians, many of whom lost their homes. DEED began shuttling cars and drivers over to the U.S. Embassy to move search and rescue teams. DEED’s drivers—Haitians all—worked 24- to 36-hour shifts, sleeping in the cars. Others ran the Cap Haitien to Port-au-Prince shuttle, a 20-hour round trip, bringing diesel, food, and water from DEED’s office in the north. The honor roll is too long to reproduce here; suffice it to say they won the admiration of everyone who saw their work.

Within days, Mike had arranged with USAID to make DEED’s Port-au-Prince office the center of operations for Office of Transition Initiatives’ efforts. The OTI program, known as Ann Leve Kanpe, or “let’s stand up” in Creole, is now going strong. A resourceful DAI team led by Rebecca Coolidge is running cash-for-work programs that employ thousands of Haitians to do productive reconstruction work, issuing grants to local organizations at a record pace, supplying Haitian government ministries with neces-

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*CEO's Desk continued from page 23*

sities such as computers and telephones, and reconnecting the Haitian government with the people.

For his part, Mike is now working to bring DEED back up to full implementation and address the even more acute agriculture and natural resource issues brought on by migration back to the rural areas and disruption of the agricultural marketplace.

What can you say about the people who work in Afghanistan? In February, I attended a Senate roundtable convened by Senators Claire McCaskill and Robert Bennett to discuss the challenges in Afghanistan, and I tried to convey some sense of the acute difficulties our staff face operating at the intersection of conflict and development. "I think you all are doing admirable work," Senator McCaskill concluded. "Please convey to the people who work for you in country that we know they are outside the wire and they are doing work that is important and dangerous, and they should be admired for that."

Sadly, for Hosiy Sahibzada, for the five security guards in Gardez—Thaman Gurung, Najibia Singh Gurung, Hazrat Wali Toetakhil, Naimullah Khosti, and Mozamil Mangul—and for the two fatalities in Nangarhar who shall remain unnamed for security reasons, this admiration must take the form of remembrance. Our hearts go out to their families and colleagues. For the Gardez families, we have been working with Edinburgh International to provide a culturally appropriate gesture of support in this time of loss. For the colleagues of the deceased and other affected employees, we are providing trauma counseling through The KonTerra Group and a local Afghan partner called Windows for Life. It will not surprise you to hear that

DAI has a permanent relationship with KonTerra (they are also working with our staff in Haiti). Such are our needs in the modern world of international development.

My final salute is to a long-time professional colleague: Alan Gross. I have known Alan for more years than I care to remember. Many of you have also crossed paths with Alan during his 25 years of work in the development field, work that took him to some 50 countries. At the time of his arrest, Alan was working as a small business subcontractor to DAI on USAID's program in Cuba, helping the island's Jewish community—a small, nondissident, government-sanctioned group—to communicate with Jews in Cuba and overseas. He was pursuing essentially benign and humanitarian activities such as connecting people to the Internet.

While there may be differences of opinion regarding USAID's Cuba program, it would be unjust for this committed and caring development professional to bear the brunt of such disagreement. Apart from anything else, Alan's health is at stake. He is 60 years old. He has been held in prison since December 3, without charge. He has health issues that pre-date his arrest, and while he appears to have been treated humanely, he has lost 70 pounds in jail. On humanitarian grounds alone, it is time for Alan Gross to come home.

As I've said before in this space, it seems to be the new fashion to take rhetorical shots at development contractors. These past few months remind us that there are real people behind this fog of rhetoric, often doing heroic things for noble reasons in unfashionable places. As Senator McCaskill suggests, we owe them a debt of gratitude. ■

**JIM BOOMGARD**