



## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT

*LEVERAGING BEST PRACTICES FOR AFGHANISTAN*

بنیاد بیات  
BAYAT FOUNDATION  
*Helping to rebuild Afghanistan*

*FORWARD*

Hope for the future in Afghanistan is only possible through the combined work of many people and organizations, some of whom are represented in this booklet of best practices.

The best practices are important as they can support and form the basis of an Afghan Trusted Network to facilitate humanitarian and leadership engagement and improved quality of life and livelihoods for the people of Afghanistan.

We extend our deepest appreciation to everyone who has and will continue to contribute to rebuilding Afghanistan through leadership, dedication and service.

Ehsan Bayat  
Chairman  
The Bayat Foundation

## Organizations & Best Practices For Afghanistan

Acclaim Technical Services, Inc.

*Mission assurance through cultural awareness and linguistic expertise*

Afghan Coalition

*Empowering underserved families of the San Francisco Bay Area Afghan community*

Afghan Wireless Communication Company

*Connecting Afghanistan: Mobile communications by and for Afghans*

Afghan Youth Mastermind Group

*Connecting Like Minded Youth to Create Masterminds for Success*

Afghanistan Centre at Kabul University

*Rebuilding Afghanistan, one book at a time*

American Councils for International Education:

*Re-establishing accessible, high-quality education*

American Islamic Congress:

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Amnesty International

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Ariana Network Services

*Providing WiMAX Internet – stable and secured telecommunications solutions*

ARIANA Television Network & ARIANA FM Radio

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ARZU

*Creating sustainable income for Afghan women*

AYENDA FOUNDATION

*Serving as a bridge between US organizations and Afghanistan's children*

Bayat Foundation

*Helping to rebuild Afghanistan: Listening and responding to human needs*

CANADA-AFGHANISTAN BUSINESS COUNCIL

*Encouraging investment in Afghanistan – through relationships and projects*

CATO Institute

*Informing decision makers on public policy issues*

CHF International

*Building a better world: Empowering local leadership through participation*

CNFA (Citizens Network for Foreign Affairs)

*Stimulating economic growth through entrepreneurship, private enterprise and market linkages*

Children's Songs From Afghanistan

*Preserving Afghanistan's cultural heritage through partnerships and networks*

## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT

Consulate General of Afghanistan – Toronto

*Supporting the Afghan mission in Toronto*

Creative Associates International

*Your partner in change: Strengthening teaching and education programs in Afghanistan*

D3 ACSOR

*Conducting Afghan public opinion polls with indigenous capacity, providing reliable information*

DynCorp International

*Afghanization: Developing capacity, sustainability and ownership*

Extreme Security, LLC

*Providing community support through job creation and on-the-job training*

Gordon Feinblatt Rothman, Hoffberger & Hollander, LLC

*Facilitating rule of law and improving education in Afghanistan*

Hi-G-Tek

*World leaders in mobile asset monitoring technology*

The Institute for Economic Empowerment of Women

*Peace through Business: Educating and mentoring women entrepreneurs*

InterMedia Survey Institute

*Conducting surveys and field research to gauge Afghan public opinion*

The Louis Berger Group, Inc.

*Solutions for a better world – through training and technology transfer to locals*

Marigold Fund

*Building bridges through relationships and projects – for Afghan capacity building*

New Hudson Foundation

*Supporting Afghanistan in its recovery by responding to its current needs*

Nooristan Foundation

*Providing assistance to rural areas of Afghanistan while utilizing independent monitors*

Overseas Private Investment Corporation (OPIC)

*Providing support for affordable housing and community development*

Previstar

*Facilitating collaborative planning through software*

Relief International

*Reconstructing Afghanistan: Building trust and strengthening local communities*

Roots of Peace

*Mines to Vines: Empowering Afghan communities with sustainable income*

Thunderbird School of Global Management

*“Thunderbird for Good” – Educating Afghan women entrepreneurs*

Trust in Education

*Village by Village – Village to Village: Linking both worlds through education*

United States Institute of Peace

*Promoting post-conflict stability and development*

U.S.-Afghan Women’s Council

*Advancing and empowering Afghan women*

## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Mission assurance through cultural awareness and linguistic expertise*

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We were founded in 2000 as an Information Technology Services firm founded by Trever Neves, Raquel Neves, and Nancy Louis. A year later, there was a sudden surge for language services in the government sector as a direct result of 9/11. Our headquarters is in Huntington Beach, CA and we have offices in Reston, VA and Minneapolis, MN. We also have satellite offices in Seattle, WA, Phoenix, AZ, Louisville, KY, and Boston, MA.

ATS is committed to developing the most successful foreign language and technology capability to help ensure National Security during mission critical operations and humanitarian reconstruction efforts throughout the world.

Our vision is to develop the Nation's most dynamic and responsive company, creating sustainable technology and communication solutions essential to a better and more secure environment worldwide.

We paired our proven recruiting methodologies with our hard work and dedication to rapidly adapt to these high demands. Backed by an experienced team, our operational flexibility solidified our position as an established service provider. Since then, our company has provided personnel in over 100 languages and served more than 50 companies worldwide. Today, we continue to provide the highest level of language, intelligence and information technology services by delivering the most qualified professionals and the best practices in the industry

Cultural awareness, expertise and mission assurance are key elements to the optimization of rebuilding efforts in Afghanistan. ATS linguists, cultural advisors and subject matter experts apply these elements and actively contribute to the long term reconstruction goals of Afghanistan.

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# Afghan Coalition

*Empowering underserved families of the San Francisco Bay Area Afghan community*

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Formed in 1996, the Afghan Coalition is a 501(c)(3) nonprofit community-based umbrella organization whose mission is to empower underserved Afghan families living in the San Francisco Bay Area. The Afghan Coalition provides program participants with crisis intervention, women's support groups, translation, information and referral, youth leadership development, cross-cultural celebrations and community-building events and programs and serves as a community center, where we directly provide a safe, non-political place for Afghans and other members of our multi-ethnic community to receive a variety of social, educational, cultural and other services.

There are many agencies and organizations that have served the Afghan community in the San Francisco Bay Area. In our experience working with the Afghan Community for the past 20 years, we have found that effective collaboration between relevant agencies is the best way to ensure success. Every agency and organization has its own strengths and needs, and few can work entirely alone. By pooling our resources, creativity, and talent with other local Afghan and non-Afghan oriented organizations, we can create effective programs to address our community's needs.

On May 3rd of 2009, the Afghan Coalition began a strategic review designed to help us better understand the needs of our community and our role within it. We began with a comprehensive community survey to assess not only the needs of the community, but the community's perception of our organization. Once the results of the survey were in, we were able to meet with our board members and stakeholders to address our areas of weakness and brainstorm directions for continued success. Through this approach, we were able to ensure stakeholders from all segments of our community were involved, which is crucial to maintaining the trust of the community.

The Afghan community in the Bay Area does not have a lot of resources, but we have a lot of human-power. The challenge we face to continue our best practice of effective collaboration in the short term is to leverage our existing resources with our large network of volunteers and stakeholders. One of our long-term challenges within the Afghan Community is gaining the trust of the community. The reality is that despite the best of intentions, a lack of trust between Afghan organizations will negate any community development effort. The Afghan Coalition has maintained a level of trust with the Afghan community and continues to build upon it through inclusiveness, transparency, and dialogue with all organizations and community members.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Connecting Afghanistan: Mobile communications by and for Afghans*

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Afghan Wireless Communication Company (AWCC) is a telecommunications services provider founded by Ehsan Bayat in 2002 as the 1st wireless firm in Afghanistan. Afghan Wireless has invested over \$350,000,000 USD in Afghanistan and provides direct employment to over 3,500 Afghans; also making it possible for 40,000 Afghans to earn a living by creating indirect employment opportunities.

AWCC is the only company operated by Afghans for Afghans and was the first company to provide GSM services in Afghanistan. AWCC battled logistical problems, physical insecurity and environmental challenges to launch the services in a record seven weeks in 2002 when no other company was willing to invest or assist Afghanistan.

AWCC provides the best wireless phone coverage in Afghanistan, with GSM voice services throughout all 34 provinces, and GPRS and EDGE data services available in the major cities. Blackberry will soon be launched.

AWCC has taken a 'By Afghans, For Afghans' approach in Marketing, hiring, training and meeting the nation's needs. The company bids with low profit margins, especially on government contracts, to win the bids and provide services to rural areas that would otherwise not get service. Many bidders just don't go after those contracts if the government subsidy/award is not sufficiently profitable. We have a loyalty among our subscribers that our competitors cannot match.

AWCC hires mostly Afghans with some expats and TCNs (Third Country Nationals) to help run things and provide training.

AWCC teaches project management techniques to track work, meet schedules, and keep employees accountable. Recent university graduates are selected, tested, put through training courses and then assigned to functional departments throughout the company.

AWCC is also devoted to rooting out corruption that tries to creep in with vendors, government, etc. For the long-term, AWCC would like to see more Afghan business leaders with professional MBA-caliber and ethics training. AWCC is committed to leadership by example with honest and hard work.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Connecting Like Minded Youth to Create Masterminds for Success*

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AYM Group (Afghan Youth Mastermind Group) is a professional and business oriented organization that coordinates resources and mental assets of dedicated, skilled and result oriented Afghan Youth towards attainment of professional opportunities and business projects.

AYM Group was founded with the collaboration of active Afghan Canadian youth entrepreneurs in Canada. AYM Group is located in Toronto and has representations in other cities of Canada and in Afghanistan.

AYM Group works on fostering enabling environment for youth participation in various forms of development work including community development, business development and capacity building.

AYM Group believes that creating platform for participation and collaboration brings Afghan youth in Afghanistan and diaspora youth together and makes development work more efficient. Members of AYM Group firmly believe that for a prosperous Afghanistan and successful global Afghan community, youth empowerment and engagement at various scales is needed to build the infrastructure and momentum for growth, sustainability and economic independence. Therefore, AYM Group leverages web 2.0 technologies such as social networking, for communication and collaboration.

AYM Group aims at undertaking projects that will ultimately result in self sustainability, capacity building, economic development and community prosperity. AYM Group is certain that like-minded youth create masterminds that have the potential to leave a positive impact and bring the much needed positive changes in the lives of Afghan people.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Re-establishing accessible, high-quality education*

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American Councils for International Education has had a presence in Afghanistan for over six years, beginning with its recruitment of young students for the Youth Exchange and Study (YES) program, supported by the U.S. Department of State's Bureau of Educational and Cultural Affairs. This year, YES has 38 students on program, attending U.S. high schools and living with host families for one academic year. Our Afghan alumni have proven themselves highly capable of internalizing their U.S. educational experiences, and show remarkable courage by returning to Afghanistan to work for the improvement of their country, implementing community service projects that help refugees, orphans, and other victims of Afghanistan's decades of war, political turmoil, disruption of students' education, migration, and violence.

American Councils continues to build on its commitment to address one of Afghanistan's most critical needs re-establishing accessible, high-quality education as the single most meaningful and vital concern in a country devastated by war with its management of the new AMZ Renaissance Foundation's Afghanistan Undergraduate Fellowship Program. The program is designed to give Afghan students who have the greatest understanding of their country and its needs an opportunity to attend leading universities in the U.S. After their studies, which may include graduate school, our fellows will return to their country to become leaders for change by driving social and economic development, and ultimately playing significant roles in nation building by contributing their knowledge and expertise to the re-establishment of a vibrant civil society. By the year 2011, twenty students will be enrolled in undergraduate degree programs as AMZ Renaissance Foundation Fellows.

American Councils for International Education: ACTR/ACCELS (<http://www.americancouncils.org>) is a Washington, D.C.-based not-for-profit organization that believes that by investing in outstanding individuals and their educational journeys, we can create long-term, equitable, and sustainable development for societies around the world. With a staff of over 375 professionals worldwide, American Councils designs, implements, and supports programs in education, professional development and scholarly research, focusing its work across the United States, Canada, and the nations of Southeastern Europe, the Middle East, Eurasia, and South Asia. Dr. Dan E. Davidson founded American Councils in 1974, and is its current president.

American Councils, for many of its exchange programs, manages all recruitment, selection, placement, orientations, monitoring and support, summer internships, and assists in fundraising for several initiatives. Since 1994, American Councils has selected, prepared, placed, and monitored the progress of more than 5,500 university students and 20,000 high school students in U.S. education programs, and has built an impressive network of university partners and academic institutions throughout the country and around the world.

American Councils' goals for its Afghanistan programs are to develop new and strategic partnerships not only for the purposes of fundraising, but to develop strong linkages with Afghan businesses, NGOs, and organizations. Our returning YES alumni will be seeking opportunities for jobs and internships in which they can use their valuable skills, initiative, maturity, and English language ability; thus, developing these partnerships will benefit not only our students, but NGOs, and private and public companies in Afghanistan, as well. Our AMZ Fellows will no doubt be seeking positions at higher levels, and a number of them may well proceed to graduate school. American Councils is proud of the role it is playing in helping to facilitate and create educational opportunities for Afghanistan's youth, and looks forward to building on these successes to increase support for its programs.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



### American Islamic Congress

#### *Interfaith relations and interethnic understanding*

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The American Islamic Congress (AIC) is a non-profit organization dedicated to building interfaith relations and interethnic understanding. AIC grew out of the ashes of September 11th; in late 2001, a diverse group of young Muslim Americans incorporated the organization as a 501(c)(3) non-profit non-partisan organization. AIC is headquartered in Washington, DC and led by Zainab Al-Suwaij.

AIC strongly believes in the “training of trainers” to multiply impact. Partnering with local organizations, employing a local staff for each project, and community participation enable AIC to build a foundation of trust. Community participation, most importantly the involvement of religious and tribal leaders, has proven to be one of the strongest assets available, building organizational credibility and guaranteeing success.

As a woman-led organization, AIC targets women via empowerment training and human and civil rights work. Through other programs in the Muslim world, the organization has refined its approach to include the training of trainers, partnering with organizations which have technical expertise while AIC focuses on the cultural adaptability and local implementation of programs, and expanding the potential of women beyond arts and crafts as economic empowerment.

Operationally, AIC utilizes a procedures and policy manual to ensure that activities across the organization are consistent. The staff recently transitioned to Google Nonprofit and is making use of shared calendars, shared documents, and other tools. Given the time difference and in-country challenges facing AIC, communication can be hindered. Phone is the primary method of communication, followed by instant messaging. Therefore, planning is imperative but so too is flexibility.

Bi-weekly staff meetings encourage members to share best practices across programs. In addition to these meetings, at the conclusion of each program staff is encouraged to record their thoughts on what AIC can do better next time so that a library of reference is created for others in the organization as well as future team members.

Moving forward, needs include programming for returnees and funding not only for programs, but also for operations so that the entities that develop and implement such programming may continue to do so. These organizations need to be able to assess community needs and base programming on these rather than aid disbursed by politics.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Promoting human rights for all*

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We are people from across the world standing up for humanity and human rights. Our purpose is to protect people wherever justice, freedom, truth and dignity are denied. We investigate and expose abuses, educate and mobilize the public, and help transform societies to create a safer, more just world. We received the Nobel Peace Prize for our life-saving work.

With more than 2.2 million supporters, activists and volunteers in over 150 countries, and complete independence from government, corporate or national interests, we work to protect human rights worldwide. Our vision is of a world in which every person - regardless of race, religion, gender, or ethnicity - enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Providing WiMAX Internet – stable and secured telecommunications solutions*

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Ariana Network Service (ANS) is the prime provider of ISP & Data related services in Afghanistan with wide a range of solution packages to meet the requirements of customers, from SOHO to Corporations.

Ariana Network Service (ANS) has established an exceptional WiMAX facility build out with operations in Kabul and soon across Afghanistan. ANS, in partnership with Afghan Wireless Communication Company, has 300 operational Microwave links and Premium Internet customers countrywide.

ANS provides a full set of Internet packages and services to major institutions (both government and non-government) and large commercial establishments within Kabul and around the country who require stable, orderly and secured telecommunication systems.

The ANS link design and intensive preparation are implemented by a dedicated in-house Internet planning department. ANS personnel possess expertise in terrain and environmental analysis, ensuring optimum equipment performance. The ANS Operation Center remotely monitors Internet Performance and Service Links 24/7 and deploys immediate operational support in the event of any service-affecting faults.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Window for a better tomorrow: Information sharing and dissemination*

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Ariana Radio and Television Network is the largest private broadcasting channel across Afghanistan and is headquartered in the heart of Kabul. ATN's mission is to empower the Afghan people with information for a bright future. ATN's best practice is to nurture and shape up the lives of the peoples of Afghanistan. In simple words just "window for a better tomorrow".

ATN was founded by Mr. Ehsan Bayat in the year 2005 with 225 Afghan employees and a few expatriates. ATN's workforce is over 95% Afghan, and is a trained local workforce with a stake in the nation's future. ATN battled and overcame logistical problems, physical insecurity and environmental challenges to launch the services throughout Afghanistan. Presently ATN is the number one private media broadcasting channel in all aspects as quality, coverage and commitment to changing the lives of people of Afghanistan. ATN reaches all 34 provinces within Afghanistan with its superior quality TV and radio transmitters and North America, Europe and Middle-East countries with our coverage network.

One of ATN's best practices is information sharing and dissemination. ATN respects all sorts of information from all sources. ATN's professional decision making process and level of commitment to each endeavor is our unique approach along with teaching employees to be the better employee for tomorrow. ATN nurtures its partners as its assets and not its liabilities.

Long-term needs include professional employee training including skills management, performance management, leadership and awareness as employees are the true assets for a better organization – rather than its buildings and machines.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Creating sustainable income for Afghan women*

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Arzu, meaning “hope” in Dari, is a 501(c)(3) not-for-profit organization that provides sustainable income to Afghan women by sourcing and selling the rugs they weave. Connie K. Duckworth founded Arzu following her first visit to Afghanistan in January 2003 as a member of the newly formed U.S.-Afghan Women’s Council. Arzu celebrates its fifth anniversary of successful ground operations in Afghanistan in June 2009.

Arzu works in Kabul and in 11 rural villages in Bamyan and Faryab Provinces, Afghanistan and has offices in 6 U.S. cities. Arzu helps destitute women weavers and their families break the cycle of poverty by providing them above market compensation, access to education and healthcare, and community infrastructure projects.

Arzu’s holistic approach builds a foundation of stability upon which highly skilled artisans can earn a fair labor wage to support their families today, while continually refining their weaving skills and investing in their futures through literacy. Arzu focuses on continually improving the quality of the Afghan carpet by combining authentic artistic traditions with best practices for design, sustainability, fair trade and no child labor.

Since inception, one of Arzu’s key objectives is to become fully self-funding through the sales of high-grade, export quality carpets in the developed world. While structured as a 501(c)(3) in the United States and an international NGO in Afghanistan, Arzu operates as a “for-benefit” corporation, using private sector disciplines to create a sustainable funding stream to support the entire operation, thus allowing for continuity and expansion of both the numbers of employed women and the scope of the social/community initiatives. Until sustainability is achieved, Arzu relies on seed funding from USAID and other private grants to supplement revenue generated through rug sales.

Our vision is to change individual lives – permanently. And, on a larger scale, Arzu is driving systemic change by shifting two long-standing paradigms: to create a sustainable funding model for economic development and to challenge the structure of the notoriously abusive carpet industry.

Continued grant funding is necessary in the short-term while access to cost-effective commercial shipping, electric/alternative power, water and Internet are required in the long-term.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Serving as a bridge between US organizations and Afghanistan's children*

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The Ayenda Foundation was founded in 2006 by Mrs. Shamim Jawad in partnership with the U.S.-Afghan Women's Council to support and protect Afghanistan's most valuable and vulnerable natural resource: its children. The foundation is headquartered in Washington, D.C. but supports projects throughout Afghanistan to provide relief to Afghan children. The Ayenda Foundation, the Afghan Children Initiative, is a non-profit public charity 501 (c) 3 organization. The purpose of Ayenda Foundation is to support projects that enhance the welfare, education, health, shelter, safety, artistic and athletic abilities of Afghan children – especially girls.

The Ayenda Foundation selects projects for funding based on critical needs, potential for high impact, efficiency and visibility, among other factors, for Afghan children. Ayenda intends to act as a bridge between U.S. based organizations and non-profits and the children of Afghanistan. Afghan and foreign nonprofit organizations may submit unsolicited proposals to Ayenda, which will consider these proposals, based on the needs and the availability of resources provided by donor funding. The Ayenda Foundation has been able to successfully connect individuals and corporations in the United States with projects that will enrich the lives of Afghan children. Founder and President of The Ayenda Foundation, Mrs. Shamim Jawad, has been able to clearly identify needs within communities in Afghanistan and find individuals that will be able to support projects that will help these children. This year The Ayenda Foundation opened its first school in Bamiyan because of the clear vision of Mrs. Shamim Jawad and the support of individuals, corporations, the Bayat Foundation, and the Bamiyan community.

Partners, such as the Bayat Foundation, have helped the Ayenda Foundation reach its goals of building its first learning center in Bamiyan. Given people firsthand exposure to Afghanistan and our projects has been very helpful in bringing in more support for Ayenda. We invited a few of our major donors on our recent trip to Baimyan for the opening of the Ayenda Learning Center. It was a very successful trip giving them the opportunity to experience firsthand the result of their contribution to Ayenda and Afghan children. We have also seen that donations and our support base grow with the use of facebook.com. We are planning with this growing base of supporters to be able to supply the Ayenda Learning Center in Bamiyan with a vocational center and computer lab, and once that is completed find more projects to support in other impoverished regions of Afghanistan.

Short term we are looking for additional material and computers for our school in Bamiyan province. We are looking to also build a vocational training workshop and will need help with building of this structure and with the equipment needed for the vocational program. In the long term The Ayenda Foundation will continue to need supporters so that we can fund and create projects in other regions of Afghanistan.

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# Afghanistan Centre at Kabul University

*Rebuilding Afghanistan, one book at a time*

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The Afghanistan Centre at Kabul University (ACKU), which holds nearly 40,000 documents, books, videos, and other materials covering the economic, political and social history of modern Afghanistan, is a leading research institution for Afghan as well as international government officials, academic leaders, students, and journalists. The collection catalog is online. The Centre also directs a translation and publishing program for books on democracy, cultural history, and vocational subjects. These and other books in Pashto and Dari form the basis for an extension library program operating in small communities and secondary schools throughout the country. The Centre was founded in 1989 in Peshawar by Nancy Hatch Dupree, a cultural historian, who continues to direct its program, and her late archaeologist husband Louis Dupree. It is now located on the campus of Kabul University.

The Centre's leading objective is to make information about contemporary Afghanistan available to researchers in Afghanistan as well as throughout the world. Because of its unique nature and its large collection, its modern reading room accommodates a busy stream of university professionals and students. It is regularly visited by the world's leading journalists covering Afghanistan. Its well known director and her staff are consulted by a wide variety of Afghan and visiting researchers. A new modern state-of-the-art building for the Centre is underway.

One quarter of the collection is now on line and available worldwide as well as to the greatly expanded university system in Afghanistan. In addition, the Centre's extension library system backed by its publishing program (160 titles) is now located in 185 communities and secondary schools in 32 out of 34 provinces.

The Centre's greatest need is additional operational funding to maintain its acquisitions program, research centre, publishing program and library extension service. An American support group, the Louis and Nancy Hatch Dupree Foundation for the Afghanistan Centre at Kabul University, is now assisting with Centre funding.

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بنیاد بیات  
BAYAT FOUNDATION

*Helping to rebuild Afghanistan: Listening and responding to human needs*

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Since 2005, the Bayat Foundation, led by Ehsan & Fatema Bayat, has contributed to over 140 projects to improve the quality of life and enable the lives of Afghans by providing for basic human needs, constructing new facilities and infrastructure, organizing sporting events, promoting health, education and economic programs to help rebuild and preserve Afghanistan's cultural heritage. The independent USA-based 501(c)(3) Bayat Foundation, [www.bayatfoundation.org](http://www.bayatfoundation.org) through the support of its donors, partners with the non-governmental Bayat Foundation in Kabul, Afghanistan, [www.bayatfoundation.org.af](http://www.bayatfoundation.org.af) to promote the wellbeing of the Afghan people. The Bayat Foundation NGO partners with other NGOs to support Afghan humanitarian activities.

The Bayat Family Sponsorship Program matches donors with Afghan families with the greatest needs in Afghanistan to provide monthly financial support and encouragement. Additionally, through the War Stories program aired on Ariana Television and Radio, families who have suffered from war and conflict are introduced to potential sponsors. Through the Bayat Foundation Family Sponsorship Program, interested donors, make a commitment to contribute fifty dollars per month to the sponsored Afghan family which is given to the head of the household, who is then enabled to purchase items needed most including food, clothing and medicine. The sponsored Afghan family is also given a mobile handset and SIM card by Afghan-Wireless Communication Company in order to receive calls of encouragement and support from the sponsoring family. Family sponsorship enables children of sponsored families to afford to go to school, as they no longer have to work in the streets to find money for bread. Most sponsored families send a message of the need to stop fighting and encourage peace in Afghanistan.

The Bayat Foundation is committed to improving the quality and availability of maternal care and education throughout the provinces and has built at 150-bed hospital in Mazar-i-Sharif; a 20-bed hospital in Tora Bora; a 50-bed hospital in Daikundi; and a 50-bed hospital in Faryab. The Saleha Bayat Maternity Hospital extension recently inaugurated in Mazar-e-Sharif served 2,931 patients in January and February 2009, improving the quality of life, if not saving lives, for mothers and newborns in an area that previously lacked adequate maternity facilities.

The Winter Aid Program is an ongoing annual program of the Bayat Foundation serving families in need with basic food and clothing during the harsh winter months. In its inaugural year, 2006, over 13,500 families received aid. In 2009 over 2,500 families were served in spite of the challenges of the delivery route to the remote areas and unsecured territories with bumpy roads, the chilly winter climate and threat of avalanche.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Encouraging investment in Afghanistan – through relationships and projects*

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Canada Afghanistan Business Council (CABC) is a non-profit organization with representation in Canada, Dubai and Afghanistan. CABC was formed by a group of elite Afghan-Canadian businessmen and businesswomen in 2006.

CABC's objective is to encourage investments in Afghanistan; establish close business relationships with entrepreneurs based in Afghanistan; promote joint ventures/investments between Afghanistan and Canada; promote and support the visits of Afghan Commercial delegates to Canada and Canadian businessmen to Afghanistan; establish close relations with business organizations in both countries and to provide a forum in which Afghan business leaders and their Canadian counterparts identify, discuss and pursue common interests, as well as heighten awareness of Canada's trade position in the North American market (NAFTA) amongst Afghan based business communities.

CABC's goal is to take a vital part in the reconstruction process of Afghanistan and understands the requirement of comprehensive and broad engagement of all sectors, in which business development would be the forefront of these efforts.

CABC has vigorous and active partners, such as AISA, ACCI and additional businesses in Afghanistan, ABC in Dubai and AACC in the United States of America. By partnering with these organizations, CABC is growing and learning from their experience and wisdom.

CABC believes all parties engaged in Afghanistan's rebuilding process need to enhance communication and coordination in order to have a shorter journey to building a prosperous and thriving Afghanistan. CABC recognizes that economy is the backbone of any society; therefore, there is a need for more dialogue in conveying business and reconstruction opportunities that exist in Afghanistan. Through effective communication of these opportunities in Afghanistan, World pioneers, such as American and Canadian companies can be more involved and take part in the reconstruction process of Afghanistan.

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*Informing decision makers on public policy issues*

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The Cato Institute seeks to increase the understanding of public policies through an extensive publications program, policy forums, book forums and major policy conferences, to inform the public and government officials on the complete spectrum of public policy issues. The Cato Institute uses the most effective means to originate, advocate, promote, and disseminate applicable policy proposals that create free, open, and civil societies in the United States and throughout the world.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Building a better world: Empowering local leadership through participation*

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Founded in 1952, CHF International serves more than 20 million people each year, empowering them to improve their lives and livelihoods for a better future. CHF currently has programs in more than 30 countries around the world, across Asia, Africa, Latin America & the Caribbean, Europe & the Caucasus, and the Middle East.

Our mission is to be a catalyst for long-lasting positive change in low- and moderate-income communities around the world, helping them improve their social, economic and environmental conditions.

Our reputation is built on the strong relationships we have with the communities we serve - engaging and involving them throughout the development process through a unique methodology that keeps control and ownership in their hands.

In Afghanistan and around the world, CHF works to engage local leaders in program beneficiary selection, and empower them to play a significant role in program implementation.

Since CHF began working in Afghanistan in 2002, CHF has found that assistance is most effective when traditional leadership structures at the local level are fully engaged from the beginning and have a stake in the program's success. As such, CHF's programming is focused at the local (gozar) level with the full engagement of the community under the auspices of the wakil-e-gozar and shura leaders. This process begins with meetings to introduce the program and request their support and participation. Wakils and shura members then work alongside CHF staff to review, verify, and/or modify the vulnerability criteria that guide the beneficiary selection process, and provide an initial list of proposed beneficiaries for verification by CHF community outreach staff.

This approach ensures that community leaders are actively involved in every step of the process, while building their capacity to manage their own development. Their participation builds community confidence in local leadership, and fosters trust between community members and agencies such as CHF. Finally, by involving community leaders in the process from the beginning, CHF has found that fewer disputes arise relating to beneficiary selection, and that community leaders are often able to resolve any such disputes on their own.

CHF will continue to incorporate this participatory methodology in our humanitarian assistance and community development programming around the world. Over the long term, this approach requires that assistance is carefully structured to build local leadership capacity, and over time, provide local leaders with the opportunity to play a continuously larger role in program implementation, empowering them to take ownership and responsibility for their own development.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Stimulating economic growth through entrepreneurship, private enterprise and market linkages*

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Founded in 1985 as Citizens Network for Foreign Affairs, CNFA is a Washington, DC-based, non-partisan, not-for-profit organization dedicated to stimulating economic growth around the world by nurturing entrepreneurship, private enterprise, and market linkages. CNFA promotes public-private partnerships to jumpstart economic growth, with the ultimate goal of generating higher incomes along the value-chain for farmers, processors and distributors.

CNFA programs address the entire value chain in a holistic, market-driven manner. We provide tools to increase efficiencies throughout market chains, from producers to end markets. Underpinning all of CNFA's work is a belief that leveraging the power of private enterprise—from large multinational corporations to local input supply stores—is the best route to sustainable, market-based development solutions.

The CNFA Afghanistan Farm Service Alliance project lays a strong foundation for long-term agricultural development, resulting in increased rural family incomes in Afghanistan. This is accomplished through the establishment of seven Farm Service Centers (FSCs) in southern and eastern Afghanistan. Each FSC provides a comprehensive array of essential high-quality agricultural inputs and services to over 20,000 Afghan farm families. The AFSA program is on track to provide technical productivity training to eight thousand farmers, create 120 full time jobs, and provide \$8.6 million of inputs and services to farming communities – resulting in an overall improvement of the economic welfare of Afghanistan.

FSC owners were selected by meeting pre-established criteria, and on a competitive basis. Prior to disbursement of enterprise development grants aimed at providing the stores with expanded service facilities, FSC owners were required to meet pre-determined performance conditions. The AFSA enterprise development grants were matched by the FSC owners by as much as 6:1, ensuring the owner's vested interest in the success of the business.

Year one of the project focused on the establishment and functional operation of the seven FSCs. The overall goal of year two is to ensure sustainability of the FSCs through strengthening the FSC association, improving marketing and advertising, providing extension and training, and promoting output marketing and other new business opportunities.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Preserving Afghanistan's cultural heritage through partnerships and networks*

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The mission of the *Afghan Children's Songbook Project* is to preserve the rich cultural heritage of children's music in Afghanistan and return the near extinct children's songs back to Afghan children. The project's main goal is to provide songbooks to children and women in orphanages, elementary schools, and women's centers located in remote areas where resources are severely lacking. Reintroducing the songs back into the culture connects Afghan children to their vibrant musical culture and also provides them with powerful tool for improving basic literacy skills. Project Director, Louise Pascale, first collected these songs in the late 1960's while in the Peace Corps and vowed to return the songs when she became aware that Afghan music was almost completely eradicated. Each songbook package includes a booklet of 16 songs, a CD and a cassette tape. To date, 14,000 songbooks have been distributed to eight Provinces in Northern, Western and Central Afghanistan.

The Songbook Project, from the beginning, has been informed and guided by a supportive group of Afghans such as Arsalan Lutfi of TriVision Studios, who serve as consultants and partners. Through their assistance, a trusted network has been established in the U.S. and Afghanistan which has ensured the Project's success.

Initially, distribution was a challenge. Now trustworthy Afghan partnerships are established and a reliable system is in place. This is in great part due to the dedicated services of the YES (Youth Education Services) alums who not only deliver the books to outlying areas but provide the teachers with information about the songbook and ideas about how to use them as an educational tool. They also provide written documentation and digital photographs.

The *Afghan Children's Songbook Project* is a reasonably small endeavor and securing new funding is always a high priority. One major need is to identify funders who are willing to grant multi-year funding. This would allow the expansion of current projects and the opportunity to launch new projects, such as a second songbook.

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## Consulate General of Afghanistan – Toronto

*Supporting the Afghan mission in Toronto*

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Best practices:

1. Help Afghans in issuing passports, extend passports, write power of attorney (property sale, marriages back home etc) get criminal records for permanent resident applicants, issue birth certificates, attestation of Afghan documents etc.
2. With the help of the Afghan community in Toronto collected about 40,000 and 25,000 Canadian Dollars for the winter affected of Afghanistan in 2008 and 2009 and the same amount was distributed by the representative of the Afghan community of Toronto in He-rat and Kabul.
3. In collaboration with Polish orphan charity organisation collected CAD 10,000 for Afghan orphans in Afghanistan.
4. Conduct most of the social events in consultation with the Afghan community representatives of Toronto

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



CREATIVE ASSOCIATES INTERNATIONAL

*Your partner in change: Strengthening teaching and education programs in Afghanistan*

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Creative Associates International, Inc. builds capacity for education and health, civil society and governance, and human rights in post-conflict environments and the developing world, as well as addressing the nexus between stabilization and development missions. Creative has operated in the developing world, including hostile environments, since the 1970s and is currently operating in 20 countries around the world. Creative began implementing education programs in Afghanistan in 1992, and has been constantly operating in Afghanistan implementing USAID-funded programs since 2003.

The five-year Building Education Support Systems for Teachers (BESST) program works directly with the Afghanistan Ministry of Education (MoE) at several levels. Funded by the U.S. Agency for International Development, the BESST program has two major goals - to strengthen teaching in 11 of Afghanistan's 34 provinces and to strengthen MoE capacity and systems to improve the quality of teaching. The project provides technical assistance for an intensive program of capacity building for key Ministry departments and relies on strong collaboration with NGOs to strengthen teacher training and support, both in the classroom and for the administrative and teacher education staff at provincial and district levels.

In order to implement teacher training with the MoE under its National Program in Teacher Training, close coordination and communication is required between BESST and the Ministry's Teacher Education Division. Creative strengthens local Afghan NGOs currently providing teacher training, and develops and maintains ongoing collaboration and mutual support between NGOs and the MoE. Distance Education (DE) also complements the teacher training efforts, especially in the country's most insecure areas where development work is difficult. The BESST program developed radio and television programs to supplement education courses for primary teachers. The program has broadcast 765 radio programs and 27 television programs for teachers. Community involvement in local schools, which has been reinforced by BESST through In-School Teacher Support Activities, is a proven element of stabilization in environments where local leaders are able to rally populations in support of schooling for their children.

BESST's achievements include training more than 50,600 teachers and principals in curriculum and more than 3,135 principals in school management during the 2007-2008 academic year. BESST also developed in-school support activities to improve the quality of teaching and level of community involvement in schools, resulting in 55,295 teacher observations, the establishment of 4,226 Teacher Learning Circles, and 3,000 School Improvement Plan groups. Approximately 2.5 million Afghan students will benefit from the improved methodology in which their teachers are trained under the BESST project.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Conducting Afghan public opinion polls with indigenous capacity, providing reliable information*

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ACSOR is an Afghan national company head quartered in Kabul. ACSOR has been operating in Afghanistan since 2003 and is a subsidiary of D3 Systems, Inc., in the USA. ACSOR was founded in 2003 and is a major provider of research in Afghanistan. ACSOR conducts qualitative and quantitative research projects for an international client group including the Asia Foundation, ABC News, the US State Department, the BBC, the Voice of America, and many others. ACSOR began operations with simple urban surveys of Kabul and has grown to an Afghan staff of 22 full-time employees in Kabul, 35 field supervisors, over 30 assistant field supervisors, and a pool of over 500 male and female interviewers able to conduct research throughout Afghanistan.

ACSOR's goal is to provide reliable information to decision makers in Afghanistan. We provide research that supports the economic, social, and political development of Afghanistan. Since 2003, our research team has conducted over 175,000 face-to-face interviews. Our Afghan team adheres to international market research standards from groups such as ESOMAR and AAPOR.

We believe partnerships are the key to success in Afghanistan and our relationship with organizations such as The Asia Foundation to conduct nationally representative research have allowed ACSOR data to be made available to the public and provided funds for Afghan capacity development. The information we provide has been of invaluable assistance to non-profits, non-governmental organizations, foreign governmental organizations, and the government of Afghanistan itself in making decisions about development programs.

Training more Afghans as researchers is the most important task for the creation of a successful market research industry in Afghanistan. The development of human capital is both a short-term and long-term need in Afghanistan. ACSOR will continue to seek public and private partnerships to aid its own development and to support the overall growth of the research industry in Afghanistan.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Afghanization: Developing capacity, sustainability and ownership*

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DynCorp International headquartered in Falls Church, Virginia is a global government services provider supporting U.S. national security and foreign policy objectives. DynCorp International operates major programs in law enforcement training and support, security services, base operations, aviation services, contingency operations, and logistics support.

**Afghanization:** DynCorp International's focus on local capacity development spans over six decades. The program's cornerstone is knowledge transfer to local nationals to create and sustain an autonomous capability to support national institutions. Our programs share key characteristics such as: mutually developed customer metrics to define and measure progress; curriculum and instruction in native languages; and platform specific hands-on training to reinforce theory with practice. Our efforts in Afghanistan positively impact a range of critical areas from aviation programs, to police training and construction management activities.

**Afghan Aviation - Focused on Results:** Aircrew and maintenance training focused on operations and flight line skills; logistics training to support missions; development of a depot repair facility for elevating capability beyond unit or field level repair; and continuous improvement of skill sets.

**Afghan Police - Securing the Future:** Train the trainer program for new recruits; 90% of the training at the Kabul police training center is being conducted by Afghans; and committed to continuous improvement of capabilities through the use of specialized training courses.

**Afghan Construction – Building for Tomorrow:** Focused on hiring Afghan subcontractors for fixed-price projects when possible; encountered unforeseen challenges, such as scarcity of companies, lack of legal resources and lack of financial management capability; moving forward we have retained a proven team of Afghan subcontractors to perform additional tasks of increased scope and complexity.

**Conclusion:** DynCorp International is proud of our partnership with the Afghan people and has begun to realize significant results which will allow for the successful transition to fully autonomous Afghan ownership. What is needed to achieve further successes is for the U.S. government to continue to reward and encourage Afghanization. Today, the U.S. government is clearly committed to building the capacity of the Afghan people while also being committed to firm fixed price contracting. While both positions are admirable they can often work at cross purposes. Building Afghan capacity will take time, cost money and require flexibility, whereas firmed fixed pricing does not permit the flexibility necessary to adapt to realities on the ground and the evolving needs of the Afghan people.

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# Extreme Security, LLC

*Providing community support through job creation and on-the-job training*

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Extreme Security, LLC is an international security engineering and professional services company.

Our Best Practices evolved out of a necessity to provide competitive pricing and follow-on support for our projects in the international market. Our best practice consists of hiring a local contractor and requiring him to employ some unskilled or semi skilled workers to work on the project. The new hire/s must agree to participate in an on-the-job training program that consists of after work lectures and hands on field work. Our project management staff conducts the training and we share in the cost of the new hire/s during the training program. The program achieves several objectives.

- Makes a financial contribution to the community by hiring a local support contractor.
- Job creation through the agreement with the local contractor and our training program.
- Creates a support base for Extreme Security for future work.
- Reduces our risk by working with a known and proven contractor
- Provides our clientele with life cycle support for our projects.

The local contractor's commitment to make the job creation program work is critical to its success. Several factors influence how well the job creation program works.

- Qualifying the new hire candidate. Is he or she sincere in wanting to learn a trade or is the only goal employment? Our objective is to provide the fundamental skills for career progression and continued employment.
- Is the new hire capable of learning the type of skills required to perform the required work? Skills include both manual dexterity and the ability to achieve some level of technical understanding.
- Has the contractor identified the appropriate candidate or is there nepotism or some other influence involved. You may never know.
- Will the contractor retain the new hire after the project is completed and we have departed? We can audit this in some locations but cannot in others.
- Will the new hire continue his/her education and are resources available to do that. We try to maintain some level of contact (usually email) to maintain encouragement.

This effort may seem like a small step forward but if more companies would adopt similar best practices it could eventually establish a foundation for a skilled workforce. Add commercial and industrial development plus a more formal educational process and you have taken a giant step toward making a lasting difference in the welfare of the people and growth of the country.

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*Facilitating rule of law and improving education in Afghanistan*

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My law firm has encouraged me to provide pro legal services and assist various non-profit organizations doing work related to Afghanistan. At present, I am primarily engaged in rule of law and higher education projects.

The rule of law projects focus on the development of an effective judiciary and legal profession in Afghanistan which are essential to: (1) building a civil society that respects human rights; and (2) creating an economy that can provide good jobs for the citizens of that nation.

The education projects focus on improving the quality of Afghan universities, providing opportunities for men and women to obtain a college education in their homeland, and developing the human resources needed by Afghanistan's public and private sectors. Higher education will develop the qualities required to participate in a modern democracy, namely, respect for others rights and traditions and the ability to think independently.

In addition to military assistance, the international community must devote sufficient economic and other resources to enable Afghanistan to accomplish those goals. Donor nations must be willing to take the lead from Afghans regarding what their country wants and need and must accept the fact that their desires may not match precisely what the donors might prefer.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*World leaders in mobile asset monitoring technology*

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Hi-G-Tek is a leading-edge active RFID technology company that goes above and beyond traditional wireless sensor platforms with our Pro-Active RFID solutions. We provide real-time information using patented wireless remote sensing technology to monitor and secure high-value cargo. Our visibility and security solutions are developed in partnership with our customers to deliver precise information on logistics, security, and assets based on individual requirements. Our innovative solutions provide unprecedented levels of real-time security and “sensing” of key asset conditions, whether stationary or in transit, indoors or outdoors. Hi-G-Tek not only detects “where” an asset is, but also detects “how” that asset is – “what” its status or condition is, in real time, from anywhere in the world. H-G-Tek’s unique capabilities set the standard for Highly Intelligent RFID.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Peace through Business: Educating and mentoring women entrepreneurs*

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The Institute for Economic Empowerment of Women was founded by serial entrepreneur and advocate activist Terry Neese. Opening doors in 2006, the Institute's mission is to educate women entrepreneurs socially, economically, and politically.

Peace through Business® is built on the premise that a country that is economically sound has a much greater capacity for peace – and women are the engine for moving the economy in a positive direction.

Peace through Business® provides an eight-week In-Country education to 30 women business owners in Afghanistan. The top students in the class are invited to attend three-weeks of Leadership Development in the United States with students from Rwanda. An International Women's Economic Summit provides an opportunity for the students to focus all that they've learned toward a personal commitment to their country. This formal commitment is presented to their Ambassadors on the last day of the Summit.

Mentorship with American women business owners is the heart and soul of the program allowing each student to live and work with a mentor in a business that is closely aligned with theirs. Upon returning home, the students are charged with a Pay it Forward obligation to pass their knowledge to others.

Mentorship is the heart and soul of what we do. The basic business education is extremely valuable, but learning how to take the information and implement it into real world situations is the key to success. Having an extensive network of women business owners that she's worked with nationally for 30 years, Terry has been able to facilitate suitable matches for students.

The Institute has plans to build a Women's Business Center in Afghanistan to provide a location where women entrepreneurs can safely gather to teach each other and learn good business practices. We are educating women that are and will become leaders in their communities.

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# InterMedia Survey Institute

*Conducting surveys and field research to gauge Afghan public opinion*

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InterMedia was founded as a 501(c)(3) corporation in Washington, DC in 1996, bringing together staff with media and opinion research expertise from Radio Free Europe/Radio Liberty, Voice of America and the British Broadcasting Corporation. Since 1996, we have built upon our specialized audience research skills by branching out into strategic communications, market research, and consulting for international development. We are active year-round in more than 60 countries worldwide and have a rich data archive of more than 600 media and opinion surveys. We specialize in difficult-to-access populations, including those in Afghanistan, Belarus, Bosnia, Cambodia, Chechnya, China, Ethiopia, Indonesia, Iran, Nigeria, Pakistan, and Somalia.

Conduct annual surveys of media consumption in Afghanistan to identify the best means of communicating for potential partners. Draw on an array of both qualitative and quantitative field research to gauge Afghan opinions of the country's security and economic conditions.

National surveys conducted in conformity with the high standards of the ICC/ESOMAR International Code of Marketing and Social Research practices provide international organizations working in Afghanistan with data on trends in media consumption and public attitudes that offer measurable insights into conditions on the ground.

InterMedia's most recent surveys show that Afghans increasingly believe their country is going in the wrong direction and that their major concerns are with violence (security), job opportunities, and basic services including electricity. As such, short-term development efforts should help build hope and confidence among Afghans by giving them a greater sense of security and helping to convince them that the future will improve. Restoring this confidence will embolden more Afghans to take part, over the longer term, in developing the country's broader economic, social, and political institutions.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



THE Louis Berger Group, INC.

*Solutions for a better world – through training and technology transfer to locals*

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The Louis Berger Group (Berger) based in Morristown, New Jersey, is a privately held, for-profit engineering consultancy which has been in business since Dr. Louis Berger began soil work on American roadways in 1953 and expanded quickly into a worldwide market. Berger's focus is to meet the needs of the communities it serves.

Our mission is to:

- Develop infrastructure to improve peoples' lives;
- Preserve and enhance our environment; and
- Reduce poverty and spur sustainable economic development.

Not only does Berger provide award-winning infrastructure services, it also provides training to local workers and governments on such things as road repair and maintenance providing skilled jobs to local workers and alternatives to poppy production.

One of the mantras of our founder, Dr. Louis Berger was "The goal is not to do the same job in the same place twice." To that end, we are looking to work with the people who are willing and able to transfer the technologies that they use to improve Afghan life to the Afghan people themselves.

We wish to take the experience we've gained in over 50 years of serving the needs of people in 150 countries and apply that broad breadth of experience in everything from economies to agriculture to build Afghan capacity and develop their problem-solving capabilities, thus reducing the need for costly expatriate consultants.

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*Building bridges through relationships and projects – for Afghan capacity building*

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Marigold Fund's mission is to help Afghans rebuild their country, and to establish substantial friendship and understanding between Afghans and Westerners.

Gary Moorehead has lived in Afghanistan since 2003, founding Marigold Fund in 2004. Until 2008, he worked as a Program Manager on NGO projects funded by the US State Department and others, building schools and homes for returning refugees. Moorehead spends most of the year in Taloqan City, Takhar Province.

Marigold operates in three major program areas: Social Service, Health/Medical and Education. In each of these areas, they care for individuals and families, and work in partnership with Afghans on capacity-building such as advanced education for midwives, vocational education for carpenters and craftspeople, and infrastructure such as clinic, footbridge and well construction.

In Takhar Province, Marigold's strong commitment to establishing long-term relationships has provided good soil for thoughtful collaboration between local government, Afghan and International NGOs. In the US, Marigold has emerging partnerships with institutions such as Purdue University and the University of Massachusetts for program development and research, as well as extending hospitality and friendship to Afghan graduate and undergraduate students.

As a small, start-up NGO, our personnel and financial resources provide the areas of current need/greatest potential. Fielding the best-fit national and expatriate team, and cultivating new international partners and donors (private and public) will ensure the work and trusted relationships contribute to a strong season of development for the Afghans in Takhar Province.

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# New Hudson Foundation

*Supporting Afghanistan in its recovery by responding to its current needs*

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The New Hudson Foundation was created by Caroline Firestone in New York to support women, children and families by giving computers, education and English lessons.

NHF worked with Global Partnership and purchased trees, buildings, orchards and gardens for six villages in Afghanistan.

NHF reconstructed old buildings that were on the land owned by the Red Crescent Society. Then NHF built houses and an apartment building for some of the Red Crescent Society workers.

Support is also given to the troops through the sending of projectors, iPods, DVDs and headphones for those who have had head operations and/or cannot see.

The organization's best practice came to light when it teamed with the International Medical Corps to bring Afghanistan its first community dental project, which provides dental care to those in Kabul and other clinics and villages.

NHF works with Dr. Najibullah Safi, who is the Ministry of Public Health Program Chief of Malaria and Leishmaniasis by providing a secretary, computer and medicine.

NHF also worked with Mrs. Doris Buffett to purchase land for 60,000 IPDs and divided it into three entities, each with their own community center building.

The New Hudson Foundation has partnered with many organizations to help in the recovery of Afghanistan.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Providing assistance to rural areas of Afghanistan while utilizing independent monitors*

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The Nooristan Foundation is a U.S. 501(c)(3) non-profit charity that provides assistance to rural areas of Afghanistan. The organization began its goals to support educational and humanitarian assistance in the Nooristan region in 1999. It was one of the first U.S. NGOs to provide support to rural areas of Afghanistan. The Foundation expanded and has supported projects in Kabul, Bamiyan, and Takhar provinces. Since it was established, the Foundation has been able to implement successful educational, water supply and small infrastructure projects with the assistance of local communities.

The Founding Chairman of the Board of the Foundation was Dr. Mohammed Nadir Atash. Other founding Board members included Mariam Nawabi, Alina Atash, Wali Haider, Samira Atash, Palshak Sekander, and Zalmi Niayz. The current Board of Directors is Marie Kux (President), Alina Atash (Vice President), Lindsey Holaday (Vice President), Mariam Nawabi (Vice President), Amb. Dennis Kux (Treasurer) and Melanie Smith (Secretary and Program Manager). Volunteers assist in planning and implementation of projects, benefits and events through Committees focused on tangible projects.

Current projects include “New Beginnings,” a project to provide 92 IDP families in Baghe Daud camp support, “Midwife Training,” a training program in Takhar Province assisting in capacity building of midwives, and “Pasigam Village School,” a project to establish the first primary school in Pasigam Village of Nooristan Province. With greater financial support, the Foundation can continue and expand these programs, as well as assess new projects.

Nooristan Foundation’s best practices include:

- \*\* Independent monitoring and assessment of all projects it implements or support
- \*\* Requiring local communities to be involved in planning/implementation
- \*\* Partnering with local NGOs or non-Afghan NGOs with successful track records
- \*\* Keeping overhead low and working to get resources to the “village level”
- \*\* Obtaining visuals of project implementation so that donors can “connect” to the cause

The scope of the Foundation’s most important best practices includes identifying reliable Afghan or non-Afghan NGOs with a successful track record and low overhead, supporting those NGOs, but always requiring independent monitoring and assessment. This helps to reduce administrative cost and duplication of effort, while empowering and supporting local communities.

Utilizing an independent monitor (who does not work for the partner NGO, beneficiaries or the Foundation) helps to provide an objective view of the project. The Foundation requires a budget for such independent monitoring to be included in its project proposals so that it is part of the planning, budgetary and implementation process.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Providing support for affordable housing and community development*

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For more than 35 years, the Overseas Private Investment Corporation (OPIC) has been the primary U.S. government agency charged with mobilizing U.S. private sector capital and skills to foster economic and social development in developing countries, while also serving important foreign policy interests. OPIC accomplishes its mission by providing financing and political risk insurance to U.S. businesses of all sizes for projects in a range of sectors. The agency is based in Washington, D.C. and currently open in over 150 countries around the globe.

A high quality, vibrant housing industry supports safe, healthy living conditions for families and provides a foundation for social and community development. A strong base of housing construction activity generates thousands of jobs for unskilled workers as well as opportunities for development of small businesses that provide the materials and components for new construction. OPIC's housing projects often include the development of new water treatment facilities, power generation, roads and other community services which are vital to fast-growing urban centers. In the financial sector, the OPIC mortgage loan and mortgage bond guaranty programs have enabled the creation of new structures for longer term and lower cost mortgages for local homebuyers. When families are not able to afford the downpayment for a house, the lease-purchase program allows them to purchase their house gradually, with only a small deposit.

The OPIC program facilitates the introduction of more efficient and environmentally sound building systems into large-scale housing and community development. This efficiency leads to lower costs and greater affordability, but it also provides a more stable job base and an opportunity for workers to learn new skills and ultimately create their own construction companies to replicate what they have learned.

To date, OPIC has provided construction/development financing for two Projects in Kabul and Kandahar, to deliver moderately priced housing for local families. The challenge was to implement industry best practices in a highly uncertain market and business environment. Various circumstances caused delays in construction, but ultimately the projects gained momentum, due to direct support and intervention from the OPIC management team and the persistence and commitment of the private sector sponsors and managers.

The next goal for OPIC in the housing sector is to support a project that focuses on low-middle income families and includes some long term financing to help make the units more affordable. In addition, we plan to incorporate other community support elements such as a school, clinic, sport facilities, etc. In order to develop large scale, professional construction industry in Afghanistan however, we need investment in technical training and management training, a set of local building standards and codes of ethics that will develop a sustainable local industry, capable of partnering more effectively with international companies.

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*Facilitating collaborative planning through software*

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Previstar provides a suite of web-based, software products —primarily to the emergency preparedness and response communities, the armed services, and homeland security industry—for managing the incident lifecycle including planning for, responding to, and recovering from all hazards incidents and events.

Previstar's technology originated from the U.S. Department of Energy's Oak Ridge National Laboratories. Organizations have used Previstar's products to develop exercise and emergency plans, prepare for bioterrorism attacks, recover from hurricanes, and enhance nursing home preparedness. Selected by the US Navy for its EM Incident Management System (EM-IMS), Previstar products enhance unified planning, situational awareness, strategic decision support, and tactical execution for users located horizontally and vertically across organizational boundaries.

CEMPlanner is a web-based, collaborative software tool that creates and publishes emergency plans by prompting planners and community stakeholders step-by-step through the planning processes. The innovative system reinvents collaborative planning and facilitates hassle free, standards-based planning, including multi-stakeholder participation and accountability, as well as automated formatting and document version control.

The company is headquartered in Alexandria, Virginia and conducts research and development activities at its facility in Knoxville, Tennessee.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Reconstructing Afghanistan: Building trust and strengthening local communities*

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Relief International (RI) is a humanitarian, non-profit, non-sectarian agency that provides emergency relief, rehabilitation, and development interventions throughout the world. Since 1990, RI's programs have linked immediate emergency assistance with long-term economic and livelihood development through innovative programming at the grassroots level. Dr. Farshad Rastegar is CEO and Founder, and RI has branch offices in the US, UK, and is currently facilitating programs in 17 countries worldwide. Since 2001, RI has supported a wide array of relief and development interventions through a national network of operational bases and staff infrastructure throughout Afghanistan—including Kabul, Nangarhar, Kunar, Laghman, and Nimroz provinces.

In Afghanistan, RI takes a Rural Development Approach that encompasses a dedicated focus on community participation, ensuring sustainability and helping communities establish ownership over all project cycle stages. RI believes that development projects must be contextualized to specific localities and include a significant amount of flexibility to respond to changing circumstances and engage a diverse set of actors. Through the implementation of successful community-based programs bridging the gap between immediate emergency relief and long-term development, RI has developed close relationships at all levels with Afghanistan's central and provincial governments. RI's experience collaborating with Afghan communities derives via its leadership on the National Solidarity Programs (NSP) through which RI has firmly established itself as a seasoned facilitator in the CDC (Community Development Council) methodology. This approach mirrors RI's global grassroots development methodology for representative engagement inclusive of women to co-lead in decision making and project implementation oversight.

In my experience working with communities in Afghanistan, it was extremely important to engage the community from the inception of the project in the proper way, by working through the proper leadership structures. It is critical to ensure that the community is committed to the success and sustainability of the project. In the case of building or repairing a village's school, for example, that involves not only providing cash-for-work opportunities to provide vital spending money for poor village residents (and vital injections of cash into the local communities), but also making sure that the community itself provides something – free labor, a performance, a decorative object, etc. – at their cost, to ensure that they are invested in the project. This seemed to prove the adage that people will not appreciate something that they are given (for free), but once they have given something of themselves, they will be committed to ensuring its success.

Short-term inputs/projects in Afghanistan must address the most pressing needs of shelter, health, sanitation, education, and market recovery. However, even these projects must be designed with sustainability and eventual Afghan ownership in mind. Longer-term needs include the strengthening of local (and national) governance, the creation of a thriving civil society, the establishment of a viable national education system to improve literacy rates, and the building of economic markets that are tied to national, regional and even international markets. Cross-cutting each priority is women's and girls development. While this is a flashpoint issue for the traditional society and can create security risks, the status of women and girls is essential to the successful peace and advancement of Afghanistan society, for all. Reconstruction efforts must include the transparent participation of national ministries and local government officials, so that communities will associate their government officials with the positive rebuilding of Afghanistan and as partners in the restoration of peace and stability.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Mines to Vines: Empowering Afghan communities with sustainable income*

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Roots of Peace is a California based humanitarian non-profit organization founded by Heidi Kuhn, a graduate of the University of California at Berkeley majoring in Political Economics and former CNN producer/reporter. In September 1997, following the death of the late Princess Diana, Heidi Kühn embarked on a journey to transform MINES TO VINES—replacing the scourge of landmines with bountiful vineyards worldwide. The Roots of Peace model of demine/replant/rebuild works to unearth the dangerous remnants of war in Afghanistan and empowers the local communities by working to build sustainable crops on lands which are too dangerous to traverse – transforming the scars of conflict into the roots of peace.

Our best practice has been to pioneer the development model, demine/replant/rebuild, which promotes both the grassroots community and identifies agricultural products with Afghan partners as a generator of increased income to small-scale farmers. We then connect the farmers to merchants interested in expanding their sales of the targeted product, and assist merchants in purchasing high-value/high quality crops directly from the local Afghan farmers and/or their associations. The Roots of Peace model has proved effective in stimulating significant local investment in improved agricultural inputs for high-value crops as well as the entire value chain involving processing, storage and marketing.

With these investments in the land by the local Afghan people, coupled with technical training to improve their skills and to produce and process agricultural products, Roots of Peace has effectively linked farmers, weavers, input dealers, small-scale processors, and many more stakeholders to market. Ultimately, Roots of Peace has empowered thousands of Afghan communities—both men and women—by working in 17 of the 34 provinces. Afghan farmers contribute to the cost of the agricultural materials which they receive through Roots of Peace funding from private donors, foundations, USAID, USDA, DOD, ADB, EU and the World Bank. Such investment increases the agricultural adoption rate of the training which Roots of Peace provides because the farmers are actively engaged—providing rapid incentive among fellow farmers. In 2003, Roots of Peace pioneered the trellis grape vineyard technique with our sub-contractor, U.C. Davis, through the USAID/RAMP program. Now, this innovative program is being replicated, allowing farmers to prune the vine and double the yield with the ultimate result of a high-value crop.

The Roots of Peace Penny Campaign, founded on September 11, 2003 in the San Francisco Bay Area, is the educational component which is a student to student initiative, actively engaging youth, with a vision for a better tomorrow. To date, over 30 million “pennies” have been raised by the international community to build/rebuild schools and soccer fields on former minefields.

Roots of Peace aspires to return the legacy of Afghanistan to the “Garden of Central Asia.” By planting cherries in Badhakshan, almonds in Mazar-i-Sharif, sweet oranges in Jalalabad, pomegranates in Kandahar, and grapes in the Shomali Valley, we are restoring community development by creating fertile grounds for peace. We are seeking additional funding to leverage our program throughout Afghanistan—a country which is 80% dependent upon agriculture—as Roots of Peace has pioneered a replicable model for agrarian societies. Additionally, Roots of Peace seeks matching grants for our Roots of Peace Penny Campaign—Making Change Work! Today, 44.6% of the total population of Afghanistan is under the age of 14 years old, and investment through the foundation of education provides “roots” for future generations to grow.

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*“Thunderbird for Good” – Educating Afghan women entrepreneurs*

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The first, largest and leading school of global management in the world, Thunderbird School of Global Management has educated global leaders who create sustainable prosperity worldwide since 1946. Founded on the belief that business education can be a force for positive economic and social change worldwide, Thunderbird is now a global enterprise with operations throughout the world and 38,000 alumni living and working in more than 100 countries. The school is also unique in the creation of its “Thunderbird for Good” initiative. Under Thunderbird for Good, the school utilizes its expertise in global management to provide business education to women in developing countries. The premier program in this initiative, Project Artemis, trains Afghan women entrepreneurs through classes held at Thunderbird’s Arizona campus. Started in 2005, three classes have been held with a fourth class planned for 2010. Building off the success of Project Artemis, the school also participates in the Goldman Sachs 10,000 Women program, which provides on-the-ground business education in Kabul, Afghanistan in partnership with the American University of Afghanistan.

Thunderbird’s best practice is organizing educational programs that bring together women entrepreneurs in Afghanistan with business faculty, women professionals, Thunderbird students and alumni, corporations, NGO’s, government agencies, and Afghan educators in such a way that all stakeholders utilize their core skills and resources, and all parties benefit at the conclusion.

Thunderbird has created multiple successful women’s business education programs in Afghanistan and in other developing countries. We’ve been able to make consistent impact with limited resources by creating strategic partnerships which leverage individual expertise. By identifying each partner’s core competency and what each needs to gain from the relationship, we’ve created win-win outcomes.

For instance, in our programs, the Afghan women get knowledge, mentoring, tools and connections to networks. Thunderbird faculty obtains information and access to Afghanistan, which benefits them as they teach their normal classes. Students get an opportunity to learn about Afghanistan and women’s programs; alumni get a rewarding opportunity to be a mentor. NGO’s and government agencies attain assistance meeting their mission goals. Corporations earn good press, entrée to new markets, and employee engagement opportunities. Afghan educators gain access to American curriculum and training. And Thunderbird is able to act on its mission statement, which in turn attracts more students to the school. By strategically evaluating what each party’s core aptitude is and what everyone needs to accomplish, impactful programs can be created that really leverage resources.

For business women (and men) to be truly successful in rebuilding Afghanistan’s economy, they will need more than just education. That is only one part of the chain. The idea of the win-win partnership needs to be extended from education to access to capital, building technical and logistic infrastructure, providing business incubation, and continued pursuit of proper rule of law. The chain of partnerships can be extended to bring in additional partners who excel in these other areas.

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# *Trust In Education*

*VILLAGE BY VILLAGE • VILLAGE TO VILLAGE*

*Village by Village – Village to Village: Linking both worlds through education*

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Trust in Education (TIE) is a grass-roots, non-profit organization founded in May, 2003, in Lafayette, California, to provide education, economic development and support programs in Afghanistan. An equal amount of time has been devoted to educating Americans about US involvement in Afghanistan, past, present and future.

TIE first raised the funds required to build a school in the village of Lalander, Afghanistan that opened in March 2005. Since then it has engaged in several undertakings, a few of which are listed below;

#### Education:

- 27 teachers employed by TIE teach 849 students (602 girls, 247 boys)
- One soccer field has been constructed. More are planned.
- A computer program is currently being planned to start in 2009
- Classes for girls are provided in homes in response to threats by Taliban

#### Economic Development:

- Over 23,000 fruit trees have been distributed to farmers in Lalander
- Several irrigation projects have been constructed
- Over 150 microcredit loans have been made
- Tomato seeds and fertilizer provided by TIE have tripled yields

#### Economic Support

- TIE has provided Afghan families with over 20,000 pounds of blankets, clothing, school supplies, shoes, and other personal items through the Denton program.
- TIE's supporters are sponsoring street children through Aschiana. In all likelihood direct support will result in the child being supported throughout his/her lifetime.
- TIE will be distributing over 18,000 packages of rice donated by Stop Hunger Now to over 600 families living in IDP camps (100,000 servings).

We have found that the “best practice” is to work directly with villagers, their leaders (maliks), shuras, and the government officials in the area. We all recognize that the collaborative process is the best approach to prioritizing needs and allocating resources.

Finally, the “best practice” in the United States is to report to supporters and others on a regular basis.

We feel as strongly about the need to educate Americans as we do about the need to provide educational opportunities in Afghanistan. TIE provides a link between people living in both worlds. It's critical for those of us “in the know” to not allow extremists to frame the debate.

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## AFGHAN HUMANITARIAN AND LEADERSHIP ENGAGEMENT



*Promoting post-conflict stability and development*

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The United States Institute of Peace is an independent, nonpartisan, national institution established and funded by Congress. Its goals are to help:

- Prevent and resolve violent international conflicts
- Promote post-conflict stability and development
- Increase conflict management capacity, tools, and intellectual capital worldwide

The Institute does this by empowering others with knowledge, skills, and resources, as well as by directly engaging in peace building efforts around the globe.

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# U.S.-Afghan Women's Council

*Advancing and empowering Afghan women*

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The U.S.-Afghan Women's Council is a partnership between the U.S. and Afghan governments to mobilize public and private sector resources to advance and empower Afghan women. The Council focuses its work on microfinance/ entrepreneurship, literacy and education, legal awareness and political participation, and access to health care. The Council was established in January 2002 by Presidents Bush and Karzai, as a key tool in meeting U.S. government policy objectives of promoting democracy in post-Taliban Afghanistan. There are currently over 30 projects totaling approximately \$140 million.

The Council is a public-private partnership, housed at Georgetown University, backed by the U.S. and Afghan governments, and driven by the commitment of its members. Council members, representing a wide range of businesses, philanthropic organizations, and other areas of expertise, agree to take on a specific project and to be responsible for its funding and implementation. They generate publicity and support for the Council through their work and outreach to their communities, creating a multiplier effect.

The Council would like to hold a forum to bring together similar initiatives to leverage resources, avoid duplication, and raise the profile of efforts to support Afghan women and children.

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