



STRENGTHENING THE FOUNDATION
OF AN AFGHAN CIVIL SOCIETY
TO INCREASE QUALITY OF LIFE AND LIVELIHOODS:

Engaging leadership and leveraging
private, humanitarian and
public sector capabilities

First Edition

December 22, 2009

A project of
The Bayat Foundation

STRENGTHENING THE FOUNDATION
OF AN AFGHAN CIVIL SOCIETY
TO INCREASE QUALITY OF LIFE AND LIVELIHOODS:

Engaging leadership and leveraging
private, humanitarian and
public sector capabilities

is dedicated to
freedom and prosperity
for the people of
Afghanistan

With appreciation
to all who participated in the process
including

HE Ambassador Said T. Jawad, Afghan Ambassador to the US
Hon. Zalmay Khalilzad, former Ambassador to the UN, Iraq and Afghanistan
Ehsan Bayat, Chairman & Fatema Bayat, President of The Bayat Foundation

Letter from the Chairman

December 22, 2009

Dear Friends,

I remain grateful for your participation on June 30, 2009 in the Afghan Symposium for Humanitarian and Leadership Engagement in Washington, DC when 125 sector leaders convened to highlight best practices and establish an Afghan Trusted Network to increase engagement, expand programs and improve the quality of life and livelihoods for the people of Afghanistan.

The white paper and companion transcript produced from our symposium presented to you now serves to further our ongoing dialogue and facilitate a course and plan of action to engage the Afghan Trusted Network for good and meaningful opportunities in Afghanistan for you and your respective organizations.

We greatly appreciate your ongoing support and that of leaders of the public, private and humanitarian organizations including the Afghan Embassy in the US, the Afghan American Chamber of Commerce and Bayat Foundation Friends, Afghan Symposium planning committee members, sponsors, volunteers and participants.

Please accept my deepest gratitude for your continued commitment to cultivating tangible hope and opportunities for the people of my homeland.

Sincerely yours,

Ehsan Bayat
Chairman
Telephone Systems International
Afghan Wireless Communication Company
Ariana Radio and Television Network
The Bayat Foundation

Letter from the Editor

December 22, 2009

Dear Friends,

Since meeting with you to stand-up the Afghan Trusted Network at the Afghan Symposium for Humanitarian and Leadership Engagement held on June 30, 2009 in Washington, DC we have produced the original transcript of our seven hour dialogue and this companion white paper to highlight your best practices and recommendations.

The white paper is entitled *STRENGTHENING THE FOUNDATION OF AN AFGHAN CIVIL SOCIETY TO INCREASE QUALITY OF LIFE AND LIVELIHOODS: Engaging leadership and leveraging the private, humanitarian and public sector capabilities.*

This first edition of the white paper is the first work product of the Afghan Trusted Network and is a dynamic document that will continue to expand over time as more input becomes available.

This collective body of knowledge, based on experiences and insights from the Afghan Trusted Network's work with the people of Afghanistan, helps us and others to build upon programs and optimize current projects to help form the foundations of a civil society essential to improving the quality of life and increase livelihoods for the people of Afghanistan.

Thank you again for participating in this process and we look forward to your continued participation through on-going dialogue and pilot projects initiated by the Afghan Trusted Network.

Please share this white paper and transcript of the complete symposium dialogue with public, private and humanitarian leadership investing in the future of Afghanistan. If you would like to be a part of any subsequent symposia please contact me or have questions about this white paper please contact me directly by the email address shown below. Thank you.

Sincerely,

Rosalie J. Wyatt
Editor
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About The Bayat Foundation

Since 2005, the Bayat Foundation, led by Ehsan & Fatema Bayat, has contributed to over 140 projects to improve the quality of life for the youth, women and children and elders of Afghanistan by providing for their basic human needs, constructing new facilities and infrastructure, organizing sporting events, promoting health, education, economic and cultural programs. The independent USA-based 501(c)3 Bayat Foundation, www.bayatfoundation.org, through the support of its donors, partners with the non-governmental Bayat Foundation in Kabul, Afghanistan, www.bayatfoundation.org.af to promote the well-being of the Afghan people. In 2002, Chairman Bayat launched Afghan-Wireless Communication Company, www.afghanwireless.com, the first wireless service and Internet service provider in Afghanistan followed by the 2005 launch of ARIANA Radio and Television Network (ATN), www.arianatelevision.com. Ehsan Bayat is also the Permanent Chairman of the Afghan Trusted Network, www.aitrust.net, a project of the Bayat Foundation. For more information email info@bayatfoundation.org/. Mailing Address: PO Box 2777, Ponte Vedra Beach, Florida 32004 USA

CONTENTS

- I) Introduction
- II) Best Practices and Recommendations by Subcommittee
 - a. Agriculture
 - b. Citizen/Community
 - c. Communications/Technology
 - d. Culture/Sports/Education
 - e. Economics/Infrastructure
 - f. Fuel/Energy
 - g. Legal/Intergovernmental
 - h. Military/Security
 - i. NGO
 - j. Public Health/Medical
 - k. Transportation/Logistics
- III) Conclusion
- IV) Appendices
 - a. Transcript & Participants List: Afghan Symposium for Humanitarian and Leadership Engagement, June 30, 2009, Washington, DC
 - i. Transcript chapter and page references are noted throughout the white paper
 - b. Afghan Trusted Network *Best Practices for Afghanistan* (2009 pdf booklet)

INTRODUCTION

In response to a need to facilitate increased meaningful engagement and make progress towards a life of freedom and opportunity for the people of Afghanistan through the work of humanitarians, business and agency leaders, the Afghan Trusted Network was formed.

The Afghan Trusted Network's initial recommendations, based on best practices in the field, are outlined in this white paper and can serve as a road map for sector leaders in the USA and abroad.

Afghan Trusted Network member, Debra Erb from OPIC, summarized part of the issue in need of resolution by stating that, "They (Afghan-Americans) want to go home, they want to make a difference. Unfortunately they encounter the hard realities of a political environment and volatile markets, lack of resources and frankly, a lack of trustworthy partners with which to carry out the business that they have in mind. ...this type of network (Afghan Trusted Network), regardless of whether we're actually business people or we're NGOs or in the educational or healthcare business, we can all support each other in that respect. And to me having trustworthy partners who have integrity and staying power and a long term willingness to work through problems together is absolutely critical to the success of what we do." (Ch. 2, p. 18)

The Afghan Trusted Network was launched with 125 public, private and humanitarian sector leaders from the USA, Canada and Afghanistan at the Afghan Symposium for Humanitarian and Leadership Engagement held on June 30, 2009 in Washington, DC to facilitate engagement and increase the quality of life and livelihoods for the people of Afghanistan.

The Afghan Trusted Network is a proactive entity for engaging stakeholders and facilitating progress towards a modern society with self-sustaining opportunities in Afghanistan. Furthermore, its purpose is to generate and facilitate educational, training, mentoring, employment and entrepreneurial opportunities for the next generation of Afghan leaders.

Dyn-Corp International's John Gastright defined the Afghan Trusted Network as a "...collection of organizations and individuals who: one, understand their role and vigorously share and pursue best practices; two, recognize the crucial role in Afghanistan, patience; three, transparent, vigorously transparent, relentlessly transparent about their approach to do business and doing business; and most importantly, work everyday to earn and maintain the trust of the Afghan people." (Ch. 5, p. 4)

Participating members of the Afghan Trusted Network are those who collaborate on the ground in Afghanistan as well as virtually through the secure web portal launched in August 2009 for which the public page can be viewed at www.aitrust.net/.

The Afghan Trusted Network presumes that we should not underestimate the potential of the people of Afghanistan to prosper and create opportunity, in spite of the suffering they've experienced from decades of war. Transparency, synergy, the power of partnering and leveraging skills, resources and expertise underlie the values and approach of the Afghan Trusted Network partners in the process of rebuilding Afghanistan.

In his opening remarks on June 30, 2009, HE Said T. Jawad, Afghan Ambassador to the US suggests a few ground rules or guiding principles for effective engagement in Afghanistan:

“First, before starting any project in Afghanistan consult with the people. Determine the need based on the grassroots level. We should avoid coming up with our own priorities in the list of needs for Afghanistan.” (Ch. 1, p. 4) This priority was echoed by Ms. Popal who said that we must address the relevance of the solutions that we're bringing. (Fredric Berger of Ms. Popal, Ch. 5, p. 15)

Second, the Ambassador advises that we should “...look around and see who is doing something about it, if anyone, to create a synergy between the organizations and their capabilities including NGOs, the private sector, the civil society, government, elders and local leaders, parliamentarians - an important component of the new reality in Afghanistan, North Atlantic Treaty Organization (NATO), Provincial Reconstruction Teams (PRTs), and others, especially if they're working on the provinces and communities.” (Ch. 1, p. 4)

Third, Ambassador Jawad also advises that we should “...deliver efficiently, on time and do what one can do best and set clear parameters on what one delivers and avoid over extending oneself.” (Ch. 1, p. 4)

Strengthening the foundation of an Afghan Civil Society is organized by subcommittee: agriculture, citizen/community, culture/sports/education, economics/infrastructure, fuel/energy, legal/intergovernmental, military/security, non-governmental organizations, public health/medical and transportation/logistics. This white paper highlights best practices for each subcommittee according to the emphasis of the symposium dialogue on June 30, 2009.

Participating members of the Afghan Trusted Network are those who collaborate on the ground in Afghanistan as well as virtually through the secure web portal launched in August 2009. The public portal page can be viewed at www.aftrust.net/.

The white paper and the Afghan Trusted Network are projects of the Bayat Foundation.

The purpose of the white paper is to serve public, private and humanitarian leaders already engaged in Afghanistan and those interested in becoming more involved in helping to build the foundation for a civil society to increase the quality of life and livelihoods.

1) AGRICULTURE

Symposium Overview:

Until Afghanistan becomes a modern industrial state, agriculture is the primary basis of its economy and the employment engine for the country. The current redevelopment of Afghan agriculture provides an opportunity to implement new, sustainable models to cultivate the land and lift Afghan farmers from poverty. Both government agency and non-governmental organizations are working locally with Afghans to develop these sustainable agricultural models for a prosperous future.

Transcript excerpts:

Symposium Best Practices:

- “...we establish networks of agri-dealers...rural suppliers of inputs and also... marketing of output....they get people sharing best practices.” (Barry Shapiro, CNFA, Ch. 5, p. 22)
- “What we do is train the trainers...They charge the agri-dealers for training... so there’s built-in sustainability. (Barry Shapiro, CNFA, Ch. 5, p. 22)
- “...we also have the opportunity to participate with the DOD, DOS and USAID...to stabilize the country through USDA’s Agricultural Specialists.” (Idashia Wagner, USDA, Ch. 3, p. 8)
- “...there are...nine National Guard units from various states...that have been....or will be serving in Afghanistan...to get agriculture going in key places.” (Jim Bever, USAID, Ch. 3, p. 12)
- “But it moves people from around \$800...to \$5,000 to \$10,000 annual income, that’s a huge change in income for most people...one farmer at a time...” (Gary Kuhn, Roots of Peace, Ch. 3, p. 18)

Overall Recommendations:

There is a realistic and proven potential to develop the agriculture sector significantly in Afghanistan thereby improving the economic livelihoods of millions of Afghans. With 84% of the population already linked to agriculture production or trade, it is an essential sector to drive employment and economic gains until or while the industrial and service sectors are developed to offer similar potential. There are numerous high-value, sustainable crops that Afghans can cultivate and market domestically and to the world. Additionally, given increasing and sustained support to the Afghan people in the agricultural sector, a variety of agricultural crops that are superior to opium can be developed. Grapes, apples, pomegranates, almonds and cherries are a few of the crops that offer a viable alternative to opium.

In addition to the current support programs for the agricultural sector, the government and the private sector might consider providing agricultural, literacy and technical training in high schools for students during the day and adults in the evening.

Also, programs to wean farmers from growing poppies such as a poppy purchase and destruction program.

In summary, aside from agriculture providing a reliable source of family sustenance and income in Afghanistan, additional benefits potentially include increased literacy and development of new domestic and international trade markets.

2) CITIZEN / COMMUNITY

Symposium Overview:

NGOs and business should not proceed to implement locally without first listening and gathering local feedback and gaining local buy-in. Leaders and organizations should establish partnerships with various sectors to foster momentum and growth. When implementing locally, provide only what the locals cannot provide as locals will provide the labor if materials are provided. Engage the Afghan youth with educational, mentoring and employment opportunities because the youth population is the next generation of leaders for Afghanistan.

Transcript excerpts:

Symposium Recommendations:

- **“You have to get your hands dirty, get involved. When you start doing that, people start coming to you for advice.”** (Edgar Mueller, Telephone Systems International Ch. 1, p. 15)
- **“Point number two is patience – our patience and theirs.”** (Edgar Mueller, Telephone Systems International, Ch. 1, p. 15)
- **“It’s all about working together and not always working for somebody.”** (E. Mueller, Telephone Systems International, Ch. 1, p. 15)
- **“In order to bring a trust within that community you need to work with the community...to see what are the most important issues or the needs...”** (Rona Popal, Afghan Coalition, Ch. 3, p. 5)
- **“It’s very key to understand the local community and the local norms and implement that in everything that you do.”** (James Schmitt, Creative Associates, Ch. 2, p. 0)

- **“...working with all stakeholders that are in the area...That means not being selective....”** (James Schmitt, Creative Associates Ch. 2, p. 9)
- **“...one challenge for us would be how do we motivate and help the leadership to...develop that vision.”** (Dr. Nadir Atash, Nooristan Foundation, Ch. 2, p. 15)
- **“The greatest challenge...is to be able to reach out...to the hardest to reach ...whether it’s a cultural ...geographical ... or communications barrier....”** (George Foresman, Ch. 2, p. 10)
- **“I would like to put on the table as a best practice is opportunity centers for youth at the district level...(so as to not be) stuck at the village level.”** (Cornelia, Janke, Education Development Center, Ch. 3, p. 2)
- **“...it’s...district...mentors...connectors....for all of these very energetic and inspired youth.... These villagers know youth are their future.”** (Cornelia Janke, Education Development Center, Ch. 3, p. 2)
- **“Somehow...involve...American youth to show the younger Afghan generation that we do care and that we are doing what we can to help them....** (Mariam Bayat, Bayat Foundation, Ch. 7, p. 7)
- **“...Our biggest challenge is getting them to draw down exactly what their desires are...training them to tell us what they want.”** (Bryan Hurley, Acclaim Technical Services, Ch. 4, p. 6)

Symposium Best Practices:

- *“We’ll hire a local guard so there’s a local salary and a local person employed. That helps protect our sites but also provides that local involvement.”* (Edgar Mueller, Ch. 1., p. 15)
- *“What’s most important is to get in there and work with the people.”* (Edgar Mueller, Ch. 1, p. 15)
- *“We are best...talking intimately with the community, making sure that the projects...are indigenous projects, not something...we superimpose.”* (Dr. Nadir Atash, Nooristan Foundation, Ch., 2, p. 14)
- *“...we enhance the impact of our dollars...getting the community involved in all aspects of the work.... We provide only those things that they cannot provide.”*(Dr. Nadir Atash, Nooristan Foundation, Ch., 2, p. 15)
- *“I really wanted it to be supported by Afghan businesses and driven by Afghans.”* (Louise Pascale, Afghan Children’s Songbook Project, Ch. 2, p. 11)

- *“One of the first fundamentals...is simply taking care of children...so that when children become adults themselves they’ll turn around and do the same....”* (Fred Harris, Producer, Independent Producer, Ch. 2, p. 13)
- *“...integration at the community level...is a catalyst. When things start happening in a number of...sectors this helps change the momentum and the dynamic.”* (Cornelia, Janke, Education Development Center, Ch. 3, p. 1)
- *“...To my surprise we no longer received requests that included a cost for labor. The villagers contribute the labor. We provide the materials”.* (Budd MacKenzie, Trust In Education, Ch. 3, p. 7)

Overall Recommendations:

Engagement and hiring of locals will provide local intelligence, support and best-in-class trusted facilitators.

3) COMMUNICATIONS / TECHNOLOGY

Symposium Overview:

Establishment of effective communications is crucial to a developing nation to enable many facets of society including education, entrepreneurship, healthcare and justice. In 2002 after the Taliban regime was deposed, and in the face of many challenges in a war-torn land lacking modern infrastructure such as superhighways and financial systems, Afghan-American engineer Ehsan Bayat invested in hope and the future of his homeland by launching Afghan Wireless Communication Company, the nation’s first mobile communications company. Subsequently, in 2005, Ehsan Bayat launched the first national television and radio network, Ariana Radio and Television Network.

These state-of-the-art communications networks have made it possible for the people located in the remote regions of Afghanistan, and diaspora located across the world, to be informed and have two-way dialogue while receiving real-time information, news, education and cultural programming from the capital city of Kabul through TV, radio, telephone and the Internet.

Today the marketplace in Afghanistan is competitive, with multiple communications networks and providers for the millions of current and potential subscribers.

Transcript Excerpts:

Symposium Recommendations:

- **“What’s needed to move country forward? ...the first thing... was security... The second...communication is critical for women business owners....”** (Terry Neese, Institute for Economic Empowerment of Women, Ch. 6, p. 11)

Symposium Best Practices:

- *“...incorporated...into a system that does live reporting back to all the other shareholders of who’s being treated creating a database and demographics.”* (Tom Sweeney, Novahead Technology, Ch. 2, p. 2)
- *“The media...is an extremely powerful, powerful tool that can be used for the betterment of everything we’re trying to achieve.* (Fred Harris, Independent Producer, Ch. 2, p. 12)
- *“...by using media you can enlighten people....Ehsan Bayat came up with the idea...(of educational public service announcements)....* (Fred Harris, Independent Producer, Ch. 2, p. 12)

Overall Recommendations:

The continued introduction of advanced technology is vital to stimulating education, growth and progress for entrepreneurs including women, small business owners, government agencies and crucial industry sectors, including but not limited to telecommunications, media, transportation, logistics, security, finance, education, law construction, manufacturing, mining and agriculture.

4) CULTURE / SPORTS / EDUCATION

Symposium Overview:

Leaders around the world and the people of Afghanistan agree that education is the root of prosperity and freedom, and that it is vital for Afghanistan’s girls to be educated and Afghanistan’s youth, the next generation leaders.

Transcript excerpts:

Symposium Recommendations:

- **“.... i want from the government to make schools and persuade the people to get knowledge because uneducated is the mother of sadness....”** (‘H.’, Afghan youth in Jalalabad, Ch 1, p. 6)
- **“I see this songbook as a literacy tool. ...I'm very interested in working with teacher training.”** (Louise Pascale, Afghan Children’s Songbook Project, Ch. 2, p. 11)
- **“...improve the way we actually teach basic literacy....”** (Louise Pascale, Afghan Children’s Songbook Project, Ch. 2, p. 11)
- **“...help these (study abroad) students... find jobs and...to stay in Afghanistan and contribute to the building of their civil society.....”** (Andrea Grenadier, American Councils, Ch. 3, p. 1)

- **“...people themselves need to be trained first of all...(and) accountability on that training...(and) data collected and ...monitoring.”** (Bryan Hurley, Acclaim Technical Services, Ch. 3, p. 5)
- **“...NGOs...(for) outreach and...education...(to ensure) the right typists, skilled applicants for a lot of those in-country jobs.”** (George Foresman, Ch. 3, p. 16)
- **“Afghanistan is one of the countries with a very low literacy rate and it is critical to raise that level and to have teachers...across the nation...”** (Paula Dobriansky, Harvard Kennedy School Belfer Center, Ch. 4, p. 3)
- **“...around 65% of the population...will be a young generation...of them also 52% women...we have to invest...in...developing their skills....** (R, Rahela Sidiqi, Civil Service Commission Afghanistan, Ch. 4, p. 4)
- **“...a very close partnership between universities, educational institutions and the business world...We’d like to see more of that around not just Kabul...”** (John Richardson, ACSOR Surveys, Ch. 7, p. 1)
- **“...we need to make films...that have a meaning....”** (Diane Baker, Academy of Art University, Ch. 7, p. 9)
- **“...know your role. We know...we’re a part of solution...finding others who can bring those other pieces ... has been an important part of our success.”** (Frank Neville, Thunderbird School of Management, Ch. 3, p. 4)
- **“...It is important to look at the younger generation...those in need... or who might also have some very special skills that could be nurtured.** (Paula Dobriansky, Ch. 4, p. 3)

Best Practices:

- *“The Bayat Family Sponsorship Program... aids needy Afghan families suffering from war...affords...children to go to school by not having to work or beg...”* (The Bayat Foundation, Ch. 1, p. 9)
- *“The Bayat Foundation provides libraries and learning centers to foster literacy and education with top of the line technology.”* (The Bayat Foundation, Ch. 1, p. 9)
- *“This American University of Afghanistan (AUAF) is the first private institution ...that offers all the subjects in English.”* (Shamim Jawad, Ayenda Foundation, Ch. 2, p. 3)

- *“We (American University of Afghanistan) provided two scholarships for two girls from provinces...we need to give opportunities to all Afghans.” (Shamim Jawad, Ayenda Foundation, Ch. 2, p. 4)*
- *“Our partnership with a ranking university really works; I have a student going to university, coming and teaching at this school in Bamiyan.” (Shamim Jawad, Ayenda Foundation, Ch. 2, p. 5)*
- *“...Afghanistan Center at Kabul University...is a...research center...with books and documents. It is also a publishing center for books in Dari and Pashto.” (John Dixon, Dupree Foundation, Ch. 2, p. 6)*
- *“...you will see girls going to school because most schools have shifts because there are not enough buildings for them.” (John Dixon, Dupree Foundation, Ch. 2, p. 7)*
- *“Nancy Dupree commissioned about 150 titles...in Dari and Pashto on citizenship, vocational education, how to do books, and... cultural history.” (John Dixon, Dupree Foundation, Ch. 2, p. 7)*
- *“The literacy...was targeted at people who had missed the opportunity to go through formal schooling. There’s a whole generation...who haven’t....” (Cornelia Janke, Education Development Center, Ch. 3, p. 1)*
- *“...there’s a step (work readiness...several steps between learning how to read and...how to be a productive employer or employee.” (Cornelia Janke, Education Development Center, Ch. 3, p. 2)*
- *“...Healthcare needs, education needs, some of them are deaf and so that started a small sign language and literacy program for the kids and their siblings....” (Debbie Knight, Marigold Foundation, Ch. 3, p. 3)*
- *“...the Bayat Foundation understands the importance of sports...for health...and for key values such as group cooperation and sportsmanship.” (The Bayat Foundation, Ch. 1, p. 9)*

Overall Recommendations:

To tackle the literacy issue, schooling should be required through eighth grade at a minimum and both male and female must be taught the fundamentals of reading, writing and arithmetic. Trade schools should be established for electronics, farming and business work readiness. New educational institutions are needed and funding for repair or remodeling of existing facilities should be made available to provide acceptable educational facilities.

Additionally, Afghan youth educated abroad should be encouraged and may need structured incentives to return to their homeland to serve as the next generation public or private sector leaders.

5) ECONOMICS / INFRASTRUCTURE

Symposium Overview:

Afghanistan is a country with a history of trade and entrepreneurship, with raw teachable talent, and ready after three decades of stagnation and isolation for modern business. Businesses should be encouraged and established to generate jobs for the people and a tax base for the government. Workforce development is a current need. The construction, agriculture, sports and health industries are just four of many that can serve to generate jobs and encourage the youth.

Transcript excerpts:

Symposium Recommendations:

- **“We want to create a new model for sustainable, economic development with social programs as part of the pay package.”** (Connie Duckworth, ARZU, Ch. 1, p. 11)
- **“If you look back at their (commercial) history...and you build on (it)...you encourage...positive aspects of Afghan culture and society.”** (R. Michael Smith, AUAF, Ch. 2, p. 3)
- **“...about respecting the existing culture ...the art of the deal...how we mix that with the modern business imperatives that is essential to success.”** (George Foresman, Ch. 2, p. 8)
- **“Our preferred target (housing) is a lower and middle income family.”** (Debra Erb, OPIC, Ch. 2, p. 17)
- **“...there are so many people in that country has...so much...talent ...that ...can be taught... how to do business.”** (Qasim Tarin, Afghan Business Network, Ch. 3, p. 8)
- **“...those of us in the development world know that there’s no greater contribution to a country pulling itself up... than to invest in the education of its women.”** (Fredric Berger, Louis Berger Group, Ch. 5, p. 17)
- **“We have to find a way to get a tax base going that will make the government shift its attention from the donors and pay attention to the needs of the Afghan people....”** (Fredric Berger, Louis Berger Group, Ch. 5, p. 16)

- **“We must get the government...to keep its promise to restrict its role to policy and regulation...and... leave (everything else) that can be performed effectively by the private sector to the private sector....”** (Fredric Berger, Louis Berger Group, Ch. 5, p. 16)
- **“Infrastructure, transportation...it’s a derived demand.. from the economic activity..(and) needs of the people....”** (R, Frederic Berger, Louis Berger Group, Ch. 5, p. 14)
- **“Peace and security through trade I believe in my heart is the way forward.”** (Heidi Kuhn, Roots of Peace, Ch. 3, p. 20)
- **“...the (Afghan Trusted Network) can have a major role in... getting development into the country, getting more companies to come in....”** (Francis Schroeder, Extreme Security, Ch. 6, p. 2)
- **“...with respect to commercial (security)...(the Afghan Trusted Network) can develop a realistic picture of what it takes for a company to come in....”** (Francis Schroeder, Ch. 6, p. 3)
- **“...We need to promote these sporting activities as a business that creates jobs, put people to work.. keep their minds out of trouble....”** (Atiq Panjshiri, Afghan Sports Federation, Ch. 7, p. 4)
- **“The only way jobs are created...is through sustainable economic development.”** (Saber Fermand, Canada-Afghanistan Business Council, Ch., 7, p. 6)
- **“...the challenge is... how to build capacity so that when... we exit from Afghanistan...we give...them a state...that (will) continue providing..”** (R, Ashraf Haidari, Embassy of Afghanistan, Ch. 5, p. 11)

Best Practices:

- *“We have a social contract with the families where in exchange for higher wages they agree to send their children to school.”* (Connie Duckworth, ARZU, Ch. 1, p. 11)
- *“One of the most important courses we offer is Project Management.”* (Edgar Mueller, Afghan Wireless Communication Company (AWCC), Ch. 1, p. 15)
- *“...building of the Ayenda Learning Center...a great example how partnering with other NGOs really helps support, to accomplish a goal in Afghanistan.”* (Shamim Jawad, Ayenda Foundation, Ch. 2, p. 4)

- *“It’s (housing).. a centerpiece for all of the community civil society building activities...”* (Debra Erb, OPIC, Ch. 2, p. 17)
- *“The partners...who engage numerous stakeholders in the development process... those businesses are the ones we’re interested in working with.”* (Debra Erb, OPIC, Ch. 2, p. 18)
- *“...provide furniture for the schools but (at the same time) also increase the level of workmanship within some of the local crafts.”* (Debbie Knight, Marigold Foundation, Ch. 3, p. 3)
- *“Roots of Peace then provided export markets to India, Pakistan, Delhi, Dubai and established the first trade route from Kabul to Moscow.”* (Heidi Kuhn, Roots of Peace, Ch. 3, p. 19)
- *“...Towards this end different American institutions have partnered with Afghan institutions to foster better understanding of business skills.”* (Paula Dobrianski, Harvard Kennedy School Belfer Center, Ch 4, p. 3)

Overall Recommendations:

Sustainable economic development and capacity will be facilitated by developing a literate population, private sector mentoring, recognition of Afghan roots in commerce, and public reliance on the private sector on a stand-alone basis or through public/private partnerships.

6) FUEL / ENERGY

Symposium Overview:

This subcommittee is to be developed, given the potential for solar applications and other energy initiatives in Afghanistan.

Recommendations:

- **“...build...green schools...”** (Heidi Kuhn, Roots of Peace, Ch. 5, p. 2)

7) LEGAL / INTERGOVERNMENTAL

Symposium Overview:

One of Afghanistan’s fundamental challenges is that the Afghan rule of law, beginning with the constitution of Afghanistan, must be implemented and integrated throughout government, the provinces and civil society in order for the country to become more stable, develop its institutions and instill accountability in its leaders and citizens. The lack of implementation of law and justice in Afghanistan has encouraged and is in large part responsible for the instability.

International advisors can be an asset for Afghan government and provincial leadership and help establish authority through indigenous capacity building.

Transcript Excerpts:

Symposium Recommendations:

Rule of Law

- **“...I believe that the Taliban are not so strong as that the government and the international community have been weak on Rule of Law and... justice.”** (R. Alex Their, Ch. 4, p. 12)
- **“A country must have institutionalized attention to Rule of Law issues.”** (R. Michael Smith, Gordon Feinblatt, Ch. 1, p. 12)
- **“One thought that occurs to me is that a university such as American University in Kabul can serve as the hub for those kinds of efforts.”** (R. Michael Smith, Ch. 1, p. 13)
- **“There has to be ... presence in...country...(that) identifies the legal issues, ...martials the resources... to address those issues...and...monitor reforms....”** (R. Michael Smith, Ch. 1, p. 13)
- **“It’s a multi-faceted approach. It involves education, coordination and consultation with businesses and the government and so forth.”** (R. Michael Smith, Ch. 1, p. 14)
- **“...the step...just before...is to create a demand for Rule of Law to enlighten people on the necessity for it so that they’ll reach for it....”** (Frederick M. Harris, Ch. 1, p. 13)
- **“An example of how to create the demand is through media enlightenment... ...through the radio or visually through television scenarios....”** (Frederick M. Harris, Editorial Committee)
- **“There is an enormous capacity to resolve disputes...in Afghanistan at the local level,...yet most of our focus on Rule of Law has...been...national...”** (Alex Their, US Institute of Peace, Ch. 4, p. 12)
- **“...Government of Afghanistan, a baby....”** (Aziz Amiri, Canada-Afghanistan Business Council, Ch. 5, p. 13)

Building from the inside out – Afghanization

- **“we intend to pursue... much more indigenous...capacity building together with the Afghan government...We call it Afghanization.”** (Jim Bever, USAID)
- **...Government of Afghanistan, a baby....”** (Aziz Amiri, Canada-Afghanistan Business Council, Ch. 5, p. 13)
- **“...Finance Minister, Mr. Zakhilwal seek(s) international advisers for up to 600 or 700 officials in the Afghan government.....”** (Jim Bever, USAID, Ch. 3, p. 13)
- **“We...never really made the step of training the Ministry of Justice, the Afghan Supreme Court, the Afghan Attorney General’s Office...to lead....”** (Alex Their, US Institute of Peace, Ch. 4, p. 12)
- **“...it’s critical that we recognize that so much capacity exists in Afghanistan but it might not exist in the ministries....”** (Alex Their, US Institute of Peace, Ch. 4, p. 11))
- **“...our Afghan interlocutors in the government and our interlocutors in the international community all prioritize...and abide by the Rule of Law.”** (Alex Their, US Institute of Peace, Ch. 4, p. 12)
- **‘...the different Afghan agencies need to work together in order to be successful.’** (Rona Popal, Ch. 3, p. 5)
- **“...our company is working on right now is trying to bring those two (public/private sectors) together...trying to find a way to have them link....”** Denise Burgess, American Wool and Cashmere, Ch. 5, p. 8)

Local Authority

- **“...we’re going to devolve more authority to our people at the provincial and district levels to make decisions locally.”** (Jim Bever, USAID, Ch. 3, p. 12)

Regional Approach

- **“...intensified approach to regional diplomacy with the various ...countries... who play a role in Afghanistan as well as Pakistan.”** (Jim Bever, USAID, Ch. 3, p. 11)
- **“But it’s a U.S./Afghan/Pakistan trilateral approach. Security cooperation, economic cooperation, diplomatic cooperation among the three of us.”** (Jim Bever, USAID, Ch. 3, p. 11)

Symposium Best Practices:

- *“Afghan women have come forward to advocate the importance of women in politics.” (Paula Dobriansky, Harvard Kennedy School Belfer Center Ch. 4, p. 3)*
- *“There’s a school of thought in jurisprudence called legal realism which means that you determine...the (societal) rules...and then you codify those in the law.” (R. Michael Smith, Gordon Feinblatt (now AUAF), Ch. 1, p. 14)*

Overall Recommendations:

A federal government is warranted, but others can help Afghanistan become a nation of law and order by helping them develop provincial constitutions dealing with provincial issues, accepted by the people, and which cannot contradict the national constitution. Judges and police would be locally in place and ethnically attuned while respecting national and fundamental rules of law.

Each ethnic tribe would submit to the local central authority; for example, provincial commerce laws should be established but should not restrict a federal mandate to support interprovincial open and free movement of goods and people.

Pakistan and Afghanistan have distinct cultures and histories and should be viewed separately when considering stakeholder engagement and development of local programs; and only viewed in the context of a regional approach when necessary, such as to develop interstate commerce regulations for humanitarian aid or other shipments.

The Afghan Bar system should be developed to support legal realism. Judicial guidelines and commonly acknowledged laws should be broadly interpreted and fairly administered.

Corruption should be broadly condemned

8) MILITARY / SECURITY

Symposium Overview:

Security is necessary for economic stability, foreign investment and civic engagement in Afghanistan and the region. As the US and other governments’ goal is to defeat Al Qaeda and bring freedom and prosperity to the people of Afghanistan, the Afghan Trusted Network’s concurrent goal is to foster hope for the people of Afghanistan by fortifying the educational infrastructure and by creating training, mentoring and jobs for the youth, women and elders of Afghanistan.

It was also suggested that the police force be developed in and around the infrastructure in place and that cross-cultural training be provided for the military and leadership preparing to participate in Afghanistan.

Additionally, exchange of information, cooperation and collaboration between humanitarian, business and military leaders in Afghanistan can facilitate the ability for

those currently in Afghanistan to endure and also increase engagement of new business and NGO participants in Afghanistan.

Transcript Excerpts:

Symposium Recommendations:

- **“...creating hope and jobs in Afghanistan is the best way of contributing to security in Afghanistan, stability in the region and security in the world.”** (HE Jawad, Ch 1, p. 3)
- **“...true security comes from the population that you’re helping and working with....”** (James Schmitt, Creative Associates, Ch. 2, p. 9))
- **“...the number one most important objective for the U.S. government is to disrupt, dismantle, and defeat Al Qaeda and its safe havens.”** (Jim Bever, USAID, Ch. 3, p. 10)
- **“...What is key... is getting companies to come in because as companies come in the need for commercial security changes.”** (Francis Schroeder, Extreme Security, Ch. 6, p. 2)
- **“...On a broader scale though I think the network can have a major role in ... getting more companies to come into the country....”** (Francis Schroeder, Extreme Security, Ch. 6, p. 2)
- **“...the most important aspect about this network pertains to the securitization of the country....”** (Dan Marquis, US Marine Corps (ret.), Ch. 6, p. 4)
- **“...it’s good...for the military.. to know what we can do to prime the pump for introduction of your efforts... in an... area (untouched by NGOs).”** (Dan Marquis, US Marine Corps (ret.), Ch. 6, p. 4)
- **“...the network would help break that barrier down between some of those agencies and the military itself.”** (Dan Marquis, US Marine Corps, (ret.), Ch. 6, p. 4)
- **“...rather than build...a police force to...(a) numerical model...we (should) actually build it to the infrastructure that is in place.”** (Dan Marquis, US Marine Corp (US Marine Corps (ret.), Ch. 6, p. 6)
- **“...a network can help the military, specifically a network like this, is literally on education and understanding of culture and how the U.S. or other foreign militaries in the country can actually better assist the host country, the Afghan National Army and the police force by understanding**

how to operate within a different culture. (Dan Marquis, US Marine Corps (ret.), Ch. 6, p.6)

- **“...put our military in a position to help the Afghan military develop its own interdependence and eventually operate independent of foreign military assistance as a whole, and a network like this organization’s, specifically those businesses that have on the ground day-to-day operations and experience with local culture, by reaching out and coordinating with the military or working hand in hand, or just by communication with the military.”** (Dan Marquis, US Marine Corps (ret.), Ch. 6, p. 6)
- **“The military is ... more involved in development so where...NGOs...you have a blurring of lines of distinction and it sets up...potential...danger...”** (R, Unknown, Ch. 6, p. 8)

Symposium Best Practice:

- *“...we’re also helping to build institutions for security in Afghanistan through the indigenous population, building Afghan police and mentoring...”* (B, Dan Marquis, US Marine Corps (ret.), Ch. 6, p. 5))

Overall Recommendations:

Security should begin in the provinces, with police and local facilitators recruited from the locale to protect their own people and infrastructure and assets.

Cross-cultural training prior to arrival in Afghanistan is recommended for those intending to provide security or other business services or NGO outreach in Afghanistan.

9) NON-GOVERNMENTAL ORGANIZATIONS

Symposium Overview:

Partnerships between NGOs and with the private sector is one key to expediting satisfactory project completion and achieving mutual goals. NGOs should firstly communicate at the local-level with Afghans to ensure that project goals are accepted by the people who will be influenced by their implementation. Project monitoring, governance and evaluation are necessary for accountability in relationship to local stakeholders and NGO funding sources. It was suggested that humanitarian assistance be institutionalized in Afghanistan to leverage and channel resources and expertise.

Transcript Excerpts:

Symposium Recommendations:

- **“We need to further enhance and institutionalize humanitarian assistance work, especially charity work...to channel resources and expertise to our country...”** (HE Jawad, Ch 1, p. 3)

- **“One area that we need to work is monitoring evaluation and assessment.”** (Dr. Nadir Atash, Nooristan Foundation, Ch. 2, p. 15)
- **“Also I think we need to do more outreach with the communities.... because the communities need to know where the dollars are obtained...”** (Dr. Nadir Atash, Nooristan Foundation, Ch. 2, p. 15)
- **“You need to move outside the NGO support base. You need to get out to the areas of need and take the hard tasks.”** (James Schmitt, Creative Associates Ch. 2, p. 9)

Symposium Best Practices:

- *“Statistically Americans are the most generous people in the world, and it’s a point for the Afghan government to register, it was encouraged by our tax code...”* (Connie Duckworth, Ch. 1, p. 12)
- *“...best practice was the building of the Ayenda Learning Center... great example how partnering with other NGOs really helps support, to accomplish a goal in Afghanistan.”* (Shamim Jawad, Ayenda Foundation, Ch. 2, p. 4)
- *“Once the song book got produced, and I can happily say, 14,000 are in Afghanistan in schools in about ten to 14 provinces... because of partners...”* (Louise Pascale, Afghan Children’s Songbook Project, Ch. 2, p. 11)
- *“Also, we partner with other organizations. We need to partner so we are not doing all the work ourselves, we are partnering both in this country and also in Afghanistan.”* (Dr. Nadir Atash, Nooristan Foundation, Ch. 2, p. 15)
- *“...(Afghanistan’s Decisive Moment) book..(written)...to highlight contributions that non-government organizations and individuals are making to Afghan civil society.”* (Caroline Firestone, New Hudson Foundation, Ch. 3, p. 17)

Overall Recommendations:

Humanitarian and non-profit organizations should encourage and be part of the effort to create a culture of Afghan civic engagement that helps build the institutions of society through the contributions of time, energy and resources of its citizens.

10) PUBLIC HEALTH / MEDICAL

Symposium Overview:

There are a variety of diseases and lack of infrastructure that drastically hinder the potential of Afghans to be a vibrant people. The mortality and morbidity rate of Afghan women and newborns is extraordinarily high. Both rare and common diseases exist side-

by-side due to conditions, poor nutrition and vitamin deficiencies. Health care should be established as a business, creating jobs and increasing quality of care, rather than be thought of as solely a humanitarian endeavor. There is a need to re-establish credentialing of physicians, nurses and other health providers.

Transcript Excerpts:

Symposium Recommendations:

- **“...let’s treat healthcare as a business and not as a charitable contribution to the country.”** (Gena Zischke, Thermosurgery Technologies, Inc., Ch. 2, p. 1)
- **“What we’re not doing is we’re not implementing a healthcare system.”** (Gena Zischke, Thermosurgery Technologies, Inc., Ch. 2, p. 1)
- **“The more you can treat it (healthcare) like a business and create one more job, two more jobs, that just has this ripple effect that takes its own roots.** (Connie Duckworth, ARZU, Ch. 2, p. 2)
- **“...the economic...and the (self) education component are interwoven.”** (Paula Dobriansky, Ch., 4, p. 3)

Symposium Best Practices:

- *“...Despite the most challenging delivery routes to remote villages in unsecured territories, the Bayat Foundation serves the many needy families...”* (The Bayat Foundation, Ch. 1, p. 9)
- *“...we could still be building small medical distributorships...a reason to be able to make sure that the implementation in the healthcare is being delivered...”* (Gena Zischke, Thermosurgery Technologies, Inc., Ch. 2, p. 1)
- *“...once a week a doctor comes to the school and just examines all the children to see... who needs help and then... refers them to the clinics in Bamiyan.”* (Shamim Jawad, Ayenda Foundation, Ch. 2, p. 5)
- *“With the war... something as simple as basic hygiene has gone amiss so we did a couple of videos with relation to that.”* (Fred Harris, Producer, Independent Producer, Ch. 2, p. 13)

Reference:

- “In addition to ... the Taliban’s spraying ..acid...child abuse, land mine injuries, self emulations and burns have contributed to a tragically high mortality rate.” (Rebecca Grossman, Grossman Burn Foundation, Ch. 7, p. 13)

Overall Recommendations:

Deficiencies in healthcare and preponderance of a number of diseases drastically hinder the potential of Afghans to be a vibrant people. The problems are multi-factorial and contribute to one another. Lack of infrastructure for hospitals, transportation, clean water and education result in a system that is not capable to effectively treat the variety of diseases that plague the nation. For example, lack of education, malnutrition, unsanitary conditions, and poor access to hospitals result in one of the world's highest infant and women mortality rates.

Improvements will involve more than just treating healthcare solely as a humanitarian endeavor. The Afghan medical education system needs re-establishment of systemic physician post graduate training and credentialing. Public health and education programs should be implemented.

Most importantly, the system needs to be made self sufficient and capable of growth. Enabling healthcare to partake in free market enterprise will both increase the quality of care and create more jobs. One solution is to create a micro-enterprise incentive program tied to distributorships that rewards caregivers up and down the network to maximize training, accountability and the operational life and patient usage of the equipment.

11) TRANSPORTATION / LOGISTICS

Symposium Overview:

More and more cargo moves in and out of Kabul yet no commensurate human, communications or technical infrastructure exists to support essential aspects such as document clearing, forecasting or shipment quality control.

Transcript Excerpts:

Symposium Recommendations:

- **“...you do need to have the local entities in Afghanistan working with the local entities...because this is the way... (clear cargoes without wait).**
(Stephen Druhot, International Services Corporation, Ch. 5, p. 18)
- **“So if there was this clearinghouse mechanism I think it would... work very well ...to funnel this into some channel put toward the service charge...”**
(Stephen Druhot, International Services Corporation, Ch. 5, p. 20)
- **“...take the emergency out of the ...movement of goods and services and create operating entities within the country...just service transportation...”**
(Fredric Berger, Ch. 5, p. 21)

Overall Recommendations:

For Afghanistan to prosper, interprovincial open and free commerce should be supported with no taxation for shipment between provinces, and interprovincial highways or trains

are needed to unite and develop the far reaches of the country. Additionally, standard laws should be developed as necessary to direct the Afghan transportation system accordingly.

CONCLUSION

Throughout the Afghan Trusted Network dialogue on June 30, 2009 a few consistent themes emerged, including the importance of listening to the people of Afghanistan to understand their interests before developing and implementing a plan. Synergizing with other entities, knowing one's role and sticking to it, monitoring and measuring program successes, and benefiting from the successes and mistakes of others are also essential. By leveraging best practices and lessons learned, efforts become more efficient and effective, all for the ultimate goal of empowering the people of Afghanistan towards progress and freedom. The importance of focusing on ways in which to encourage youth and women also emerged as priorities that intersect with all subcommittee areas of focus.

Hon. Zalmay Khalilzad, former Ambassador to the UN, Iraq and Afghanistan said that "This balance between meeting current needs with humanitarian help, but focusing on how to bring about development, self-reliance, and prosperity is extremely important." (Ch. 7, p. 15) He also said, "...at the same time Americans and others outside of Afghanistan are facilitating engagement and progress for Afghanistan, it is a responsibility for Afghans to do the best they can and make every effort because international attention cannot be taken for granted forever.... International assistance cannot be taken for granted forever. This must be taken advantage of forcefully and energetically with a good plan, with good commitment to get Afghanistan out of this current, very difficult situation."

Former DHS Under Secretary George Foresman remarked, "In some cases, we will see immediate affects ...but other effects may in fact take a decade or two or a generation to translate into a more prosperous and stable Afghanistan." (Ch. 2, p. 6)

Towards this end the Afghan Trusted Network hopes that the reader finds this summary of best practices and recommendations useful from those working in Afghanistan to enable the people of Afghanistan with a life of freedom and prosperity.