

Transcript

Afghan Symposium
Humanitarian and Leadership Engagement



June 30, 2009

Hyatt Regency Washington
on Capitol Hill
Washington, DC

Chairman Ehsan Bayat
Afghan Wireless, Ariana Television & Radio, Bayat Foundation

Co-Chairman
Ajmal Ghani, Afghan-American Chamber of Commerce

Honorary Chairman
Amb. Said T. Jawad, Afghan Ambassador to the US

Key for companion white paper:
Best practices (B) – italicized
Recommendations (R) - bolded

Ms. Wyatt Good morning, ladies and gentlemen and honored guests. The 2009 Afghan Symposium for Humanitarian and Leadership Engagement is called to order with Chairman Ehsan Bayat, Co-Chairman Ajmal Ghani, our Co-Host and Chairman of the Afghan American Chamber of Commerce, and Honorary Chairman, His Excellency, Said Tayeb Jawad, Ambassador of Afghanistan to the United States. Thank you for traveling from as far as Kabul, San Francisco, and Toronto to be with us today to share best practices and establish an Afghan Trusted Network for good in Afghanistan. My name is Rosalie Wyatt. I'm the Bayat Foundation Board Secretary and Advocate. Allow me to introduce you to our Symposium Co-Chair, Ajmal Ghani, who is Chairman of the Afghan American Chamber of Commerce, our Co-Host today, and President of the Afghan Sports Federation. Ajmal.

(Rosalie J. Wyatt, The Bayat Foundation)

Mr. Ghani Thank you very much, Rosalie. Ladies and gentlemen, honored guests, Ambassador, Mr. Bayat, Mrs. Bayat. As Co-Chair of this symposium and Chairman of the Afghan American Chamber of Commerce (AACC), I'm pleased to welcome all of you and want to thank, specifically, Rosalie for doing such a hard work. Congratulations, Rosalie, you worked very hard in doing that, so a round of applause for Rosalie.

Today's program reads like a *Who's Who* of organizations and individuals making important contributions to the vision of Afghanistan we all want to see happen. AACC is pleased to have collaborated with the Bayat Foundation in generating interest and participation in today's activities. AACC leadership is actively participating in different panels. We have Mr. Atiq Panjshiri, who is the founding AACC President, representing the Afghan Sports Federation (ASF) as the Executive Director. ASF is the largest sports organization in the world outside of Afghanistan. Atiq will talk to you about that and I'll get involved in that discussion as well. John Gastright, AACC Vice President, representing his company, Dyn-Corp International, and Michael Smith, Board Member, representing his firm and many other individuals that are members of the Afghan American Chamber of Commerce.

The Afghan Trusted Network in an age of Facebook and Twitter can be an exchange of information across disciplines, professions, sectors and organizations. It offers integration for often fragmented and isolated working environments.

My main impression looking at the agenda for today is just how much positive energy and experience is gathered here. So much of the capacity here comes from people's bottom-up initiative, and that is so necessary for greater success in an effort to help the Afghan people. Indeed donor government and transplanted

governments from poor nations cannot succeed without such bottom up energy and skill, the kind we see today.

We at the AACC are pleased that the Afghan Trusted Network has reached out to involve business and the private sector. The AACC is all about the ultimate example of bottom-up application of human energy; intellectual, emotional, physical, that is what goes into pursuing the entrepreneur's dream of creating and growing a business that not only boosts the prospect of the leaders and those close, but also creates enumerable opportunities for others to fulfill their dreams. The private sector is really a collection of dreamers with energy and skill to start something from nothing and thus contribute mightily and sustainably to do employment in the goods and services needed by the people.

Ladies and gentlemen, there's no greater example of this phenomena and all that means to us as individuals and as a society than my good friend, Ehsan Bayat. Just think of the impact of Afghan Wireless on Afghanistan. Indeed, what we're able to do here today is a result of that success. But even more important than that, even more important than his business success, is a characteristic that I've witnessed in him since the 8th grade. We've been high school friends, classmates, of the Esteqlal High School where the Ambassador went. The character of Ehsan Bayat is that he genuinely cares about friends, family or any other individual that he doesn't even know. He always did and I think he always will. I have many examples of this caring but we will share that during the day possibly if we have enough time. Ehsan has reintroduced corporate business social responsibility to Afghanistan. And others are not only noticing but are following in his footsteps. Ladies and gentlemen, it is my distinct honor and privilege to introduce the first AACC Person of the Year Award winner, my friend, Ehsan Bayat.

(Ajmal Ghani, Afghan American Chamber of Commerce)

Mr. Bayat

Good morning, (I actually was told that my remarks were scheduled for the afternoon.) Ladies and gentlemen, distinguished guests, thank you for participating today and for what you're doing for Afghanistan. Today we're taking action believing in progress in spite of difficult circumstances. Our actions today are important because of their short and long term impact. We do have the potential to strengthen the fabric of the Afghan society for the youth and future of Afghanistan. Our actions now can influence Afghanistan's future. One way we can move forward in the midst of trying circumstances is to produce specific recommendations that can be individually and collectively built upon. Going forward we should collaborate to develop opportunities and engage the next generation of leaders in Afghanistan. Also, Afghanistan must continue to have a solid foundation rooted in tradition. Therefore, we must reinforce traditional culture and values of family and children. The Bayat Foundation also works with families to respond to their basic human needs for healthcare, food, and clothing.

Through my companies; Afghan Wireless Communication Company, and Ariana Television and Radio Network, I leverage technology and abilities to reach Afghans not only in the Provinces but across the world. Together, we that have already gathered at this Afghan Symposium can leverage our expertise and continue building our personal and business networks to provide education, job and training and contribute to a safer and more peaceful Afghanistan built upon opportunity and prosperity.

My hope is that we will make plans today to collaborate and help secure Afghanistan's future to bring more opportunities to my people in homeland to facilitate their dreams coming true. If you can send a message of hope to the elders and the young of Afghanistan through our actions we will together take an important step. Thank you.

Now it is my privilege and hope and honor to introduce His Excellency, Ambassador Said Jawad, Afghan Ambassador to the United States. Thank you.

(Ehsan Bayat, The Bayat Foundation)

HE Jawad

Good morning, Mrs. and Mr. Bayat and their panelists, friends of Afghanistan. Thank you for providing me with this opportunity to be with you this morning. I'm honored to be among many distinguished friends of Afghanistan, and thank you very much for your hard work to help the Afghan people.

The people and the government of Afghanistan are grateful for the friendship and support that you are getting both from the government of the United States and also from people of the United States. **Your contribution of 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.** (R, Security)

I would like particularly to recognize and convey my gratitude to Ehsan Bayat, my dear friend, who has brought us together here once again. He is truly becoming an icon in leading not only investment media and humanitarian work in Afghanistan, but also leading the way to bring a stronger network among people who are involved in different aspects of rebuilding Afghanistan.

I also want to thank Mrs. Fatema Bayat, President and Executive Director of the Bayat Foundation, for her dedication and sincere commitment to help Afghanistan. Looking through the agenda of today's symposium I see that you have developed a very comprehensive agenda with dedicated experts on Afghanistan both in the field of development and humanitarian assistance. And again I would like to congratulate the Bayat Foundation for convening this forum.

Ladies and gentlemen, individual and philanthropic work and humanitarian work has deep roots in Afghanistan both through religious organizations, small community work, and individual donations. **However, we need to further**

enhance and institutionalize humanitarian assistance work, especially charity work in Afghanistan, to channel resources and expertise to our country, (R, Charity) This institutional mechanism is very well developed in the U.S. Last night I briefly mentioned that the average Americans are giving three hundred and fifteen billion dollars per year to charitable causes. The average 90% of Americans are giving donations to foundations or charitable causes, a tremendous amount of contribution unmatched not only in the rest of the world, even in Europe, the degree of the contribution. And that's what makes the United States so beautiful, so unique in the world, that sense of giving and sharing. Not only from the government but also coming from people. This is a good lesson for us coming from other parts of the world, especially in places like Afghanistan to work together to institutionalize humanitarian and charitable work in our society and develop better models.

Fortunately the Bayat Foundation is doing that. They're not only contributing their family wealth to assist in Afghanistan they're channeling the assistance of other organizations to reach out to Afghans, but most importantly helping out other for-profit and non-profit organizations to create a network to create a synergy between these different capabilities. Those synergies have helped build roads, clinics, schools, enhanced human rights awareness, improved woman's condition and promoted education and general equality through various programs the Bayat Foundation has in collaboration with other organizations who have implemented.

And this symposium provides an excellent opportunity to expand such networks and exchange their unique expertise, challenges, setbacks and accomplishments that everyone of you who have been in Afghanistan, or would like to go in Afghanistan, have accomplished. This will be a good way of sharing these experiences and leveraging them to find the best practices. We have many experts here so I'll be brief on my remarks. I am looking forward to hearing from all of you and what are the best practices in Afghanistan. But from my experience working in this past seven, eight years in Afghanistan in different sides of the development and humanitarian assistance I think three important points are crucial.

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. (R, Intro) You should really go there and ask what the people want, what the people need.

And second, after that priority is set we should look around and see who is doing something about it, if anyone. That is very important because we can consult with other groups, we can create a synergy and that synergy could be created between the NGOs, the private sector, the civil society, government, elders and local leaders, parliamentarians - an important component of the new reality in Afghanistan, NATO, PRTs, others, especially if they're

working on the provinces and communities. We should always seek actually to create a synergy between these different capabilities. (R, Intro) There is really no competition on this regard. The denominators for all of this is to improve the life of the Afghan people or the life of the people in that particular village if you're interested in that particular province. The best way is to seek that synergy.

And third, is to **deliver it efficiently and deliver it on time.** (R,Intro) One frustration in Afghanistan is the system is taking too long or they're perceived to be too expensive. So efficiency is very important to acquire and also delivery on time. And when you are there, of course, the list of the needs are endless. You go to a particular province to build for instance a clinic, right away you recognize how many other needs are.

But stick at what you are best at, **do what you can do the best and set clear parameters on what you can deliver and what you can do, don't over extend yourself.** (R, Intro) There are certain things that we, from experience our expertise are good at, and that's what we should be doing regardless of the tremendous need of this. If there are other needs it could be delegated to other organizations.

Once again I'd like to thank you for your sincere friendship and commitment to help Afghanistan. We are very much grateful for your friendship, for your time, and look forward to a very worthy exchange. Good luck with this symposium, thank you.

(HE Amb. Said T. Jawad, Afghan Ambassador to the U.S.)

Ms. Wyatt Thank you, Mr. Ambassador. Ladies and gentlemen, the reason we're here today is because we have an interest in Afghanistan to help rebuild and respond to the charge that Chairman Ehsan Bayat presented to us; to do what we can to make a tangible difference for the lives of the youth and the elders in Afghanistan.

We can do this through the Afghan Trusted Network. Those of you who are gathered here today in this room are charter members of the Afghan Trusted Network. We understand that more engagement is needed from citizens and business leaders in Afghanistan to accomplish more for good. We know that the youth of Afghanistan earnestly, if not desperately, want access to a greater measure of hope through the basic fundamentals of life, including an education, a job, a secure and peaceful life. We can help take the action that Mr. Bayat spoke of by sharing our best practices, what's working and what's needed to succeed in Afghanistan and then figure out a way to leverage them in our respective personal and corporate networks to get more done for good in Afghanistan in spite of the difficult circumstances.

Through an Afghan Trusted Network our goal is to trigger training, mentoring jobs, and entrepreneurial opportunities for the next generation leaders of Afghanistan. (R, Intro) To do so may not require much additional effort, or it might. It may require software, an office space in Kabul, an American Express concierge-type service and/or a clearinghouse to enable us to work together. We may also have to sacrifice some of our personal agendas and interest.

Some of us have traveled to Afghanistan and have seen first hand the needs of the children, youth, and elders, or have at least read about the challenge for a young girl who wants an education but instead is kept from it by the most despicable means. Later on this afternoon Alex will outline some of the challenges today in Afghanistan; illiteracy, corruption, lack of trade routes and market access, infant mortality, and so forth. But we'll table those concerns and focus our dialogue in a most constructive, forward moving manner. Surely we must be able to do something together to bring about measurable, tangible hope for the youth, elders, women and children of Afghanistan.

Within the last two months about two dozen Afghan youth between the ages of 16 and 28 years of age responded to a call by the Bayat Foundation to produce a written essay describing their doable, scalable project for good in Afghanistan. We will honor a few of those youth today. This is why we have gathered today and we should not delay to try to build an Afghan Trusted Network to engage these youth, tomorrow's leaders, and help their dreams come true.

Today our good friend, Honorable George Foresman, will conduct our informal dialogue to facilitate the exchange. We hope that each of you would be inspired by this dialogue. In brief, our goals are threefold. Firstly, we'll identify our best practices and networks to develop the Trusted Network. Secondly, with George's help we'll determine the attributes and benefits of the Trusted Network and the challenges that must be overcome. We've already compiled the first version of an *Afghanistan Best Practices* booklet which each of you should have in a folder. We'll place this booklet on-line. You can add to it if your best practice isn't included. And thirdly, following this Symposium we will develop and finalize a white paper for our own purposes, as well as other key external decision makers who might influence how this network is developed and how through the network we might accomplish more for good, including livelihoods, quality of life, expanded programs and institutions and increased humanitarian and leadership engagement.

The bottom line is that it's really not about us today as the Ambassador said. It's about engaging the opinions and the lives of the Afghan people, not necessarily about our agenda. It's about leadership, effectiveness, our commitment and dedication.

I'd like to read a brief excerpt from one of the essays written by a 17 year old Afghan young man in Jalalabad by the name of 'H.'. Many of these essays were not perfectly written in English, and I'd be happy to share them with you later on today. Now I'll read verbatim a few of his sentences so you get a feel for the heart and soul of Afghanistan today.

“Peace is fantastic word. It is so sweet like for hungry bread, for thirsty water and is a guide for who loses the way. If a country doesn't have peace that country doesn't have any thing. The most important thing through which in a country comes peace is Education if the people of country educated that country will be promote I want from the government of Afghanistan to find work for the people of Afghanistan because jobless is also a bad thing through which is damage a country i want from the government to make schools and persuade the people to get knowledge because uneducated is the mother of sadness and prepare the much facilities to the student because Afghan people are poor and they don't have enough facilities to get knowledge. Also, I want from government to support the youth because youth are very strong and can bring peace to Afghanistan and make useful programs for the youth because the new generation is the maker of a country in coming or future...” (R, Education)

His words are why we are here today and I urge you to take this opportunity, thank you. George?

Hon. Foresman Good morning.

(Hon. George Foresman, former DHS Under Secretary)

Audience Good morning.

Hon. Foresman Good morning. I'm going to warn you, my job is to be the moderator, your job is to be the audience and to be an interactive audience. I think we've done an excellent job in terms of setting the tone this morning. I want to talk a little about the structure today, how we're going to go about it. I would offer to everyone here that as I listened to the discussions at the reception last night, I listened to the discussions this morning as everyone had coffee, there's no lack of enthusiasm in this room. So in some ways that makes my job easier and in other ways it makes my job more difficult.

The challenge that we have today is to facilitate a discussion about how to create a Trusted Network in Afghanistan and to talk about the best practices that are on-going, the best practices that are needed. And to find some better level of coordination, and I think the Ambassador's words ring true not only in Afghanistan but here in the United States for the United States Congress. But

what I would offer to everyone here is this is an opportunity to put your opinions, your perspectives, your ideas on the table. Let me acknowledge on the front end that all that you have to say, the perspectives that you bring to the table are all righteous. They are yours, they are important, they must be heard. My job is to make sure that everybody has an opportunity to do that.

I'm sure that you'll understand given the level of intellectual expertise in the room, the level of passion, this is going to be a tough challenge today but it's a challenge that I know that we're up to. Now I would also underscore that agreement is not necessarily the goal, but the goal is better collaboration and better coordination. Given those varying perspectives that people bring to the table we may not necessarily, totally, 100% agree on any particular issue. That's a much longer and a much more arduous process.

But the goal here today is to get the issues on the table, to get the best practices on the table, to talk about in the path forward how do we do it more effectively, in a better coordinated fashion. But in order to engage you I'm going to start with a very simple question. Is there anyone in this room who does not agree with the statement that "The organizations and the individuals represented in this room, that work can make the lives better for the youth, the women, the men, the communities of Afghanistan?" Does everybody agree with that, if you do please raise your hand?

Ehsan, I have succeeded in engaging them in their first discussion this morning. Well that's the spirit and the nature of the discussion, we want to hear from you. We want to engage you in a meaningful way. Now I've got to put a little bit of structure in terms of how we're going to do this today. We've got a series of presentations that we're going to hear about best practices this morning. We're going to ask each of our individuals around the U-table to introduce themselves to introduce their best practice, to talk about how it's fulfilling a need, to identify some of the unmet needs. We're going to use this as a way to stimulate the initiation of the dialogue and the discussion here this morning. But what I would offer to you is that everybody in this room is an expert. And everybody in this room will contribute meaningfully to the discussions that we have today and as we go forward. So my job is to make sure that we get the input from the folks around the table. I will reach to the back of the room. I will engage you. If I see your eyes closed I will particularly call on you and we will make sure that everyone is engaged.

One thing I do want to underscore is this is, the challenge when you've got a group with the passion like we have. There are going to be times today when I'm going to have to ask your deference to let me cut you off. And I say that with the utmost respect and the utmost admiration of all that you're doing and all that you bring to the table. But we have a lot of information to go through, we have a lot that we need to get done and we have to ensure that we get as much on the table as possible.

But the success of what Ehsan has brought to the table here is the opportunity, not necessarily to begin a journey but to take a journey in a different direction. Each of you all individually, and your organizations collectively, are on journeys. And what we're trying to do is to find a level of commonality between what you're doing, what others are doing, and to fuse those efforts in a more harmonic way as we go forward. The final comment I have is this.

As we go through the day if there are issues not only with the folks here at the front of the table but you-all who are in the audience catch my eye. I'm going to call on you but the thing I will ask of you that I ask in the context of what can we do that is better for the people of Afghanistan is to be focused and direct on your issues. To bring them in a measurable way that we can understand, that we can capture, that we can document. The beauty of this session is we are video taping and we are documenting in note.

We will be able to bring these proceedings together that the Bayat Foundation has made possible in a way that will help you do better what you do so well, and will help others do better because they will know what you are doing so well. I'm extremely fortunate to be able to introduce our first speaker of the morning in the context of the formal part of the moderated program. And I had the opportunity to talk with Mrs. Bayat last night. I find her to be an energetic individual, one who cares deeply about the people of Afghanistan. She, like Ehsan, understands the philanthropic role and the responsibility in the context of helping Afghanistan succeed on its own. This is not about the United States of America going in and forcing something to happen. This is about all of us collectively coming together to facilitate something to happen. And I think that Mrs. Bayat brings the spirit of collaboration, the spirit of cooperation, the vision that is needed in the context of the Bayat Foundation to help chart a path forward to help Ehsan make a measurable difference in the life of Afghanistan as a country, but most importantly in the people of Afghanistan. Mrs. Bayat.

Mrs. Bayat George, thank you. Thank you everyone again for taking a day to be with us. We appreciate that you have chosen to be with us to see how we might learn from one another and leverage our networks and expertise to the degree possible to increase the opportunities for the Afghan youth who are the future of Afghanistan.

While I was born in Afghanistan, I grew up in the United States and enjoyed, and continue to enjoy, its many liberties and benefits. However, as an adult when returning to Afghanistan I saw the incredible need of the youth and the elders and could not turn my back on them. This is why I work through the Bayat Foundation today to listen and reach the people, where they are with what they need - maternity clinics, food and clothing in the winter, renovation of school rooms and so forth across the country.

Our work is irrespective of ethnic tribe or province. Later in the program you'll see a brief video produced by Fred last week in Kabul to give us a glimpse of life in Afghanistan through the work of the Bayat Foundation. But now we want to learn about your best practices. And through the dialogue moderated by George see what new steps we might take together to increase the livelihoods and quality of life for the youth, the future of Afghanistan.

Now I will turn this over to George. Thank you, George.

(Fatema Bayat, The Bayat Foundation)

Hon. Foresman Fred, are you ready with our video?

Mr. Harris Sure, thank you. If you have difficulty seeing, stand up and move yourself into position.

(Frederick M. Harris, Producer)

VIDEO

Mr. Harris Founded in 2005, the Bayat Foundation, led by Ehsan and Fatema Bayat has listened to the needs of the people and has become a driving force in improving the quality of life and rebuilding Afghanistan. Foundation projects include establishing major new facilities that provide maternity care where none had ever previously existed. The Fatema Bayat Hospital of Tora Bora now serves thousands of villagers. Then there's the Zara Bayat Hospital of Dai Kundi, the Miriam Bayat Hospital in Faryab. And here's this one in Mazir e-Sharif where also in early 2009 the Saleha Bayat Maternity Hospital extension was inaugurated. It has already served and nurtured thousands of patients and saved the health, if not the lives, of countless newborns and mothers.

For some living in a nation plagued by war and devastation a simple winter coat can mean a difference of life or death. Begun in 2006, *the annual Winter Aid Program is a beacon of hope for the poorest of the poor. Despite the most challenging delivery routes to remote villages in unsecured territories, the Bayat Foundation serves the many needy families with basic food and clothing to get them through the harsh winter months.* (B, Health, Community)

Then there's the Bayat Family Sponsorship Program which further aids needy Afghan families suffering from war. Donors contribute \$50 monthly to a family for the purchase of food, clothing, and medicine which also affords their children to go to school by not having to work or beg in the streets. (B, Education, Community)

Constructing stadiums and sports fields comprise another vast category of projects. For the foundation understands the importance of sports, not only as a

health generating activity but one that forwards key values such as group cooperation and sportsmanship. The foundation lends its support to numerous activities from marathons and races to organizing the country's first basketball team to acknowledge the nation's supporting achievements such as providing a training grant to Afghanistan's first Olympic medalist. (B, Education)

The Bayat Foundation knows that youth are the future of Afghanistan and that education is fundamental to rebuilding a society that has endured three decades of war. And to this end the foundation provides libraries and learning centers to foster literacy and education with top of the line technology. It builds wings to universities where specialty training can occur all to encourage our youth, the next generation, to gain the knowledge they need to modernize and prosper in a 21st century world. (B, Education)

This is the Bayat Foundation, a fully humanitarian organization dedicated to helping and encouraging the nation of Afghanistan. Whether it be creating a road to provide a new route for commerce and industry, or bringing to the harsh and arid regions of the desert that thing most precious needed, water. Or whether it's laying the cornerstone for a new healthcare facility in a remote province, or constructing, rebuilding or refurbishing orphanages to give those who would otherwise be lost the chance to rise to a better life. Or a conference center where tribal elders can confer and administer the Rule of Law.

Yes, even bringing about a renaissance of Afghan music through the publication of traditional songs for children. The Bayat Foundation initiative is to span the fabric of Afghan social needs to bring a brighter, more hopeful day. We welcome you to our purpose and thank you for your support.

Hon. Foresman I cannot think of a better stage setter for our discussions today. It's very much as all of our speakers have talked about this morning, engaging and providing the tools to the next generation of leaders in Afghanistan in a meaningful way. I would also acknowledge to you that folks have taken true to my comment earlier that I will not be offended if you ask me to do something or you give me guidance or counsel that will help you all succeed. I was standing in the way of the screens, no one had any difficulty coming up here and telling me. So I put the open issue on the table that as we go through the discussion today feel free to engage with me as your moderator to make sure this is a meaningful session, that we have the opportunity to get on the table those issues that we need to get on the table.

As we mentioned to you, the agenda is structured really in two primary segments. First this morning where we will talk about the best practices, we will talk about those things that are being done in Afghanistan. Each of our speakers will spend about five minutes outlining what is going on, any of those needs that they see and putting issues on the table for discussion. On the back end of this morning's session we will have the opportunity to engage not only the principals here at the

table and those on the back row in a broader dialogue and discussion capturing these issues and capturing the tasks at hand. We're not giving you any downtime as we go through the day, but as we break for lunch we're going to have the opportunity for people to break into different groups for discussions over lunch to continue the networking that was established so well last night and this morning.

And then this afternoon we're going to focus the effort on this whole concept of an Afghanistan Trusted Network. Not a single network that does all things for all people but rather a system of systems. We've got a myriad of individual initiatives and groups, how do we bring them together in a much more organized and a much more coordinated fashion? Is there anyone who disagrees with the agenda as we've presented it? Wonderful. Well, as I said we did not, we decided not to take the time to go around the room and have people introduce themselves. But as we go through the discussion this morning I'm going to ask our speakers here at the table to introduce themselves, name of their group, and to give us their little five minute overview as we go through the discussion we'll yield that into discussion as we go forward. Connie, I'm going to begin with you if you'd like to come up please.

Ms. Duckworth Thank you and good morning. I want to commend the Bayat Foundation for the extraordinary work it does. It's a pleasure to see old friends and to meet new friends who are all equally passionate about Afghanistan. I won't repeat what's written in the book about the background of my organization, ARZU, which means hope, but rather go into why I founded it and what it uniquely does.

We are a small organization and founded as a social business enterprise. Now what that means, is this is a new field of discussion in the United States less than ten years old. And so it's almost, it's a wonderful opportunity to have started with that foot forward in Afghanistan five years ago. We started with a simple aim which was to try to encourage and promote jobs for women in rural areas.

I came into this as a retired business woman. I was an early and ancient woman partner of Goldman Sachs and so I look at the world through the lens of the private sector. Our goal was to create export quality rugs in an enormous industry with potential in Afghanistan that had been severely disrupted during the war years. And I will say that five years later, one foot in front of the other, we have accomplished that. Just last week we won two international prizes at the largest commercial trade show in the world, NEOCon, in Chicago. We won the Editor's Choice Award and we won the Special Innovation Award for Eco Friendly Practices. Just this week as well the U.S. designer, Donna Karan, has agreed to design a new pattern and new rug.

She joins Zaha Adid, the Iranian architect, as well as the German designer, Thomas Shutz, who have both designed other patterns for us to execute. But what ARZU really has understood, I think, and what we do best, and I'll get right to that, is we are very experimental.

As I said, we are small with limited resources so we do everything at the local level. We had some initial founding practices which is it's not about us it's about them. We went directly to the rural areas and we now operate in 11 villages in two provinces. From our humble beginnings with 30 weavers we now have created over 600 jobs, 85% for women, a third of whom are widows. *We have developed in effect, an economic model that pays the families a fair labor wage with no child labor.* How do we enforce that? Well, because *we have a social contract with the families where in exchange for higher wages they agree to send their children to school. We monitor that extensively, even pulling attendance sheets from the schools knowing the principals. We are embedded at the village level.* (B, Economics, Infrastructure)

So what we're trying to create, and we're not there yet, is a **new model for sustainable, economic development with social programs as part of the pay package.** (Ref. 5) Think of it as we would in a U.S. corporation, our workers are salaried employees with benefits, those benefits being literacy, healthcare, water, clean water. So what you can look to us for we love to not re-create wheels. We replicate anything that anybody else is doing. And so as a result we've partnered with dozens of organizations.

This summer we're rolling out our most ambitious social projects, ambitious for us because of our small size, which is a Women's Center which will have a classroom that can be used by the local men or women's groups. A laundry mat where women can wash clothes in a heated space with hot water instead of under the freezing village spigot. We are also rolling out a sports complex, sounds grand but it's really a walled, flat, enclosed surface with soccer, volley ball and ping pong and a community garden. I have one minute remaining. We have, the programs we're implementing have all been done before so I really hope that I'll have an opportunity to meet with many of you today who have done other things.

From Bayat I've already identified two programs which we will replicate, i.e., copy. One is the doable, scalable project which we can do locally in our villages. And the second is the Afghan Program for Music. I'll close with a comment about the charitable aspect of the U.S. population and it's true. *Statistically Americans are the most generous people in the world, and it's a point for the Afghan government to register because while it's true this is now embedded culturally in America, it was encouraged by our tax code which makes it advantageous for people to donate and that also is relatively unique in the world.* (B, Charity, Economics) Thank you very much, I look forward to meeting you later.

(Connie Duckworth, ARZU)

Hon. Foresman Thank you, Connie. You know in the spirit of the questions that you have in your agenda, and I would say to you that part of what our speakers are trying to do for

you this morning is to tell us about the best practice. And in the context of what Connie has put on the table it's a program that targets rural areas, it targets women, it targets the opportunity for economic success.

She talks about the benefits that come from that, the gaps, some of the challenges that you've got. And I think what's wonderful about the dialogue already this morning you've picked up a couple of things that you're going to weave into it. So in the same way you're weaving those rugs you're weaving these great things together. So that is the spirit of what we're trying to accomplish here. Michael, would you like to come up, please?

Mr. Smith Sure.

(R. Michael Smith, Esq., Gordon Feinblatt)

Hon. Foresman And again I'm going to ask our presenters to introduce themselves and their group as they get started.

Mr. Smith Good morning, my name is Mike Smith, I'm an attorney. Contrary to expectations I'm going to try to be brief. I've been involved in Afghanistan doing pro bono work since 2003, and that has included participating in legal reform efforts representing men who've been detained in Cuba, working on educational reform projects and assisting the Afghan government in litigation here in the United States. My focus has been, and really this has kind of evolved through a distillation of really what I've been doing is Rule of Law, and included in that human rights.

I have found over time that there is a willingness on the part of American attorneys, as well as attorneys from other parts of the world, to assist on a pro bono basis Afghanistan with no expectation of business or profit or whatever. One of the reasons I think there is that willingness is recognition of the fact that the Afghan nation and the Afghan people are worthy of our assistance. One of the problems we have, frankly, is after a generation or more of war just ascertaining what the law is has been a major challenge.

For example, it took me six months to find out what statutes were in place that dealt with labor and employment law, my area of specialization, six months. We finally found what we thought was the code and we started working from there. Now it occurs to me that one of the problems that we have encountered over time, and I'll refer to this as questions of coordination, continuity, and consistency. I have found out the hard way that you must have some sort of **institutionalized attention to Rule of Law issues** (*R, Legal*). I have yet to find that in Afghanistan.

There has to be some on-going presence in the country that first identifies the legal issues. Secondly, martial the resources that are needed to address those

issues. And third, to monitor the implementation of those reforms or changes that have been absent in Afghanistan. (R, Legal) I have yet to ascertain what entity can serve that purpose because I can bring all sorts of resources to bear, but unless you have the coordination, the consistency, and the continuity it is useless. You go in feeling good in the short term and nothing gets done. Now you can blame it on corruption or inefficiencies in government or inattention through various other organizations in society, but the fact of the matter is that those things are essential to make sure this works.

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, Legal) Universities in the United States have done exactly that. For example, we have a history of land grant colleges which have coordinated programs in agriculture, other types of business and so forth, the arts. It seems to me that that is the type of model that may work in Afghanistan. But the fact of the matter is you have that sort of on-going presence and commitment in Afghanistan and it seems to me that that is what ought to come out of this conference and other conferences. Thank you.

Hon. Foresman Thanks, Mike. You know the challenge that you find in any society is a set of rules and a set of law by which you can create a level of stability so the people can succeed. When we talk about jobs and healthcare, when we talk about education some folks would say that requires security and others would say it is a by-product of security. But I think that part of what we're offering in this discussion, and let me just throw this out to the group at large, we're not going to turn this into a discussion at this point but is there anybody who thinks they have an idea to help Mike achieve what he's talking about achieving in terms of that Rule of Law and that stability, anybody got any ideas? Yes, sir.

Mr. Bradley I have a question.

(Bruce Bradley, Lancaster Group Holdings)

Hon. Foresman Alright.

Mr. Bradley I think that coordination---

Hon. Foresman Stand up, please, if you would at the microphone very quickly.

Mr. Bradley I want to know, Mike, if you could just give us a brief description of what goes on, coordination, consistency and what have you is a nice alliteration but in theory if I worked for an Afghan business or what have you, and I'm improperly treated one way or the other what happens? What's their recourse?

Hon. Foresman Mike, I'm going to ask you to keep it short. I want to make sure that we're meaningfully engaging.

Mr. Smith Okay. I can make it very short. Virtually no recourse. The judicial system in that country is in absolute shambles. It has been dismantled through war and conflict, and frankly there are judges who are viewed as, rightly or wrongly, as being corrupt. So you have no effective recourse and that is one of the challenges that Afghans as individuals and Afghans as business people have. Unless you've got an effective mechanism to enforce your legal rights they are of no significance. And right now there is no effective enforcement mechanism in my opinion based on what I've seen.

Mr. Bradley That being the case then aren't you really in a situation where you have to, I mean you have three decades of war so you lose one generation and their children.

Mr. Smith Uh-huh.

Mr. Bradley So don't you really have, I mean you can you said use it through a university or what have you, you've got to start by weaving it throughout the whole educational system don't you?

Mr. Smith Yes, that's true but you need some sort of institution that's going to pay attention to that on an on-going basis, not sporadically. That helps the Afghans distill what they want to do. I agree with the Ambassador, you've got to figure out what the Afghans need and what their Rules of Law are. *There's a school of thought in jurisprudence called legal realism which means that you determine what the rules are that are inherent in every society and then you codify those in the law.* (B, Legal)

That's one of the challenges that we have – I'm a proponent, I think the Afghans know what the rules of the game are. It's inherent in their value system. It's codifying those and getting an enforcement mechanism that's efficient that's the key. And then you, you know, you establish it nationwide. You're right, **it's a multi-faceted approach. It involves education, coordination and consultation with businesses and the government and so forth.** (R, Legal) But that's what has to be done.

Mr. Bradley Great.

Hon. Foresman Thanks, Mike. Fred?

Mr. Harris Just very quickly. I hope you can hear me. **I think the step that goes just before that is to create a demand for Rule of Law to enlighten people on the necessity for it so that they'll reach for it and then everything else will roll out.** (R, Legal)

Hon. Foresman Okay. Now I'm going to exercise moderator's prerogative and I'm going to pull three points out of our discussion. One, you need to have stability and Rule of

Law. Two, there needs to be institutional and organization structure to provide for the constant focus that is needed to achieve Rule of Law. And the third point in this context is this has got to be centrist to Afghanistan and not transplanting some other country's perspective on Rule of Law into someone else's society. Anybody disagree with those three points? Great. Edgar, are you ready?

Mr. Mueller Sure. Before I start I'll add a fourth point to that. I think it needs to start at the top with the political leaders because leadership always starts at the top and they should start by respecting their own constitution, that they're below it and not above it. But I work for Afghan Wireless Communication Company. I also cross the line and work a bit with Ariana Television and Radio Network and help out wherever the Bayats need me, new business ventures, etc..

I've spent a bit of time in Afghanistan, I don't want to repeat everything that's in your booklet about the company. We're in 34 provinces with our microwave wireless services. We're trying to reach everybody, educate the people - at least starting through communication. The overall penetration rate in Afghanistan right now is probably around 23%, including our competitors and ourselves. We, ourselves, have over 2,000,000 wireless subscribers.

As far as best practices I'd like to get into that. I think *what's most important is to get in there and work with the people.* (R/Community) It's involvement, but it goes beyond that. It's not just having a presence, it's not just giving orders, it's just observing and trying to monitor. **You have to get your hands dirty. When you start doing that, people start coming to you for advice.** (R, Community) A lot of the locals feel like they have their hands tied. They're still sitting in that part of the world with some of this master-slave culture and people don't always feel empowered. But when you get your hands dirty and you start working with them and showing them and teaching them, you have to enjoy the teaching part as well you accomplish a number of things. One is the involvement that was mentioned earlier. We do that; how do we do that?

We're in 34 provinces, we'll go into an area that most of our competitors cannot. We build a cell site with a clean room but we'll also add living quarters. *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.* (B, Community, Security) In the main offices we provide training programs. We recruit engineers right out of the universities, from Kabul University, selecting the best through testing then we put them through our own internal courses.

One of the most important courses we offer is Project Management. (B, Education) The whole concept of action items, schedules, due dates, putting the processes in place expectation management starts to come out of that. They understand that things do take time. So **besides the involvement, point number two I want to make is patience.** (R, Community) It's not just our patience but the patience that you're teaching them to have. They can't turn the whole country

around in two years, it may take 20 years, 30 years, 50 years. For a project it may not take two days it make two or three months. The more that they're involved the more they understand that.

We recently, two weeks ago or three weeks ago won a contract for the rural telecom development providing telecom services. It's kind of like the Universal Service Fund here in the U.S. We have about six months to get it out to 20 villages. It's not the most lucrative contract, there are subsidies involved, but it's something that builds loyalty to our company. We were one of the only bidders. Why didn't anyone else bid? It's because it's not that lucrative but we look at it as a step to building future business and customer retention and loyalty.

The third point I want to make quickly is perseverance. You cannot just expect things to get done when people agree to do something, everybody over there has weaknesses and also here - it's not unique to that part of the world. A lot of people like to make excuses. They'll spend more energy on that than it takes to get the work done. So you have to stay on top of things; I've been called a "pit bull". I like to think it's like being a parent and you have to have some tough love. That's not just understanding the people, but you also have to have some discipline and you have to push and you have to show them, and again teach. Sometimes you have to do the work for the people. **It's all about working together and not always working for somebody.** (R, Community) So I think that that's probably the major point I would like to make. Thank you.

(Edgar Mueller, Afghan Wireless Communication Company)

Hon. Foresman Edgar, we'll give you one additional minute if you need it because you didn't use your five minutes. But let me offer three points that I want to re-cap very quickly. Involvement, patience and perseverance, I think those were three key points. And I think for all of your organizations that are doing activities in Afghanistan those are essential elements. And the one thing, Edgar, that I thought was particularly enlightening about what you were talking about here is the ability to communicate provides for that fabric of unity if you will. It's not a lucrative business proposal but it's the right thing to do, is that a fair re-statement of what you're talking about?

Mr. Mueller I think so.

Hon. Foresman Okay. Good. If not

END OF TAPE

Ms. Zischke ...doctor. I work for a medical device company. We treat a disease called Cutaneous Leishmaniasis which usually is a neglected disease because it's not life threatening and it usually occurs with children. Our best practice hasn't been so much within Afghanistan, but Pakistan. My goal is to actually try to implement some of the projects we're doing there in Afghanistan. It actually kind of mirrors what has already been spoken.

What I'd like to change in healthcare is healthcare traditionally is some organization that has donated equipment devices and drugs into the country - and they're providing healthcare. What we're not doing is we're not implementing a healthcare system. (R/Public Health/Medical, Economics) And so what's happening, and we've been in Afghanistan for eight years, what we find is that many times the devices are lost, the drugs aren't used, and there's no implementation. So what we did in Pakistan around the border between Afghanistan and Pakistan, and we actually are working within the refugee camps treating - what we did is we have a distributor, even though the equipment was donated by International Rescue, the work is being done by the NGO Healthnet.

We treated a Pakistan individual as a distributor and compensated him as if he was sales rep. And from that compensation what we have now is a small business that he is now looking at and he is building an organization, he is working with the Minister of Health and the other people and he's building a little business delivering healthcare with our equipment.

So one of the things I'd like to do is I'm trying to help to reach out to the healthcare community. *And even though the equipment is donated or the equipment was purchased by turnable dollars we could still be building small medical distributorships within Afghanistan. And now with that distributorship you now have a business person who has bought a reason to be able to make sure that the implementation in the healthcare is being delivered. And what we're doing is building an infrastructure to continue the support of delivering healthcare to those organizations.* (B, Public Health/Medical, Economics)

So I'm here, and I thank you so much, Rosalie, for inviting me and the Bayat Foundation to say **let's treat healthcare as a business and not as a charitable contribution to the country. And from that business what you will find is that you'll now have ownership and the care will be continued.** (R/Public Health/Medical, Economics) Thank you so much.

(Gena Zischke, Thermosurgery Technologies, Inc.)

Hon. Foresman Any thoughts, that's really an interesting perspective. Any thoughts from the group in the context of some of the traditional approach to the humanitarian activities has always been to buy something, deliver it, and provide personnel

to operate it but you're talking about a very different business model. Thoughts from anybody here at the head table or the rest of the group? Yes.

Ms. Duckworth I completely concur with what you're saying and what we've seen as well, it's about the monitoring and the evaluation and the follow-up. Otherwise you come back a year later and nothing has happened.

Ms. Zischke Absolutely.

Ms. Duckworth And I also completely agree that any action that's taken in Afghanistan, **the more you can treat it like a business and create one more job, two more jobs, that just has this ripple effect that takes its own roots** (R, Public Health/Medical, Economics) so I agree completely.

Ms. Zischke Well, thank you.

Hon. Foresman Yes, sir, very briefly.

Mr. Sweeney Yes, I think Gena being a colleague of mine, being very modest, she's also a visionary in terms of not only looking at it as a model business but also *making that device not a stand alone device but when it's incorporated and calculated into a system that does live reporting back to all the other shareholders of who's being treated creating a database and demographics so that the next year they can say, look, this is what we've accomplished (B, Communications/Technology), this is what we have done. So hopefully later on today she can share that with you. I think that's an essential ingredient, just a stand alone piece of equipment but it's tied into a complete network that communicates to all the shareholders.*

(Tom Sweeney, Novahead Technology)

Hon. Foresman Okay. Great. I notice you nod 'yes' every time they come up with a good business proposal.

Mr. Bayat Of course.

Hon. Foresman Absolutely.

Mr. Bayat That's why we are co-sponsoring this event.

Hon. Foresman Absolutely, and that's where – are you ready?

Mrs. Jawad Sure.

Hon. Foresman Please, Mike, go ahead while she's coming up.

Mr. R.M. Smith Yeah, it occurs to me that one of the things that I've noticed is what I call a sense of the art of the deal. I think that's an inherent part of the Afghan tradition of culture. **If you look back at their history and where they've come from they have a commercial history. And if you take advantage of that, you know, you build on something that's already there and you encourage one of the positive aspects of Afghan culture and society. (R., Economics/Infrastructure)**

Hon. Foresman So, Mike, we're working on getting some microphones for the head table but let me address it in the back of the room and I'm going to do it very quickly, if I get it wrong you'll correct me. Mike talks about that in the context of Afghanistan, it is very much about the art of the deal. And it's about creating that spirit of entrepreneurship through the deal making process in Afghanistan. It's not right, not wrong, it's part of the culture, is that a good restatement?

Mr. Smith Absolutely.

Hon. Foresman Mr. Mueller

Mr. Mueller Yes.

Mrs. Jawad Good morning. I'm delighted to be here. I would like to thank Mr. Ehsan Bayat and Mrs. Bayat for giving me this opportunity to come here today and talk about the Ayenda Foundation. My name is Shamim Jawad. I'm the founder of the Ayenda Foundation, a non-profit organization established in 2003 to support the educational projects in Afghanistan. The Ayenda Foundation is serving as a bridge between youth organizations and children of Afghanistan. However, most funding is for U.S. companies and corporations and private individuals. We are not only building schools but providing grants to other NGOs to support educational programs in Afghanistan. And as I look around this room there are many NGOs that we partner with, and implement successful projects with in Afghanistan.

Ayenda Foundation provided grants to Roots of Peace, they're building a school in Afghanistan, and the Afghan Children's Song Book, we provided a grant for publishing this Song Book, it's a great project and I will let Dr. Pascale talk about it later on - but I'm very pleased that I was part of that.

Also we provided a grant, a scholarship, for a student for American University of Afghanistan. And I need to talk a little bit about the American University of Afghanistan because that's the hat I'm wearing. I'm a board member of the University and I don't think a lot of people in this room know about American University of Afghanistan. It's the same concept as the University of Cairo and Beirut. *This is the first private institution of our education system in Afghanistan that offers all the subjects in English.* (B,

Education) Most of our faculty and staff are either American or European. The university was established in 2006, it has been three years. We have about 350 students. Our first class will graduate next year and we are working to be an accredited university. This is a very inspiring institution and if you get an opportunity you need to go and visit it and support it because we are truly educating the future leaders of Afghanistan. *We provided two scholarships for two girls from provinces because we truly really believe that we need to give opportunities to all Afghans.* (B, Education) We do not want this university to be an institution that only the elite of Afghanistan can attend. We have many who can go and receive a quality education. But the poor people that don't have the means because this is a private institution and it charges tuition. So we were providing a scholarship for the provinces so they'll have the opportunity to come and receive a quality education.

But today what I want to talk about my *best practice was the building of the Ayenda Learning Center and my partnership with the Bayat Foundation.* (B, Economics, Education) I want to take advantage of this opportunity to thank Mr. Bayat and Fatema Bayat and the whole staff at Bayat Foundation for their support for Ayenda Foundation and for helping me to turn a vision into reality. Last year in April I was just talking about building a school in Bamiyan. This year in March we were in Bamiyan and we inaugurated this school. This wouldn't have been accomplished without the support of the Bayat Foundation. *I'm very fortunate for this partnership. It really worked, it's a great example how partnering with other NGOs really helps support, to accomplish a goal in Afghanistan.* (B, NGOs, Economics, Education)

How we started this whole idea, as my husband already mentioned this morning, was just by involving the community in identifying the need. And how I did that - I had a really good relationship with the Governor of Bamiyan, we served on a board of the Youth Afghan Council. We talked and I said, "What is the need in your Province, and how can we help you? We want to do something but I just don't want to come and do something if there's no need." And she said, "Well, we have this orphanage which is really in a bad shape. The children are going to school sitting on the floor, broken windows, broken furniture, the roof collapsed. We need a good facility for these children. If you can build a school, this is how you can help me and I'll provide the land." And she did.

And then the next step for me was how to implement this project. This is where the Bayat Foundation came to my rescue. Mr. Bayat said, "We are already in Bamiyan working on other projects, we will help you and we will do it." Of course they did a fantastic job. It was very cost effective. If you ever go to Bamiyan, the school is in the new City of Bamiyan, very close to a government office, two stories, 24 rooms. It's just great. It looks like a mansion in that province that really is very much underdeveloped and where

not a lot has been done. Oh, I have one minute and so much to talk about. Anyway so that's the partnership that I want to talk about first.

And then what we did we, now have a representative that he feels the ownership of the school because I made it clear for him. I told him this is for you, this is not for me. I built the school to give it to the people of Bamiyan, the children of Bamiyan, and I have no ownership but I want to help you. So now you go and you implement the project.

So how we really expanded the best practice. We started, it's not just the standard curriculum that you receive in this school. We started a health class and why that started is because they came to me and they said, "Oh, we have a child that really needs medical support, we want you to give money so we can send this child to Kabul for help." I said, "we are here, our mission is to provide the educational program." But if I go helping a child with medical treatment and send him to another part of Afghanistan then I'm moving away from my mission and I can't do that. But I'll try to find ways we can support these children. So I got involved with the health clinics in the area and now *once a week a doctor comes to the school and just examines all the children to see, you know, who needs help and then recommends them or refers them to the clinics in Bamiyan. So we found a solution how can we help these children. (B, Public Health/Medical)*

And, of course, we are providing English classes. Part of our best practice is that a student of the university is in Bamiyan for the summer break teaching English in the school for these children. This is a huge opportunity. They will never forget, the little they learn in three months they will not forget. *Our partnership with a ranking university really works; I have a student going to university coming and teaching at this school in Bamiyan. This is a best practice. (B, Education)* I have a lot more to talk about but unfortunately my time is over so thank you very much.

(Shamim Jawad, Ayenda Foundation)

Hon. Foresman

I will tell you in the diplomacy of Washington - interrupting the Ambassador's wife is always dangerous. I acknowledge that, thank you for all that you all do to represent Afghanistan. John, I'm going to come to you in just a moment if you want to do a little introduction for your video we've got a little bit of video.

But it's in this context of education. I want to just briefly give you a little bit of a snippet. Back in 1973, here in the United States, we had an unprecedented number of deaths related to fire. You're going to wonder why I'm talking about that in the context of Afghanistan. Children and adults were dying in record numbers in homes as a result of fire. A group of

individuals got together at a summit in Williamsburg, Virginia and they sat down and they said how are we going to reduce the number of fire related deaths in the United States?

They took a very unorthodox approach, they said we need to have better building codes, we need to have education programs but we need to target the youth. It was not until 1995 that we saw a precipitous reduction in the number of fire related deaths in this country. And that was because the youth that we touched in the schools in the 1970's and 1980's were a generation of parents and leaders of the 1990's. And it underscores that what we talk about in the context of education in creating the opportunity on a very human and individual level may not have the immediate benefits that we all look for sometimes in the context of things.

We may in fact not see the benefit of this, of everything that we do as groups in this collection that we have here, we may not see that benefit immediately but there will be tangible benefits over future decades and that is one thing that is the challenge that I will put on the table for all of us is we live in a time in immediacy where we want instant solutions to all of our problems. **Many of these issues that we talk about addressing in the context and in the spirit of cooperation for Afghanistan we will begin today, you've already begun in many cases, we will see immediate affects in some cases but other effects may in fact take a decade or two or a generation to translate into a more prosperous and stable Afghanistan.** (R, Conclusion)
John, would you like to introduce the video briefly?

Mr. Dixon

The program says Alex Thier would introduce this video. My name is John Dixon, we're both board members of the Dupree Foundation which is the American support group for the *Afghanistan Center at Kabul University which is a large research center filled with books and documents. It is also a publishing center for books that are distributed in Dari and Pashto throughout the country, the secondary schools and regional libraries.* (B, Education) I think the video is about three minutes long. I'll be willing to answer any questions about it afterwards.

(John Dixon, Dupree Foundation)

VIDEO

Mr. Dixon

They're preparing books and delivered the books to the high schools. In the back of this car are two bujis, they're large bags, and in those two bujis are 500 books. Those 500 books constitute a lifetime and those are the books we're delivering now to the school this morning together with the shelves that they need to put them on. The school has no library at all so this will be the first time they'll ever have had a library. For these 22 libraries we mostly serve 65 high schools. Through that we find out the most needy schools for

servicing a library. So the libraries are mostly in remote areas. On the fifth of March they announced there were a million more students enrolled in schools all over the country. So the enrollment total is 7.2 million and about half of those are girls. So we see on every side, this time of the morning, *you will see girls going to school because most schools have shifts because there are not enough buildings for them.* (B, Education) Let's move this up here.

Mr. Dixon The older woman in the video was Nancy Hatch Dupree who founded the Afghanistan Center about 20 years ago. She's spent her adult life mostly in Afghanistan except when she was deported. She's back now in force at Kabul University. The video did not mention that *Afghanistan Center is a research facility which many visiting journalists and researchers go to as soon as they get to Kabul. The publication program which she sponsors, that's not mentioned in the film either, she's commissioned about 150 titles which are in Dari and Pashto on citizenship, vocational education, how to do books, and especially cultural history of Afghanistan. These are distributed in Dari and Pashto as you saw them in the film.* (B, Culture, Education)

Hon. Foresman Thank you, John. As the moderator, I was over here calculating time. We're technically ahead of schedule on this segment. But the good news is that means there is going to be the opportunity for the interactive dialogue that is so important to the success of what the Bayat Foundation is attempting to do here today as a precursor to our afternoon discussion.

So as we're going forward through our other presentations here around the U-table I want us to think about the context of the best practices that we've put on the table, the needs that we're identifying, the solutions that we may be able to bring forward, some of the continuing challenges that we have, whether we're talking about security or Rule of Law and some of the issues that we will bring together as we get into the afternoon discussion. So particularly for those of you who are not at the U-table there is going to be a moment here shortly where we're going to engage not only our immediate behind row but those to the degree that time allows in the back. Edgar?

Mr. Mueller I'm going to take some of my minute back.

Hon. Foresman Edgar is going to take a little bit of his minute back. I've charged him 15 second interest on it. Go ahead.

Mr. Mueller Yes, after hearing...

Hon. Foresman Go ahead.

Mr. Mueller The microphone doesn't work, I'll just talk loud. After hearing some of these initiatives for education it just reminded me of a point I often tell some of our employees. Sometimes when we're trying to do business over there,

individuals act as though it is all just a zero-sum game, like a bazaar where victory is taking as much as possible from the other side. It seems more like they don't understand business; they don't have the business education. This may be something that takes a generation to teach, as you mentioned earlier. The phrase I use is, "This is a business not a bazaar." It really gets to the heart of trying to run a commercial business properly. We really have to work on that thinking and that education as well.

Hon. Foresman So, Edgar, here's the point that I'm going to put on here for the discussion. I think that's an excellent point. It goes back to the earlier comments that we heard from a number of our speakers **about respecting the existing culture, the term, the art of the deal. That is part of the business culture within Afghanistan and how we mix that with the modern business imperatives that is essential to success.** (R, Economics) I think that's an excellent point and when we talk about the avenues for delivery, whether we're talking about elementary education or higher education, these are the types of educational initiatives and ideas that can come forward so I think that's an excellent point. James, I'm going to come to you if you're ready if you'd like to come forward.

Mr. Schmitt Certainly. It's really great to be here with such talented ideas that have been coming out, all the way from Ambassador Jawad and the four points that he made that actually were quite good and actually coincide with I think many of the best practices that have come forth.

My name is Jim Schmitt, and I'm with Creative Associates. We are a development capacity organization. We've been in existence since the '70's. We're a woman owned business. Our founder, Charito Kruvant, is still our CEO and we operate in developing education, health, governance, human rights and the nexus of stabilization and development in post conflict environments.

We entered Afghanistan in 1993, to promote the education sector. Since 2003 we have been supporting a number of programs for the U.S. Agency for International Development. I first entered Afghanistan in 2002 and I will return on Monday. It's something that we feel very passionate about as I know the people in this room do as well. What I'd like to do is go right into the best practices, at least from our experiences and what we've learned in Afghanistan specifically, but in other locations as well throughout the world. These things I think really correspond with many of the points that have come up. But I'd like to give you some specific examples.

The first for us is to take the time to know the community, this is very intuitive and the point that has come up several times from Connie and the Ambassador and Edgar and Michael as well. But I would say that to do it is a little more nuanced. In our case we work through local NGOs typically. To

do that we develop a capacity, we mentor them, we scale them and we expand their ability to have impact. We do it with a very low expatriate presence actually.

It gets me to a subpoint of that and that is it's very important to recognize that we are viewing things from the western, at least the United States international NGO capacity, and through American eyes and through an American lens. It's critical to recognize their informal power structures, their different capacities for organizational community. If we try to just implant our methodologies, from our perspective that has been not exactly a means for success. *So it's very key to understand the local community and the local norms and implement that in everything that you do.* (R, Community)

Likewise, security from our perspective is best formed from the community perspective. **The best security does not necessarily come from guns or gates or guards, though they do have a role, the true security comes from the population that you're helping and working with and cooperating with.** (B, Security)

Secondly, I know that many of you that are in the NGO world, at least the international NGO world, will relate to this. **You need to move outside the NGO support base. You need to get out to the areas of need and take the hard tasks.** (R, NGO) Clearly we've heard that today in examples that have been given prior to my coming here to the podium. By getting out to the environment it's critical to where the areas have need.

Finally, **working with all stakeholders that are in the area. That means not being selective,** (R, Community) and it gets actually back to one of I think the take aways that the Ambassador brought up, and that is to **cooperate and have synergy. Too often we become very passionate, convinced in our process, our own program, our own project, that we forget that we could probably have greater affect if we actually worked and cooperated with all the elements that we're trying to achieve like gains and goals.** (R. Intro)

Now the next thing I'm going to tell you is something that is counter-intuitive but it's something that we believe in very strongly to be successful in a non-permissive environment, and that is **sometimes the best action to do is no action. What I mean by that is when you're working on the ground and you're working from a bottom up capacity it's often critical to give your partner time to let them run through the process themselves. We as Americans or speaking as an American often want to take action at all costs. I submit that's not the best course of action in many cases.** (R, Conclusion)

And finally the last point I would bring to my colleagues here is that we need to **leverage what has worked well in other places into our programs. And though that sounds so simple I often find that mistakes are made repeatedly over and over again.** (R, Conclusion) If we had paid attention the first time and used some of the lessons, and maybe this is a good start on how we can use this formula today, we can actually substantially reduce the time it takes and reduce costly mistakes by bringing in these best practices that have worked in like situations in similar environments. Thank you very much.

(Jim Schmitt, Creative Associates)

Hon. Foresman Thanks, James. You know two things that he said and I really would ask everybody to think about these in the context of this Afghan Trusted Network concept that we will talk about later. One is to go back to the last point about capturing lessons. I'm a 25 year old, 25 year career recovering government employee and I will tell you we don't learn many lessons, we just simply document them time and time and time again. And I think **one of the true value ads that the Bayat Foundation and this whole concept of a Trusted Network is to be able to share the lessons of experience that one learns in the field maybe in a more formal way so that others are able to benefit from the successes you've had, but more importantly to benefit from the mistakes that you've made.** (R, Conclusion) Our best lessons obviously come from some of the mistakes that we made.

The other point, and the Ambassador and I had an opportunity to talk a little about this last night, and I would very much underscore that Afghanistan is a large country. Frequently just in the same way that we unfortunately do it in this country you sometimes end up with the haves and have nots, those who are serviced and those who are not. **The greatest challenge that all of us have as organizations is to be able to reach out to those communities that are the hardest to reach out to, whether it's a cultural barrier or a geographical barrier or communications barrier so that in essence you are not leaving those behind.** (R, Community) Louise, are you ready?

Dr. Pascale Yes. Thank you. I'm really honored to be here. I'm sort of in awe of all you are doing. I'm going to back up and just give you a little history. My name is Louise Pascale. I am the founder of the Afghan Children's Song Book Project which essentially began in 1966 to '68 when I was in the Peace Corps in Afghanistan. I created a small song book with Afghan poets and musicians and it was produced before I left Afghanistan. I put it on my book shelf, my one copy, and kind of forgot about it. I came across it six years ago and stood in my living room and realized that those songs were probably going to be lost forever because of what has happened in Afghanistan. Because I have a lens as an educator and a musician and as a person that's pretty passionate about saving culture I said I have to return the songs.

What ensued, which I'm sure many of you can appreciate, a small idea became a kind of monster project much bigger than I ever imagined. So the book was reproduced. I knew a best practice that I needed to implement was to check whether this was a good idea to return the songs. I was very much supported by Shamid Jawad and the Ayenda Foundation and the Bayat Foundation to say, oh, my gosh, these songs indeed were going to be lost.

So I worked with Afghan musicians again and Afghan graphic designers and we reproduced a little book that looks like this that also has a CD which was added of children singing all the songs and also a cassette tape. This is what goes to schools and orphanages across Afghanistan. Really it's a tiny little project and I am working and can only make this happen through the partners and there are many of you in the room. The Ayenda Foundation being one, American Councils being one.

Once the song book got produced, and I can happily say, 14,000 are in Afghanistan in schools in about ten to 14 provinces. But how they get there, and I sit in Cambridge, Massachusetts and often wonder, sort of goes into the realm of miracles. But that happens because of partners, people who are willing to distribute the book. (B, NGOs) The book is now I'm also pleased to say, and I was very committed to this, produced by an Afghan company in Kabul. It's now completely published there, the CD's are pressed there, the cassettes are pressed there so we have no issues with shipping. I really wanted it to be supported by Afghan businesses and driven by Afghans. (B, Community, Economics, Culture, Education)

I am going to go back in October, the first time in 40 years. My job is to assess what's going on, how the song book is being used. I would say that the biggest disconnect that I sense as an educator is that although it's incredible, I believe to have songs back into the culture and that's very valuable, and we need to keep the culture alive, it's the soul of Afghanistan, **I also believe that education and teacher training is essential.** (R, Education) **_I see this songbook, as a literacy tool. It's a tool where kids can read the songs, learn them, hear them. I'm quite sure that's not happening so I'm very interested in working with teacher training.** (R, Education)

I just was awarded a Fulbright Scholarship and unfortunately Fulbright won't send me to Afghanistan. So if there's anybody in this room that can make that happen I would love that. What I really want to do is work with educators in Afghanistan to say how can we deepen the literacy, **improve the way we actually teach basic literacy** (R, Education) and I think this is a small segment of that. I'm also assessing whether we need a second book which I sense we do. So I'm working on those kind of challenges and I'm so eager to talk to many of you because although it's a tiny little project and I

think I have a lot of you in the room I can connect with. So thank you very much.

(Louise Pascale, Folk Arts Center of New England)

Hon. Foresman Louise, I'm going to push back a little on something you said because I think for the benefit of everybody here there are no tiny little projects because all of the tiny little projects that people may think that they're involved in collectively create a big effort. It's all part of a system of systems approach and I very much would underscore that.

One of the things, Fred, I'm going to come to you if you would to introduce the video here in just a moment. But I would offer to everybody we're going to be breaking here in a few moments. But before we get to that we're having a discussion. I would encourage you that if you absolutely are not going to be able to make it to the break certainly feel free to step out of the room and be able to do that. But we're on a very good roll, we got a lot of momentum. Fred, do you want to introduce our next video, please.

Mr. Harris Yes, let me get a microphone going here. All right. Ladies and gentlemen, distinguished guests. It is indeed my great honor to be here and I want to thank the Bayats for having me. I would like to say it's wonderful to see all the planning occurring. I know that the end phenomenon of all of this will be planning will be turned into reality and that is probably the best thing that can happen. There is something that I'm sort of involved in and it relates to everybody's projects here.

(Fred Harris, Independent Producer)

? Turn it down.

Mr. Harris Oh, I'm sorry.

? Hold it just a little ways from your mouth.

Mr. Harris Is that okay?

? That's much better.

Mr. Harris Should I not use it at all?

? No, go ahead and use it just keep it down.

Mr. Harris Okay. Sorry about that. Anyway what I'm involved in has to do with the media. *The media, of course, is an extremely powerful, powerful tool that can be used for the betterment of everything we're trying to achieve. This is*

recognized specifically by the Bayats and they have Ariana TV and they have used Ariana TV not just for the standard programming but also for forwarding very important humanitarian issues and getting across humanitarian points. (B, Communications/Technology, Education) A couple of years ago I came to Afghanistan and I brought with me some human rights videos. These were taken, these were based on the Universal Declaration of Human Rights and I gave them over to the Bayats and they took one look at them and immediately translated a dozen of them and started airing them. They were very powerful, it had an affect. I'd like to just start out by just showing you what I mean. I'm going to play the first one, the very first one of these human rights videos.

VIDEO

Mr. Harris Can you tell which of these children was not born free? Can you tell which of these children was not born equal? Can you tell which of these children does not deserve to be treated with dignity? We can't either. Human Right Number One, we're all born free and equal.

Mr. Harris That gives you an example of these human rights videos. These have been playing for the last two years. In fact this one I just showed you has been playing for the last three weeks in Afghanistan. So taking a queue from all this and realizing that *by using media you can enlighten people in almost any direction.* Ehsan Bayat came up with the idea actually addressing some of the key fundamentals of life in Afghanistan itself starting at the grassroots in elevating people. (B, Communications/Technology, Education) *One of the first fundamentals for example is simply taking care of children, helping children to learn so that when children become adults themselves they'll turn around and do the same as they themselves are the future of Afghanistan will create a better Afghanistan.* (B, Community, Education) So last week we created a video just around that one point. I'd like to show you, it's just a one minute video. It's a public service announcement that will be airing on area TV. You'll get the idea, it's about how a parent helps a child and in the end the child turns around and helps the parent, simple concept.

VIDEO

Mr. Harris The words that she said there were simply children are the future of Afghanistan. Now here's another fundamental. *With the war and everything, the depravation that has occurred, it is something as simply as basic hygiene has gone amiss so we did a couple of videos with relation to that.* (B, Public Health/Medical, Communication) The first one you'll see most of you won't understand because it's in Dari but it's simply a grandfather talking to his grandchild about the importance of washing your hands. It's only 30 seconds long, I'd like to play that one next.

VIDEO

Mr. Harris Very simple idea. The grandchild says why do I wash my hands I already washed them once today? He says you got to wash them more than that. And finally one last hygiene kind of video.

VIDEO

Mr. Harris And he was saying (inaudible). So this is the direction we're going in now and we're going to producing a lot more of these just getting fundamentals and communicating. We wanted to share that with you, thank you very much.

Hon. Foresman Fred, thank you. The power of a well crafted message all of us underscore. We deal with it all the time with our own organizations, whether it's the mission that we're performing, whether it's raising the resources that we need to be able to go out and do those things whether you're in government or the private sector and it becomes the importance of a well targeted message. Dr. Atash, do you want to come up and give us your presentation as well?

Dr. Atash Good morning, everyone. I'd like to first of all thank the Bayat Foundation, Mr. Bayat and Mrs. Bayat for convening such an important and vital gathering. I have already learned a lot about activities that are very vital for Afghanistan. I'm hopeful that we strengthen our own organizations by networking and learning from each other. I would like to start from an overview of Nooristan Foundation very briefly and then go to best practices, and I have something to say about the term best practice later. And then I have some very brief remarks about some challenges and opportunities that are available, and I will conclude that by some recommendations.

Nooristan Foundation was started about ten years ago basically to provide educational services for rural parts of Afghanistan. The reason that we focused on education because in my previous life I've been an educator, both in Afghanistan and this country, for almost 40 years now doing research teaching at various levels, including college and teacher education, curriculum development, and doing a lot of research in education, especially in this country for private companies, for universities. So naturally that was an area that I wanted to start my initiate of activities in Afghanistan. After 2000 - September 11th, opportunities were there, so we expanded our activities.

We started our activities initially in Nooristan, a very rural part of Afghanistan very under served, and it would challenge anybody in this room if they have done some projects in Nooristan. I'll be happy to talk with anybody who wants to partner with them very quickly. I found two people - I'm very much surprised and a pleasant surprise. *Our activities that we are*

kind of “best” – first of all talking intimately with the community, making sure that the projects emanate from the community, that they’re indigenous projects, not something that we superimpose from our own wishes and whims and we have done that from the beginning. (B, Community)

And also partnering with the community, we have managed –because the Nooristan Foundation is a very small organization we have managed to enhance the impact of our dollars spent getting the community involved in all aspects of the work. We provide only those things that they cannot provide. Because these projects, if they benefit the community, the community has the responsibility to get involved and if they don’t we won’t do the work. (B, Community) So it’s as simple as that, but it has provided a good way of conducting these projects, implementing the projects, in a sense that is very efficient in terms of dollars and cents and also in terms of monitoring and evaluation.

Also, we partner with other organizations. This is something we found two or three years ago that we discovered was missing. We need to partner so we are not doing all the work ourselves, we are partnering both in this country and also in Afghanistan. (B, NGOs, Intro) In this country mostly we are partnering for fundraising aspects with other organizations and we have some of those organizations here presented. But what we do, we do independent monitoring making sure that the project is implemented on time, on budget. If there are obstacles we can go through those obstacles. Now I’d like to just go over some more important challenges and opportunities that are available.

First of all I kind of suggest the term best is a misnomer because it’s undefinable first. Then secondly, if you ask ourselves what have you brought in terms of best, I think things that have worked. Certainly that doesn’t represent best, maybe the best – I think the best start we can use would be optimal or feasible practices, not best.

One challenge that we see in Afghanistan is the lack of vision. Without the common vision, without a vision that is homegrown, without a vision that is indigenous, and the people have basically been involved in the vision. I think our activities do not become very meaningful. We are doing haphazard work and we don’t – can you imagine how you gauge the progress and impact of an activity without a vision. Actually I challenge **that there is no way that we can assess the ultimate impact of any activity if you don’t have a vision because the ultimate at stake goes back to the vision. So unfortunately the leadership in Afghanistan has been very weak in this area and one challenge for us would be how do we motivate and help the leadership to have to develop that vision.** (R, Community) I’m going to talk about something about coordination, but I’m glad that a lot of other might talk about it. We need to coordinate our activities and this forum would be a

good way, good platform for doing some coordination. Because of time pressures I'm going to move fast.

One area that we need to work is monitoring evaluation and assessment.

(R, NGO) I challenge anybody to come up with a good impact study of any program, whether it's government or non-government organizations. Especially the past few years NGOs have not had a positive reputation in Afghanistan. **In that context we need to be really cognizant of the fact that we need to do some impact studies.** The fact that we do a project and just leave it there is not sufficient. So how do we go beyond? I know it's an issue of resources. **But if we designed the impact studies from the beginning of the project at the inception it's easier to implement them.** After the fact you can never adequately do an impact study.

Also I think we need to do more outreach with the communities. I am glad some people have thought about this but we need to do this more systematically and in a more meaningful fashion because the communities need to know where the dollars are obtained, how they are spent and what it impacts because especially with this back drop and this environment where the NGO's have got a very bad reputation and some of it is very deserved because how much effectiveness are we talking about in these programs. (R, NGO, Community) The Nooristan Foundation from the day one we have tried to make the overhead as small as possible, certainly not more than ten percent. We have been very successful with that but we need to see where these dollars are going and how it's being spent. Since time is short I'm going to cut my remarks there and if there are any questions I'd be glad to respond. Thank you.

(Dr. Nadir Atash, Nooristan Foundation)

Hon. Foresman When I have to do that to keep us on time I always offer profuse apologies as we move forward. Mike, do you have a quick comment before I go to Debra?

Mr. Smith One question, how do you work this thing?

Hon. Foresman Can we bring this mic up, please? Bring this hand held, go ahead, Mike.

Mr. Smith One of the concerns I have is, you know, who does the evaluation or who does, who ascertains the impact because all too often I think you have organizations who engage in efficacy studies, I'll call them of a self-congratulatory nature, and with an eye to sustaining their existence through fund raising. And so the question I have is how do you get an accurate and critical evaluation of what a program has been doing or not doing?

Hon. Foresman Alright. I'm going to pose that question and we're going to hang it here for just a moment. We'll come back to it. I want to let Debra do her presentation. Rosalie, I'm going to use up a little bit of our break time in order to continue some good dialogue that we've got going on with everybody's concurrence. Debra, would you like to come up, please.

Ms. Erb Good morning, everyone. I want to also add my congratulations to the Bayat Foundation for this gathering. The opportunity for me as a finance person who generally deals in numbers and the hard reality of business to hear the stories that I've heard so far this morning is quite interesting in the way it helps me think differently about what we do, and think more creatively about what we do and to come up with ways to be more successful from a business perspective. Overseas Private Investment Corporation (OPIC) is a U.S. government agency. We operate like a bank. Our job is to provide financing and insurance to U.S. companies that are investing in projects in developing markets.

My specific function is housing and the reason I want to talk to you about housing is because our development mandate. We have a mandate to support investment but we have a mandate to support development. Our development mandate we've learned in the last five years is very substantially supported by a housing initiative. When you think about it, housing from a micro standpoint supports civil society, it supports jobs, and is a tax revenue base for local authorities. Obviously there's an opportunity to improve infrastructure at the micro level. For families it improves security, it provides them wealth, investment opportunities, long term wealth building opportunity for their families. And I think it provides a foundation if you will for all of the things that we've talking about this morning.

It's like a centerpiece for all of the community civil society building activities that you're talking about. These things can happen around a housing development. And if you provide people with shelter, safe shelter that can survive the elements you provide them with good drinking water, you know, proper waste treatment, a secure environment for their children to play in then you give them the opportunity to engage in these other types of activities that enrich their lives and enrich the society around them. (B, Economics/Infrastructure, Community) OPIC believes very strongly in this, we have two projects that have been successful in Afghanistan, one in Kabul and one in Kandahar. They were small projects and they tended to be more in the upper to upper middle income range. **Our preferred target is a lower and middle income family.** (R, Economics/Infrastructure, Community) We have definitely encountered challenges in that respect.

We consider housing to be our best practice. We've done a lot of it around the world in some very difficult environments, including Iraq for example. But it is, real estate is very complicated, it's a politically charged

environment in which real estate development occurs. It takes a special breed of animal to do that type of activity.

What intrigued me about this idea of a Trusted Network is that I think our newest investors tend to come into these projects with a certain naiveté. They want to do good even if they're Afghan Americans. **They 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. So I think that this type of network, regardless of whether we're actually business people or we're NGOs or in the educational or healthcare business I think 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. (R, Intro)**

The partners that we worked with who have those elements, who engage numerous stakeholders in the development process and keep those stakeholders involved throughout the construction, the marketing, and even after the delivery of the homes people who have an interest in providing a long term professional opportunity for local families to enjoy their homes but also to build small businesses in that community, to create new skills, new trades that they can then carry on with new types of construction opportunities in those communities, those businesses are the ones we're interested in working with. (B, Economics/Infrastructure, Community)

But the U.S. business that has an interest that comes to us can't do that unless they are able to find trustworthy partners in the local environment to building upon. And unless they can engage the local families, the community organizations, and find shall we say enlightened politicians to partner with they can't possibly be successful.

So I'm very grateful for what you're doing here today and I'm very interested in hearing the rest of your ideas on the subject. Thank you.

(Debra Erb, Overseas Private Investment Corporation)

Hon. Foresman Okay. Fabulous. And, you know, the one thing that we all understand in the business of philanthropy and international assistance in a business it is very much about relationships, and find that those trusted networks that you may have developed that will allow someone else to accomplish what they need to accomplish and vice versa, it's about the synergy that you find.

So what we're going to do is we're going to take about eight, nine, ten minutes. I'm going to use up a little of your break time. I want to see, I want

to capture, we've captured some thoughts to the front row. I'm going to do a first cut with them and I'm going to pose a very important question. So what have we heard here today, what's the importance of it, what are the opportunities, any ideas, any immediate thoughts. Let me start with our U-table, anybody have anything they want to add? Andrea, do you want to offer anything at this point? She graciously gave up her time since she was in the best practices. If we can get the microphone, Rosalie, do you have a brief comment you'd like – let me have that one. Here we go, go ahead.

Ms. Grenadier Thank you. Does this one work?

(Andrea Grenadier, American Councils for International Education)

Hon. Foresman It does work.

Ms. Grenadier Okay. Because my voice is very loud anyway. I'm a development specialist, Andrea Grenadier, with American Councils.

END OF TAPE

Key (notations within November 30, 2009 white paper):

B = Best Practice

R = Recommendation

Ms. Grenadier ... This year we had 28 on program. American Councils has been in Afghanistan for six years and we now have an Undergraduate Fellowship Program in which we're bringing students over here for graduate school. So our hope is that the students go home, especially our high school students because they have to finish high school. Several of them have returned to the United States to finish high school and then to go on to college. **And so we hope that their drive and their willingness to go home is also supported by the NGOs and other businesses that are in Afghanistan that can help these students whose English is very good to help them find jobs and positions to help them want to stay in Afghanistan and contribute to the building of their civil society and a stronger culture.**
(Education)

Hon. Foresman Okay. Great. Now the one thing I'd like to do is immediately behind our U-table is kind of our first row - it by no means implies, we just didn't have enough room at the front table, that's what it came down to. So we've got one row back, and what I'd like to is maybe run the first row before we go around the room, and see if our immediate behind panelists have anything they want to offer and I'm going to start on this side of the room. Any of our folks have thought perspectives you want to bring to the table?

Ms. Janke I just have one.

Hon. Foresman Please. Please stand up and identify yourself.

Ms. Janke Hello, my name is Cornelia Janke and I'm with Education Development Center. As the name implies we work in the field of education, in particular two areas. We have worked in Afghanistan. Two areas in particular that we focus on are youth development work readiness, livelihood development and also interactive radio instruction and distance education.

For a couple of years between 2004 and 2006, we did work in Afghanistan, a literacy program that was Integrated Community Development. The key there for me, and *one of the lessons learned and best practices that I would like to share is this notion of integration at the community level because that is a catalyst. When things start happening in a number of different sectors this helps change the momentum and the dynamic in the community in a way that we found very helpful.* (BP, Community, Education)

The literacy piece was important; this was targeted at people who had missed the opportunity to go through formal schooling. There's a whole generation, as all of us know, of people who haven't had that

opportunity. And again the literacy, it's not literacy for literacy sake, it's literacy for what. (BP, Education)

So it's a vehicle for communicating some very useful information. To sort of bring it back to a lot of the comments that I've heard youth comes up in a big way, media comes up in a big way. For me as somebody who works particularly with youth, work readiness. We talk about business development. We talk about entrepreneurs, we talk about education. There's this term work readiness what does it mean?

Well, you know, *there's a step between learning how to read, or several steps between learning how to read and learning to be a productive employer or employee and it goes beyond business development. (BP, Education)* These are very what we would consider maybe basic skills but it's communication skills, it's learning to work together in a team, work autonomously, follow directions, give directions, how to present yourself, how to access resources. You might not have all of these things.

The good thing about this is that it can build on partnerships. My suggestion that **I would like to put on the table as a best practice is opportunity centers for youth at the district level. There's plenty of room for partnership, we could bring the business community in, education community. We can work with government. A challenge that we had after we did the work that we did at the village level was they were stuck at the village level. (R, Community, Economics/Infrastructure)**

Here they were so inspired by what we did, they clearly liked the materials that we developed. By the way they're out there now, 100,000 learners are using them. But then what? **It's that district piece, who are the mentors, where are the connectors going to be for all of these very energetic and inspired youth, who by the way, have a lot of support from their community. These villagers know very well that youth are their future. (R, Community)** They all see it and we had a lot of support for that. And anyone who works with youth in that environment will have that support because it's very clear.

(Cornelia Janke, Education Development Center)

Hon. Foresman Great.

Ms. Janke Thank you.

Ms. Knight

Hi, my name is Debbie Knight and I'm with the Marigold Fund. We're a small NGO working up in Takhar Province up in the northeast. It's a somewhat more lightly served area. We work in Talooqan the city, plus the surrounding villages in a couple of key areas; healthcare, education, social service which could be jobs, livelihood, infrastructure small projects. There are two best practices I guess I would want to highlight. The term best practices is challenging because we're very new, we're learning, and that's why I'm thrilled that we're here learning from all of you. But the things that Rosalie encouraged that are really at our foundation are relationships and partnership.

I'll give you a couple of examples of how that has played out and some of the opportunities that that provides for us and needs that we see. For relationships, it started with a program manager for a shelter based NGO who was getting to know people in the villages and getting to know the elders and the leadership, the mullahs, the kids who would come along side whenever anybody would come by. And so relationships started with getting to know some of the needs of some orphans. *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, that they could actually communicate and begin an education themselves.* (BP, Education) I'd be interested in the longer term impact of even a few families like that. But from something like that where relationships in the villages and in the district through doctors, public health officials in the government to programs where their needs were screaming. A lot of larger NGO funding is coming in for tuberculosis programs, research treatment, but the Department of Public Health was working in a building that totally tied their hands. So they came to us and said can you do a bricks and mortar can you help us build a clinic? So very much from the ground up. Another quick example would be seeing discarded school furniture all over the province causing us to wonder why, why, why?

And through lots of conversations, and this is to Edgar's point about patience, over three or four years trying to discern what's going on and how could there be some solutions found. Seeing that the quality of the construction and that the school furniture that the NGOs were buying for these newly built schools for kids that were now going to school would last two or three years maybe, and so wanting to find a way to both *provide furniture for the schools but also increase the level of workmanship within some of the local crafts.* (BP, Economics/Infrastructure) A lot of those skills have been lost. So vocational education tied to real jobs and livelihood to be able to put furniture in schools, very much an integrated approach, nothing that

Marigold can do on our own but it's partners in Afghanistan, in the U.S. and Turkey actually---

Hon. Foresman Debbie, I'm going to have to ask you to wrap it up for me.

Ms. Knight And the other last piece is with some of these wonderful grad students and undergrad students from Afghanistan, who are able to input into the U.S. side, what they see for vision for the educational system in Afghanistan as they go home.

Hon. Foresman Okay, great, thank you. Let me get him then we'll come down here and we're going to get everybody. I'm going to use up your restroom break if I need to keep us on time.

Mr. Neville I'll be brief. My name is Frank Neville with Thunderbird School of Gold Management in Arizona. I would say our best practice is probably listening to people who are smarter than we are and then implementing those ideas in our own program. Connie who's escaping on us right now mentioned earlier, I'm sorry, Connie, I didn't mean to embarrass you. But Connie mentioned treating it like a business and I think that's very, very important. And for us that means focusing on outcomes and that means looking for practical solutions.

So we've very good for example at teaching marketing to Fortune 500 executives and we do that in London and Dubai and Shanghai and all over the world. But the marketing that we teach to Afghan women entrepreneurs has to reflect the particular circumstances that those women face in places like Bamiyan and Kandahar and the other places where they operate. So learning from them, integrating those things, and focusing on outcomes.

The other thing that I'd like to mention is going back to Ambassador Jawad's comments this morning about **know your role. We know we're business educators and we can't build bridges, we can't build schools but we're a part of solution. And so finding others who can bring those other pieces to the table has been an important part of our success.** (R, Education, Conclusion)

(Frank Neville, Thunderbird School of Management)

Mr. Foreman Great, thank you.

Ms. Popal Thank you. My name is Rona Popal, the Executive Director of the Afghan Coalition, one of largest communities outside of Afghanistan in Fremont. One of the best practices that I learned through my

experience working with the Afghan community is first bringing a trust, it's very important. **In order to bring a trust within that community you need to work with the community elders and the stakeholders who are working with the community to see what are the most important issues or the needs they have in order for you to be successful.** (R, Community) And you have to be very transparent because given my experience and working with the different NGOs, I learn a lot of the projects in Afghanistan the people who are, or the organization; they don't know about the budget and how they are spending the budget. That's the biggest problem that we have.

And also one thing is very important, as we learned as an Afghan in the United States is the collaboration, **how the different Afghan agencies need to work together in order to be successful.** (R, Legal, Intergovernmental) Collaboration and partnership is one of the most important things for Afghanistan. As we see there are a thousand NGOs working in Afghanistan but to bring a difference we don't see that much. And the project that you think is important for the community maybe that's not important. And that's what the people, let's **empower the people so they decide for their own destiny.** (R, Conclusion) Thank you.

(Rona Popal, Afghan Coalition)

Hon. Foresman Great, thank you. Fred, we originally had that on this side with our group here. We'll pass the microphone over to you then we're going to work our way back across here.

Mr. Hurley At least I'm not last before the bathroom break.

Hon. Foresman Don't worry about it, you're good.

Mr. Hurley My name is Bryan Hurley, I represent Acclaim Technical Services. We're a, well we used to be small, but now we're not anymore. We are a woman owned company out of California. We provide language services and technological solutions to about 80 countries in the world.

The one thing that we found is that the other 79 countries that we provide solutions for don't work in Afghanistan. So our best practice going through this has been, one of our mottos is strength in people. And although we spend a considerable amount of money investing in infrastructure and technological solutions to provide to these areas the **people themselves need to be trained first of all.**

And then as been mentioned up here on the table there needs to be accountability on that training to make sure that what they're trained to do is actually being followed through, there's data collected and there's monitoring. (R, Education) I'll skip through most of this stuff that I think other people have already touched on.

The challenges I think that we've talked, we've talked about it a lot at the table here. You guys have said that we need to find out what they want and deliver that to them. **Our biggest challenge is getting them to draw down exactly what their desires are and what exactly it is and training them to tell us what they want.** (R, Community) I believe that's it.

(Bryan Hurley, Acclaim Technical Services)

Hon. Foresman Okay. Go ahead, sir.

Mr. MacKenzie My name is Budd MacKenzie and I am from Lafayette, California. I spend most of my time trying to mobilize villages in the United States to help villages in Afghanistan. One of the things I discovered six years ago when I first started is we do too much patch work around the world. What we really need to do is find a village, devote our energy and resources to the village, and fix it. By fix it I mean we need to help the villagers reach the point where they no longer need help.

Six years ago I raised money for Greg Mortensen to build a school in Lalander, a village 15 miles south of Kabul in the Char Asiab valley. I didn't plan to do anything else. Then I learned more about Afghanistan. I read *Charlie Wilson's War*. Afghans invited me over for dinner and I learned more about our involvement in Afghanistan. Upon becoming informed, I decided to become personally involved. I have a couple of "best practices" I want to share.

There's a little known program known as the Denton Program run by the USAID. The program allows humanitarian aid to be shipped on a space availability basis on military aircraft for free. If there's anything we have in this country it's stuff, things we don't need and are no longer using. We have held numerous drives and held packing parties. Altogether we have shipped over 30,000 pounds of blankets, clothing, shoes, school supplies and other items, which are now in Afghanistan.

A North Carolina organization aligned itself with Stop Hunger Now and Trust in Education. They shipped 18,000 packages of rice through the Denton program. The rice is being distributed by Trust In

Education into IDP (refugee) camps. It will provide over 100,000 meals. If you need information about the Denton program call me.

We hold "change for change" drives in American schools. A year later I return to these schools and give them a progress report. The students learn how their money was spent. Over time they identify with the village and some of the people in it. Some schools have had me give progress reports for the past five years. There are over 4,000 American children who have participated in these presentations. I also hand carry art work, photos, and letters between American and Afghan children. I hope this year to be able to enable the children to talk to each other over the internet, using Skype or some other service. Making a direct connection between American and Afghan children is one of our goals.

Finally, if you want to know what Afghan villagers need, ask them. I've taught the Afghans two English words, wish list. When villagers tell me what they want I always respond by saying "put it on the wish list". We work together prioritizing wishes and do as many projects as funding will allow. *Something interesting happened when the concept of a wish list was introduced. I asked them to describe their wish and to prepare a budget with two columns, one for material costs, the other for labor. To my surprise we no longer received requests that included a cost for labor. The villagers contribute the labor. We provide the materials. We have become partners in the process.* (B, Community, Economics/Infrastructure) This is a much better practice, in my view.

These are a few of the best practices that I recommend to others. Feel free to call me for information or to share yours. Thank you.

(Budd MacKenzie, Trust In Education)

Hon. Foresman Okay. Alright. We're going to slip in.

Mr. Tarin Good morning, everyone. My name is Qasim Tarin. I was born and raised in Afghanistan. I'd like to really honestly from the bottom of my heart thank every single one of you in this room. I appreciate the Bayat Foundation who has done and touched so many hearts out there in Afghanistan. Thank you. If we all remember 1979, up to date, today is about 30 years. A child who was then five years, today that child is 35.

And honestly the only thing that person knows today is how to survive, how to find the food and help their family survive and stay alive. And today I'm so happy and honored to see every single one of

you in this room and outside of this room as a matter of fact. Every single one has interest and that poor country has been a battlefield for two super powers since that time. But today we're not looking for revenge. We love every single one of us in this room and outside this room to get together and help that country to rebuild. Yes, let's leave our politicians or politics to our politicians. I love to leave my religions to the every single one individual believe.

I like to bring business in that country. As a matter of fact if you see bazaar, but beside the point, **imagine there are so many people in that country has talent, so much of talent in that country which they can be taught. Teach how to do business, how to bring business in that country.** (R, Economics/Infrastructure) I am coming from the business side of the business. When I come to this country in 1979 I learned how to do business. I started business from zero and brought it to multi-million dollars today because I learned. Like me there are lots of other people in that country can do exactly what I did. From the bottom of my heart say thank you.

Thank you for the people who has done a lot and touches so many hearts, especially Roots of Peace there in Afghanistan, Bayat Foundation, and the rest over here has done a great job. Once again I say thank you, thank you very much.

(Qasim Tarin, Afghan Business Network)

Hon. Foresman So that's a good testimonial – do we have – alright. I'm going to talk a little about you later, Rosalie, and everybody will get to know who the person is behind the screen moving the machine.

Mr. Wagner I'm Idashia Wagner and I'm here on behalf of the USDA, Foreign Agriculture Service. We're just, right now we have 14 Foreign Service Officers, Agriculture Specialists, on the ground in Afghanistan that are part of the Provincial Reconstruction Teams. Currently they've just finished their first year and they're coming back so in terms of lessons learned that's what we hope to find out this next month or so. We're also increasing the number up to about 64 I believe by next year so we're going to have a lot more people, Agricultural Specialists on the ground. The only thing I'd like to say with the USDA's mission in Afghanistan, is originally we were Foreign Agricultural Services supposed to promote U.S. agricultural interests abroad.

With the new administration we kind of got also the opportunity to participate with the Department of Defense, Department of State and USAID and actually stabilizing the country through the USDA's

application of Agricultural Specialists. (BP, Agriculture) We have just finished our first rounds of networking between each other; USAID, Department of Defense, Department of State, USAID, we finished our first inter-agency talks in order to find out what we can learn from each other about the situation and stability and especially the agricultural section in Afghanistan. We're still here to support American business interests as well as stabilizing Afghanistan for those interests in the future. Thank you.

(Idashia Wagner, USDA)

Hon. Foresman Okay. Thank you. Just set it right there. Alright. This has been a healthy discussion and I'm somewhat reluctant to even take a break. But I think it's important because I want to make sure that we keep your attention and keep your focus, and the ability to let your blood pump around a little is absolutely essential. Let me talk about where we're going to go from here in terms of the discussion. We're going to take about a seven minute break. We're condensing 20 minutes down to seven. I shouldn't have made the prognostication that we were ahead of schedule, that messed me up for the rest of the morning. But we've got the opportunity, we've got flexibility in the schedule. We'll take about a seven minute break. We've going to come back in here at about 25 minutes till. We've got a number of other presentations. I will acknowledge to you they are putting out lunch, do not eat lunch yet, it's not time to eat lunch. We've got some specific instructions associated with that. But let's take about seven minutes. Quickly get back in your seats and we'll keep on moving with the momentum.

BREAK

Hon. Foresman Alright, folks, I really do need you to take your seats, please. I will acknowledge to everybody that one of the greatest things when you're moderating a session is to have a difficult time getting people back from a networking break because they are doing exactly what you want them to do. But we have a lot of important information, a lot of important discussions that we need to continue with. So I would ask you if it's imperative that you continue your networking to please take into the hallway and we'll move on with the program. We're going to slightly move things around here just briefly. I'm going to ask Caroline Firestone to just hold for one moment.

We have Jim Bever with us. Jim is the Director of Afghanistan/Pakistan Task Force for the US Agency for International Development. Jim like many folks in Washington is sandwiching his time with us in between a number of different activities. We

appreciate that he was able to make time. Jim is going to provide some perspective in terms of the engagement of USAID, the focus in trying to support the efforts in Afghanistan. Jim has graciously agreed to take some questions but I would encourage you to be short and focused on the questions, and if they get really hard then he's going to look at me and say his time up. So, Jim, without further ado I'm going to turn it over to you.

Mr. Bever

Thank you very much, and thank you for inviting us here to say a few words. I direct USAID's Task Force for Afghanistan and Pakistan. We formed the Task Force back in November and in recognition of the importance to each of these two countries but also their inter-relationship. I would also like to say hello, Mrs. Jawad, thank you for gracing us with your presence. And thank you also to the Bayat Foundation for asking us to spend a few minutes with you this morning. I see a number of familiar faces in the audience. I'll try to say a few remarks and then I'd actually like to take a few questions if I could.

Let me just first outline, most of you have read it but I will just try to give you a few of the highlights that particularly relate to the US Foreign Assistance Program related to our new president, President Obama's strategy for Afghanistan and Pakistan. We worked on this together. USAID was in the small group under the chairmanship of Bruce Riedel and the intense involvement of Ambassador Richard Holbrooke, General Petraeus, and quite a few other senior officials of our government in the January, February, March period keying up the various options for that strategy of how to engage more robustly with Afghanistan and with Pakistan.

But basically the number one most important objective for the U.S. government is to disrupt, dismantle, and defeat Al Qaeda and its safe havens. (R, Security) We are going to employ every tool at our disposal in the diplomatic and economic realm as well. We're going to have a flexible and adaptable approach and we're going to evaluate our progress as we go along.

We need you in the private community, the business community, the diplomatic community here in Washington, the NGO, Civil Society Community also to keep up honest and keep us on our toes and keep us sharp. You may see things or observe things that we don't because we're so close to the action. We welcome your role in this.

The Obama administration obviously is looking for more direct involvement from the American public in what we do in our foreign policy.

We treat Afghanistan and Pakistan obviously as two sovereign countries but in some ways they are also one challenge for U.S. foreign policy as well because of their inter-linkages. We will be providing intensely accelerated U.S. support, both military support which you've heard about - approximately 20,000 more troops, Army and Marines, and support related troops, but also economic.

As you aware our current programs which started out very modestly at about \$100,000,000 back when I first was associated, when I left Pakistan to come into Washington right after 9/11. It grew very quickly to a billion dollars and now we expect this year 2.2 billion dollars of grant assistance; much of it, most of it, through USAID, along with other U.S. government agencies. We expect with support from Congress that will continue into the next few years, that's on the Afghan side.

The Pakistan side you've heard of the Kerry Lugar and the House Bill obviously assuming the authorization proceeds at one and a half billion dollars a year for five years then it will be up to the appropriators whether to follow suit with that, but we're expecting at least a billion dollars for programming in Pakistan and maybe one and half billion assuming everything goes well with Congress. So it's either doubling or tripling our assistance in Pakistan as well.

So there'll be plenty of money. What we're looking for is good people and good ideas. The other element that I'll just add here is an **intensified approach to regional diplomacy with the various South Asian countries and those in the Gulf and other countries even further out who play a role in Afghanistan as well as Pakistan.** (R, Intergovernmental)

And finally a new trilateral framework and Ambassador Jawad has been involved in this on the Afghan side and Ambassador Haqqani on the Pakistan side here in Washington. **But it's a U.S./Afghan/Pakistan trilateral approach. Security cooperation, economic cooperation, diplomatic cooperation among the three of us.** (R, Intergovernmental) We're staffing up AID officers in Afghanistan, much more.

We are intensely recruiting right now for Afghanistan, both for assignments from within the USAID rank and file Foreign Service Officers, as well as seasoned, I'd say mid-career level to senior level officers that we can bring in and assign to work both in Kabul and at the PRTs. The number is 150 that we are seeking to recruit right now. We are looking by the way for Afghan-Americans, if they are

qualified send them our way. Please have them contact me or go to the USAID website which is USAID.gov and you'll be able to scroll in to find where to apply.

Two-thirds of these people will be based at the PRTs and about 1/3 in Kabul, that's in addition to our Americans already there. We will also be hiring a lot more Afghan Nationals, both to work directly for AID in Kabul as well as out in the Provinces and at the district level. And, of course, on top of that we'll be doubling the number of, the amount of flow of funds which means a lot more engagement and benefit to the Afghan people themselves directly.

I'd say two other things on that, **we're going to devolve more authority to our people at the provincial and district levels to make decisions locally.** (R, Intergovernmental) Now there's a trade-off there, we have certain financial accountability requirements to protect our people's money in the field and we take that very seriously. The other is we have a whole of government approach with this new administration. A good example of that – Lane are you here, hold your hand up. Yeah, Lane Smith on our staff has served four years in Afghanistan, and is now with our Task Force here, is working on the agriculture programs so it's not going to be just USAID.

We're reaching out much more intently to the U.S. Department of Agriculture, to Secretary Vilsack's department and his staff, the Foreign Agriculture Service, as well as the Department of Defense. In case you don't know it there are literally *seven or eight, maybe even by now nine National Guard units from various states, Missouri and elsewhere, that have been serving, or will be serving in Afghanistan specifically focused on agriculture trying to get agriculture going in key places.* (B, Agriculture)

It's a very innovative approach, we welcome it, we're all Americans, we're in this thing together. We're each necessary but not sufficient for success and I think I will just close by saying **we intend to pursue, at the request of the Afghan government, just like in Pakistan at the request of the Pakistan government, much more indigenous, much more capacity building together with the Afghan government to build the capability of the Afghan government. We call it Afghanization.** (R, Intergovernmental) It's a little bit of an awkward term but I think our Afghan colleagues know what we mean. And we're looking for ideas in that regard.

We are proud of the Finance Minister, Mr. Zakhilwal, and his team and the government for having come up with a plan to seek international advisers for up to 600 or 700 officials in the Afghan

government. What we want to do is figure out a way to train and invest in the top 500, the top 1,000, the top 3,000 between us, the British, the Australians, the Canadians, the Norwegians and others that have taken an interest in this. (B, Intergovernmental) And obviously the government of Afghanistan has to pursue its own reforms in civil service for salaries and benefits and merit based appointments and retention for this to be worth it. I think what we look for from you is continued intense interest in what we're doing. We look at you as partners. We don't have all the answers, we'd be the first ones to say we don't have all the answers. We don't have most of the answers in AID.

We have some answers, we're looking for good models, good ideas we can replicate and good partners. We put our government money in, you put some private sector money in or some private foundation money in and we can really move. So I think I'll wrap up with that. I just have one last thing. I had an epiphany in my life and it took place in Afghanistan, some of you may have heard it, some of you have heard it numerous times.

I see Fred Berger over here from the Louis Berger Group. We were rebuilding the highway with our Afghan partners in 2003, from Kabul to Kandahar, a very dangerous area. I had lunch with the Governor in Zabul Province who was later assassinated but that day he hosted a wonderful lunch for us with local tribal leaders. After the lunch I came out of that and was going to go on to Kandahar. I think to this day I'm probably the only U.S. Government officer who actually has driven down the Kabul Kandahar Road from one end to the other and I did it despite our diplomatic security colleagues who said not to go. I did it despite the Marines and the Army saying they wouldn't go the rest of the way. We challenged them and they actually took me.

But at that lunch, after the lunch, a tribal leader came up and stopped me in the parking lot and he said, "Mr. Bever, remember one thing, you Americans you have all the watches." He said, "We Taliban, we have all the time."

And my own view is that, and that was an epiphany in my life I could have retired then. I had what I needed in the Foreign Service but I thought, no, this really is important, this is a test of wills. This is a test of time, it's a test of partnership, it's a test of commitment. And I think **our objective here is to bring, help the Afghans bring more watches to their people and help the Taliban run out of time.** (R, Conclusion) So if there are some questions, and, yes, I saw there was one over here and then I'll move on.

(Jim Bever, USAID)

Elsie DeLaere I have been training teachers for the last five years in Afghanistan for various NGO's and I'm also with Amnesty International. Is the new government going to do something about the way contracts are going to be given to people in Afghanistan? Like sub-contracting and sub-contracting, sub-contracting, nothing gets, not any kind of a secret that we have wasted if not millions, billions of dollars. Like the road, I travel the same road, sir, from Kabul to Kandahar, it's already falling apart and it's very unsafe to even drive it. Most of the time you have to fly it. And I would like to know what the Obama Administration is going to do to review oversight of contracts delivered by USAID.

(Elsie Delaere, Amnesty International)

Mr. Bever Okay. Excellent question. Thank you for mentioning that. I apologize, I should have mentioned it. This has been one of the tactical elements of the new administration. I can assure you Ambassador Holbrook and Deputy Secretary Jacob Lew of the State Department have personally, personally sat down and reviewed with us and approved our actions, plans of how we want to go forward with our current portfolio what they basically inherited that was mid-stream from the outgoing administration. That took quite a few weeks to do. It's unprecedented in my experiences, that two officers of the federal government at that rank would take that intense interest, but they follow it, given Secretary Clinton's comment to the press when we were together in the Hague where she said every dollar of this assistance program, of the program funds, are going to be looked at.

So I want to assure you not a day goes by when we don't have that intense look. So we have been challenged to move more money directly to the Afghan government. We will expand our contributions to the Afghan Reconstruction Trust Fund. We will put some more money into the National Solidarity Program through the Afghan Reconstruction Trust Fund. We are proceeding with the Health Ministry which has shown us that they have the procurement systems and the leadership and the management to deserve to be trusted with our people's money in an accountable way.

We are going to give host country contracts through the Ministry of Health in the Afghan government, about \$200,000,000 over the next four to five years, this is unprecedented for AID. We gave \$1,000,000,000 to the Ministry of Telecom a few weeks ago. We're

checking, we're testing, where is the leadership and the management within the government itself willing to take on more money.

We're thinking of other ideas but we haven't consulted with Congress on those yet. So until we do I shouldn't talk about them here. But on contracting still we are governed by Federal Acquisition Regulations. It's called the FAR. AID has its own version of that but we're required to abide by those. In some cases we can waive certain elements of competition and other things like that but we are trying to do more contracting with more people. We're trying to get out more grants as well. So you'll still see, you're still going to see some large contracts, it's going to happen because some things lend themselves to that in the infrastructure area, but what we're trying to do is think about can we break it up. Like some groups we might have one Request for Proposals or something but make more than one award. We might make two awards or three or four awards. Maybe one group wins the work in the east, one group wins the work in the south. How to organize and manage it, that's a challenge. We are doubling our staff and we're also doubling our budget so the ratios haven't changed.

Hon. Foresman Jim, I'm going---

Mr. Bever I think you got to get me off the podium, I could go all day.

Hon. Foresman Absolutely. We can do one more one minute question.

Mr. Bever Okay.

Hon. Foresman Short question.

Mr. Bever You mean one answer I think.

Hon. Foresman One minute answer.

Mr. Bever Yeah, you were the first one to raise your hand.

Ms. Popal I have two suggestions for the USAID. One is we would like to ask you to use the Afghan Americans who are, you know, not only in the United States but all over the world. They're very professional. They are capable to handling a lot of the jobs that you are offering for the Afghans. And second, the job qualifications that you say AID, you are making, I don't think any Afghan will be qualified for that because of the level of the expertise you are asking. And that's one problem that we see, that none of the Afghans could be qualified.

That's why you don't see a lot of Afghans to apply for those positions.

Mr. Bever

Okay.

Mr. Mueller

Go further to that just to answer her question. Afghan companies are trying to bid on USAID projects. I have done that with Afghan Wireless or Ariana Television Network for a couple of years and we – Bob Keene asked me a couple of years ago why we're not doing USAID work and now I'm trying to partner with somebody and they're telling me, you know, beyond the expertise that maybe our Afghans don't have, we're going to have to, we might throw out, we might end up messing up your auditing process because we can provide certain things much cheaper than you're used to approving as acceptable. We have to go with a different overhead rate, that we're going to have to hire 100 Compliance Officers for ---

Hon. Foresman

Jim, quick response.

Mr. Bever

Okay. Look, I'm going to ask if Rachel, are you still here somewhere? Yeah, okay. You can either follow up with Rachel. Stand up so people can see who you are. Okay. A point of contact here so we can follow up or with Lane Smith. We're interested in these things, this administration is interested in understanding these issues. I'll bring these issues directly to the attention of the Head of Procurement of our Agency, her name is Maureen Salquet. She served as a Contract's Officer in Pakistan. She understands the concerns. We'll see what we can do, I'm not going to make any promises but we'll look at it. If we're missing something in this formula we need to get it out on the table. Thank you all very much and thanks for inviting us.

Hon. Foresman

Two things I want to acknowledge as Jim makes his way out the door you may be able to catch him very briefly in the hall. If you keep him too long though he will measure that when he reviews any applications in the coming months. The other point, and Jim, I'm going to put a little challenge on the table, a lot of what the groups have talked about is the ability of these foundations and the **NGOs to do the outreach and the education so maybe one of the opportunities here is to use some of the great educational work to do to make sure that you're getting the right typists, skilled applicants for a lot of those in-country jobs.** (R, Education, Economics/Infrastructure) So we'll work with the staff and have a discussion, does that sound reasonable?

Mr. Bever Yeah, sure, I would just add, and this goes to those of you who care about Afghanistan and care about the United States, for those of us in public office, you know, as I said we don't have all the answers, we make mistakes, we try hard, we take risks. With risks come mistakes or shortcomings, I'd be the first to admit it. I would love to see some favorable press at some point in my career about USAID or about foreign assistance, it's our people's money. There are good stories out there, we just seem to have the hardest time getting the good stories out like the leadership that's within the government of Afghanistan and the cabinet right now, there's some good people there and we've had some good programs. So anything on public information, public communication at the local level, you know, the press in America we're open to it, and these kinds of ideas that you suggested, if people have ideas please give us a call. Thanks.

Hon. Foresman Thanks, Jim. At this point I'd like to ask Caroline Firestone to come forward. Ms. Firestone is going to spend a little bit of time talking to us in the context of a new book, *Afghanistan's Defining Moment*, I'm sorry, *Decisive Moment*, and give us a little bit of an overview because I think it provides a unique perspective into some of the challenges today and tomorrow and how to address those challenges. So, Ms. Firestone.

Ms. Firestone Thank you. I just called Jim to tell him every village needs a water engineer. All right, ladies and gentlemen and distinguished guests, this is my second book, *Afghanistan's Decisive Moment*. My first one, *Afghanistan Evolving*, was written when I had never been to Afghanistan. I chose to write this *book in a timely way to highlight the amazing contributions that non-government organizations and individuals are making to Afghan civil society.* (B, NGO, Communications) This book will highlight those achievements starting with a \$760,000,000, the Aga Khan Foundation has given to Afghanistan. Also the American Women's, United States American Women's Council. As many of these women are here today in an aggregate around \$130,000,000 in programs.

Mr. Bayat and I were talking about the several times we've met, even in Texas. But he doesn't know our first meeting was four years ago at an orphanage where I had gone to see, because I'd heard such terrible things happening in this orphanage, unbelievable. And in the middle of it unbeknownst to anyone, Mr. Bayat arrived with a group of people with blankets and clothes. This is just an example, this was four years ago, his early interest in really small projects. Now to get back to my book. It'll be finished by the end of July. If you've not been contacted please come tell me because I would like to have your NGO in my book. I want to get this to the generals and people like

the man here to read about what all of you are doing and have done.
Thank you.

(Caroline Firestone, New Hudson Foundation)

Hon. Foresman Ms. Firestone, thank you. You know part of the challenges in Washington is providing information and sharing information. I think the book will be of great assistance in terms of doing that. There have been a number of references to our next presentation. As we've gone through this you've heard a number of people mention Roots of Peace. Gary Kuhn is the Executive Director for Roots of Peace. He's going to introduce a short video which is going to lead us into some of our lunch time networking discussions. You're ready? Alright, I'm going to bring Gary on forward and let him do the introduction here.

Mr. Kuhn Thank you very much and it's almost good afternoon. Roots of Peace started in Afghanistan in 2003, providing mine clearance funding in the Shamali Plain where we cleared irrigation canals and vineyards. Then we moved on to working with perennial horticultural in 2004. Right now we have projects in 17 of the 34 provinces throughout Afghanistan, including including the Shamali Plain, Bamyan to Panjshir, Saripol to Kunduz, Nangarhar, Kunduz and a wonderful tourism spot in Nooristan. The programs we've got are fairly extensive but the one that's most significant that we're just finishing up now is we planted over 1,000,000 trees. These are almonds, cherries, a wide range of trees planted all around the country. This work is funded by USAID by the way, too bad Jim isn't here to hear some good news. But this funding came in and we planted over 1.2 million trees to upgrade wheat, corn and poppie farmers to crops.

The video we'll show has a little bit of pictures on that. *But it moves people from around \$800 a year in their annual income to \$5,000 to \$10,000, that's a huge change in income for most people. This is, we work with one farmer at a time but we do it in the hundreds of thousands of farmers. This is not just moving incomes up, this is creating new AWCC customers possibly. (B, Agriculture, Economics)* These guys will have a lot more income in the future. This is not a shameful plug for Roots of Peace here it's, when you change income from that range this is going to provide shoes for kids, access to healthcare, schooling, number of other things. So it's a wonderful project that we've got going on here.

My wife (Heidi Kuhn) and Diane Baker with her wonderful experience in Hollywood, went over to Afghanistan two months ago and captured on video some of their experiences there, including a

trip to one of the schools we built along with the Ayenda Foundation. This video captures some of the farmers and you can see these farmers who can see hope in the future, that's probably the biggest thing that we're doing, we're out there pushing and selling hope for the future. So jump into this video.

(Gary Kuhn, Roots of Peace)

VIDEO

Ms. Baker/video ...Diane Baker. Heidi Kuhn, Founder/Director of Roots of Peace and I are flying from Dubai into Kabul, Afghanistan in February 2009. Our first stop was the Roots of Peace headquarters, or compound as we called it, in the center of Kabul.

Mrs. Kuhn/video Roots of Peace began in September of 1997, when it was brought to my attention that there is a world today where there's 70,000,000 land mines silently poised in 70 countries. In 2005, we really saw the impact of post 9/11. Bullet holes everywhere, a city that was just collapsed and the hopelessness of the people. Everything was destroyed. We didn't have any paved roads here. These vineyards, these symbols of life and vitality were riddled with land mines. Eighty percent of the entire country is dependent upon agriculture. There is a solution, an economic solution.

We have a proven a model that not only has removed 100,000 land miles in UXOs (unexploded ordnances) but we have trained 100,000 Afghan farmers. There was doubt among the farmers when we initially came in. Farmers in the villages and generally the village people they don't trust anyone. I think they thought we were American terrorists because of these beautiful root stalks and we were pruning the vines and cutting them down to the basics. These were farmers, these were elders. They don't trust anyone. You need to earn their trust.

And slowly but surely, and field by field, they agreed to let their elders in because they saw that in time that these root starts started to grow. And as we've applied diplomacy, grapevine techniques, they saw these cascades of beautiful grapevines starting to emerge and they were better techniques. We had some technical advice for them. They trust in the program and they trust in us. And so they were able to not only have the consumption, the dignity, but the ability to feed themselves and celebrate a harvest. The farmers are really happy and they have good grape production.

Roots of Peace then provided export markets to India, Pakistan, Delhi, Dubai and established the first trade route from Kabul to Moscow. (B, Economics/Infrastructure, Agriculture) Now if that isn't peace in a county where the former Soviet Union invaded this country and to come with fresh grapes and trade. **Peace and security through trade I believe in my heart is the way forward.** (R, Economics)

(Heidi Kuhn, Roots of Peace)

- Ms. Baker/video We're now on our way over to the Minister of Economics for Non-government Agencies.
- Mr. Basirat/video The selection of projects, this is very nice. It's very beneficial.
- Mrs. Kuhn/video It's important that farmer's see that they can double their income to poppie with alternative agricultural livelihoods. By cultivating these trees and four years later they will be bearing fruit. In our minds these are the roots of peace. This is very useful.
- Mr. Basirat/video I appreciate to act in this and we hope that we continue this.
- Mrs. Kuhn/video In 2006, I came back to Afghanistan in another harvest of hope, it was October of 2006. We saw these same farmers, we went up to the Shamali Plains and we saw these little grapevines that had grown, they'd doubled in size. They were providing export markets and they were doubling the incomes of the farmers. And to see it in their eyes, the sense of appreciation, inviting us into their homes for tea. It was overwhelming with kindness and compassion to empower these wonderful people, the farmers in Afghanistan, to build peace from the bottom up.

We've been doing the Pennies Program through Roots of Peace for five years now. And as we've told the story back in America the people of America have wanted to help, most especially the children, raising \$25,000,000 American pennies for peace, for children in Afghanistan where 44% of the population today is under the age of 14 years old.

We were so astonished in our office to see mounds of hand knit, wool mittens made by the people of the San Francisco Bay area to bring warmth to the children of Afghanistan knowing that there's snow on the mountains, but that we can bring heart and warmth from the hands of Americans to the hands of Afghans. The messages are so beautiful, they're all from different people in America. "May these gloves keep your body and heart warm, know that you have friends

around the world, the Forrest family”. We distribute today these wonderful mittens with a message from America that there may be a more peaceful tomorrow, one truly full of hope and change.

An election was won on hope and change and we hope to bring from our hearts the business of hope and change from America to Afghanistan.

- Ms. Baker/video We’re now on our way to Kalisi, and we were basically isolated in our car in a bubble which means that they followed us from behind and in front, so it’s a very strong protective measure.
- Mrs. Kuhn We’re so happy to be here as the guest of this beautiful Afghan family. It is our great honor to give a sense of appreciation to bring a brighter future to education for these wonderful, deserving children and Afghanistan. They want to learn and because of 30 years of war they’ve had a lack of education.
- Hon. Foresman Alright. Thank you, Heidi, we’re going to hear more from you as we get into the afternoon session. I want to acknowledge very much on the front end that you all have exceeded all the moderator’s expectations. My job has been incredibly easy and it’s been enjoyable. The one thing I very much want to say is the passion has come out, we’ve seen it in the videos, we’ve seen it in the discussions. The ideas have come out, we hear it in the thought that goes into what people are offering.

What we would like to ask everyone to do at lunch is to take a few moments, stretch your legs, use the restroom. We have a buffet lunch set up. We have a series of highboy tables that have signs on them. As you can see on the agenda it’s an opportunity to coalesce around particular topical areas where you or your organization may have interest to have discussions with others to meet individuals. And I’m going to put a challenge on the table for all of you. Many of you all know each other from previous experiences, previous gatherings, but I’m going to put the challenge for each one of you to introduce yourself to two people at lunch that you didn’t know before you showed up here today. And to further expand this concept of an Afghan Trusted Network as a prerequisite for building a better coalition of effort as we go forward.

We’re going to gather back here in the room at about 1:10. I would ask you to start working your way back in here about 1:08. We’ll make an announcement so that everybody is in their seat. We have an exceptional busy afternoon, we’ve got a very packed schedule. I think we’ll get through it, we’ll be able to stay on time. Make sure

that we get the information out. What is a little bit different this afternoon's session is that we're going to talk about this concept of the Afghan Trusted Network.

I want you to think about the questions that we posed to you in the context of the Agenda. We're going to have a series of about 15 segmented discussions across those various sectors of activity where we will ask our folks around the U-table to help introduce the discussion. But we're going to want to engage all of you all in the audience in a little broader dialogue and discussion about the path forward and how do we leverage the good ideas and the momentum out of this. Sir, did you have a point?

Mr. Bradley Can I take one minute for a challenge?

Hon. Foresman A very quick challenge and then, Mr. Ghani, let me pass you a microphone. Fred, pass that microphone over here. All right.

Mr. Bradley Can you hear me? I told you, Mr. Bayat, that I have a challenger for all of us. What you're doing is different. I'd like to see us come up with the list, the favorite list, 25, 30, 40 buzz words we hate. I don't think we communicate even with each others. I saw this first in Haiti, one of the poorest countries in our hemisphere and yours is the fourth poorest in the world. If we could start with words such as best practices, value add, stakeholder lessons learned, synergy, energy, total cost of ownership, whole of government, mission critical, development specialist, which is a euphemism for fundraising. We tend to use these things and we get to the point where we're not sure what each other is talking about. The government has wanted divided the world into the government or the private sector the government or NGOs. And I just ask that we think about it and come up with our own list of words and maybe it'll help.

Hon. Foresman If you'll accept a little friendly amendment to that, hate is a strong word and it's in the eye of the beholder. I'm going to let you hold that for just a moment. What I'm going to suggest to the group is how do we find a better way of communicating what we're attempting to do, the missions that we're trying to undertake, would that be---

Mr. Bradley Well I think you governed it down. I like – see what I do is I say if I got a 12 year old daughter how can I communicate with her so she'll understand it.

Hon. Foresman Right.

Mr. Bradley And so I'm stuck with "buzz words we hate".

Hon. Foresman Alright. We'll let you stick with "buzz words we hate." What we'll capture is that list of words that may not express the meaning that we're looking to be able to get them to express because I will tell you six people will look at the same word with a different way. But I got what you mean, I think it's a great challenge and we're going to wrap the day up and we're going to come back with those words.

END OF TAPE

Mr. Ghani ... for the monarchy to the communist system to the Taliban system and all of that, it's altogether. So people don't really know what to do with the law, so that is the problem. But I do want to reaffirm that Afghans do want a Rule of Law and if there are laws and they're implemented indiscriminately they will obey them, simple as that. Thank you very much.

Mr. Foresman Okay. Let's break for lunch.

LUNCH

Mr. Foresman Could I get everyone to take their seats, please? Again, could we ask everyone to please come in and sit down? Rosalie, you're going to have to go help me round them, circle them up. I appreciate the fact that you're still networking but we do need to get moving so I would ask you to come in and take your seats. Very much in the spirit of the discussion this morning, we went through a wide range of issues. One of the items that came up is the ability to be able to measure and manage performance. And so one of the missions I gave you all, a tasking before you went to lunch, and I want to do a little performance management here.

I asked each of you to introduce yourselves to two individuals who you did not know before you got to this symposium. I'd like a show of hands of everybody who complied with that. Absolutely wonderful. And anybody that fibbed a little on the report card we'll catch you sooner or later.

We're extremely fortunate to be joined today by the Honorable Paula Dobrianski who is the Senior Fellow at the Harvard Kennedy School Belfer Center and she was the Under Secretary of State from 2001 to 2009. The one thing that I will offer to you is when you operate in the Washington circles you hear about people through reputation. Sometimes you have the opportunity to work with them. Paula has a stellar reputation in Washington as someone who is bright and articulate, who is focused on the issues and who very much cares about a getting stuff done and getting it done in a way that makes a tangible difference. So we're exceptionally fortunate. She has an exceptionally tight schedule today but we are fortunate that she's been able to join us and without further ado, Paula, thank you for being here.

Hon. Dobriansky Good afternoon to all of you and thank you so much, George. I want to congratulate the Bayat Foundation for holding this symposium. It's very timely, it's very meaningful, and I'm very pleased to be a part.

I want to talk about the humanitarian efforts and leadership in Afghanistan, and particularly the role that women have played.

In 2002, Presidents Bush and Karzai established the U.S. Afghan Women's Council. Through this the Afghan women were definitive about the areas that they wanted to address; economic empowerment, education, the political legal area, health and children. Today I will address and review the contributions of these areas and what will make a difference in the future as germane to this symposium.

First in the area of economic empowerment; it was very striking to me when we met with two young women from Her-at who were interested to set up a micro-finance bank to empower women in a wide variety of fields. The next time we went to Afghanistan we had to meet in the cafeteria of the Embassy to host the large volume of women attendees including business owners of all sorts of industries. The third visit was facilitated by the Afghan Women's Business Federation, comprised of different Afghan industries and small businesses to gain advertising and marketing knowledge in partnership with American women. I remember the Afghan women proudly showing us their distinguishing logos and marks.

In the area of education there has been a significant investment for young girls but also have those in higher education. For the Afghans this is a priority, for they know that an education is necessary to acquire the skills needed for teaching or business. *Towards this end different American institutions have partnered with Afghan institutions to foster better understanding of business skills.* (BP, Economics) One of the areas that the former First Lady, Mrs. Laura Bush focused on was literacy. **Afghanistan is one of the countries with a very low literacy rate and it is critical to raise that level and to have teachers and educators across the nation including the disadvantaged rural areas. (R, Education)**

In the political legal area, many *Afghan women have come forward to advocate the importance of women in politics (BP, Legal).* The U.S. Institute of Peace chaired a forum which brought in many Afghan men and women to talk about the Afghan constitution but also to talk about the Parliament. They looked at the U.S., French and Pakistani models. In the end there was a decision to have a number of positions for women in both the lower Parliament and the upper Parliament. I have met with a number of the women who hold these seats and these

women have particularly placed a premium on coalition building, on looking at types of legislation and kinds of actions that will matter at a grassroots level and impact their communities and the country of Afghanistan in a very holistic way.

In the health area - the economic component and the education component, educating about one's health benefits, about what one could do for oneself are interwoven. (R, Health, Education) In terms of the maternal mortality, in which Afghanistan has had the highest, in the past several months there have been some 6,000 babies delivered, 83,000 young women treated in maternity clinics throughout Afghanistan.

The Afghan women whom we met from NGOs, government, physicians all conveyed the urgent needs that Afghan women have in the health area overall, and where a lot of resources and investment have been placed but more is needed.

Minister Fatemi once met with us to share their game plan for partnering with different hospitals in the United States. We were impressed with the blueprint for action, the actual implementation and that it depended on public and private resources and partnerships.

The fifth area I mentioned is helping children, the next generation. It is important to look at the younger generation, and particularly those in need, those who are deprived or who might also have some very special skills that could be nurtured. (R, Education) Here a small investment can make a difference in the individual lives of these young children. We went to Bamiyan Province and there we saw the growth of the new school where Governor Sarabi has been very active.

In conclusion, these women have been agents of change in these areas as have public/private partnerships to spur growth of Afghanistan. Also, as you evaluate what makes a difference, don't only look at the big programs. Look at also smaller programs in the provinces and communities that are also in need of assistance.

This symposium offers a great opportunity to actually bring these different components together and we're looking very much forward to the white paper as it will serve as an important contribution to the U.S. Government is looking very closely at its next steps. Thank you very much and I'd be delighted to take a few questions.

(Hon. Paula Dobriansky, Harvard Kennedy School Belfer Center)

Ms. Sidiqi

Thank you, this is very good. Rahela Sidiqi, Senior Advisor to Chairman of Civil Service Commission in Afghanistan. We're a small group of woman that we came for advanced leadership here in Washington. So I should thank USAID gave us this opportunity for us to come here. You had a very good presentation but I just wanted to touch upon the education area first and then in the leadership and political area. **I think in education very good work has been done but we have to know also the main reality of Afghanistan, that 65, around 65% of the population, soon will be a young generation. Among them also women are 52% on the whole. So in the area of education I think we need to invest more. For example if we are talking about woman leadership we have to invest a lot in terms of developing their skills where in the government machinery we are working** (R, Education) for 46 ministries and agencies only 9% of women are representing in the middle management. And then 21% on the whole woman in the government machinery. So that is reality. And we are talking about the Parliament, lower house which is very good, 25%. We have to realize that more of the executive of the work has been done at the executive body, by the executive body of the government. So it's so important to see those areas as well. We as women we have been working a lot on this area.

If I can you a story that we had on Saturday meeting with the President and also with two other candidates that we have selected, 250 women we went to them and we said we need written papers by you yourself based on international and national commitment of the government that 50% of woman should represent the leadership positions and the whole machinery of the government. We want this 50% from each numbers, total numbers, like cabinet and also the deputy ministers and so on. So what I would suggest that two areas are there that needs to be supported. One is that the process of capacity building of woman to move from this layer to higher layer. That has been very like invisible.

The second thing is also about promoting the leadership, supporting the government or helping the government, whoever will be in the next government. They have to realize that the woman should represent. When you're talking about foreign relations of any program we know the practices of the world, that if the woman are not holding these positions these plan and program will not be gender sensitized if I can say. So that number one. Number two is the capacity building which is any building to come on merit based, not by representing their father or their brother or their husband, but they represent by themselves, by their education, by their talent, by their knowledge. So two areas. Thank you.

(Rahela Sidiqi, Afghanistan Civil Service Commission)

Hon. Dobriansky Thank you very much. Let me just say I think your points are very well taken. I think that you underscore exactly what I was saying and that is I think the developments and priorities need to be guided by women. They need to be part of this political process. From what I have seen over the last eight, nine years I think there has been significant change. Does more need to be done? Yes, and I think that that will happen. And let me give as an example I remember when Foreign Minister Abdullah Abdullah who was our first Co-Chair as Foreign Minister of the U.S. Afghan Women's Council, and I was the Under Secretary, with the Women's Ministry and with the Foreign Ministry, there were several developments that took place. One, there was an International Women's Office that was created in the Ministry of Foreign Affairs. Zora Rezek was a great colleague and counterpart and interlocutor with Charlie Ponticelli.

Secondly, there was an effort made and the women said we want more women diplomats. And I remember that at the end of his tenure there were a number of women appointed. Minister Spanta has come in. But your point is there is a variety of sectors and I think that it's important for the women themselves to identify. It's very important to build coalitions having colleagues and supporters in many of your male colleagues. I think those alliances are very, very key. Minister Spanta has come forward with a lot of initiatives, many that we didn't suggest. These were his own initiatives and really we've rallied around. So I think that there's tremendous opportunity for movement forward. But I wanted to point out what has been achieved in a very remarkable way and under very difficult circumstances over this last period of time.

I'd be glad to take one more. Yes, and then I'm going to turn it back over to the Chair and the discussion that's coming up.

Ms. Popal I would like to talk for the woman programs and planning. As we understood before in 2002 and 2003, in Afghanistan Ministries there was 30% of the people who worked in the ministries was woman. And now it's only 11 to 12%, it's really reduced, the number of woman working in the ministries or in the government. And I would like to say that if it's possible one thing is very important for the Afghan woman to get training, how to get in a higher position as to open up political party or a caucus group so they can work together and so they can get training in order how to be a leader in the community.

Hon. Dobrianski On the first one, let me make a suggestion, that's the purpose of this conference and this symposium, to take stock of where things are. So you need to formerly register these details because I think that's the whole point of this, to look at what is happening, what isn't happening, why, what are the best practices and I must say I'm not aware of the statistics you mentioned but let's put it on the table then look at logically the types of steps that need to be taken. On the training I will tell you that's one area that's been going on quite a bit.

Ms. Ponticelli They're here now!

(Charlie Ponticelli, former Departments of State, Labor)

Hon. Dobriansky I do know that when I was in government we had the women parliamentarians come and they were heard from Mary Matalin and her husband, James Carville. It was fun because the group of the Afghan women legislators were very surprised that they were married representing two separate political parties. But let me tell you I saw what their program was and what they shared with them, it was great.

He did a program that really told them how they needed to be aggressive as legislators. And how they needed to market and advertise their platform. She worked on the issue of how to build coalitions and I know that the U.S. Government has funded and supported quite a few of those. I know some of the private institutions, Northwood University certainly in the sense of business. Thunderbird has also done that. There have been a number of institutions, including one in Nebraska that has brought in Afghan women leaders, political leaders.

Ms. Popal Yes, we want to see that.

Hon. Dobriansky ---to give them this kind of training.

Ms. Popal Yes, we want to see that a lot in Afghanistan because in order to bring their status higher I think they really need the training. Because when once they get the training and their community and families know that they have a value, believe me you will reduce a lot of violence in their communities and their families also.

Hon. Dobriansky Well you're right about that and thank you for your comments. I also want to mention I think the Asia Society is also represented here and I just want to commend them for the really outstanding work they've done. Years ago, a number of us, in terms of international women's issues, worked with Vital Voices. There have been a number of other institutions that have really devoted time and effort. The International

Republican Institute also has reached out. The National Democratic Institute, NDI, the different parts of the NDI family have looked at women and outreach to women.

Anyhow I've been very pleased to address you. I look forward very much to hearing more about the recommendations. Thank you so much.

Mr. Foresman I will definitely say, Madam Secretary, we do appreciate you being with us. Part of the reason I stood up is not only do we have to keep on our schedule but Paula has a very tight schedule. I do want to mention before she gets out the door she told the story of the governor who wouldn't take no for an answer, those of you who had the privilege of knowing Paula when she was in the administration when I was in the federal government here in Washington in the administration, Paula never took no for an answer so it's only appropriate.

At this point in the program what we'd like to do is bring a video to you and at this point I'd like to ask Farzana Noori who is producer of *War Stories* for Ariana Television to come forward. I believe she is with us? Are we ready? Oh, I'm sorry, I apologize. She is going to come forward and we're going to let her introduce the program here.

Ms. Noori To be translated.

Translator Good afternoon, my name is Farzana Noori and I'm a producer of the Afghan TV Program called *The Stories of War*.

(Farzana Noori, Ariana Television & Radio)

Ms. Noori To be translated.

Translator I'm delighted to be here and I welcome all of you for coming to this program today.

Ms. Noori To be translated.

Translator The *Stories of War*, I would call it the *Atrocities of War*, I think that's a better portrayal of the program. It's stories of families that have been victimized by the war and atrocities of war to bring them to the forefront so they will not be forgotten.

Ms. Noori To be translated.

Translator And the purpose of this program is to bring unity among Afghans and also to show them the atrocities of the war and to make them aware of the consequences.

Ms. Noori To be translated.

Translator And also this will be a lesson for the future generation of Afghans.

Ms. Noori To be translated.

Translator And all these families need help and assistance.

Ms. Noori To be translated.

Translator I thank Mr. Ehsan Bayat and his wife, Fatema Bayat, for supporting this program and providing assistance to the families.

Ms. Noori To be translated.

Translator The Bayat Foundation has supported over 400 families since the start of our program.

Ms. Noori To be translated.

Translator And also provide assistance to hundreds of other families as well.

Ms. Noori To be translated.

Translator We are trying to help the families to become self-sustainable and also their children to learn, to get education, so in the future they'll be providing for themselves.

Ms. Noori To be translated.

Translator Thank you very much and we hope to have a future sustainable in a great Afghanistan.

VIDEO

War Stories. Seeing a human being in this state of helplessness and need forces other fellow humans into thinking and contemplation. This contemplation may live on in the forms of portrays. Stories of war portrays the pain and sufferings of the people. Not anyone who believes in God and loves other humans would approve of war.

VIDEO

Giving hope to those have lost it in the depths of despair is in the character of great men. And to this program Bayat Foundation has made an attempt to fulfill its human obligations toward these hopeful families in the best way it could. It is this belief in God and those genuine feelings of humanitarianism that rescue those in misery by inspiring hope in them and lighting their bleak days by providing their fate in a bright future. But this brightness is never to be realized without the help of those who love their fellow human beings, have good conscience and are upstanding.

Mr. Foresman I think that does a nice job of re-centering our focus as we go forward into the afternoon session. So to just very briefly recap this morning, it was about getting some of the current best practices, some of the challenges, some of the opportunities out in front of all of us from a discussion standpoint.

This afternoon we want to focus on, in greater detail this concept of an Afghan Trusted Network, a network of networks, an integrated approach, whatever we might want to call it, a community of practice, community of best practices. I know there are a whole variety of ways that you can or cannot describe something, but it's about trying to create a level of synergy in interaction between activities that are on-going.

The structure for this afternoon we've got a series of presentations that we're going to go through this afternoon and will be very similar to this morning except this afternoon we're going to spend a little bit of time focusing on a particular topical area. I'm going to ask our folks around the table to introduce the topical area, to introduce some of the issues around that area and then we want to engage in collaborative discussion with all of you in the room with the goal in mind of answering some of the questions that we have listed in the Agenda in the context of how might we go forward with an Afghan Trusted Network?

What's the tangible benefit that it could bring to the table, how would it work, what would be the benefits, what would be the potential pitfalls, a whole variety of issues in a way that we can bring some semblance of order to the discussion. Just one very brief aside. I will tell you that I probably had 15 people who came up to me at the break and said what's next. When we talk about bringing everybody together and in the same way that we spend money to get something we spend time, you all have spent time, you have invested time.

And the what next is not in the context of what Rosalie or myself or others working with the Bayat Foundation, working with the Afghan-American Chamber of Commerce as a Co-sponsor, it's not about what we decide is what's next, it's what you all decide is what's next. So in many ways this afternoon's discussion is for you all to answer the question that you posed to me and I'm going to bring it back to you as we do that.

Now before I bring Alex up the one that was an underlying theme this morning was this whole issue of security. And we all recognize that Rule of Law and security and structure and stability are all necessary but we could constantly go back to a single issue but instead we want to maybe wrap that together as an issue, recognize it, accept it, understand what we need to do to be able to deal with it but let's set it off to the side.

Let's not spend the rest of our conversation this afternoon talking about what we know. Is that a fair statement for everybody? Alex, if you'll come on up. Alex Thier is the Senior Rule of Law Advisor and the Director of the Future of Afghan Project at the United States Institute of Peace. I think part of what we've charged Alex with doing he's given me a little quizzical look and I'm a little concerned here is we've asked him to help us set the stage for the discussion this afternoon given what we understand to be the issues with Rule of Law and security.

Mr. Thier

Thanks so much, George, and thanks to the Bayat Foundation and the Afghan American Chamber of Commerce for having this great event and it's an honor to be here. I'm sure like most of you I'm a little bit knocked off balance by that film. I was coming after some nice lunch conversations and I think it is really valuable to remember why we're here. And so in some ways maybe instead of being knocked off balance it's sort of a re-centering because I know that most of us are here because we not only care deeply about Afghanistan but also care deeply and believe in the ability to make a difference. And that's one of the things that I really want to focus on because I think like many of you, I lived in Afghanistan for a number of years during the civil war, about four years.

And one of the things that strikes me about the Bayat Foundation and the work that they did particularly with AWCC, I was a very early adopter of AWCC because I had spent four years in Afghanistan sending handwritten notes to people because there was no means to communicate in Afghanistan in the 1990's. As the rest of the world was getting on the Internet I was sending handwritten messages through drivers across town in Kabul. And part of the reason I say

that like the little girl that we saw is that amidst all of the problems that we've seen in the last couple of years I think the change that came to Afghanistan, fundamental change, hopefully long lasting change that came to Afghanistan after 2001 is something that we can make sure continues to move forward. And it's also valuable as we look at some of the setbacks of the last few years to think intensively about what things were like in the 90's, and in many ways how far Afghanistan has in fact progressed since that time.

And so I really want to make two basic points that I think are critical, not only for thinking about the work of a network like this but all of the work that we do in Afghanistan.

And you know in many ways I would say, I would almost sum it up and I know that this appeals to people here who are in the private sector and the NGO community that in the necessary approach to Afghanistan, no reference to poppy intended, to let a thousand flowers bloom. And what I mean by that is that fundamentally I think that our approach to Afghanistan has been far too driven by the central government and the idea of building up a state that is going to take care of all of the needs of the Afghan people. And yet those of us who know Afghanistan first hand know that Afghanistan has never worked that way and is not likely to work that way for generations.

Afghanistan is a nation that is built on the ingenuity and energy of its people like many places but especially so in Afghanistan because people haven't been able to rely on the structures of the state in order to live their lives, in order to trade, in order to educate their children. And certainly they have faced enormous problems in doing so but I think **it's critical that we recognize that so much capacity exists in Afghanistan but it might not exist in the ministries.** (R, Legal)

The ministries are getting better and we can all be thankful for that and many people in this room are in part responsible for that. But outside of Kabul where the majority of the population lives is really where the great potential of Afghanistan I think also exists, and in many ways is largely untapped by our efforts there. So on one hand you have this need to have a thousand flowers blooming in Afghanistan but on the other hand it does have to happen within a framework that obeys a basic notion of the Rule of Law.

We had maybe not flowers but we had a thousand organizations blooming in Afghanistan in the 1990's. We saw what unfettered development, unfettered access to weapons, unfettered access to bad ideology, what affect that had on Afghanistan.

And in order to allow Afghanistan to prosper and its people to prosper and develop, there does need to be a system of governments. Now again that's not to say that this is something that only exists within the hands of the central government. In fact Rule of Law around the world often comes up from the bottom but we need to think of ways to see that because I think that the deepest problem that we have had in Afghanistan, the most fundamentally undermining thing that we have faced in the last seven years which is part something of our own doing and the Afghan's doing is the lack of attention to the Rule of Law. In fact I would go so far as to say that **I believe that our lack of attention to the Rule of the Law, and the lack of the Afghan Government's attention to basic norms of accountability and justice is in fact one of the factors that has most strengthened the insurgency in Afghanistan.**

I believe that the Taliban are not so strong as that the government and the international community have been weak on things that are of fundamental importance to Afghans and that is the Rule of Law and a sense of justice. (R, Legal, Intergovernmental)

And that is something that the government does need to be involved in. They may not need to be involved in trade but they need to be involved deeply in the Rule of Law. And like in those other areas where we have seen great success in Afghanistan, areas like the National Solidarity Program, areas like the National Health Program where international donor assistance for the Afghan Government in Kabul, local communities and a long standing infrastructure of NGOs in the country have all joined together to make a difference.

Those programs work because they draw on all of these capacities, not just one. And we need to apply that sort of thinking to our approach to the Rule of Law. **There is an enormous capacity to resolve disputes and deal with problems in Afghanistan at the local level, and yet most of our focus on Rule of Law in Afghanistan has almost been exclusively on building up a national court system which is important, a prosecutorial system that is important but is not going to filter down to most of Afghanistan anytime soon. So instead of having an oppositional approach we need to get our arms around all of these things and harness the capacity of what exists in Afghanistan.** (R, Legal, Intergovernmental)

We also need to do a much better job of developing the central government's capacity not to do things but to govern the sector. We have not invested, if you look at the Rule of Law for instance we've invested in training judges in some basic norms of Afghan

law and international law but we've never really made the step of training the Ministry of Justice, the Afghan Supreme Court, the Afghan Attorney General's Office, to be able to make policy and truly lead in their sector. (R, Legal, Intergovernmental) Because I think as we all know Afghan leadership is fundamentally what is going to undergird any of the success that we might talk about.

So the final point that I want to make is what is the role of a Trusted Network of people, people who are dedicated to Afghanistan who are involved. **I think Rule of Law falls into that because all of us are responsible for making sure that we behave and that our Afghan interlocutors in the government and our interlocutors in the international community all prioritize the Rule of Law and abide by the Rule of Law.** (R, Legal, Intergovernmental)

And I'm sorry to say that all three of those actors, the Afghan Government and the international community haven't prioritized and in fact often haven't themselves followed it. And that's something that we all can do, something that we in our field call creating a culture of lawfulness, making sure that the responsibilities are well known to people and that they are followed through, and when they're not followed through that there are repercussions. And I'm not only talking about prosecution, I'm talking about repercussions that come in the social world and in the moral world and that's something that we're all responsible for fulfilling. So I'll leave you with those thoughts and the only thing I'll say is this book was mentioned. I unfortunately didn't bring enough copies for everybody, *The Future of Afghanistan*, it is available free on line at www.usip.org or if you get in contact with my office we can send you a hard copy. Thank you.

(Alex Their, United States Institute of Peace)

Mr. Foresman

And those of you who were fortunate enough to pick up a copy I was thumbing through it up here, it's fascinating and I would very much encourage you to do that. As we talk about this concept of an Afghan Trusted Network it is not simply an idea of the Bayat Foundation, it's not simply an idea of the Afghan-American Chamber of Commerce, it is the result of an ongoing discussion and dialogue. And far be it from me as a reformed government official to stand up here and say it is the right answer to all the world's problems or all of Afghanistan's issues. And what we decided that it would be best to do is to think about the context of this Afghan Trusted Network both in the context of what does it do to support the development of business and humanitarian opportunities for the nation and for the people of Afghanistan.

So we've asked our two Co-chairs for the 2009-2010 focus on the Afghan Trusted Network; Mrs. Heidi Kuhn; you heard from her husband earlier from Roots of Peace, and John Gastright from Dyn-Corp, International to both bring their very valuable and articulate perspectives to the whole issue. And to help us further define this as we get into this afternoon's discussion. So, Heidi, if you would come forward. I'm also going to call on Heidi.

END OF TAPE

Mrs. Kuhn

...the core most especially to the women of Parliament who are accompanying us in this very special gathering. I'm a fifth generation descendent from California and I come as an American. I am so proud by the place in which we stand. For out this window is our nation's capitol. It's very humbling to me and to be here as a mother of four children, an obviously loving wife of 30 years to have been to Afghanistan on multiple occasions. And the very powerful images that have been shown by the incredible television network, Mr. Bayat, that you have created.

Communication is key at this time and we need to speak as we've never spoken before. I'd like to take this moment, we've talked a lot about women and women walking the talk. I'd like to especially honor two women who are in this room who on separate occasions joined me in Afghanistan as a mother; Ms. Shamin Jawad is here. I don't know if she just stepped out for a few moments, but I want to honor Shamin. Just tell you a little bit of stories about the footsteps that I had the privilege and honor of taking with her to her homeland, to her country. And for her to speak about her childhood growing up in Afghanistan, it was extraordinary. She is a mother as well.

And in 2006, we went to see the fruits of our labor. We woke up, made a conscious decision to wake up at 4:00 in the morning to witness putting together mines to vines to walk through a de-mined area where 100,000 land mines were removed north of Kabul in the fertile Shamali Plain. And as I held, Shamin - you're back. As a mother I'm honoring your footsteps and how we stood on that beautiful morning in October of 2006, and we watched that sunrise together and we saw the farmers and the children who were so happy to see the dew drops on these grapevines. These symbols of life and peace.

And where I come from in California it's a fine bottle of wine that is celebrated when grapes are fermented. But I believe it's the choice of that vine, when respected and unfermented, where fresh grape juice and raisins and Shinduconi grapes can grow. A representative from the Ministry of Agriculture is here and I honor you and thank you for joining us in Jalalabad to personally visit a Roots of Peace field. These are not footsteps we take lightly during these times.

And as you may have seen from the video it is with Mrs. Shamin Jawad and the Ayenda Foundation who generously donated \$10,000 to match the pennies raised by American children, 30,000,000 pennies for peace. They're not just giving those pennies to Afghanistan, they're conscious gifts of friendship. In trust is written all over each

penny. Also, e pluribus unum in Latin as I learned as a child when studying history, from many comes one.

So I honor all of you in this room who work on child education, on military, on agriculture, may these forces be harnessed here at this moment in history as we all prepare for our American 4th of July this weekend. As we celebrate the fireworks, there are bombs going off in Afghanistan, this is real time that across the world our footsteps are never to be taken lightly. From the grounds on which I stand I'd also like to honor another incredible woman.

A woman who didn't come here because she had to. She is Director of the Academy of Arts and Motion Pictures in San Francisco, 15,000 attend there. She is also known as a Hollywood star.

I speak again with gravitas and honor of faith, color, and creed in this room. I had the privilege and honor of speaking at the National Defense University on the 10th of June. I drove in there safely. The cab driver pointed out on the way there - the Holocaust Museum. And when I came out all roads were blocked.

Four days later Diane Baker invited me for the 50th anniversary of the filming of the Diary of Anne Frank where Diane was handpicked by Otto Frank to star as his daughter, a story of a little diary told of compassion, understanding, and most of all tolerance. It would have been the 80th birthday this month of Anne Frank had she lived.

And I think she speaks for children all over the world right now, especially in Afghanistan where 44.6% of the population today is under the age of 14 years old. Now that spells opportunity to me.

That is opportunity to build schools like we've never built them. Green schools, templates of green schools. (R, Infrastructure) They did that in the 1950's, 40's, 50's when they built schools throughout America. Why can't we do green schools in Afghanistan? Make this country that shaped like a leaf, stand back and look at the map of Afghanistan, many of you know it. What does it look like? A leaf, an opportunity to turn a country green as Mr. Haidari told me once upon a time. It was once proudly the garden of Central Asia. And I will never forget those words, Mr. Haidari, thank you so much.

I just want to say in closing when I went to Afghanistan with Diane in early February of 2009, we had an extraordinary trip - you've seen it on the video. But I came home to celebrate my 30th anniversary with my husband on Valentine's Day. I received an invitation in the mail, it was from Speaker Nancy Pelosi inviting me to lunch. Twelve years

earlier she joined me with Mrs. Anon, wife of the Secretary General, to help a mother turn ideas into reality, just a simple toast made that the world may go from mines to vines replacing the scourge of landmines with the nectar of grapes. And I just want to say that in-between the time I agreed to go back on the 21st, several coordinated suicide bombers had taken the Ministries, surrounding the Serena Hotel where I had safely walked in and out. And that city had changed in a month. What can happen in a month?

And in closing I just want to say and honor the women here back in who are representing Parliament. I was there with Speaker Pelosi with many women from Parliament, six of them gathered at the table speaking to six Congressional Delegates. And so I just want to set the tone today on trust. You know a single American penny with Abraham Lincoln, may be remember those words and, you know, God, Allah, Buddha, in God we trust. Thank you so much.

(Heidi Kuhn, Roots of Peace)

Mr. Foresman Thank you, Heidi. John, are you prepared? He leans over to me and said, "Tough act to follow."

Mr. Gastright Yes, that was, this is not going to be an easy job following that. Like George I am also a reformed government employee. A year and a half ago I had the privilege and honor of serving as the State Department's Coordinator for Afghanistan. I had the opportunity to travel throughout Afghanistan and witnessed first hand the determination and resilience of the Afghan people.

On my very first trip I visited a number of schools, that's what you do when you're a reformed government employee, when you're still a government employee you visit schools. And so I walked in and I did all the right things. I was impressed with the construction, I shook the desk, that's good. I walked over and I shook the hands of the teachers, that's all good. But then what kicked me in the stomach and what I still see in my sleep today are kids in the first grade, from age 6 to 16 because they'd never had the opportunity to go to school before. I was hooked from that moment on.

Here I am a year and a half later still reforming myself with my colleague, George, and I who joined Dyn-Corp International primarily because of the substantial footprint the company has in Afghanistan; 4,000 employees doing everything from helping the Afghan government maintain its aircraft, the Afghan Army Air Corp, we help them maintain the aircraft. We're doing knowledge transfer of the techniques of best practices in aviation maintenance. We're training

police. We're doing construction. Our philosophy of a company is skills transfer, knowledge transfer, work yourself out of a job, best practices.

So when Rosalie contacted me about this symposium because I'm passionate about Afghanistan I jumped at the chance. And I jumped in part because of the Bayat name. The Bayat name means something to anybody whose worked Afghanistan issues who knows Afghanistan is passionate about Afghanistan. But I also jumped because I thought about a dialogue focused on best practices and lessons learned was not only something that would be useful as a company, as a non-governmental organization for an individual passionate about Afghanistan, but also something that is desperately needed.

But here's the kicker, Rosalie, I'll be real honest I didn't actually know what a Trusted Network was. And so throughout the process of listening this morning and talking to people during our break I've sort of started piecing it together. We were fortunate to have Ambassador Jawad come and give us some very focused guidance. And Jim Bever and the Bayat's, Ehsan Bayat and his wife and all of the best practices that people discussed.

And so for me the concept of the Trusted Network is starting to come into focus, come into vision. **Specifically for me a Trusted Network is a collection of organizations and individuals who are 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. (R, Conclusion)**

So I guess, George, my job right now is to say to all the people in the room the work begins now. We've sat around and we've had a conversation this morning, we've shared some best practices. But now the work begins. We're all passionate about Afghanistan, we wouldn't be sitting in the room if we weren't passionate about Afghanistan. But let's sit down, let's roll up our sleeves and let's develop this concept of a Trusted Network. And more importantly not just develop it, let's figure out what we need to implement the practice of a best practice, implement a Trusted Network so that we can start continuing to make a difference on the ground. Thanks for the opportunity to be here. Thanks to the Bayat Foundation for all that you continue to do and I look forward to rolling up my sleeves.

(John Gastright, Dyn-Corp International)

Mr. Foresman

John, that was an excellent segue into the discussion, and thank you for that. So realizing that we've all had an opportunity to eat lunch and everybody who had the carrot cake is now in a little bit of a sugar low. I'm going to ask you to bear with me as I utilize my prerogative as the moderator to follow some instructions. We've talked about this Afghan Trusted Network. What is it? How would it work? What benefit would it bring? So I'm going to accomplish two things in one fell swoop.

And, Ehsan, I will say to you as our host, one of our hosts here that if you choose to sit you can do whatever you want, sir. But I would ask the rest of you to stand up, please. Stand up right where you are. Now with a great deal of trust I'm going to ask you to close your eyes.

The Afghan Trusted Network can leverage services, expertise, social networks, innovation and technology across the dominate sectors, agriculture, civilian and community, communications and technology, cultural and educational, economic and infrastructure, health and medical, humanitarian and reconstruction, legal and inter-governmental, security and governance, fuel and energy. Now please keep your eyes closed.

The Afghan Trusted Network is initially defined as a credible network to facilitate increased and enduring humanitarian and leadership engagement including two way dialogues with Afghan elders, youth and women to spur investment, training, job creation, and increased quality of life and educational opportunities. You may open your eyes and sit down, please.

Now I asked you to do that for two reasons. One, I wanted to accomplish the fact that all of the food had settled in your belly and I wanted to move it to your legs. The second issue is I want to talk just very briefly as a precursor to this discussion this afternoon about trust. The vast majority of you as I looked around the room did in fact close your eyes. You had a level of trust because of the ongoing engagement and dialogue, the level of companionship if you will that you have developed with the people in the room and next to you. A few of you kept at least one eye open because you weren't sure about the person sitting next to you and I know who you are. The vast majority of you all underscore the importance of having that personal relationship, that contact with individuals.

And I think as we've talked through the discussion this morning this is about finding solutions and facilitating solutions that are locally based, they're community based, they're individually based, that originate in Afghanistan, but that may be facilitated from external sources. And so I think you for helping me set that stage. In this context as we go through the discussion we'd like to have each of our functional aids who are seated here at the U-table as well as in the seats behind.

I want you all to answer the question in the context of how would an Afghan Trusted Network solve your greatest challenge or gap as you go about addressing a particular issue within Afghanistan.

Now we assigned some areas of responsibility to individuals and we're going to ask them to introduce the topical areas. But what I'd like for the rest of you in the audience to be prepared to do is to bring in additional thoughts and perspectives. If you've got a comment that you want to make I'm going to ask that you come to the microphone on both sides of the room. But I'm going to ask you to be short, focused, and to the point because we've got about two and a half hours, actually about two hours and 15 minutes to get through this. But I'm less concerned about the time because this has been an exceptionally rich dialogue thus far and I'm confident it'll be this rich as we go forward.

Aziz Amiri, President of the Canada-Afghanistan Business Council, Aziz, are you here? Yes. Aziz, I'm going to ask you to go to the microphone for a moment and the question I would pose to you is as we look at the issues of legal and intergovernmental in the context, in the discussion that you've heard here, how might that Afghan Trusted Network bring solutions to the challenges that we face in building this humanitarian capacity in Afghanistan?

Mr. Amiri

First of all let me congratulate Mr. Bayat, Fatema Bayat and the Bayat Foundation for such an enormous and important gathering. I'm sure that everybody in Afghanistan is grateful for what, what this Foundation is doing and so we are here. Creating this symposium and the synergy between all the parties involved is really a start of tackling a multi-dimensional issue.

Canada-Afghanistan Business Council since its beginning has been in contact with Canadian government as well as the Afghan government to find solutions to tackle issues brought by Canadian businesses that are involved in Afghanistan. And we have had some successes and we have had some challenges.

I believe with this new network coming out it will provide another resource to our toolbox in order to be beneficial to the future of Afghanistan. We will take note and we will identify parties here that would be instrumental for betterment of Afghanistan and betterment of our involvement in doing business and facilitate business activities in Afghanistan. Thank you.

(Aziz Amiri, Canada-Afghanistan Business Council)

Mr. Foresman Aziz, let me ask you a follow on. I want to pull a string on one thing.

Mr. Amiri Sure.

Mr. Foresman In the context of those companies that have done business in Afghanistan, do you have a reasonable expectation based on what you heard here in the discussion that some challenges, some of the pitfalls that they've experienced, some of the successes they've achieved have been shared by others who are represented in this room? They may not be in the oil and gas business but are there applicable lessons particularly that non-governmental organizations may have learned? You know, as Mike said, it's the art of the deal, that's the way they do business in Afghanistan, it's not right or wrong, it just is. Did the folks from Canada understand that when they went to Afghanistan?

Mr. Amiri To some certain degree, yes, because Canadian companies who are involved in that part of environment are doing business in that kind of environment, they are somehow, they are ready and they are seeing this beforehand. But, of course, a country after 30 years of war may have a whole lot more challenges than another third world country.

I do see a lot of issues around the legal system in Afghanistan and fortunately the business law in Afghanistan is passing, was passed a year or so before and more legal, more regulations are coming along which we will pass to the Canadian counterparts. We're trying to put them at ease to do business there. But to some extent there are companies that know if there are no challenges the profit is slim. So the more challenges that there are the better the reward would be.

Understanding that we target those companies that are experienced and those kinds of circumstances and trying to get them involved as much as we can. Like last year we had our very first business matchmaking conference. Mr. Bayat received a corporate social responsibility award there. So by doing initiatives like this we are trying to get Canadian and Canadian companies and Canadian businesses and organizations involved in that situation in Afghanistan.

Mr. Foresman Okay. So let me ask to the group in the room. You've heard this broad, this robust, this very healthy discussion as it relates to the legal issues and the intergovernmental issues. Any other ideas or context of how an Afghan Trusted Network could be implemented or the benefit that it would bring to the work that you all are doing and that your other partner organizations are doing in Afghanistan? Any thoughts from the group? Y'all are making me work hard this afternoon. Please go to the microphone.

Ms. Burgess I'm Denise Burgess and I'm with the American Wool & Cashmere Company. The company was started by Nesar Nusraty who is an Afghan American and has been working in the cashmere trade for decades, let's leave it at that. In any case he was in Afghanistan working on cashmere pre-Taliban and is now working there again.

One of the things that strikes me as also a reforming fed, I was in the State Department or many years is we often see in developing countries, or countries that the American government is trying to help develop. a real disconnect between the private sector and between the public sector and what the development organizations are doing. It's something I've really noticed. One of the things **our company is working on right now is trying to bring those two together trying to find a way to have them link hands touch that.**

The private sector is working deals and building factories but the public sector is working to train the right people. Someone earlier talked about having people who are ready to in fact go to work who understand what that means, that you have to show up on time, that you have to come everyday, things that seem very basic to us but that really are a problem in the developing world.

I think in some ways that's something, when John was talking it popped into my head that that was something that this **network might be able to do is to help bring in a virtual network perhaps. The public sector efforts and what is happening in the private sector.** Let me give you an example on the cashmere side. (R, Legal/Intergovernmental)

One of the things that needs to happen, because the cashmere market is starting to migrate out of Afghanistan into Iran and into China, we need to make sure that that stays in Afghanistan. What's going to help that? Well having factories built that can do certain kinds of processing, that's a private sector thing. On the public sector side you need the training. You need training in animal husbandry. If you can bring those two pieces together then you're really going to see some activity.

(Denise Burgess, American Wool & Cashmere)

Mr. Foresman And thank you for that. I think it's a very interesting part, it's the lens by which you see things. If you're in the government you see it through a very governmental lens. It's not right or wrong, it just is. If you're non-governmental you see it through a very non-governmental lens. If you're in business you see it through a very business centric lens. Part of this is about trying to create the capability for people to look at things across and through a different set of lens by which to view it, I think it makes a very valid point.

In the network, whether it's a virtual network, whether it's where everybody comes together once and month and waves at one another, the structure of the how to do is not as critical at this point as providing some place. I will say to you that our host, Ehsan, walked up to me earlier and that was one of the things he said to me before lunch is how do we not lose the momentum in this type of thing.

So I think part of the takeaway is to be able to provide something very tangible. Yes, sir. If you would go to the microphone and just identify who you are so that everybody else knows.

Mr. Bradley Bruce Bradley, a concerned human being who cares. You know all great organizations have secret handshakes. I didn't know, John, if you were going to make it mandatory that we learn the Afghan Trusted Network prayer by heart. That was the official prayer that you read a minute ago wasn't it. No, talking about yours.

Mr. Foresman Oh, mine.

Mr. Bradley Yeah, when we all had to close our eyes.

Mr. Foresman Absolutely, absolutely, I apologize.

Mr. Bradley And that's mandatory?

Mr. Foresman Well the great thing about it is we're writing the stone tablets so that's the first draft.

Mr. Bradley Okay.

Mr. Foresman Yes, sir.

Mr. Haidari Thank you so much. My name Ashraf Haidari, the Political Counselor at the Afghanistan Embassy. A lot of these discussions are

very interesting. We have been to many of these. We sit around round-table discussions. We talk, and of course about the challenges that Alex Their outlined on security and governments in development issues. We talk about the private sector, we talk about the non-for-profit sector but we often leave out the government. We either leave it out. I didn't hear the word government in your statement, sir, or we criticize it. And I think I agree with Alex when he talked about the international community is responsible as much as the government and we do self criticize. But we also at the same time have to realize that (inaudible) was extremely young even to begin with.

In the process of (inaudible) in Afghanistan began effectively in early 1900's. And then we had a few decades of modern state building process in Afghanistan that was followed by 30 years of war and destruction. In the 1990's when I and Alex worked together, I was with (inaudible) was working with. We saw that state basically disappeared (inaudible) the Mujahideen and the Taliban. And so when the international community reengaged in Afghanistan, long overdue unfortunately, that state was not there.

And so a lot of the problems that we see in the Afghan state is of our own creation. The fact that international community of course brought us together in a bond and we basically created a government on the paper. But then did we have a state building strategy? Not yet.

And I think we need to have a state building strategy, a compass of strategy that we are seeing in this administration coming together, we welcome that. And the reason why I say is that we have another statehood building strategy, the fact that we were not able to implement the security sector reform, which I consider as the basis for the state building process in Afghanistan.

If you look at the Five Pillars with the exception of (inaudible) that was a task given to the United States where we have made some progress but not to the extent where we're fully successful that (inaudible) is independently operational that can launch its own operations against enemies and so forth. We do not yet have a higher court that, of course, makes, you know, the operation impossible. But making the outer sectors particularly Rule of Law and please in the counter narcotics we see that those have been failures. And under the last administration we spent anywhere close to a billion dollars or so on, you know, failed narcotic policies and strategies that (inaudible) in the stability in Afghanistan. So to get back to the judicial reform---

(Ashraf Haidari, Embassy of Afghanistan)

Mr. Foresman I'm going to ask you be focused, sir.

Mr. Haidari Sure, I'll just come to the point. Sure, focus. That we have to work with the government and not be frustrated with the government. And I also have some NGO and UN background that a lot of us tend to not. There are lots of excellent NGOs, lots of excellent private sector firms that are trying to engage the government to work with the government to help strengthen the government. But a lot of us also stay away from the government because of its extreme weakness that is not able to do or facilitate things that we'd like to see facilitated by the government.

But the real challenge is really how can we help the government generate capacity, build capacity so that when the international community exists there might be a crisis tomorrow and strategic interests always shift. That when we exit from Afghanistan that we give the people of Afghanistan a state that is democratic, that is broad based, that is going to continue providing basic services to people. And I think that should be the focus and the purpose at the end of the day of this moral responsibility of the private sector, the non-for-profit to help---(R, Economics)

Mr. Foresman I'm going to have to cut you off.

Mr. Haidari Sure.

Mr. Foresman Because we've got to move forward. Let me make sure I'm very clear on what we got here. **The issue is it's got to be multilateral. In other words we've got to look at government, the NGOs, the private sector. We've got to look at the people and the culture of Afghanistan. We've got to fit it together and we've got to recognize that an Afghan Trusted Network can not only help the NGOs deliver better humanitarian assistance, but as we do the state building in Afghanistan over the longer term it may help the government achieve what it needs to achieve. (R, Conclusion, Intergovernmental)**

Mr. Haidari Exactly. One more point here. Three vulnerable groups that I have not heard about include the disabled, the ITBs and IDPs, displaced people and refugees.

Mr. Foresman Okay.

Mr. Haidari And I hope that those who are in the profit or non-for-profit sector that you do pay special attention to these vulnerable groups. If there is any bottom of society in Afghanistan these groups are on that

bottom, especially the disabled. We have one million disabled in Afghanistan. We have five million refugees who have come back.

Mr. Foresman I hate to do it, I'm going to have to cut you off.

Mr. Haidari Okay.

Mr. Foresman We've got the point, we've got it documented. We've got two folks that want to offer in comments and then we're going to have to move on to the next topical area. I'll come over to this side of the room and get one more person over here. Let me get the two folks over here who've been patiently waiting and then I'm going to take the lady in the back and then we're going to move on to the next topical area. I'm the bad guy this afternoon, I'm sorry. Yes, sir.

Mr. Wong Thank you, George. This is in answer, my name is Albert Wong and to answer your direct question of the role of a Trusted Network. I think the purpose of a Trusted Network is actually allowing other people to join. We trust each other in this room and it's easy to trust each other in this room because we're doing common work. But there are a lot of other people outside this room that would like to take part or could not see a role in taking part and this Trusted Network allows them to do that. And I would like the position that the private sector and the business community actually has a role or stake in the success in Afghanistan beyond the bottom line. We're all part of society, we either win this together or we lose it together.

(Albert Wong, AKW Global Enterprises)

Mr. Foresman Absolutely. Yes, ma'am.

? I just want to add to my colleague's opinion about the capacity building in Afghanistan _____. If you remember all of us in the Afghanistan Development Forum in 2006, 2007, it was mentioned about 1.6 billion dollars which has been spent for the capacity building. But it was, the proof of transfer of the skills was not (inaudible) as it was observed. So what is very, very important for the proofs of capacity (inaudible) it should be comprehensive not only to the government but we have to see the proofs of economy development in the country, that it should involve the NGOs and the private sectors paralleled proof of capacity building, number one.

Number two, it's important that the mechanism and tools are established that once it is used it's effective and there is a result oriented approach so that we say as colleagues. say when the international communities leaving Afghanistan or reduced in

Afghanistan, that there are capability in the government systems and also in the private sectors and NGOs that they are able to do their job with the result that the people and the citizens are needed. Because the citizens on the other side of the world they are waiting for the government and for the NGOs and the private sectors to (inaudible) that satisfy them.

But we are not in 20% or even, we lower than 20% for providing effective services to the citizens. So that is very, very important that what we are trying to achieve at the end to satisfy **the citizens. And how we can involve and engage them as well that's also very important**, thank you.

Mr. Foresman All right. Thank you. Yes, ma'am.

? I wish Ms. Dobriansky was still here because I just met with 50 of the 91 female Parliamentarians in Kabul and the story goes that they don't have any power. Unless women become ministers there, there will be some political power. So I just want to let you know on the site here and I had **a lot of the female in___ plead with me to have their voices heard.**

Now on the other thing that I wanted to share was I am totally in agreement with Mr. Haidari. I think that we haven't heard anything today about what the Afghanistan government already has. It has an Afghanistan Compact and part of the Afghanistan Compact is the millennium which was the millennium goals which were set in 2000. Okay. Let's look at how we can put those, the people, the Afghan government, on our Trusted Network that we are establishing today. Thank you very much.

Mr. Foresman Good point. Alright. Aziz, you want to close us out on this topical area then we're going to go into the next one. Go ahead, please.

Mr. Amiri While I again congratulate the Bayat Foundation and Afghan-American Chamber of Commerce, for doing this. I would like to extend our invitation to see this Symposium next time in Toronto or Ottawa, Canada. Again, just to wrap up the legal issues intergovernmental as Mr. Haidari was saying, also the **government of Afghanistan as a baby.** (R, Legal) We need to nurture it, we need to work with it, we need to understand this. Symposia like this are the right tool to start engaging with each other. And while we are learning from each other we are advancing as well. Thank you.

- Mr. Foresman Alright. Great, thank you. Fred, I'm going to ask you to go to this microphone over here. I'm going to come to you here in just a moment and ask you to help tee up our next discussion point.
- Mr. Berger I'd really rather stand there and not have my back to people if you don't mind.
- (Frederic Berger, Louis Berger Group, Inc.)
- Mr. Foresman Alright. If you promise you'll keep it within five minutes.
- Mr. Berger You've been doing a great job of herding kittens.
- Mr. Foresman All right.
- Mr. Berger And keeping ten pounds in a five pound bag.
- Mr. Foresman So let me set the stage here. In the context as you can see part of what Fred's challenge is, is to help introduce the context of the network and the whole issue of economics and infrastructure and how could it make a fundamental difference and what are the challenges associated with it. So, Fred.
- Mr. Berger Thank you and I see the clock here. First, of course, let me thank the Bayat Foundation and the Chamber of Commerce for their support here, and also obligatorily establish my own credentials with respect to Afghanistan. I was first there in 1978 on my honeymoon. And while I won't give more details my daughter was born nine months later.

Infrastructure, transportation particularly which is my field, when you study it you understand that it's a derived demand. It derives from the economic activity of a country. It derives from the needs of the people. And if we're not addressing and understanding the needs of the people and the economic activity or generating economy activity there's not a whole lot of need for the infrastructure to service it. (R, Infrastructure) So let me step back a second and say that in my four decades in development work, or in my more cynical moods my 40 years as a member of the theory of the month club, there are no good answers but there are some very good questions.

And Dr. Atash and Ms. Rona Popal asked two of the most important and I'd like to start from there. **Dr. Atash asked how do we measure success, how do we know success, how do we set up the performance indicators to demonstrate that we're achieving**

success? (R, Conclusion) It's a critical question and let me give you one poignant anecdote to make sure that we understand what it means to set the goals correctly and define them correctly. In its early years a development assistance agency went to help Mexico expand its corn production and brought them very, very good hybrid seed. And in the first year there was a doubling of production among those using it. And by the fourth year nobody was using the hybrid seed. Why? Because the corn that grew from the hybrid seed could not be used to make tortillas. They had a great answer to the wrong question, a badly framed question.

The second important question that was raised, and I can't emphasize enough, was **from Ms. Popal who said we must address the relevance of the solutions that we're bringing.** (R, Introduction) We all have great faith, great confidence, that the work that we're doing is excellent. But in that apocryphal story of the Boy Scout trying to get a merit badge decided to help the old woman cross the road only to find out when he got her there that she never wanted to cross the road in the first place. We must be very careful that our colonial spirit, our arrogance about our own projects and our own belief that these things are good doesn't mask the fact that these may bear little or no relevance to the needs of the country or the needs of the people that we're working with. And I say these because to me a Trusted Network means that we must also be willing to speak honestly with each other. If we don't speak honestly we won't achieve progress.

I believe that there must be a second annual symposium on this Trusted Network. (R, Conclusion) I challenge you and charge you with that task. And in between now and then let me throw out some – yes, I accept that. Let me throw out some thoughts about what I think we need to be talking about and thinking about and working towards as we move toward the second symposium. We must find a way to open a dialogue to jointly explore the needs. We can't be running around with solutions in search of problems. Secondly, and I'm trying to keep it to the five minutes, secondly we have to examine the very difficult question of shifting the perception of the constituency from what the government, the power bases, perceive now to be their constituency and what should be the constituency. What do I mean? Government's jobs are basically to stay in power, that's what bureaucracies do.

The funding that the bureaucracies get right now is predominantly coming from outside the country. That means that the government leaders perceive their constituency as the donor agencies. We have to

find a way to grow the formal economy, we have to find a way to grow the economic activity of the country.

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 because that's where the bulk of their money is coming from rather than from outside. (R, Economics)

Thirdly, we must get the government to keep its promise that it made to itself in 2002, or at least ministers told me about it in 2002, that the government was going to restrict its role to policy and regulation. And they were going to leave everything else that can be performed effectively by the private sector to the private sector, (R, Economics) whether it's road maintenance or education, or whatever it be. If it can be done financially successfully it should be done by the private sector. If it's justification is economics, economic viability, that's where government should be stepping in to do it. There's an economic purpose but they need subsidy.

And finally, the question of capacity building is critical to all of this. There are arguments that the capacity building capabilities that have been delivered, the technical assistance that's been delivered has been useless to put it bluntly. It's partially been useless because the government has not demanded their money's worth.

I had an argument with a good friend named Ashraf Ghani who was telling me about one of his useless advisers who'd been there as a macro-economic adviser for six months. And I said to him, how many lectures have you asked this man to give on macro-economics? None. What have you defined as his responsibility to transfer capabilities to his counter-part, and how are you monitoring that? Nothing. The country pays a lot of money per month for technical advisors and does not demand its money's worth. If you don't demand it you won't get it.

Anyone that's in education knows the dichotomy between teaching and learning. There's a very smart professor at Atsabobi University said to me in the early 70's, technology is not given, it is stolen, it is taken. The Afghan people need to take control of the technology and grab it for themselves and apply it to their own operations.

Finally in closing let me just say that I have to plug the American University of Afghanistan. You've heard others talk about it here. Shamin Jawad will kill me if I don't say something about it, but more importantly no one has mentioned that our host, Ehsan Bayat, is first

Vice-Chairman and one of the major supporters, both in time and money of the American University of Afghanistan. I have the privilege of being Second Vice Chair behind him. We have a class graduating next year, about 15 students, it's our first graduating class.

We polled them recently on what they wanted to be when they graduated, what their career track was to them. First choice, rich business man. That was all the men. When we polled the women, to a woman they wanted to be President of Afghanistan. I offer that to you who are worried about educating the women of Afghanistan, that there is capacity there, there is desire there, and there is purpose there. **And those of us in the development world know that there's no greater contribution to a country pulling itself up by its bootstraps than to invest in the education of its women. (R, Economics)** So please help us on that too.

Mr. Foresman Thank you, Fred. In the context of, in the context of how we did this I think Fred did a nice job of framing in very broad terms a number of the key issues. When he stood up this morning and asked me to step out of the way I knew he was going to be a go-to guy so I thank you for being very eloquent in doing that. Stephen Druhot are you here? There you are, Stephen. Fred has kind of started us off on this broader discussion as we talk about the economics, the infrastructure, the transportation and the logistics. Help frame out for us with a little greater detail, or a little different perspective I would say. In light of what Fred had to say how might the Trusted Network help us be able to do it? And if you're okay with it if you would do it from that microphone, or you can come up here if you'd like but you're closer there.

Mr. Druhot I'll be glad to do it from this microphone.

Mr. Foresman Thank you. And my apologies on his behalf to everybody whose got a back to him. There you go -

Mr. Druhot As other presenters have said I'm very, very pleased and want to salute the Bayat Foundation for putting this seminar on, and all the wonderful people that are here. In particular the opportunity is many of the impressive stories, not only verbally but some of them in the video.

My name is Stephen Druhot, our company is involved in logistics and in transportation. We're currently involved in moving literally hundreds of thousands of tons of humanitarian cargoes to Kabul and also into the Herat area. We're also pleased to assist Roots for Peace in their transportation effort. Now moving this amount of cargo into

Kabul and into other areas within Afghanistan is a tremendous, tremendous challenge.

We issue international tenders and basically what we're seeing now the change that's taking place. Basically we've been moving the cargoes into Karachi. From Karachi we take them up to Afghanistan through the pass and deliver them into Kabul. The other ways that we are moving it now, which are much safer ways, are moving the cargo through the Republic of Georgia, going into the Caspian Sea, taking the cargo and moving it to Turkmenbashi, and from Turkmenbashi on the rail going into down to the southern part and then delivering them to that part of the world.

The reason that we haven't been doing transportation, moving cargoes over the Baltic area is that because the pricing structure in essence causes the humanitarian commodities to be lessened. We're getting ready to, on behalf of one of our clients, to go back in the market. We now expect to start having the logistics movement going also bid through China, taking the rail into Tajikistan and down. Why is all this important?

It's important because I, like your colleague from Dyn-Corp, was having a little trouble coming to grips with what we are going to be talking about, about the network. But I can tell you when you have to move cargo and you have to go through the Pakistan in order to move it there first you have a tremendous amount of technical difficulty in getting the cargoes moved. So if you're not put into a position of having this prearranged, then your cargo is going to continually wait.

What's going on with other governments, besides the United States, is we're going to see more and more cargo moving into the various places within Kabul.

So if it's going to get there, something is going to have to happen in the streamlining. There are tremendous difficulties in working with some of the entities of the government of Kabul in order to have cargoes cleared. So I want to summarize this. The biggest challenge is that **you do need to have the local entities in Afghanistan working with the local entities, either be it in Pakistan or work with the Turkmenistans, or work with the Uzbekis because this is the way that it's going to happen. (R, Transportation/Logistics, Infrastructure)**

So if you do have this built-in help and infrastructure and cooperation, your concept would be wonderful - to have people who can help people get the ultimate cargo moved because that's what it's all about

- at the end of the day, if you have a wonderful program and you can get the cargo there. But it just doesn't happen. Thank you.

(Stephen Druhot, International Services Corporation)

Mr. Foresman Stephen, thanks. I will tell you there was a couple of interesting things and I want to link something that Stephen said together with some of our earlier comments this morning. You know all too often, well one, the long pole in the tent on humanitarian assistance when you send stuff is always logistics and transportation.

How many of you all represent organizations who've ever experienced a problem with moving stuff around the globe on a humanitarian mission, raise your hand? If you haven't raised your hand. Okay. Some people are awfully good or awfully lucky. When you move money that's easy you do it as a wire transfer. But when it's moving stuff it is often difficult, yeah, even that's difficult. But when you move stuff it is difficult. Now we often say, okay, USAID will say well – I'm not even going to say USAID, somebody will say why don't we get the Department of Defense to do it on behalf of the United States of America? We used to ask governors all the time, how many aircrafts does the Department of Defense have? They don't have many. I will tell you they don't have many. They don't have a lot of lift capability.

There is 20 times more lift capability in the commercial logistics sector than there is the United States Military. Yet it's priced lower and it's much quicker. It's not right or wrong about the military, the military is not in the mission of lift in the United States. One of the value adds, Stephen, that you bring up that this Trusted Network could very much bring to the table is to be that clearinghouse for the challenges of logistics and humanitarian, movement of humanitarian. Because the more that you spend shipping the less you spend delivering.

Mr. Druhot One comment to that.

Mr. Foresman Sure.

Mr. Druhot I can literally---

Mr. Foresman Stephen, stand up at least and if you could grab that microphone.

Mr. Druhot Since we're---

Mr. Foresman Just leave it on.

Mr. Druhot Since we're dealing with a number of different perspective suppliers of transportation, and as this cargo continues to increase in Afghanistan, many transportation providers look at the bottom line and they think there's a panacea there.

They're beginning to offer tonnage in and they have no built-in infrastructure. So the continuous calls about who can we go to in order to facilitate somebody that can help us in clearance of documentation, conversion of documentation. Who can do surveying within the country to make sure that the product that will arrive in the condition it's supposed to be. Just a number of different issues that come, that people have no experience.

So if there was this clearinghouse mechanism I think it would be very, we would work very well to be able to funnel this into some channel. How this channel remunerates themselves for doing this, you could put toward the service charge if you did on the foundation basis or however you want to structure it. (R, Transportation/Logistics)

But there's definitely a need for good communications and to try to find some trusted partners in that area.

Mr. Foresman Okay. Great. Other thoughts from the rest of the group in the context of transportation and logistics?

Mr. Kent I'm Bob Kent and I have been doing work in Afghanistan for six years now cross sector state, DOD, and other organizations with the specific focus on telecommunications development, what we call ICT, Information Communications Technologies, but not with the narrow view upon the nuts and bolts of putting out networks, but how those networks can be leveraged and utilized for cross sector purposes, health, education and other functional purposes.

I actually wanted to pick up on comments that Fred had offered in terms of what do we do between now and that second Symposium in terms of interim activity. I would propose that we look at creating working groups that would be both geographically based, Kabul, Canada, Washington, elsewhere, as well as sector based, and develop the Trusted Network and expand that Afghan Trusted Network over the space of the coming year as we build toward a second symposium and look at cross sector enablement potential. I look forward to talking to you off-line. I particularly want to thank all of our Afghan colleagues and Mr. Bayat. Thanks for your hospitality for the time that we all spend in-country with you.

(Bob Kent)

Mr. Foresman Great. Alright. Other thoughts to add on to that? Fred?

Mr. Berger Yeah, just one quick comment. There's often a lost opportunity in logistics. When emergency situations arise, food security and things like that, the whole system seems to operate on an emergency basis. They still truck through here and so forth. **We miss the opportunity to take the emergency out of the transportation portion of the movement of goods and services and create operating entities within the country that can just service transportation requirements.** (R, Transportation) And if we would examine that as we deal, you don't run into the problem that we all saw in 2002, 2003, 2004, when engineers were getting paid \$100 a month to be drivers because everybody was in a strange emergency mindset.

Mr. Foresman And I think that drives home the point that one of the value adds a network can bring is the ability to do some level of forecasting if you will so that you know what your needs are going to be on down the line. We had the opportunity as we saw the video in the context of Roots for Peace, and you know this whole idea of sustainable agriculture is a way to transform an economy. We've seen it successfully implemented in a wide range of geographical locations. What I'd like to do is maybe transition a little into the discussion on agriculture. And, Barry, I'm going to call on you to maybe step up to the microphone. Tell how we might be able to succeed in being able to use the Trusted Network as a mechanism to support that effort.

Mr. Shapiro How about I come there? I'm also one who doesn't like my back to people. So now first I have to, of course, thank the organizers, Ehsan Bayat and his Foundation and the Chamber of Commerce. I very much appreciate you inviting me to be here today to participate and share a few thoughts. Second, I have to dis-establish my credentials. I have never been in Afghanistan, however, I do have an Azerbaijani wife who speaks Farsi and has a dear love for Afghanistan and has educated me a little bit about Afghanistan. A few words about CNFA and myself a little bit more.

I do have 30 years experience doing development, mostly in Africa, but I've been in Asia as well, seven years in south Asia. CNFA is an interesting organization with an interesting acronym that no longer means anything. Originally it meant the Citizens Network on Foreign Affairs, we were established by Winthrop Rockefeller the same time that he established Winrock. And he saw us as an advocacy group for development, we have never done that.

This was in 1985, the fall of the Soviet Empire took place and we went into the former Soviet Union, into the fallen Soviet countries and we would, we faced the problem of how do you establish a private agricultural sector. We developed some experience, some expertise and some models there, some development models, that we've been able to apply elsewhere in places like Afghanistan and Pakistan, throughout Africa and now in the Caribbean. So those, maybe that gives me a little bit of credentials.

I have two ideas to share now that I have shown you that I'm by no means an expert but they're just ideas to throw out. I'll talk a little bit about the experience of CNFA as it relates to these ideas and the establishment of the Trusted Network. The first is what I would call a network of networks. I would suggest perhaps we could consider that **the Afghan Trusted Network be a network of networks rather than just one great big network** (R, Conclusion). And the other idea has to do with training of trainers.

We don't just go train but we train people who can train and I'll talk a little bit more about that. So now briefly on the network of networks, what CNFA does a lot more these days but one of the main things that we do is we establish networks of agri-dealers (B, Agriculture). These are rural suppliers of inputs and also those who may also get involved in marketing of output.

They are a network of networks because – I should say we also establish these agri-dealers and then we create alliances among the agri-dealers. The first, the basic network is the network of the farmers. And the kind of genius of this kind of approach, the approach of trying to take the incentives and power of the private sector, is that the *agri dealers act as extension agents, they act as the ones who share knowledge, not only technology but also knowledge, and they get people talking, sharing best practices* and all the things that we've been talking about. So the farmers are a network and they get interacting. And then the agri-dealers, they also form a network that we call alliance and they do the same, they share ideas and best practices among themselves.

It occurred to me that perhaps the Afghan Trusted Network ought to be a network of networks.

Now I mentioned that our agri-dealers act as kind of like extension agents, they also have to be trained. And what we do, of course we provide some training to them but it's not direct, it is what we call

training of trainers. What we do is we create these, we help, we train the trainers. These trainers themselves are entrepreneurs. They charge the agri-dealers when they provide training to them so there's built-in sustainability. Again there are private incentives, the incentive of profits. (BP, Agriculture, Economics)

(Robert (Barry) Shapiro, CNFA)

END OF TAPE

Mr. Shapiro ...not sure I agree with having this Trusted Network be the organization that would organize logistics or anything like that, but **I'd rather like to see them be the organization that would either point the direction to those need that kind of information and assistance or would create that capacity so that the capacity is indigenous then and self-sustaining.** (R, Conclusion) So that's basically what I wanted to say.

The other thing that I feel I have to share is I have a close Afghan friend, his name is Farad Wahlia, and he told me something that I believe has been responsible for the success of CNFA, the little success that we've had in Afghanistan. And that is because he told me, he said, Barry, we often come to Afghanistan and we think that we're going to bring technology, we're going to bring knowledge, we're going to bring democracy. He says he thinks it's all there and frankly we found it all there. The Afghan people are really wonderful and empowered people. They do need support, I'm not saying that, you know, there is dichotomy between indigenous and external help or top down and bottom up, we need all those things.

But it is there and we've been successful because it's been there and I'm sure that it will be successful and I'm sure that the Afghan Trusted Network will be successful. So thank you for allowing me to share just a few ideas with you from my ignorant self.

(Robert (Barry) Shapiro, CNFA)

Mr. Foresman So let me ask in this context. As we think about this Trusted Network, as we think about the issues of agriculture, one of the things, Barry, that you raised this morning, I was looking back through my notes - somebody can help me out here but someone mentioned this whole idea of having National Guard units forward deployed as they're doing, civil support types of missions in-country focused on agricultural issues.

So the question becomes does a Trusted Network provide that opportunity for government to have better visibility into what NGOs are doing and for NGOs to have better visibility into what government is doing, whether that government is the government of Afghanistan or those international governments that are providing some level of support and activity?

I'd like to transition into the discussion in the context of security and military because, you know we've seen this underlying theme and I think this will be interesting. There's been a lot of discussion of the

Rule of Law as maybe the strategic framework, the strategic challenge.

But as we look at our Trusted Network, does it bring a capability to the discussion of security to the discussion of the interaction interplay with the military rather. It's the U.S. Military, Afghan military forces, whatever it might be. In that context I'd like to turn to Francis Schroeder. I'm sorry, Francis, I was looking across the room there. Francis is the General Manager of Extreme Security. You tell me where you prefer to stand from.

Mr. Schroeder I'll be right over there if I can have the microphone.

(Francis Schroeder, Extreme Security)

Mr. Foresman We're going to let you take that microphone. And Francis is going to help us tee up the security discussion. Thank you. I want to first express my appreciation for being invited to this event. It's been very worthwhile, I've learned a great deal since I've been here. Thank you.

Mr. Schroeder I'm not sure that the network could do anything specifically targeted at security for two reasons. The first one is you have the current military security operations going on. And then you have commercial security which is really the part of security that's provided by companies, commercial companies. That part I think will evolve. Based on my experience it takes time before situations evolve out of using guards as the sole security apparatus through a combination of people, technology, and management. So I think that's just a process that happens and I'm not sure that that can be jump started very easily.

At some point there'll be a transition and I think the network could play a role in watching that and monitoring that. What is key to getting to the second phase of that is getting companies to come in and get involved in businesses because as companies come in the need for commercial security changes. (R, Security)

These are generally companies that have been used to dealing with the full package of security, again being people and technology and management. So I don't see a very specific role for the network in that area. I think they just need to monitor.

On a broader scale though I think the network can have a major role in making the connection between the education activities that have been going on and getting development into the country,

getting more companies to come into the country, into Afghanistan and get established there. (R, Economics)

And once that happens I think you'll see the security profile change. The other thing that's important – excuse me, let me look at my notes here. I had a senior moment there. Okay.

I think there's one very important thing **I think the network can do and that, with respect to commercial companies coming in to set up businesses, I think they can develop a realistic picture of what it takes for a company to come in to Afghanistan and go into business. (R, Economics)** As a businessman we talk to contractors that have worked there. You can talk to five contractors, you get five different stories as to what you have to go through and what life is like as a business in Afghanistan.

And I think the network, which is comprised of people that have actually worked there and been there, the last time I was in Afghanistan was in the 1960's, but if you can develop a realistic picture that could be presented to companies that would influence them, their decision, and let them make, actually give them ability to make the judgment based on what the real situation is and not the stories that float around.

I have heard so many different versions of how dangerous it is and all the problems and bureaucracy, etc., etc, and again they all vary. I think that would be a major role, not just in the security arena but in development in general. Thank you.

Mr. Foresman

Alright. Francis, thank you. That final point that he was on, and it is one that is important, there are perceptions, your perception is your reality and there are a great deal of stories about Afghanistan today that are supported not by fact but by perception and its opinion.

And I think that one of the value adds that you can see out of a Trusted Network, out of this type of activity, is a better picture for those who are not there, who are not living it everyday.

What is Afghanistan the country? What are the challenges for the Afghan people? What are the needs and the real opportunities there?

So I wouldn't want to, I very much want to underscore, Francis, that I think that is important. Dan Marquis. Dan?

Dan's going to come up and talk about the network in the context of the military. Realizing that the military is very much of a centric role

to government, whether it's the U.S. military or the Afghan military. But I think it goes back to the point on this side of the room, whoever made it earlier today, that we can't look at this as the public sector or the private sector, non-governmental vs. commercial, non-governmental vs. government, it's got to be that network, that trusted network, that provides that collaborative, if you will, enclave for them all. Dan?

Mr. Marquis

Well I think **the most important aspect about this network pertains to the securitization of the country, it's what follows after the military and the national security efforts in a particular area of the country.** (R, Security)

It's important to know where this network has had success and what is the nature of that success in the context in which the success was achieved so that we can prime the pumps if you will in areas that we're newly operating in to try and create new opportunities for the network to expand.

It's just my opinion that this network, while valuable, would be more valuable if it continues to expand so we want to support that effort. (R, Conclusion) It's very important for the military to understand what it is that you are doing. If your functional expertise is education, when we move into an area **it's good to know for the military what we can do to prime the pump for the introduction of your efforts on education in a particular area.** (R, Military)

So I'm sitting at the conference to gain some of the insight in that knowledge so that I can advise the generals that I do speak to now who are preparing to lead larger numbers of Marines in certain areas of the country, many of which none of your efforts have had an impact yet. Some of these areas that have been untouched by the non-governmental organizations.

We're going to be opening up new turf for the expansion of your efforts so we want to know what that is and how to integrate with it. **So for the military to be able to interface with this network as a clearinghouse, and I understand some non-governmental organizations shy away from working directly with the military, but the network would help break that barrier down between some of those agencies and the military itself.** (R, Military, Intergovernmental)

I think another important aspect of the network in terms of this newly developing country is well take healthcare for instance in the United States.

We're undergoing a seminal debate right now of what is the proper role of government and what is the proper role of the private sector? We have a new country forming here and much of your efforts as a network are helping to determine for the Afghan society what is the role for private enterprise and what is the proper role for government, helping to define that.

So it's important for us when we're securing an area to understand what aspects will be following in behind us as we work together with government and with private sector to make sure that we're a little more clear on where the dividing lines between private sector and the public sector are falling as the debate carries itself out.

And my last point would be that *the military, we're also helping to build institutions for security in Afghanistan through the indigenous population, building Afghan police and mentoring, we're even exploring the formation of Arbakai, local home guard units.* (BP, Security)

When your efforts are beginning to take place on the ground, **your effort is to move into a newly secured area and to build a school it's important for the military to also establish the security force that will actually secure that school. I'm of the mindset that rather than building a police force to some numerical model that we actually build it to the infrastructure that is in place.** (R, Security)

If you're building critical infrastructure, warehouses, marketplaces, road infrastructure, to support your efforts then we the military should be helping design a security force that is tailored to secure those components of what is critical to society, what should be protected. So the more we know about what you're planning to do in a particular area, the better we can tailor those forces to meet the security needs of those entities. Thank you.

Dan Marquis (US Marine Corps (ret.))

Mr. Foresman

Thanks, Dan, I appreciate that. You know I think one of the context that you sometimes see with military organizations, whether they're U.S. or whether they're other international organizations, they define requirements very well. They do a nice job of planning and they're typically very organized when it comes to execution and their mission is to get the job done. Their mission is not to coordinate with you to get the job done, their job is to get the job done. That's the nature of the military, it's not right or wrong, it is.

So I think that part of what I hear you saying there, Dan, is the opportunity for a Trusted Network to provide a greater level of transparency and visibility into what the various constituencies if you will, the military, the non-governmental organizations, the business community may be doing as a mechanism for improving.

I will tell you the one danger people always say, is did you coordinate with the military and they talk to Private Snuffy, that's not coordinating with the military. And so the military is a large organization, whether it's the Afghan military, whether it's the U.S. military, and you got to find that way to make sure that they're not just building stuff but we're building capacity.

This is a point, then we're coming over, you've got a comment here and here. But somebody went back to the performance management discussion.

Performance management in the context of Afghanistan we don't measure success by dollars spent and speed by which they are spent. We measure success by capacity created. It's not capacity delivered from the United States or Great Britain or anywhere else, it's capacity created on the ground and facilitated externally. We had a comment over here and then I'm going to come over to you. Yes, sir, if you'll go to your microphone there and identify yourself.

Mr. English

Jake English, I'm kind of fulfilling the other side of the room, Marine Corps fulfillment, kind of the traditional tactic of the Marine Corps to hit them from both sides.

And I have a comment on how the network itself can actually assist the military in general, and coming from my own experience as a Marine and also working with organizations like John Richardson with D3, and really how **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.** (*B, Military, Culture/Education*)

A lot of the military, a lot of the U.S. Marines and a lot of the U.S. soldiers coming into the country are coming out of Iraq and they need to understand first and foremost that Iraq, or that Afghanistan is not Iraq, and they need to know the very different distinct differences between the cultures. That is something that organizations like the

Marine Corps Center for Advanced Operational Cultural Learning does by employing actual Afghans to educate and help teach Marines, not just Marines but also Sailors, Airmen and Soldiers on how to conduct themselves.

And by doing that, that can better 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. (B, Military/Security)

You can actually help our troops, specifically U.S. troops, understand the environment within which they are working and eventually not need to be there in such a big footprint.

(Jake English, formerly with InterMedia)

Mr. Foresman Comment here?

?

I think most of my comments have been answered by yourself and colleagues but only in terms of economic growth. We all know that creation of job opportunities is one of the big challenges in Afghanistan. So it is so important to see the business companies to come to Afghanistan and then it's related to the security establishment. Once there are more job opportunities, naturally, it will reduce the insecurity in Afghanistan. While we see that if it would have been a big, what you call it, _____, economic foundation?

Economic foundations in Afghanistan and job opportunity you would have not had this level of insecurity in Afghanistan. So that is a main point that I have for increasing, taking a little bit of risk as well.

And related to that, thank you so much to Mr. Bayat and Fatema Bayat for having us here and using this opportunity in building this network.

So this network, Trusted Network, if it is, as colleagues suggested, if it is like network of networks and then the big forum of networking for everybody to break the ice like Army. Why not Army, Army understands most of the difficulties and the problems that the business community will face or endure, community will face or government will face so that they know better to do their job better.

The other area that I thought it is important the real pictures I think it's a very great idea that if there is an update provision of real pictures of the story in Afghanistan in terms of security are those who might be only listening to TVs and to medias and so on but do not know the real picture. So that will be very, very helpful. Thank you.

Mr. Foresman Okay. Good point. Comment?

? Just a quick one. **The military is getting more involved in development so where you have NGOs out there working and the military getting involved you have a blurring of lines of distinction and it sets up some potentially very dangerous situations for the NGO community who are the self-targets out there.** (R, Military, Security)

I think this network can do a lot to help in fostering communications and how we can work together, you know just simple little things.

When you take the military out and they want to see some of your work, just the presence of a humvee is going to put that farmer at risk. These are little basic things we got to work through. So anything that fosters that communication will be wonderful.

Mr. Foresman Excellent point. I'm going to make just a brief editorial comment and then we'll catch a quick comment here and then we're going to take a little bit of break because I think you all are waivering just a little here, you didn't stick with me this afternoon. We filled you with a lot of energy but Ehsan made a very introspective comment this morning as we talked about the opportunity presented not only by this group coming together and you all bringing your intellectual energy to the table, but it is an issue of timing is everything.

I would very much underscore for all of you in the discussion is I think about the challenge that we find ourselves in, in trying to provide the right level of assistance as a community, as a global community at large to help Afghanistan as Afghanistan is facing some of its own internal challenges.

But as we see a transition occur, which occurs every four to eight years in the United States, it's a confluence of unrelated but interdependent events which have happened right now which actually provide us an opportunity that doesn't necessarily happen every one year or four years or seven years, it may not only, or may only happen once in a lifetime where you can achieve this Trusted Network type of success that we're talking about here.

As somebody who has spent a lot of time around the strategic environment, I will say I've never seen an environment that was ripe for plucking to where you could get maximum leveraging out of this Trusted Network concept and the ideas that you're putting on the table and the work that you're doing, I think all the right pieces and parts. We're going to take a very brief comment then we're going to go to a brief five minute break and give everybody an opportunity to stretch their legs. Yes, sir?

Mr. Haidari

We all understand the nexus between security and development, and unfortunately, over the past seven years if you look at security as protective security and development as human security the balance is not right. If you look at the figures from appropriations you will see 30% in the maximum finding for development vs. address for military operations, much of that money has of course been spent on operations conducted by, you know, our international partners unfortunately.

So we need, I think, you as advocates, as lobbyists, as ambassadors, each and everyone of you to advocate for striking the right balance between aid provided and the security arena for protective security, military operations, as well as equally important and even more important as we have heard and as we watched in the documentary this morning of aid for human security.

If we get the two rights I think we will go a long way. I think you have an advocacy role and you have also an implementing role that not advocate but also put it into practice. Thank you.

Mr. Foresman

And I will very much underscore that that's the important part because particularly here in Washington advocacy by consortium, if you will, has a lot more individual umph if you will, that's a technical term, than that of an individual group. It's not to be that any one individual group is not respected or not admired on the hill but in the politics of the executive branch and the legislative branch ten groups walking in the door has a little more umph than one group walking in the door.

I think one of the great things whether we're talking about inside of Afghanistan or external to Afghanistan, **a Trusted Network could bring a very important advocacy role. (R, Conclusion)**

So what we're going to do, it's according to my watch 3:45. I'm going to implore you to do three things. Very quick five to six, seven minute break, very quick, back in your seats. Secondly, make sure

you get a good stretch break. And three, most importantly, do not get on the elevator and leave we'll be watching because we've got a lot more discussion to have and we've got some good momentum. So a quick five to seven minute break. If you sit on the front row you may see yourself on national TV so I would ask you to at least move forward while we do a little filming here.

BREAK

Mr. Foresman It's been a robust discussion, we've talked about security and military issues. We've talked about infrastructure. In light of part of the discussion that we heard in Paula's comments, the main theme that we've heard not only with our distinguished visitors who are with us, but we've heard it as the theme about the impact of women in the economy that is going to help give the tools to the generation of female and women leaders in Afghanistan today to help create the broader – Terry, I'm going to ask maybe you to help frame this issue, talk about how this network could help achieve what we need to achieve. I'll give you the choice of the microphone here or there or wherever works best for you.

Ms. Neese Thank you. May I approach the podium, please?

(Terry Neese, Institute for Economic Empowerment of Women)

Mr. Foresman You may.

Ms. Neese Thank you. What a wonderful job you have done today in facilitating this and keeping all on track. Let me also thank the Bayat Foundation so much for the work that you do and the support that you give to Afghanistan. And, Rosalie, you are phenomenal. I'll be very brief.

Perhaps you hear the accent, I do not sound like anyone in this room. Obviously I am from either Oklahoma or Texas, right, do you hear the drawl? I'm actually from Oklahoma. You might ask why on earth would an Okie be involved working in Afghanistan?

And I say it with three words, business, business, business. I am a serial entrepreneur so working in Afghanistan with women business owners is really what I'm supposed to be doing. For those of you who don't know anything about the Institute for Economic Empowerment of Women there is a full page in here in Best Practices (booklet) about what we're doing. We are young, we're only three years old. We established the Peace through Business Program under the institute three years ago out of the U.S. Afghan Women's Council.

We're non-profit. We educate women business owners, women who want to start a business, women who want to grow and sustain a business. We have educated a little over 100 women in the last three years. We've created almost 300 new jobs and we are doing work in 15 provinces in Afghanistan.

Something that Ambassador Jawad said this morning really rang true to me and that is to consult the people. And when I received the information from Rosalie that asked us the question what is needed in country to move Afghanistan forward I took that literally. I went out to my 112 women through e-mail and asked them that question, so I tried to consult the people which is what the Ambassador asked us to do.

And let me just quickly tell you that the first thing that came up was security. The second thing was technology, and that communication is critical for women business owners to be successful. Certainly social media networks, internet services, telecommunications, because communicating with the world is a must for them. The third was female role models. That's female role models in Afghanistan, but it's also female role models in the United States of America. (R, Communications/Technology, Security)

One of our success stories from our 2007 class is Amer Taj Sirat who owns a ball manufacturing company, hand sews soccer balls, volleyballs and footballs. And when Tasj came to our education course in '07 she couldn't tell you if she was making a profit or not, she couldn't complete a Financial Statement, she didn't have a Business Plan. But two years later today she can tell you that her revenues are up 17%, she's hired 53 more women to work for her since she went through our program, and she has just announced for Parliament. So a huge success and a role model for other women in Afghanistan.

I believe this network can connect the female role models of America and Afghanistan for greater success. **And then finally is the fourth thing that they identified is more entrepreneurial education.**

We have a partnership with Northwood University, and through that we provide a mini-MBA and a one week of living with an American woman business owner and mentoring and shadowing with her while these women are here in the United States, they'll all be here on August 14th. Not everyone can be an entrepreneur and so what they said to me was this entrepreneurial education was so important to them so that they could educate their family, educate their province

and other women and pay forward their education to others in their country. I believe the Afghan Trusted Network is already at work.

I have networked so much today and I have learned so much from so many of you that will help me help more Afghan women. So the network is already working and it's been huge for me today. I see the Afghan Trusted Network being a clearinghouse, being a collaborator, being a connector of people and organizations and a network of net worth for Afghan people. I look forward to working with all of you as we continue to build the network.

And, George, again thank you so, so much for the opportunity. Rosalie, thank you. Charlie, I know you are one of the reasons also that I'm here so appreciate you very, very much.

Mr. Foresman Thank you, I appreciate that. I'm going to exercise the moderator's prerogative a little. We're going to group these and Phyllis, I'm going to come to you here in just a moment in the context but I think the real takeaway is the discussion that a network can help create a very tangible amount of progress and link similar activities together.

And, you know, Terry, those were I think very eloquent comments and it points to the value of being able to get folks together in some form, whatever the form might be. Phyllis, how about if you come up and I'm going to ask you to maybe focus on this issue of women and we'll talk a little about agriculture possibly. But we'll keep this theme and Atiq, I'm going to be coming to this sports issue because, you know, it's not that I'm saving the best for last but I think there's a critical component that I'm going to try to weave in as we come along here.

Dr. Magrab Thank you very much and thank you for the invitation to be here. Paula was the birthmother of the U.S. Afghan Women's Council. I think that Women's Council sort of stands as a model for what you're trying to create here today because it is a network, it was an attempt to create a network both here and in Afghanistan so there are our Afghan partners which I think is critically important for a network to be trusted. We have to be trusted on the ground to where we go as well.

There are many, just to visually show this to you will all the women who are in this room who are members of the US Afghan Women's Council please stand up for a minute? Terry and Shamim and Charlie and where did Connie go, she left, there's Connie, and there's Caroline Firestone. So you see that this, I mean this is just in this room today. So you can see that this is a vibrant network in and of

itself now. I really applaud the fact that we're trying to create this over a kind of broader set of issues.

Women's issues shouldn't be siloed, I think that's one of the benefits of thinking about this trusted network that you've putting together today. Women are engaged in every aspect of civil society and daily life. And in everyone of the areas that have come forward today there is a women's strand in it.

As was said earlier today we women represent 52% of the Afghan population so you can't exclude them from the considerations of how networks are being built. (R, Conclusion) I think that's possibly the most important point I would like to make around this. Paula was eloquent in explaining the U.S. Afghan Women's Council. I think that remains a point of entry for thinking about women's issues in this network of networks. And we have tremendous support in the new administration. Mrs. Bush was key in getting this started but Malan Revier and Hilary Clinton have taken a deep interest in the network.

Steve Steiner is here and has been working very closely with the network on this administration's behalf. So I think we represent that in this. I'd like to say something about the women who are here today on behalf of the Afghan Women's Council. They represent six different ministries. They are very senior in their ministries. They have come together for a leadership opportunity in this country to network and what they said the most important part of their experience is networking with other women and people of prominence in this country. They can walk back with those role model experiences that Terry speaks about. One of the first things that these women did as part of the leadership training was to say they want to establish a Women's Caucus in Afghanistan for civil service and governmental activities. This was in a one day opportunity to think about the notion of networking. And so the power of networks is enormous and I think this opportunity here today will be spectacular.

(Dr. Phyllis Magrab, Georgetown University)

Mr. Foresman

So in this broader context of women and providing the capacity and capability for leadership and from economic standpoint are there other issues related to a Trusted Network that a Trusted Network could facilitate that we haven't yet gotten out on the table? Because part of the challenge is by the time you get to this point in the day a lot of things have been said. Yes, ma'am.

Ms. Janke So earlier I made some comments about workforce development. We work in youth livelihood development. With regard specifically to how this network might be helpful in that regard. One of the challenges that one faces when you look at something as systemic as workforce development is how do people get the skills that they need, how do we know what are the right skills, how do they get them in time?

And any of us who have tried to work in Afghanistan know how important it is to find people who have the skills that are necessary to get the job done. One way in which this network can be helpful is in all of work in our different technical domains, whether that's agriculture, whether it's shipping, education, health, whatever it is you know what the standard are for your industry that need to be in place in order to have productive workers.

I would love to be able to call on you to develop smaller working groups to develop skill standards that will then work to put forward out there in the community that works with Afghanistan to say this is what we are looking for in terms of, you know, these **particular domains and these are the kind of employees we want. The next piece of course is then actually training people to get up to those standards but first we have to all agree on what that is and we have to put it out there. (R, Economic)**

So I hope that there is a way in which I can reach out to all of you and one first step would be to have everyone's contact information. Some of the contact information is in that booklet. But I do hope that we'll have the opportunity to get all of that collected as well. So, thank you.

Mr. Foresman So, Rosalie, let me pose an administrative question. What happens to the contact information from our seminar?

Ms. Wyatt It will be made available.

Mr. Foresman It will be made available to everybody who stays until the end of the day today, correct?

Ms. Wyatt As long as we have everybody's e-mail address.

Mr. Foresman As long as we have everybody's e-mail address, great. Yes, sir?

? I've got a comment. I was wondering after this besides the contact information how will it be managed, who will manage it? For those of you who have spent a lot of time actually working in Afghanistan

you know that, you know, it's a very likely possibility people are part of the network down the line and they do things that don't, aren't up to standards so who defines the standards? What happens when that happens?

Mr. Foresman I will tell you've raised the all important question because at the end of the day what you've had is a day full of activity with good ideas that we all go back to our in-box unless there is a next step. I'm going to ask that we hold that for just a moment because we have to define those next steps. I'm going to get through the rest of the discussion on the network but we're not going to get out of here without addressing that, absolutely. Alright. Let me go back here. I'm going to have to let some other folks have an opportunity. Yes, sir.

And then Rainey, I want to come up to you because I want to transition, no, go ahead, sir. After him I want to transition to the discussion of community development building off this discussion on women because at the cornerstone of all of this is about a generation of economic development for Afghanistan and moving forward. So give that some thought. Yes, sir. Identify yourself, please.

Mr. Conan My name is Asj Conan from Calgary, Canada. I work with Women for Women. There was a graduation ceremony in Calgary where there were 12 women who had got a business diploma from learning distance education from State Polytechnics. There were no men they were all women so things are moving right along. This next year there will be 24 women being registered for this course in business. I think directionally we are going the right way, getting more women entrepreneurs to do business.

Mr. Foresman Okay. Absolutely, I think you're right on. Rainey, let's talk about it in the context of community development. Oh, I'm sorry. Before I do that let me make sure that – help me, Phyllis. Azita. All right, I apologize. Now let's bring the microphone over to you. And the translator. We're going to bring it to you.

Ms. Raman I want to say something because my English is not so good this way he's translate my speak. I am sorry. I am Nasira Raman Director of Home Economics, Ministry of Agriculture.

(Nasira Raman, Director of Home Economics, Afghan Ministry of Agriculture)

Mr. Foresman That was okay.

- Mr. Foresman Sir, if you would like why don't you go over and stand at this microphone and when translation is needed you can offer it.
- Ms. Raman To be translated.
- Translator First of all allow me to thank the USAID and the compound---
- Ms. Raman CDP.
- Translator CDP for allowing us to come here and conducting this course that we're in the process right now.
- Ms. Raman To be translated
- Translator Secondly, allow me to thank the Bayat Foundation for giving us this opportunity to start networking and knowing people and say hi to everybody and be acquainted to many different people in this place.
- Ms. Raman To be translated.
- Translator I would like to mention a few words about Afghan women leadership.
- Ms. Raman To be translated
- Translator First of all I'd like to talk about the government role that allows a woman about 30% to be in the government based on – I apologize for those names that I'm not familiar with those relations.
- Ms. Raman NBG.
- Translator NBG? And the Constitution itself.
- Ms. Raman To be translated.
- Translator I would like to mention the role and the importance of the woman's role in the society.
- Ms. Raman To be translated
- Translator First of all I would like for woman to be engaged in making programs and the leadership.
- Ms. Raman To be translated
- Translator And also making decision and have a positive impact on those decisions.

- Ms. Raman To be translated.
- Translator And also the participation of woman and economic development because woman makes about 50%, or more than 50%, of the population of Afghanistan.
- Ms. Raman To be translated
- Translator And also in politics.
- Ms. Raman To be translated.
- Translator How can we do this and what do we need to do to achieve these goals?
- Ms. Raman To be translated.
- Translator The woman of Afghanistan needs for building capacity and different aspects.
- Ms. Raman To be translated.
- Translator They also need different skills such as leadership.
- Ms. Raman To be translated.
- Translator Administration.
- Ms. Raman To be translated.
- Translator And technical skills.
- Ms. Raman To be translated.
- Translator Because we want them to come the government sector to come to private sector.
- Ms. Raman To be translated.
- Translator To be included NGOs, the government, and the private sector all.
- Ms. Raman To be translated
- Translator And also the role of woman to be included in the higher position in the leadership.

- Ms. Raman To be translated.
- Translator Also would like the woman's affair department to be supported.
- Ms. Raman To be translated.
- Translator Also civil service.
- Ms. Raman To be translated.
- Translator And also the commission of civil service commission.
- Ms. Raman To be translated.
- Translator Observant and to bring correction.
- Ms. Raman To be translated.
- Translator For the national action plan, a woman.
- Ms. Raman To be translated.
- Translator And also the challenges that we're facing about woman that they need to building the self-confidence and also trust among themselves.
- Ms. Raman To be translated.
- Translator And also the awareness of the society itself, society can support the woman's affair or the issues of woman.
- Ms. Raman To be translated.
- Translator I would like to ask the international community to support the woman's network and create the networks that can help the issues of woman.
- Ms. Raman To be translated.
- Translator Thank you very much again.
- Mr. Foresman Thank you, and I'm going to acknowledge your English is very good. So with that, Randy, let's move back down. I think there is great passion in the discussion about the anchor that women service in Afghanistan in not only the economy but in the culture, in the community life. When we talk about community development we

talk about the Trusted Network, how does it bring to bear? I either will have you go to the microphone over there or you come up here, whatever works best for you.

Randy Lyness

Well first let me thank Mr. and Mrs. Bayat for the invitation to CHF to participate today, and the visionary leadership you're taking in establishing this dialogue, I'm honored to be a part. I have to apologize, we pulled a little bit of a bait and switch on your agenda as Martin Shapiro, Vice President for Global Operations, he unfortunately had a family emergency that he had to deal with this week and so you got me.

CHF has been working in Afghanistan since 2002. Like Barry I have to admit I'm new to the Afghanistan scene, I've never been to Afghanistan. I spent the majority of my career working in Latin America. I took on the Asia region about nine months ago with countries like Afghanistan and Pakistan where the development challenges are quite different but at the same time very similar to where I worked the majority of my career. So when we, what we're currently doing in Afghanistan, we started in Afghanistan after the conflict, after the war started. And we started bringing coal across the border to winterize homes, families whose homes had been damaged or destroyed, and bringing in something as basic as coal that wasn't available on the local market to help them get through that very harsh winter which was even harsher given the circumstances.

Currently we're implementing a program in Kabul, a small program doing shelter upgrades and road upgrades in District 13 of Kabul for internally displaced and returning refugees. So there are organizations that are focusing on this and it is recognized as being a very important sector to be working in.

But to take a step back, and you'll forgive me as an old community development hand if I look at this discussion through the community development lens. And we all have a tendency to focus on our sectors and define our approach and our perspective through that lens. But I would argue that what we're talking about, and everything we're talking about here today is community development.

We are developing the community of Afghanistan. Community development is predicated on the inclusion and the participation of all sectors of a community, of all of the members of that community. We have to utilize different mechanisms to include those sectors of the population that have been traditionally marginalized or by circumstance are being marginalized. And it takes an effort of all of

the organizations participating to make sure that those sectors are heard.

All of the things that we've been talking about today, talking about the Rule of Law, we're talking about economic development, we're talking about entrepreneurship, it cannot happen without a strong community base. So as we look at the network and what is the role of the network, and I would also go and I think a lot of things, I could stand up here and just point to what this person said and what that person said and let's just do what everybody is saying and it'll be great. But we need to look at varying levels of networks.

We can all form a network here and those of us who are based out of Washington D.C. will have very interesting intellectual conversations but there needs to be networking done at the local level, especially when we're talking about community development in its purest form. We need to bring all the stakeholders together. We need to bring the local authorities together.

One of the biggest challenges, and that was one of the questions posed on the sheet today is what is one of our biggest challenges? And one of the biggest challenges that we face is the balance of priorities and the balances of agenda, and I use the word agenda in a positive way, not in a negative way. All of the different stakeholders in the development process have priorities. The municipal priorities are different from perhaps the individual participant priorities.

And so it's vital that all of those priorities are put out on the table. The Mayor of Kabul wanting a road built is a valid concern. The participants in our program wanting to improve their shelter so that they can have a dignified place in which to live is also a valid concern. So the network needs to bring all of those stakeholders to the table. And that also carries out to the context of economic development that George talked about is, is a strong community will be a community that is ripe for investment. And it'll be ripe for the employment of the young people. I was staggered to hear the statistic of so many, what was it **50% of the population is under the age of 14.** (Statistic)

That's staggering to think of that and the arduous task of preparing that large number of young people for the workforce. Those are all efforts that need to take place. So I would again argue that all of us are community development experts and we're all focusing on our specific area. Would just encourage, it's hard for any one organization I think to take the lead on this but from our perspective networking again is a community development concept. Within the

community you have to communicate, you have to talk with one another. All the stakeholders need to come together to put their issues out on the table. That brings accountability. In order for you to have accountability you have to trust in the capacity and build the capacity of the participants. So I will leave it at that before George passes me the one minute or zero minute note. Once again thank you for allowing my participation today.

(Randy Lyness, CHF International)

Mr. Foresman Those are very much good comments and let me just give you a little bit of idea. We've got a couple of more folks here around the table that we're going to hear from but I want to give you a little bit of a flavor. We've exercised a little bit of our own discretion and made a little bit of a special ad to the agenda because we've talked about a sector of activity and we have not had that sector of activity represented. So we're going to add something to the end of it. But I think it's very much illustrative and instructive of the agility and flexibility that any type of network needs to have as you deal with these types of issues.

John, you've been very patient and you've sat there. Atiq, you've been patient. I'm coming to the sports issue. I'm excited about the sports issues. But, John, in this context of development you know we talk about development, we talk about educating the next generation of women leaders, we talk about educating the youth, we talk about outreach and health and medical care, we talk about jobs and a whole variety of issues and it all comes down to our ability to communicate. Whether you talk about the ability of foundation efforts like the Bayat Foundation, whether we're talking about the efforts of the government or of non-governmental organizations to communicate how can this network help in this broader issue of communications as we look down the road and technology. Feel free to come up here if you want to do it from here as well.

John Absolutely.

(John Richardson, D3 Systems, ACSOR Surveys)

END OF TAPE

Mr. Richardson ...2003, we founded the Afghan Center for Associo Economic and Opinion Research, better known as ACSOR Surveys. And they've grown over the past few years from doing just small surveys of Kabul to nationwide polls that are nationally representative of the entire country, across all 34 provinces and in both urban and rural areas. What we see ACSOR's role in all this being is to give an additional voice to the Afghan people, not just those that are in Kabul or in other centers of power but the average Afghan, regardless of where they're living to know what it is they're concerned about, what they think of what's happening in their country right now. What are there top problems, what needs do they need to have solved right now from our leaders. And to get that information from Afghans to policy makers whether it be here in Washington, in Kabul or other centers of power to better inform their decisions on what sorts of projects are needed and where they're needed and to who they need to be serving. As far as what we've seen that works for us has been partnering with people that promote research, promote openness and neutral research with transparency on the methods that are being used, and also very importantly in building indigenous local Afghan talent.

What we found is that for one example the Asia Foundation has been an excellent partner of ours. They have founded annual surveys throughout Afghanistan, have been excellent in making all their data public so we can compare results year after year to see how things have been changing there. And then to also work with us and the Kabul University to start an internship program where people can come out from school, come in and get some real world experience in the business. And then from our side to take people from Kabul, take them outside the country to gain more experience, have them learn the industry, attend conferences, and then to bring in western talent locally to develop their capacity there. As far as where the Afghan Trusted Network fits into all this I'd say the first thing that comes to mind is education which several people have touched on earlier.

From the Afghan education system, the tracking system where young students are tracked into say engineering or Islamic Studies or medicine from an early age, that coupled with over 30 years of fighting hasn't produced a lot of social scientists. So from our perspective what we've had to do is find people post-graduation, bring them out, get them the training that they need so that they can do this sort of work. What we'd like to see down the road in the future is to have more people ready to work when they leave school. **What we have in the U.S. is a very close partnership between universities, educational institutions and the business world where people go, they talk to the faculty and they let them know what skills people need when they leave school. We'd like**

to see more of that happening around not just Kabul but the entire country. (R, Education, Economics)

And that goes back to what I think Edgar with AWCC was talking about earlier with implementing western business practices in Afghanistan. Some of those have to be tailored to a local commission, but there's also things we can talk to educational institutions and have them start implementing into the curriculum so when people come out they understand what's going to be expected if they're working with a foreign NGO or if they're working with a western business that's operating in Afghanistan and how we can also change our practices to better fit (inaudible) that's in Kabul.

And in terms of other uses for the Trusted Network I'd say coordinating our efforts together. Many people today have talked about the Rule of Law for example, and we've seen that from a multitude of clients across every single realm. That's a very hot topic, especially in the last six to nine months. People want to know more about it, what can it do to improve Afghanistan. More of that research could probably be coordinated between different groups, different companies, different NGOs to get more out of what they're doing and more out of their dollar. If we have this sort of network of people that are already working together we know what each other are doing in the country and we can get more out of that.

(John Richardson, D3 Systems)

Hon. Foresman John, thank you. I will tell you the whole issue of communication and strategic communication and the ability to be able to link together I think creates a value add place for something like the network and as someone said earlier the network has already served a lot, I think it was Terry, has already served a lot of this purpose. One of the things that I've learned in the context of the discussion that we've had here today, and things that I've been involved with elsewhere is preserving the culture and providing the opportunity, the right outlet opportunities for youth and adults is absolutely critical. I've often noted to my growing up son that society without culture is not really a society.

I think in the context of some of the discussions that we've had here what is critical is preserving the culture of Afghanistan as well as providing for opportunity in Afghanistan. Atiq, you've been exceptionally patient and thank you. You've been very good but I'd like for you to help frame as we start to close out today this whole issue of culture and sports. You lead the federation but there's a role that it can help the network with but there's also a role the network can help it with. If you can talk a little about that as a precursor I'd appreciate it very much.

Mr. Panjshiri Thank you, George. Good afternoon, ladies and gentlemen, I'll try to be brief. It's late in the afternoon and everybody is tired. Mr. Bayat is falling asleep. No, I'm just kidding, he's wide awake. Let me go back to Afghanistan when I was growing up. I had many friends, close friends. And all I knew about them was their first name. I didn't know who they were, what tribes, what ethnicity they belonged to, just their first name and we were very close friends. Unfortunately what happened the past 30 years of Soviet invasion, the atrocities and the war and the Taliban and the Mujahadeen and everybody stopped bonding between communities that existed in Afghanistan, kind of broke apart. And that trust that was between people is no longer there. If there is one it's very suspicious and everybody thinks through their ethnicity, vision, or frame of thoughts.

This person is Pashtun, this person is, Tajik, Hazara, that's very unfortunate in Afghanistan. And we need to put that frame or that link between communities together again, that is the main focus. Now what I heard this morning or today this is what is needed in Afghanistan.

One simple answer is everything, Afghanistan needs everything. We cannot simply just say we need this and that and we are done with it, no. Afghanistan needs everything you can imagine. And also what I heard the government needs assistance. The private sector needs assistance and the NGO's, we all have our own roles and functions in our society in Afghanistan. The ideal situation is to have lean, clean, efficient and effective government, that's all we want. For the private sector we want robust and prosperous. The private sector who creates jobs and provides jobs and provide opportunities for everybody to prosper economically. And for NGOs we need a trusted, transparent, sustainable NGOs who will have their role in the society. Aside from this what I heard also we heard youth, we heard business and we heard education. These are the three factors, I'll get back to what is the goal and the purpose that I was trying to say this.

For one second if you all will remember just think about Bosnia, the war, the atrocities, the killings. That happened, there was one day there was a soccer match. If you all remember for that one day there was no fighting. Both sides or every side laid down their weapons and watched a soccer game, that was a relief for the community. Also think about something else. I used to be the President of Afghan American Chamber of Commerce until this past February for seven years so I'm wearing another hat. Think about the NFL, think about the NBA, and think about English Premier League, Major League, MLS. What do we do? It's a business.

What we need to do is we need to promote these sporting activities as a business that creates jobs, put people to work, and also provide a venue for our youth to keep their minds out of all these troubles that they have been facing in the past 30 years. (R, Economics, Culture)
And I have another point to make and that's I will talk about is the ASF. I'll get back to the ASF later, this is the Afghan Sports Federation. What we are doing here in the United States in the past 12 years, actually going back 25 years, but officially 12 years the sporting organization. The mentality in Afghanistan is that sport is not a real job unfortunately. My son says, "I want to become a professional soccer player." The minute he says that my wife says, "no, you get a real job, you become engineer like your father." He said, "no, I want to become like David Beckham and makes millions of dollars, my Dad makes small money."

(Atiq Panjshiri, Afghan Sports Federation)

Hon. Foresman One minute.

Mr. Panjshiri Okay. ASF, in the past 12 years we have tried to create a trust among Afghan communities. We're involved in politics, we were all talking about (inaudible) didn't like each other. I would like to ask (inaudible) to stand up for a second, please. He is Pashtun, pure Pashtun and I'm pure Tajik. We're all proud of it but he's like brother to me and I trust him with my life. What we have done then in the past 12 years we have created this trust among our communities that (inaudible) was a witness to our activities in the past as Mr. Bayat has been over to our activities.

Mr. Bayat Dr. Atash.

Mr. Panjshiri Dr. Atash in the back I can't see him. He's there, he's one of the founding members of ASF. So we have created this and then we have these activities. All over the United States people come and participate because they trust us. We try to be transparent, we also try to be fair. We created rules of the Sports Federation and we are going to do it, apply it, and implement it on everybody the same way based on fairness. We don't care if it's (inaudible) or somebody from northern California. The rule applies to everybody the same. And that's why people are coming back. As a matter of fact we have our 12th annual 4th of July tournament. Unfortunately this year it's not 4th of July, it's 9, 10, 11, 12th of July because we didn't have the facility for the 4th of July, it was occupied by Major League. Over 10,000 people, Afghans come and participate. There's music, there's sporting events for youth, young children, women and adults.

So you're all invited to come and participate. Please come and enjoy the food, you're our special guests. With that I know my time is running out.

One comment to make very briefly, I know (inaudible) it's not because of his cousin but he is one of the people very persistent and demanding from his employees. I'm not sure what (inaudible) mentioned that he didn't ask his employees, (inaudible) he is very demanding. Thank you very much, thank you for your time.

Hon. Foresman We do thank you, you actually hit the homerun doing the summary and I very much appreciate that. You said when you didn't say where on the 9th, 10th.

Mr. Panjshiri Well that's why they have to come and ask me.

Hon. Foresman Okay. Alright. So you need to see him afterwards. Saber, do you want to just briefly come on up. I'm going to get everybody in here but I absolutely am going to get everybody reasonably out of here kind of on time. You'll be home before mid-night tonight.

Mr. Fermand Ladies and gentlemen, thank you very much for the opportunity to start with. I would like to thank the Bayat Foundation of course, the person in charge of it, Mr. Ehsan Bayat and Fatema Bayat, for creating this opportunity for all of us to get together here to share our thoughts and ideas for the future of Afghanistan. I have, I think everybody has had fantastic ideas. I think the tone was set by Ambassador Jawad actually with a few points, the four points that he made which I'm not going to repeat but I'm sure you all remember if you paid attention which I'm sure you did as well. The tone of the day is such that we all have repeated it and mentioned it again and again which creates the common denominator as such that everybody is here for Afghanistan.

Everybody is here to do something for Afghanistan, therefore, we have common goal, common purpose, however, we may go through different avenues to get there. But today we are trying to create sort of this opportunity that has been created to get together and make that road a little bit narrower and probably more focused. What I got out of this is three things if I may mention. Some points were mentioned, however, I'm going to bring it down to about three points that they were.

Security, if there's no security there's no peace, if there's no peace there's no prosperity. In order to sort of narrow it down security and peace may be somewhat relevant to the area, to the region. Employment, prosperity, and I think a job there's no relevance. They're all important for everyone, doesn't matter where they live, doesn't matter what region, what country, they're all humanity but they need jobs, they need prosperity for their children, the future of their children. So what brings me to another point and that is I think we collectively must focus on opportunities, jobs, jobs and jobs.

The only way the jobs are created by if I can use a fancy sort of three words, sustainable economic development. (R, Economics) And that is basically what it says that do not give them the fish today, show them how to fish so there's a long term, sustainable economic development. In Afghanistan it doesn't matter what region, where it is and what it is, what creates that. If I may humbly say so I said this to the Foreign Ministry, the Afghanistan Business Council we went to the Foreign Ministry of Canada. We mentioned the same thing. And one of the things that I mentioned, and there is another person here as well.

For example, there are many, many examples but the carpet business is one of them that creates thousands of jobs. There's 40,000 villages plus minus in Afghanistan, it doesn't matter what region it is, if we create and just start with one, and I've got one minute remaining. If we start with one just that carpet business I think that's going to create thousands of job starting from spinning the wool to actually weaving the carpet. And then of course that needs one thing else. A lot of NGOs, a lot of other people have done this. It's not the weaving the carpet, it's not just producing or not designing, we have to have the market, guaranteed marketability is also important. And probably I got another 30 seconds left and if I may say that if we want to bring the change let us be the change. I think then and only then we can work together and we can bring the change. Thank you so much.

(Saber Ferman, Canada-Afghanistan Business Council)

Hon. Foresman Thank you. You know the challenge late in the afternoon people have spent all day and they've waited and you absolutely want to make sure that they have the opportunity to put their issues on the table. So there was a theme that we heard here all day today and we didn't really have it represented effectively so we made some adjustments as we went forward. But the theme was that of youth. We talked, it's easy to say that the youth are the next generation of leaders, but the youth are in fact the next generation of leaders. And the steps that we take today will have a tangible impact on the future, not only of Afghanistan but of the future leaders of Afghanistan. So we've enlisted with Ehsan's assistance Mariam Bayat to spend a little bit of time, focus a little about the network on the issues of youth. She's graciously agreed to do that so I'm going to ask you to come forward.

Ms. Mariam Bayat Good afternoon, everyone, Salaam. To move Afghanistan forward we need to involve the youth because they basically are the future. Our efforts are for the younger generation because essentially it is in their hands to move the country forward and continue what we have set out to

do. Let their efforts be our efforts, give them something to be proud of and allow them to bring change.

In order to accomplish such a task such conferences, symposia need to be held in various parts of the country but not amongst the adults, elders or leaders but amongst the youth because they know what needs to be done without the inclusion of hatred. I've seen where the problems are arising from.

All I ask from the Afghan Trusted Network is to help arrange these groups and help bring ideas and solutions into play, as well as **somehow to involve the American youth to show the younger Afghan generation that we do care and that we are doing what we can to help them live a better tomorrow, to help show youth Afghans that life is not only about poverty, about sorrow, about war, but show them the other side, the happier side.** (R, Community) The other side as Afghans born in America or raised in America have been blessed to live and to them make such a dream a reality. Thank you.

(Mariam Bayat, The Bayat Foundation)

Hon. Foresman Ehsan, you're in trouble. She will be a force to be reckoned with. I'm going to call in our co-chair, he's asked me for one minute to offer a couple of thoughts and then, Diane, I'm going to ask you to help wrap it together before we get to the closing part of the day.

Mr. Ghani Well thank you, George. First of all I want to congratulate Mariam, she just graduated High School and she's going to Rutgers. So congratulations Mariam. What we can do on the issue of youth, I can count on the Bayat attending the ASF's program because Mariam and they are playing in our league and they're playing soccer so that's one thing. The importance for just a couple of things what Atiq told you is extremely important and **we use sports and the model of sports for say Rule of Law** (R, Legal, Culture), that's how we applied it. We engage people, make the rules, implement the rules, being indiscriminate and build trust. We have built trust over 12 years, that's why people come to us from all over the world. What we expect this network for the Afghan Sports Federation, sports organizations are part of civil society.

Mariam Bayat Not Rutgers.

Mr. Ghani Not Rutgers, she goes to Seton Hall, my apologies Mariam. I thought you were going to Rutgers. It's Seton Hall. Thank you, Rosalie. Oh, she says it's a better school anyway!

Hon. Foresman I need you to bring this in for a landing.

Mr. Ghani It is landing, but sports organizations are part of civil society. If you have any programs or anything we'll be more than happy to assist you, we are on the ground, we're here 12 years history, it's recorded. Atiq is here, I'm here part of the network. Thank you very much.

Hon. Foresman Thank you, and especially thanks to the Afghanistan American Chamber of Commerce because true partners here as we put this together. I appreciate very much the perspective that you've brought. I've received a lot of wise counsel as I prepared for this so folks have been exceptionally helpful. Diane, before I try to bring it in for a landing you want to bring us a little perspective here?

Ms. Baker I wonder if that's possible after all of these great people have been talking and basically giving it from all of their personal perspectives and business community perspectives. I'm here and I'm deeply, deeply honored to be a part of Roots of Peace and I say that in all humility. And, Gary and dear Maria Reyes from United Nations, it is a privilege and I would not be here if it hadn't been for you and Roots of Peace in San Rafael. I am stunned by what you have done, Mr. and Mrs. Bayat, and your family and your beautiful daughter. Talk about youth, she is the youth that's going to do a great job in Afghanistan. I was asked, also I must say I'm amazed at Rosalie. Rosalie just came to me moments ago and asked me to add some words about Hollywood and how we can bring the synergy of Hollywood and Afghanistan together. I don't know if you really want that. But in any case I know what you're talking about. I was asked to speak about listening and I just think that after today I think it's not important any longer. I think you've listened brilliantly.

In my field which is acting for 50 years now I have to admit. I learned that acting is reacting and we listen in order to be in the moment on the screen and in the theater, you cannot do a job if you're not in the moment listening carefully and watching every move of the other person that you're interacting with which brings me to the issue of how we relate to each other and how we don't listen to each other and don't always have the agenda. If I'm on a stage or on a movie set and I'm thinking only of my lines I miss the moment, I miss the reaction. So the lines are in my head and the agenda is in my head and I'm not there, I'm not immediate, I'm not reacting as a human being should react. And I think that today it's profound that so many people have said a lot of things and one picture is often worth a thousand words. Words are wonderful but we must act on it. And being the immediate in the moment and act.

Something else, there's so many thoughts I had about **Craig's List for example for Afghanistan, kitchen table for the housing.** (R, Infrastructure) If one concept, all the business deals, all the exciting

projects I did producing *Woman of Substance* and a mini-series and working around the kitchen table. All the contracts signed around a kitchen table. I wonder if one can't break that down across of Afghanistan and talk about how we could communicate around a kitchen table. And radio stations are vital. In London they had Capitol Radio years ago, John Whitney was running it and he had all of the information about the youth's jobs were communicated through the radio station. Calling in they would immediately give offering and opening and possibilities.

And I think one thing that has not been mentioned today and that is art. I cannot image a society in the world that can function without art, music, performing arts. From the smallest school child what is the first thing, stories, stories that have been handed down from generation to generation and then act out those stories in the smallest, simplest ways. To be able to then write a story and then be able to build on that story and then to become something further, creative writing. Books that you were talking about, Ms. Firestone, I was fascinated and am looking forward to reading them. And the Song Book, the music that you hear from history, from generation to generation is profound. We don't realize how profound this is. They're doing studies at Santa Barbara University and Harvard and UCLA on what happens to the brain if you do not have any after school programs of art or performing arts. Young people getting up and moving and doing and playing out something. They've shown, they've done tests where you can actually see that the brain is inactive when this is not happening. They've tested them after several weeks, I think it was a six week test where they brought a group of school children together and they had them perform and they tested them before and after. And I think this is going to prove scientifically eventually that art is vital. So we have music, you have so many arts and I have not heard one word about the art of painting. In the prison camps in Auschwitz and Dachau there were people scratching on the walls, they had to have an artistic outlet. And they had to keep that moving on pieces of paper, anything they found, it kept them sane, it kept them moving, it kept them alive.

So I say that we have a lot of work to do and I know I want to be a part of it through Roots of Peace. I am truly thinking today, Heidi, we have so much to talk about, how to spread this out as to Hollywood and the youth. I think it's time we took responsibility for the films that we put out. I don't know what you thought about *Charlie's War* and I won't go there. **But I think that we need to make films and inspire people to make films that have a meaning, whether it's the smallest little piece of two minutes vs. two hours, we need to take responsibility (R, Culture)** and I will be willing to make some effort as I have already with Roots of Peace to discuss having connections, how we can collaborate with Roots of Peace and other groups to see how we can meet those people and get

them on, get the Lucas's and Spielberg's and all on our panel. USC might do it, Annenberg School of Communications has started photographic empowerment, non-profit, and maybe we can create something through the USC and bring together. There's a gentlemen here, Mr. Schroeder's son graduated in film from USC. We should talk. Thank you very much.

(Diane Baker, Academy of Art University)

- Mrs. Firestone I have just one thing to add. Tell everybody they have a circus program for children.
- Ms. Baker A circus program.
- Mrs. Firestone It's made of *children that go all over Afghanistan singing and dancing (BP, Culture)*.
- Ms. Baker Circus of children going across Afghanistan singing and dancing. Please explore all of this, that's all I ask. It's really so important I can't tell you. I mean I'm getting up there now but I see the children and I see what they're desperate for, desperate.
- Hon. Foresman Thank you, Diane.
- Ms. Jawad Diane brought up a very good point about art. She brought up a good point about art and painting and calligraphy. I didn't get a chance this morning to mention (inaudible) Foundation that supports these three children of Kabul and what they're basically doing they're helping them in art and calligraphy. These students are amazing, their paintings are really great. They brought them here in the United States for sale and they're teaching them choreography as well. Another organization in Afghanistan (inaudible) actually they're doing a great job as well to *restore our culture in painting and calligraphy and art with carving (BP, Culture)*. So there are other organizations, NGOs there working in this area but we didn't get a chance to talk about them today. But, of course, we need to do more.
- Hon. Foresman I'm going to have to exercise the discretion to close off the conversation but, Rosalie, I'm getting ready to come to you so prepare yourself. I do know Washington, Ehsan, I know Washington very well. I've spent a lot of time in and out of this town. At 5:00 after a long day with this many presentations, to have this many people in the room, underscores the passion and commitment and the importance of the subject. So if you measured in nothing else you've succeeded in that context. I would also offer that while I had the esteemed privilege of standing before you and facilitating the conversation and giving people one minute notes that they

needed to finish up, the individual who has worked very diligently behind the scene has been Rosalie Wyatt.

Rosalie is an exceptional professional. I've been privileged to work with her on a number of other projects and she just does an exceptional job. It was brought to my attention that in the course of the day that I may have committed a faux pas or two in how I enunciated, whether it was a name or how I referred to the individuals of Afghanistan as Afghanis and I apologize. You know I got on a role, I was in the zone, I was moving forward. But I will tell you that I would temper any challenges or any mistakes that I made by the fact that you all had great enthusiasm here in the room and I was running really hard to stay in front of you. But I will tell you I've had the privilege of facilitating a lot of conversations, hard conversations. I've appeared before Congress as the good guy and the bad guy. I've been in front of citizen groups when they've been happy and very upset. I've been with professional groups who were committed, very committed, to issues but I will tell you I have not seen the level of emotional, and Diane, you really captured in your comments, the emotional passion that I saw in this room today was incredible. And I think it points very important to this.

This is your time, this is your moment. It's an opportunity to do great things for Afghanistan as a country, but most importantly for the human beings that are the people of Afghanistan. And it's the opportunity not to put your agenda aside but to marry your agenda with others for the power of unity and the power of effort. So, Rosalie, with that I've completed my duties. You allowed me to facilitate, you have done your job.

Ms. Wyatt

Thank you. Good afternoon. We will now conduct the Awards Ceremony for Humanitarian and Leadership Engagement by the Bayat Foundation.

And I would like for Ehsan Bayat to stand next to me and Fatema Bayat to stand next to Ehsan. Jennings Carney, the News Editor for the Bayat Foundation Newsletter will pass the awards to Ehsan Bayat. Ajmal Ghani, if you would stand here to my left, this is going to be a team effort.

We are going to announce three awards, three for dedication and service.

Originally we were also going to announce Afghan Youth Leadership Awards but Ehsan decided that it would be best to announce those in Afghanistan - in response to the youth essay contest. We received 26 entries. Each of the youth will be honored and recognized with a certificate because they stepped up to the challenge to help lead their country and without monetary remuneration in mind.

Ehsan, do you have the paper?

Mr. Bayat

No.

Ms. Wyatt

Okay. Ehsan is going to open the awards ceremony now with a comment. And Fatema will read the category and Ehsan will hand the award and Charlie Ponticelli will accept the first award. Okay. Go ahead.

Mr. Bayat

Okay. One of the things I picked up from this gathering was that I need to work on my public speaking. In the future I promise I'll take a course of two in that.

Many individuals, including many of you with us today are devoting their lives, their time and resources to helping rebuild Afghanistan. In appreciation I would like to recognize and honor a few individuals for their exceptional dedication and service to the people of Afghanistan with an award for dedication and service.

Mrs. Bayat

The first award for exceptional dedication and service to the people of Afghanistan goes to Dr. and Mrs. Peter Grossman, the Grossman Burn Foundation. Thank you for all that you do.

Ms. Wyatt

Accepting this award is Charlie Ponticelli.

Ms. Ponticelli

It is my honor to accept this award on behalf of my friend, Rebecca Grossman and her husband, Dr. Peter Grossman. Rebecca and Peter asked me to deliver just a few remarks to express their appreciation.

It is with gratitude that we accept this wonderful award presented by the Bayat Foundation and apologize for not being able to be there in person. This symposium is vitally important and we applaud the Bayat Foundation for recognizing the importance of building partnerships and invaluable relationships for a better Afghanistan. The Grossman Burn Foundation believes strongly in team work and strength in numbers. We are grateful to be a part of a network of organizations and individuals working together to move mountains.

As many of you know six years ago we became the legal guardians of a young girl named Zubeta who was originally a burn patient and lived with us while undergoing many reconstructive surgeries. Over the years Zubeta has traveled back and forth between the United States and Afghanistan and we have had the opportunity to visit her in Afghanistan on

several occasions. It was during these visits that we first identified the need for additional burn care in that region of the world.

In partnership with Direct Relief International the Grossman Burn Foundation has helped to open the first highly specialized reconstructive surgery and burn center in Kabul Afghanistan. Under the direction of Dr. Abdullah Sat and the collective efforts of many organizations supporting this endeavor we were able to start treating patients in December 2008, and immediately starting receiving an overwhelming amount of e-mails from military clinics in the area. The harsh realization hit us that severe burns in this region have reached epidemic proportions. *In addition to situations like the Taliban's spraying of acid on young girls on their way to school, the incidents of child abuse, land mine injuries, self emulations and burns related to lack of electricity in the area have contributed to a tragically high mortality rate. In addition, cleft pallet reconstruction cases and surgery to repair women with damaged fistulas is also an area that needs to be addressed. Smile train recently joined our network to help support the cleft cases. We look forward to building additional partnerships within the new Afghan Trusted Network to support the needs of the people of Afghanistan. (BP, Public Health/Medical)*

We would like to make an appeal to all of you here today, we are in the process of developing and adding to your efforts to building networks to support the center, train medical personnel, including women, and grow the center to service Afghanistan and other places in the region. However, from our soundings with local community and military physicians working in this area we can tell you the need is far greater than originally anticipated and we welcome new partners to support our team efforts to provide quality burn care and reconstructive surgery to the millions of people in Afghanistan. Again, it is gatherings like this one today that will help raise awareness, create vital connections and improve the quality of life in Afghanistan. Thank you for this wonderful award, Dr. Peter and Rebecca Grossman.

(Charlie Ponticelli, former US Department of State)

Mrs. Bayat

The next award for exceptional dedication and service to the people of Afghanistan goes to Mrs. Caroline Firestone from the New Hudson

Foundation. Caroline, thank you for all that you do for the Afghan people.

Ms. Wyatt This award is presented to Caroline Firestone for her exceptional dedication and service to the Afghan people by partnering with many organizations to facilitate a variety of projects with her time traveling resources for the recovery of Afghanistan. Caroline.

Ms. Firestone It has been my great privilege to work with the men, women and children of Afghanistan who are I feel so much like us and we like them. It's really going to change the world.

Mrs. Bayat The next award goes to someone who has traveled far away from Afghanistan to the U.S.. I wanted to bring her to the U.S. just to show our appreciation for the hard work that she does for families in Afghanistan. She is both a producer of *War Stories in Afghanistan* and plus on the side she helps me find families that are in need. Between her and I we have helped over 400 families and 102 families this week on a regular monthly basis. I just wanted to show my appreciation in front of all of you to her. Farzana Noori. This is Farzana Noori, she is so young but she has done so much for Afghanistan. Congratulations.

Mr. Ghani They asked me to translate, I'm a horrible translator but I'll try.

Ms. Noori To be translated.

(Farzana Noori, Ariana Television)

Mr. Ghani Of course she thanks Mr. and Mrs. Bayat. It's a great honor and she feels that Mrs. Bayat deserves this and it's an honor for her and honor for Afghanistan. So thank you.

Mrs. Bayat Thank you everyone. I just wanted to mention quickly you know we have Araian Television and if any of you are interested in sharing your work with the people of Afghanistan so that they are aware that there is so many caring organizations and people here in the U.S. doing so much for Afghanistan. It gives them the message of hope, it gives them the message of somebody is there caring for them.

And if any of you are interested in telling your story about the work that you've done, about your organization, we would love to have it air on Ariana Television. So please see us or e-mail us, we'd be interested. Thank you.

Ms. Wyatt Ladies and gentlemen, we have a special guest with us today. I have the honor and privilege of introducing to you His Excellency Zalmay

Khalilzad, former Ambassador. You'll have to forgive me if I don't state this correctly. Former Ambassador to the UN, Iraq, and Afghanistan to provide brief remarks.

Hon. Khalilzad Well thank you very much. It's a privilege to be here. My task is relatively easy and painless which is to thank people. I know that tea is waiting and for Afghans participating because you can't do anything without tea. So I'll be brief. First, I'd like to thank the Bayats for their work generally but particularly for convening this meeting today. Similarly I'd like to thank the Afghan American Chamber of Commerce for their participation in convening this meeting. Certainly George did an excellent job. Where is George Foresman? Rosalie, of course, as you recognized, George, she's done an outstanding job, thank you.

I think the objective of the meeting as I was told is to establish a Trusted Network for Afghanistan. I hope that you've succeeded in doing that. I know that there has been a lot of people participating from the United States, from other countries, and from Afghanistan most importantly.

I look forward to the white paper that's to be produced and the benchmark and tasks to be performed. Good luck to those who are producing the white paper and I wish you all the best. I do want to say a word about the broader issue which is that Afghanistan as we know is going through a very difficult period. It has actually been in a very difficult period for a very long time. And other peoples and countries have also at times have gone through in the long history of the world through difficult periods and they needed help to transition out of the difficult situation in which they find themselves to a better situation to be a successful people, to be a successful country.

I recently was watching a movie, *The Third Man* which is set in Vienna those of you who have seen the movie. You see in the background of this movie the destruction that Vienna and Austria suffered as a result of World War II. Yet today when you go to Vienna and Austria it's one of the most successful places in the world. The challenge for the Afghans and for those who are helping Afghanistan is how to move out of this protected period of difficulty, of crisis. How to deal with the current needs, the humanitarian assistance that people desperately need in a desperate situation. But at the same time to focus on economic development, on security and on political freedom, all of which interact to produce success.

This balance between meeting current needs with humanitarian help, but focusing on how to bring about development, self-reliance, and prosperity is extremely important. (R, Conclusion) Ultimately the goal ought to be to get all of you out of the current preoccupations that you

have, at least some of you in your humanitarian assistance and economic development is no longer the preoccupation but investors that visit Afghanistan, it's educators that visit and the Afghans can look after themselves in terms of their needs. This kind of self-reliance, increasing self-reliance is a challenge. But I want to as an individual who cares about Afghanistan to thank you, Americans first what you're doing is obviously very important.

It's the right thing to do because there are people, human beings, I think Mrs. Firestone made a good point about they're like us. This is a world transforming activity. But at the same time it's important in the sense that it's important about the security of this country as well. It's always good to do something important and something right and something good. This certainly, Afghanistan, qualifies for that. So thank you. And to others from the international community who are doing things for Afghanistan. Thank you, it's important for the future of the world as Ms. Firestone said.

And to the Afghans, of course, no one can love Afghanistan as much as Afghans and **it's a particular 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 is something that 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.** (R, Conclusion) I know it's a tough situation, it's hard, it's domestic, it's regional, there's political complications but all important things are very hard. And many important things have been done.

Afghans have done it, there have been periods where one didn't think the Soviets would ever leave Afghanistan, it was a very difficult, many of my colleagues in the United States thought the Soviets would never leave, they would inevitably win. That's one of the most recent examples of a very tough situation which the Afghans overcame with help from the international community. So, yes, it is hard. One has to be realistic. But, yes, one can win, one can succeed but it requires a commitment, it requires a vision, it requires a strategy, it requires a plan, it requires a team to deliver on that plan. So I thank you, all of you, for what you have done so far and what you'll continue to do for your commitment. Thank you, Ehsan, for your good work. Thank you, Mrs. Bayat. There you are, thank you very much. Thank you to the Chamber. Thank to all of you, ladies and gentlemen, have a good evening. Thank you very much.

(Hon. Zalmay Khalilzad, Former Ambassador to the U.N., Iraq and Afghanistan)

Ms. Wyatt Ladies and gentlemen, I would like to acknowledge the Planning Committee members who did a wonderful job supporting this initiative from the get go. We have only a few remaining with us at this point in the day. Andrea Grenadier would you please stand? Debbie Erb with OPIC, Debbie. Caroline Firestone. Ajmal Ghani. Charlie Ponticelli. Very instrumental. Is there anyone else on this side of the room who was part of the planning? Okay. Thank you very much and ---

? Mike.

Ms. Wyatt Mike, Mike Smith, please stand. Thank you, Mike. And Mrs. Fatema Bayat, she was head of the Planning Committee. Thank you very much for your participation in the 2009 Afghan Symposium for Humanitarian and Leadership Engagement, hosted by the Bayat Foundation and co-hosted by the Afghan American Chamber of Commerce. We look forward to our follow up symposium a year from today, Ehsan? And we will send a survey to you by e-mail. If we do not have your e-mail address please leave it at the front desk with Melanie. And please enjoy the tea and cake reception until 6 PM. Thank you.

END OF FINAL CHAPTER

The transcript was produced by RC Transcription Services and clarified only as necessary.

Appendix

Afghan Symposium for Humanitarian and Leadership Engagement
June 30, 2009
Washington, DC
Transcript Participants

Chapter 1

Rosalie J. Wyatt, The Bayat Foundation
Ajmal Ghani, Afghan American Chamber of Commerce
Ehsan Bayat, The Bayat Foundation
HE Said T. Jawad, Afghan Ambassador to the U.S.
George Foresman, former DHS Under Secretary
Fatema Bayat, The Bayat Foundation
Fred Harris, Producer
Connie Duckworth, ARZU
Michael Smith, Gordon Feinblatt
Bruce Bradley, Lancaster Group Holdings
Edgar Mueller, Telephone Systems International

Chapter 2

Gena Zischke, Thermosurgery Technologies, Inc.
George Foresman, former DHS Under Secretary
Connie Duckworth, ARZU
Tom Sweeney, Novahead Technology
Ehsan Bayat, The Bayat Foundation
Shamim Jawad, Ayenda Foundation
R. Michael Smith, Gordon Feinblatt
Edgar Mueller, Telephone Systems International
John Dixon, Dupree Foundation
James Schmitt, Creative Associates
Louise Pascale, Folk Arts Center of New England
Fred Harris, Independent Producer
Dr. Nadir Atash, Nooristan Foundation
Debbie Erb, Overseas Private Investment Corporation
Andrea Grenadier, American Councils for International Education

Chapter 3

Andrea Grenadier, American Councils for International Education
George Foresman, former DHS Under Secretary
Cornelia Janke, Education Development Center
Debbie Knight, Marigold Foundation
Frank Neville, Thunderbird School of Management

Rona Popal, Afghan Coalition
Bryan Hurley, Acclaim Technical Services
Budd MacKenzie, Trust in Education
Qasim Tarin, Afghan Business Network
Idashia Wagner, US Department of Agriculture, Foreign Service
Jim Bever, US Agency for International Development
Elsie DeLaere, Amnesty International
Edgar Mueller, Telephone Systems International
Caroline Firestone, New Hudson Foundation
Gary Kuhn, Roots of Peace
Heidi Kuhn, Roots of Peace
Bruce Bradley, Lancaster Group Holdings

Chapter 4

Ajmal Ghani, Afghan American Chamber of Commerce
George Foresman, former DHS Under Secretary
Paula Dobriansky, Harvard Kennedy School Belfer Center (former State Department Under Secretary)
Rahela Sidiqi, Afghanistan Civil Service Commission
Rona Popal, Afghan Coalition
Charlie Ponticelli, former Departments of State, Labor
Farzana Noori, Ariana Television & Radio
Alex Their, US Institute of Peace

Chapter 5

Heidi Kuhn, Roots of Peace
George Foresman, former DHS Under Secretary
John Gastright, Dyn-Corp International
Aziz Amiri, Canada-Afghanistan Business Council
Denise Burgess, American Wool & Cashmere
Ashraf Haidari, Afghanistan Embassy in the US
Albert Wong, AKW Global Enterprises
Frederic Berger, Louis Berger Group, Inc.
Stephen Druhot, International Services Corporation?
Bob Kent, US Department of Defense
Robert (Barry) Shapiro, CNFA

Chapter 6

Robert (Barry) Shapiro, CNFA
George Foresman, former DHS Under Secretary
Francis Schroeder, Extreme Security
Dan Marquis, US Marine Corps (ret.)

Jake English, (former InterMedia)
Ashraf Haidari, Afghanistan Embassy in the US
Terry Neese, Institute for Economic Empowerment of Women
Dr. Phyllis Magrab, Georgetown University
Cornelia Janke, Education Development Center
Nasira Raman, Afghan Ministry of Agriculture
Randy Lyness, CHF International

Chapter 7

John Richardon, D3 Systems, ACSOR Surveys
George Foresman, former DHS Under Secretary
Atiq Panjshiri, Afghan Sports Federation
Saber Fermand, Canada-Afghanistan Business Council
Mariam Bayat, The Bayat Foundation
Ajmal Ghani, Afghan American Chamber of Commerce
Diane Baker, Academy of Art University
Caroline Firestone, New Hudson Foundation
Shamim Jawad, Ayenda Foundation
Rosalie J. Wyatt, The Bayat Foundation
Ehsan Bayat, The Bayat Foundation
Fatema Bayat, The Bayat Foundation
Charlie Ponticelli, former Department of State, Labor
Farzana Noori, Ariana Television and Radio
Hon. Zalmay Khalilzad, former Ambassador to the US, Iraq and Afghanistan

Statistical References:

“...women represent 52% of the Afghan population so you can’t exclude them from the considerations of how networks are being built.” (Dr. Phyllis Magrab, Ch. 6, p. 13)

“50% of the population is under the age of 14.” (Randy Lyness, Ch. 6, p.16)