

ideas:

AN AED PERIODICAL ABOUT LASTING SOLUTIONS

June 2010
Premiere
Issue

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What Works When
Treating Acute
Malnutrition

Fellowship Program
Prepares
Future
Principals

FORECAST:
Strengthening
Institutions
with Systemic
Approaches

Building a
Better Future
through Improved
Teaching in
Equatorial Guinea

More Help to
More People:
The Story of
Capable Partners



**PROFICIENCY +
PRODUCTIVITY**

Helping People Strengthen Capacity





Photos: Shannon Smith, Maritza Taller, Gale Frank-Adise

ideas:

Published twice a year by AED to inform our friends about our work.

Also available online at:
www.aed.org/ideas

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AED is a nonprofit organization working globally to create enduring solutions to critical problems in health, education, social and economic development. Collaborating with partners throughout the world, AED develops and implements ideas that change lives through more than 300 programs in all 50 U.S. states, the District of Columbia, and more than 150 countries

www.aed.org

Cover illustration by Miguel Davilla

A New Look, with an Emphasis on Ideas

Since AED was founded nearly 50 years ago, it has evolved from a small organization focused solely on U.S. education, to a global leader in health, social, and economic development, as well as education.

Developing and implementing good ideas that make a difference in people's lives has always been a constant, and now we've put it front and center. We've updated our visual identity and renamed this publication to reflect our emphasis on ideas—ideas that work.



Since people are at the heart of AED's activities, our new logo mark illustrates that. Our tagline, *Ideas Changing Lives*, speaks to the value we place on encouraging, generating, and sharing ideas that create lasting solutions to critical social problems and change lives for the better.

To further acknowledge our growth and diversity—with 3,000 employees serving people in more than 150 countries—we are identifying ourselves as AED, rather than by our full name.

As we move toward our 50th anniversary in 2011, what hasn't changed is our focus on quality, our belief that partnership on every level is the only way to effect sustainable change, and our commitment to strengthening human capacity—which is the focus of our inaugural issue of *ideas*.

The stories in this issue of *ideas* illustrate the many different ways AED is strengthening human capacity.

Whether we are honing the skills of health care workers to treat malnutrition, preparing middle school administrators for greater responsibility, or partnering with leaders in government agencies to make their systems more effective, our goal is to help people become more proficient and productive.

Stephen F. Moseley

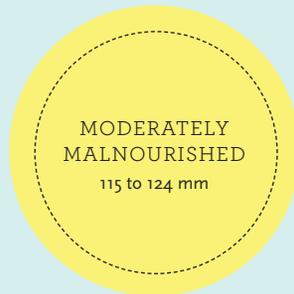
President and Chief Executive Officer



FOOD SECURITY AND NUTRITION

What Works When Treating Acute Malnutrition

Upper-arm circumference of a child between 6 months and 5 years old.



A country faces a malnutrition crisis, such as famine. Organizations rush in, set up emergency services, and then dismantle the temporary operations. Historically, that's been the approach to addressing acute malnutrition.

But when AED's Food and Nutrition Technical Assistance II project, or FANTA-2, began working in Ghana, there was no crisis. Acute malnutrition was an ongoing life-threatening problem, affecting up to 8 percent of children under five years old.

The problem required a comprehensive strategy, said Anne Swindale, director of FANTA-2. The project's approach—called community-based management of acute malnutrition, or CMAM—includes volunteers who canvass their communities for malnourished children and refer them for additional care before their conditions worsen. Mothers bring children to nearby treatment sites where, in most cases, they receive ready-to-eat therapeutic food and information about malnutrition. FANTA-2, funded by USAID, provides training, guidance, and tools to help governments, health care providers, and communities integrate acute malnutrition management into their national health system.

"What strikes me the most is the gratitude we see from the health service providers," Swindale said. "They didn't have a way to help these kids before. But CMAM gives them something that works."

For its efforts in CMAM and other areas, FANTA-2 draws on research about the most effective treatments and systems and translates that knowledge into training materials, strategies, and other tools governments and communities can use to address malnutrition themselves. Tim Quick of USAID's Office of HIV/AIDS said FANTA-2 as a whole works because it helps governments structure an entire system for care.

"FANTA-2 doesn't try to set up an office and muscle in," he said. "It works with the whole of clinical services to make treatment more efficient."

In 2008, at the request of the Ministry of Health and the Ghana Health Service, FANTA-2 established CMAM learning sites in three districts. More are being phased in as the government scales up in five of the country's 10 regions.

This close partnership with the

ministry is essential, Swindale said. "You have to be there, supporting the Ministry of Health," she observed. "Their leadership is absolutely essential. FANTA-2's activities really are led by the host country governments."

A Sustainable Model

FANTA-2 supports Ghana's expansion of CMAM by developing national guidelines for implementing it; training materials; data collection, monitoring and supervision tools; and methodologies to assess the program's coverage. It also created a tool to help the government estimate the time, money, and other resources needed for expansion.

But the number one priority, said Alice Nkoroi, a FANTA-2 nutrition specialist based in Accra, Ghana, is building the skills of health care providers through training, mentoring, and coaching at all levels of the health system—national, regional, district, facility, and community. "When we're working with partners, the main thing we have to do is give them skills to do their jobs more effectively," she said.

Together with a government-funded coordinator, FANTA-2

instructs clinicians, nutritionists, and dietitians at the national level—who in turn teach trainers and service providers at the regional level—on how to deliver CMAM services.

"There's continuous training" said Nkoroi. "With support from FANTA-2, the Ghana Health Service has formed a unit that coordinates and provides technical support at the national and regional levels. Our aim is to give people as much knowledge as possible and ensure that quality services are delivered to children with severe acute malnutrition."

The train-the-trainer structure lets FANTA-2 create a country-specific, sustainable model to combat malnutrition. Of course, it takes time. Nkoroi said she has to be patient and move slowly to make sure people remain committed and the training sticks. But the investment pays off.

"Aid agencies leave in two or three years," Nkoroi said. "We're working with people who are there forever."

'Living Testimony'

Cynthia Obbu has seen FANTA-2's impact firsthand. A district nutrition

ON THE GROUND: ZAMBIA



EARNEST MUYUNDA is the regional nutrition and HIV advisor for FANTA-2



Most of our work here is about improving nutrition for people with HIV. More and more, we are seeing that good nutrition can help them respond to treatment better and resist other infections. It can improve their quality of life. But most HIV programs look at the clinical aspects and forget about nutrition. So we sit down with the government to think through what they need to make nutrition part of their HIV services: What strategies do they need? What kinds of programs? What's the best way to train the health workers?

We have seen a lot of malnourished adults with HIV get a lot of information about treatment, but not enough about nutrition—studies show that many of them die within the first three months of treatment. But we are putting that missing piece in place. That's really the motivation.

Photo: David Holden

What's a Plumpy'Nut?

Plumpy'Nut is a ready-to-use therapeutic food. Nutraset, the manufacturer and a FANTA-2 partner, has established local production of Plumpy'Nut in a number of African countries. Along with other interventions, Plumpy'Nut is provided to severely malnourished babies who are over 6 months of age.



BEFORE



AFTER 7 WEEKS

Photo: Cynthia Charly Obbu

SAFETY

Contains very little water and therefore resists bacterial contamination, has a two-year shelf life, and requires no refrigeration.

TASTE

A sweet peanut paste that appeals to young children.



INGREDIENTS

Very energy dense (5.5kcal/g) and made of peanut paste, vegetable oil, powdered milk, sugar, vitamins and minerals (vitamins A, B-complex, C, D, E, and K, and minerals calcium, phosphorus, potassium, magnesium, zinc, copper, iron, iodine, sodium, and selenium).

READY-TO-EAT

No need to cook or add water. In an emergency setting, clean water and firewood may be hard to find.

officer with the Ghana Health Service who was trained in CMAM by FANTA-2, Obbu taught volunteers how to identify children with acute malnutrition in their villages. Before FANTA-2 helped the Ghana Health Service introduce CMAM in her district, she said, clinics waited for patients to find them, but many parents didn't know acute malnutrition could be diagnosed and treated.

Volunteers show pictures of malnutrition symptoms to parents, who then bring in the children who might need help. Using a special tape, a volunteer measures the circumference of a child's upper arm to determine how malnourished the child is and whether to refer the child for treatment. In most cases, children go to a nearby outpatient site for examination, receive Plumpy'Nut—a nutrient-dense peanut paste in a ready-to-eat package, which parents can take home—and return for regular monitoring. Malnourished children who are sick and infants under six months old receive inpatient care.

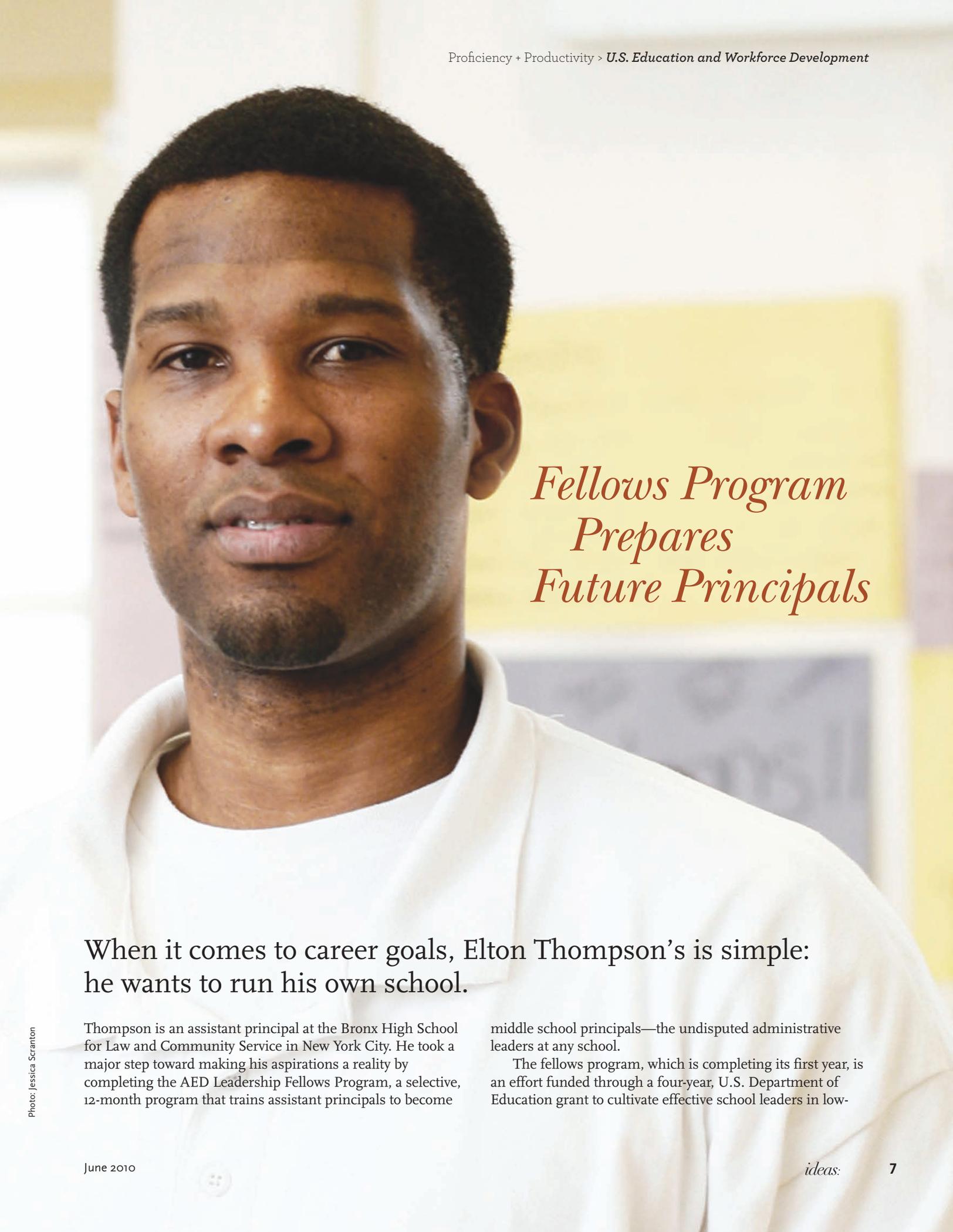
"Many people see their kids changing overnight," said Obbu, noting that some "marveled" at the improvement.

Obbu has seen children walk when they had never before taken a step. Mothers have more hope that they can help their children, she said. "They're a living testimony. The cases we're treating, the situations we're managing—it's wonderful. I feel confident—more than confident—that as long as we have supplies like ready-to-use food, and provided we do our work, malnutrition care can be one of our routines." ●

For more information, contact Anne Swindale: aswindale@aed.org.

FANTA-2 is a project in the **AED Global Health, Population, and Nutrition Group**, which focuses on strengthening individual, community, and institutional actions to ensure the health and well-being of vulnerable populations. Programs to improve food security and lower malnutrition rates; combat the spread of HIV/AIDS, malaria, and other infectious diseases; and promote healthy lifestyles are currently being implemented in 28 countries in Africa, Asia, Latin America, and the Middle East.

Photo: Shannon Smith

A close-up portrait of Elton Thompson, a Black man with short dark hair and a light beard, wearing a white button-down shirt. He is looking slightly to the right of the camera with a neutral expression. The background is a blurred office setting with a yellow wall and a framed document.

Fellows Program Prepares Future Principals

When it comes to career goals, Elton Thompson's is simple: he wants to run his own school.

Thompson is an assistant principal at the Bronx High School for Law and Community Service in New York City. He took a major step toward making his aspirations a reality by completing the AED Leadership Fellows Program, a selective, 12-month program that trains assistant principals to become

middle school principals—the undisputed administrative leaders at any school.

The fellows program, which is completing its first year, is an effort funded through a four-year, U.S. Department of Education grant to cultivate effective school leaders in low-

income communities, specifically in the Bronx. A second part of the project helps middle grades principals deepen their expertise with the goal of lengthening their tenure.

Through the fellows program, administrators like Thompson, 34, are preparing for the specialized instructional and managerial challenges they will face when they move into the principal's chair. These include nurturing leadership skills in other school employees, helping teachers improve their instruction, and urging all members of a school community—students and parents included—to take an interest in improving the school.

“Before, I had a very myopic perspective on the role of the principal,” Thompson explained. “Through the program, I’m more aware of the challenges principals face on a day-to-day basis. It’s more global.”

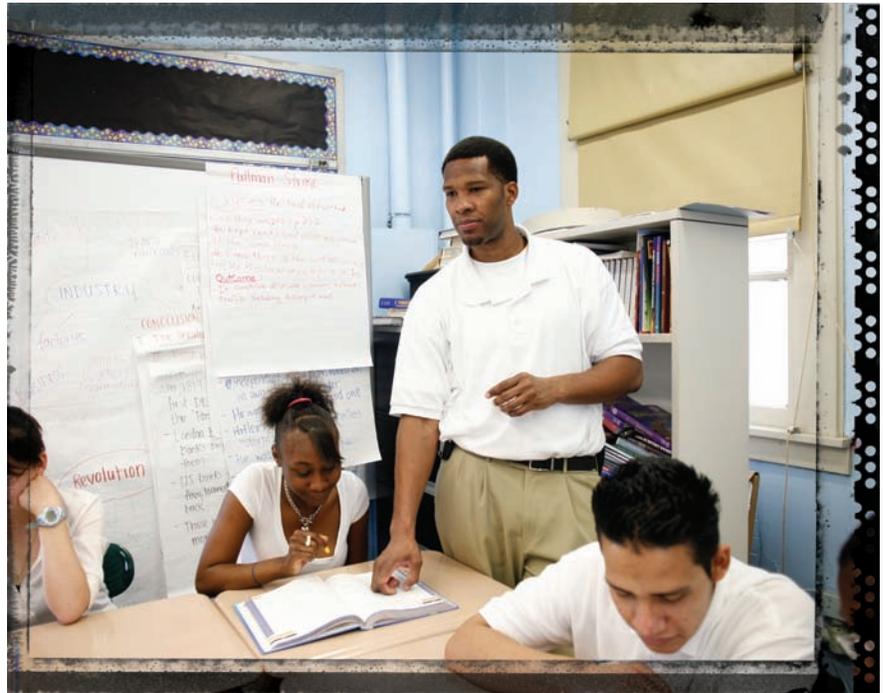
A Focused Set of Skills

One of the program’s goals is to provide assistant principals with a more focused set of skills than they are likely to have picked up through traditional in-service training and other professional development, said Carmen Jimenez, a co-facilitator on the project. A widespread misconception is that assistant principals and principals have interchangeable academic and administrative duties, when in fact their responsibilities are very different, explained Jimenez, herself a former principal in the Bronx.

Assistant principals typically aren’t exposed to the “whole picture” of academic and administrative duties, she said. “It’s a very different thing when you actually own all of these tasks.”

About 30 assistant principals applied to participate in the fellows program its first year; 11, including Thompson, were accepted. Applicants are chosen according to many factors, one of which is that they’ve shown they already have a solid grounding in strategies for promoting high-quality instruction.

At weekend retreats and after-school sessions, Thompson and his



Photos: Jessica Scranton

CLASS IN SESSION: Elton Thompson visits a classroom that is staging a mock trial at the Bronx High School for Law and Community Service, where he works as an assistant principal. Thompson took part in an AED program that prepares assistant principals to become principals, a career move that he hopes to make one day. He and other participants studied many aspects of strong school leadership, including how to create academically challenging classrooms and how to engage parents and members of the community in supporting their schools.

peers followed a program that is aligned with the leadership competencies identified by the New York City Public Schools. They learned about issues such as adolescent development and creating academically challenging classrooms for students of different ability levels. They also studied research on effective school leadership, and received one-on-one support from mentor principals.

“My professional development before was a little abstract,” Thompson recalled. “This definitely made a strong connection to my day-to-day job.”

Understanding the Best Practices

Many of the students in the Bronx schools served by the fellows program are from poor households, and many of the borough’s schools have been labeled as in need of improvement under the federal No Child Left Behind Act. With those conditions in mind, Thompson and his peers have studied how family poverty and working conditions can make their work as school leaders more challenging, and how to overcome those barriers.

Nationwide, all school administrators are under pressure to improve student performance under the No Child Left Behind Act, particularly in reading and math. Earlier this year, the Obama administration released its blueprint for revising the law, which calls for new ways of identifying and developing effective teachers and principals. Sound leadership is especially important in middle schools, where test scores show that students tend to stagnate academically, noted Calvin Hastings, a senior director of AED’s Middle Start Program, which oversees the leadership fellows effort. The middle grades are widely regarded as a difficult period for students, emotionally and developmentally. AED’s goal is to nurture school leaders who have the skills and knowledge to embrace that challenge, he said.

“That doesn’t just happen without [principals] having a very strong understanding of the best practices around middle grades,” Hastings said. “It requires a specific set of expertise.”

Thompson, who completed the fellows program in January, can see himself putting that expertise to work. He wants to work in New York City, preferably in a school serving both middle and high school students. He plans to foster an environment in which students can grow, academically and holistically, and acquire the critical skills to succeed in life and live in a socially responsible way.

Yet he knows that a principal’s success also hinges on the ability to cope with the unpredictable.

As principal, “everything falls in your lap,” Thompson said. “The assistant principals are reporting to you, and they have responsibilities and

accountability But ultimately, it’s your name that’s attached to the school. I definitely feel prepared for that challenge.” ●

For more information, contact Calvin Hastings: chastings@aed.org.

The Leadership Fellows Program is in the AED U.S. Education and Workforce Development Group, which works in seven core content and service areas: early childhood, disabilities, middle grades, high school and youth engagement, college access and postsecondary success, workforce development, and research and evaluation. The group leads educational change efforts that address a wide range of transitional goals, including school-to-career and healthy, lifelong learning.

ON THE GROUND U.S. SOUTHWEST



KATRINA MONTAÑO-WHITE is the grantee program support specialist at the Migrant and Seasonal Head Start Technical Assistance Office.

I’m a member of a team that provides site training and technical assistance to migrant and seasonal Head Start programs across the United States. Although I live in Rio Rancho, New Mexico, I cover a nine-state area in the Southwest. One week I’ll be in Lubbock—in the Texas Panhandle—providing information on nutrition. The following week, I’ll be in Arkansas, providing training to curriculum specialists. Then I may head to Louisiana to do classroom observation and give feedback to teachers. Some of these programs are year-round, some are short term. I have to be flexible to meet their schedules. I suppose you could say I have different harvest seasons, just like the people we serve.

I’m not only working to help teachers, but I’m also working to help children and their families. The one thing I love about my job is the relationships I’ve formed. Without these relationships, I couldn’t open doors. But because of those bonds, I go into the centers, hug parents and children, and say to myself, “This is what I’m meant to be doing.” That’s where the heart and soul of our work is . . . in the centers, not in the office.

Photo: Mills Child Development Center



AED File Photo

KANGAROO CARE: AED helped create a network of health workers who could teach mothers this safe, easy method of warming and comforting their babies.

For the past five years, an AED project called FORECAST—or Focus on Results: Enhancing Capacity across Sectors in Transition—has been partnering with governments and organizations to create flexible, functioning, and sustainable systems that address critical social needs. In countries such as Indonesia and Georgia, the program’s benefits continue to unfold.

In Georgia, FORECAST focused on improving systems in the Civil Registry Agency, or CRA. During the country’s 2008 conflict with Russia, thousands of internally displaced persons needed assistance, and many did not have the identification they needed to obtain it.

Fortunately, though, before the emergency FORECAST was already working closely with the CRA, which issues essential civil documents such as birth certificates and passports. In 2006, FORECAST helped the agency create a strategic plan using performance assessments and workflow analysis, and provided technical as well as IT support for the plan’s implementation.

As a result of the intensive process—which involved hundreds of employees across eight different departments and 75 regional offices—the CRA was much better positioned to respond to the crisis and assist in providing the needed services.

“The CRA was a year or two ahead of other offices in terms of management, internal communication, and outreach capacity” because of its partnership with AED, said Larry Held, AED’s chief of party in Georgia. The agency currently staffs 75 regional offices, and citizens can receive services quickly, he added.

A Model Agency

Giorgi Vashadze, who heads the CRA, says his agency has become a model for other entities within the Georgian government, and for provincial governments in places like the autonomous region of Adjara. “We already have some examples of other government agencies learning from us,” he said. “When you have good planning, you have good results.”

Vashadze points to human-resource management as a critical area that was addressed in the CRA’s strategic plan. “We’ve fully changed our HR style, and our new HR department really knows how to train people. They research which skills are important to develop, plan training appropriately, and create job descriptions—all things they didn’t know how to do before.”

AED’s staff person in Adjara, Vakho Gordeladze, says the FORECAST efforts led to more citizens contributing to the regional government’s efforts to address important issues—a new concept for residents of this distant, mountainous region of Georgia.

“Under the project, AED facilitated two town hall meetings with Adjara government ministers and citizens,” he said. “In addition to the 300 attendees, citizens called in to ask the ministers how they planned to solve problems like poverty, unemployment, increasing agricultural exports, and improving education.”

Activities under FORECAST target the right actors for sustained development solutions: organizations and the individuals who work in them, according to Mark Ketcham, vice president and director of the AED Center for Enterprise and Capacity Development.

“We as international program implementers facilitate and provide expert input into this process,” he said. “This results in stronger local capacity to address challenges that constrain ongoing social improvement.”

A Network of Health Workers

In Indonesia, FORECAST works in almost every sector, from democracy and governance to education to health.

One program focuses on maternal

and infant health. More than 15 percent of babies born in the country have low birth weights because of persistent issues such as infections, pre-eclampsia, and prematurity. Incubators and health care personnel are at a premium, which is why AED facilitated the development of a network of health workers who would teach mothers an easy, accessible, and safe method to reduce infections. The practice, called “kangaroo care,” teaches mothers to provide skin-to-skin contact and exclusive breastfeeding to their babies.

Kangaroo care provides a safe alternative to some common practices of warming and comforting babies, which may involve hot bottles of water that can scald or smoky fires that can damage tiny lungs, said Dr. Bernie Medise, a pediatrician from Jakarta’s major teaching hospital.

But adopting kangaroo care requires people to change long-held habits, explained Kay Ikranagara, FORECAST’s chief of party in Indonesia. “Health care providers are

trying to spread this method because it’s so successful, but it will take time for people to get used to it because it’s new,” she said.

To get started, AED coordinated training for 14 Indonesian doctors, nurses, and midwives. Among the trainees was Dr. Medise, who returned from the training ready to teach health workers the techniques she’d learned. “Now we have a network, so we can refer a baby to another hospital,” she says. “And kangaroo care offers many benefits: it requires less manpower, reduces infections, and shortens a baby’s hospital stay.”●

For more information, contact Mark Ketcham: mketcham@aed.org.

FORECAST is a project in the **AED Leadership and Institutional Development Group** which supports effective leadership for change by developing individual and institutional capabilities; promoting enterprise development and microfinance programs; supporting sustainable energy development; fostering collaboration and the exchange of ideas; and promoting social responsibility.

ON THE GROUND ARMENIA



Anoush Yedigaryan is AED’s Armenia Country Director and HICD Chief of Party.



In the 16 years since we started working in Armenia, we’ve partnered with many, many local institutions. We began with two training programs and gradually expanded our work to include both human and institutional capacity development. We’ve provided training in good governance to government leaders, and most of the NGO and business leaders have also received professional development through AED.

The Chamber of Advocates, an institution that supports the country’s lawyers, is a good example. Through its work with AED, the group studied international models, devised its own development strategy, and has grown into a strong, countrywide association.

Through FORECAST we’re still working today—full speed—with large-scale and high-profile initiatives including some at Technology City, a planned technology cluster, which will showcase and use information technology to incubate businesses, strengthen their economy, and encourage more foreign investment.

The beauty of FORECAST is that it is cross-cutting. We provide assistance in all of the sectors that USAID supports, which include everything from banking to health care, from energy to media, from NGOs to social welfare, and in the government as well.

Photo: AED File Photo

Building a Better Future through Improved Teaching in Equatorial Guinea

Thanks to the relatively recent discovery of major oil reserves, the economy of Equatorial Guinea, a historically poor country in West Africa, has surged over the past decade. AED is working with individuals at all levels of the education ministry to ensure that the nation's education system—and specifically its teacher corps and primary schools—can surge along with it.

With a total population of close to one million, Equatorial Guinea is already

AED File Photo



seeing a demand for more skilled workers as oil development and other economic opportunities take hold. Government officials recognize that improving the nation's schools is essential so that the country has home-grown talent to fill the emerging jobs, explained Sergio Ramírez, a senior project director for the AED Global Education Center, which is directing the program.

The Program for Education Development of Equatorial Guinea, or PRODEGE as it is known in Spanish, grew out of an agreement between the

country's president, H.E. Obiang Nguema Mbasogo, and Mr. John Hess, CEO of Hess Corporation, an energy company that has done business in the country for more than a decade.

Through this public-private partnership, AED was contracted to work with the nation's Ministry of Education, Science and Sports to assess the needs of the country's schools, develop a plan for raising their quality, and administer the program over a period of five years.

Government officials saw a clear

need to improve education at all levels.

Only one out of every six children who enter the nation's primary schools completes the six years of studies, according to Ministry data produced with AED's assistance. Roughly half of the nation's primary school students are too old for their grade. The odds of girls receiving a quality education are especially poor: just one of every three high school graduates is female.

Creating Active Schools

AED is supporting the government's



commitment to transform the country's entire education system, and improving the quality of teaching and learning in primary education in particular. Many teachers in Equatorial Guinea's approximately 800 primary schools were volunteers or, if they were paid, had little if any training. A major component of PRODEGE is to enhance teachers' classroom skills.

Since PRODEGE began in 2006, AED has overseen the training of 38 master teachers, who in turn are helping to boost the skills of hundreds of educators across the country. In April, 992 primary school teachers graduated from a two-year, AED-led teaching certification program in which they learned pedagogical skills; how to make lessons engaging and less reliant on rote memorization; how to manage multi-grade classrooms, and content knowledge in communication, math, and other subjects.

AED is following a model for school improvement known as "active schools," an approach originally pioneered in Latin America. It encourages the development of leadership skills in students through their role in their own education, through projects in the community, and through student governments in each grade, which model participatory civic and democratic behavior in the classroom.

'A National Footprint'

In addition to training teachers, AED is providing ongoing support to 40 primary schools, with a combined 3,200 students, which serve as models for effective learning and improved academic performance. Those institutions are also being equipped with school supplies, classroom materials, and furniture. AED developed 1st grade teacher materials that emphasize reading and math skills, and learning guides for 2nd and 3rd grade students. Materials for 4th through 6th grade will be ready for the next school year.

"The country's school-improvement effort should go beyond a small cluster of schools," Ramírez said. "That's why PRODEGE has a national footprint and has the opportunity to

ON THE GROUND PERU



Maria Victoria Pascual is the chief of party for the Comun@s project.



Comun@s is an effort to improve municipal government transparency across Peru through easy-to-use, publicly accessible information and communication technology. Project teams go out to the municipalities and install the computer modules, but this is not just a program to provide free computers. We also provide training for the citizens and local authorities, and for the civil servants who work in the municipalities because access to information is not just a right, it's the law.

Each mayor is responsible for explaining what the project is about, and we support the mayors with that. Comun@s really counts on the mayors' support and goodwill. Without it, the trainings wouldn't be possible.

The most popular page for citizens using the computer modules is transactions—how to get a driver's license, a national identification card, a marriage certificate. The information is both written and oral and is available in Spanish, Quechua, and Ashaninka.

We will add voting information, including profiles of all the candidates running at the municipal, regional, and national levels. Soon, communities will be able to use the module to view live electoral events such as debates and information sessions. Through this project, people can actually approach, become involved in, and feel empowered to take part in their government. They become a part of the future of their community.

Photo: Abel del Carpio

become a permanent reform."

AED, which employs about 70 national staff members on the program, has also strengthened the capacity of the education ministry to serve the country's schools. AED helped the ministry establish a data-collection system to record information about schools, teachers, and students. This information helps the government in a number of ways, such as setting priorities in teacher hiring.

The government now knows the teacher-to-student ratios of individual schools, and which schools have the greatest need.

"The program has catalyzed energy and built the capacity and hopes of

hundreds, possibly thousands of Equatoguineans," said Carmen Siri, PRODEGE program director. "What has been accomplished involves the effort of many educators and communities around the country who now trust AED can help in the process of improving their education system." ●

For more information, contact Sergio Ramirez: sramirez@aed.org.

PRODEGE is a project in the **AED Global Learning Group** which works to improve access to quality education for all and extends learning opportunities through the effective use of technology in more than 30 developing countries.

In the company “towns” or *bateyes* that spring up around the sugar cane plantations on the border between Haiti and the Dominican Republic, migrant workers hack out a meager living. After long days in the field, workers have little access to adequate shelter and medical services. Addressing the needs of children and families in these *bateyes* is the mission of the Batey Relief Alliance.

Since its founding in 1997, the Batey Relief Alliance has partnered with local grass-roots groups and U.S. health care professionals to bring modern medical facilities and treatments to the *bateyes* along the border. From modest beginnings, the nonprofit has experienced rapid growth in size and scope. But, no matter how rewarding it has been, such growth has strained the organization.

“Batey Relief Alliance was founded from scratch,” said its CEO, Ulrick Gaillard. “It has grown tremendously in a short period of time, and we feel we lack the maturity as an organization to face our challenges in implementation, staff capacity, and fundraising.”

For many similar organizations, weak management systems and practices hamper their ability to fulfill their potential.

However, thanks to the USAID-funded Capable Partners Program, AED is sharing its expertise in capacity building, program implementation, and compliance with U.S. government policies and procedures with scores of service providers around the world.

Consequently, they can function more efficiently, serve as better partners with current and future donors such as the American government, and get more help to more people.



Photo: Batey Relief Alliance

AED works to strengthen organizations like the Batey Relief Alliance, which provides health services to people living along the border of the Dominican Republic and Haiti.

More Help to More People:

The Story of Capable Partners

“Complying with U.S. government rules and regulations is complicated—the U.S. government purposely has very high standards of accountability and transparency because it has a duty to be a responsible steward of taxpayer funds,” said Barney Singer, a vice president with the AED Center for Civil Society and Governance and the director of the program. “So it can’t and won’t fund organizations that don’t meet certain criteria, even if they do great work.”

“That’s why USAID asked us to help good organizations become more capable partners,” he said.

Survival Skills

A new Capable Partners initiative, the Development Grants Program, provides one to three years of technical assistance to nonprofits that USAID

missions in Africa, Asia, Europe, and Latin America select as promising grant recipients, so these “partners” can manage their awards properly and be more productive.

Once selected, grantees attend a rigorous week-long “boot camp” led by AED in their region. There, regardless of sector, participants learn the nuts and bolts of being a successful USAID partner.

Following the workshops, AED helps grantees conduct self-assessments and create institutional improvement plans. Then, via customized technical assistance, AED works with grantees to strengthen the systems that will contribute to the long-term health of their organizations.

“The initial workshops teach the grantees what they need to know to survive in the field,” said Singer, who



Photo: Batey Relief Alliance

BATEY RELIEF ALLIANCE:

A student with the Ohio College of Optometry tests a patient's vision during a trip to Santo Domingo with Batey Relief Alliance's Blindness Prevention Program.

has conducted the workshops in Dakar, Kampala, Kiev, Pretoria, and Quito.

For the Batey Relief Alliance, which is receiving USAID funds for the first time, attending the Quito workshop answered many questions.

"New grantees have no clue about how USAID operates," Gaillard said. "Had I not done the workshop, it would be virtually impossible to understand the USAID culture."

Gaillard was referring primarily to USAID's numerous financial reporting requirements, such as how to report travel expenses and process reimbursements, which aren't necessary for the majority of the group's donors. But that wasn't all he gained.

"In Quito, we met with folks from Ecuador, Peru, and fellow people from Haiti; we exchanged ideas and our experiences working with our new partner, USAID," he said. "We learned not just how to comply with minimum requirements, or how to maneuver within USAID regulations. I think beyond that, the workshop taught us how to become a stronger, more professional organization that feels comfortable in any funding capacity, with any donor."

Strong Systems: 'A Beautiful Thing'

Moving forward, AED will continue providing technical assistance to the grantees as they implement their improvement plans and USAID grants.

"It's not enough to have a great program," said Cate Cowan, a senior communications officer with the AED Center for Civil Society and Govern-

nance, who also works on Capable Partners. "You need strong organizations and systems to make programs truly great and take them to scale. If an organization has effective inventory management, for example, it can provide more food or medicine."

For the Batey Relief Alliance, and

those it serves, such improvements are invaluable.

"For five years we've been searching for an opportunity to work with a group that understands our culture and goals, to sit down with it one-on-one, and to receive help so we can meet those goals," Gaillard said of his experience with AED. "And Barney [Singer] did that. He listened, gave credible assistance, and helped us draw a plan, bringing us to a different level of workmanship. It's a beautiful thing." ●

For more information, contact Barney Singer: bsinger@aed.org.

Capable Partners is a project in the **AED Social Change Group** which works to increase the effective participation of people in social change programs, with an emphasis on youth, health, HIV/AIDS, global climate change, environment, agriculture, and civil society and governance.

ON THE GROUND HAITI



Justin Lyberal is the technical advisor for the New Partners Initiative.



Haiti has always been unique when it comes to development. So much donor money and so many organizations are here, which results in so much competition for these funds.

With the New Partners Initiative, a branch of the larger, USAID-funded Capable Partners Program, AED provides systems strengthening as well as HIV technical support to local organizations that are implementing activities under the U.S. President's Emergency Plan for AIDS Relief, or PEPFAR.

A big challenge we've faced is that some people are afraid to change. We take a humble, non-threatening approach, and create a rapport so that they know we're partners with them. We help them do assessments of their organizations, and the entire process is participatory and tailored to each individual's needs. As a result, I've seen not just changes in systems, but changes in attitudes as well.

I love doing this kind of work. The program's success is all about trust, because if you want sustainability, you have to have relationships.

Now our partners have more funding because of NPI. Absolutely they do. Plus, they are stronger organizations, with more experience, greater capacity, and an ability to adapt rapidly. As a result, they have found themselves in a better position to respond to this new reality we have in Haiti.

AED File Photo



Photo: Ian Oliver

Young Women's Summit Combines Soccer and Life Skills

This April, 50 young female footballers from Namibia, South Africa, and the United States gathered in Cape Town for **Girlz Got Skillz: A Young Women's Summit on Health, Leadership, & Empowerment**, hosted by Johnson & Johnson, AED, and Grassroot Soccer. The girls participated in a week-long series of cultural, life skills, and leadership activities as part of the event.

The Namibian girls participate in an HIV-prevention program, funded by Johnson & Johnson and managed by AED, meeting three times a week to play soccer and take part in the Grassroot Soccer Skillz HIV-prevention curriculum. In 2010, the Namibia program will graduate more than 8,000 participants.

Building on the Namibia activities, the Cape Town summit included training in leadership and life skills activities. Women soccer stars from all three countries, including U.S. Olympians

and World Cup winners Cindy Parlow and Danielle Slaton, who were honorary coaches and led activities during the week.

At the closing event, Helen Zille, South Africa's Western Cape Premier, praised participants for their commitment. "If [soccer] helps you appreciate the idea of working as a team, international cooperation, and understanding your own personal empowerment and choices, then . . . it can change the world," she said. Hundreds of young people attended the closing fair and celebration, which included health screenings by local organizations.

With the FIFA World Cup taking place in South Africa this summer, Girlz Got Skillz drew attention to soccer-based HIV-prevention efforts in the region and celebrated the work the girls are doing to tackle HIV.



Photo: Peter Howard

Jack Downey Named Executive Vice President

AED's board of directors has named Jack Downey the organization's executive vice president. Downey remains AED's chief operating officer and is responsible for ensuring the technical quality of all day-to-day operations.

When Downey took over as chief operating officer in 2001, the organization had field staff in 33 countries. Today, AED is on the ground in more than 60 countries around the world. Much of this growth is due to Downey's commitment to ensuring that AED maintains a local presence and focus, according to AED President Stephen F. Moseley.

"Jack's efforts to expand our field presence and connect more deeply with the communities we serve help the entire organization produce outstanding results for our partners," Moseley said.

Downey's career has spanned work with private sector companies, small enterprises, NGOs, and communities. He started his career in international development as a Peace Corps volunteer in Kenya, where he served as the headmaster of a secondary school that provided vocational training. He has since worked in 35 countries.

Active in the Society for International Development for the past 15 years, Downey currently serves on the SID advisory council in Rome, Italy. He is also a member of the SID/Washington board and previously served as the president of that chapter.

Cornelius Baker Appointed to Presidential Advisory Committee on HIV/AIDS



Photo: Jessica Pouchet

Cornelius Baker, senior communications advisor with the AED Center on AIDS & Community Health, has been appointed to the Presidential Advisory Council on HIV/AIDS. With the Secretary of Health and Human Services, this council advises, informs, and recommends actions to the president on both U.S. and global HIV/AIDS policy issues, including the National HIV/AIDS Strategy.

Baker directs the HIV Vaccine Research Education Initiative for the National Institutes of Allergy and Infectious Diseases, which provides information, resources, and support so that opinion leaders are better equipped to inform their communities about HIV vaccine research.

"Cornelius's leadership and tireless commitment are among our strongest assets in our work to fight HIV/AIDS and improve the lives of those living with it," said Frank Beadle de Palomo, senior vice president and center director. "Without a doubt, his contributions to the Presidential Advisory Committee will strengthen our country's efforts to end the epidemic."

Dr. Denise Glyn Borders Is New Head of Knowledge Alliance Board



Dr. Denise Glyn Borders, senior vice president and

director of the AED U.S. Education and Workforce Development Group, is the new chairwoman of the board of directors of the Knowledge Alliance, a major force in U.S. education-research circles.

Announcing Borders' appointment, Jim Kohlmoos, president and CEO of the group, said, "2010 will be a pivotal year for advancing knowledge and innovation in education reform. With Denise at the helm, the Knowledge Alliance is ready to help lead the way to a new era of change and transformation."

Dr. Halima A. Mwenesi Elected to the Roll Back Malaria Board



AED File Photo

Dr. Halima A. Mwenesi, AED's director of Public Health Policy Initiatives and a senior malaria advisor, has been elected to the Roll Back Malaria Board as the Member for the Northern NGO constituency.

Dr. Mwenesi has been involved in malaria prevention activities for over 20 years, working at local, national, regional, and global levels with public, commercial, and NGO institutions.

"Halima has worked with most national malaria control programs in Africa as well as a number in Asia," said Margaret Burns Parlato, senior vice president and director of the AED Global Health, Population, and Nutrition Group. "Her expertise is regularly called upon by WHO and other international health organizations."

Dr. Mwenesi currently leads a global effort funded by the Gates Foundation to understand the impact of taxes, tariffs, and non-tariff barriers on the availability of anti-malarial commodities and to design an advocacy strategy to reduce these barriers.

Experts in International Development, Corporate Social Responsibility Join AED Board

Five prestigious leaders in international development, corporate social responsibility, and finance have joined AED's board of directors.

Hattie Babbitt, an attorney with Jennings Strouss, served as deputy administrator of the United States Agency for International Development from 1997 to 2001. As U.S. ambassador to the Organization of American States from 1993 to 1997, Babbitt led the U.S. negotiating effort at the world's first anti-corruption convention. She currently serves on numerous boards, including as vice chair of World Resources Institute's board of directors.

Julies E. Coles, now director of the Office of Global Education and the Andrew Young Center for International Affairs at Morehouse College, was most recently the president of Africare. Coles also served as mission director for USAID in

Senegal from 1989 until he retired with the rank of Career Minister in 1994.

Callisto Enias Madavo, a visiting professor in the African Studies Program at Georgetown University, held numerous senior-level positions at the World Bank Group, including regional vice president for Africa and a country director for both East Asia and East Africa. In these roles, Madavo championed initiatives in HIV/AIDS prevention and care, capacity development, and infrastructure improvement.

Paulo Gomes served as the World Bank's Executive Director for Sub-Saharan Africa from 1998 to 2006, when he formed a

private company called Constelor Group, which promotes economic development and wealth development in emerging markets. Gomes is currently working on a National Reconstruction Strategy for his home country of Guinea-Bissau.

Sandra E. Taylor is president and CEO of Sustainable Business International, LLC, a Washington-based consulting firm that specializes in providing corporate social responsibility advice to companies around the world. Prior to founding her company, she was the senior vice president for corporate social responsibility for the Starbucks Coffee Company.



GLOBAL DIRECTIONS ENSURING PROGRAM EXCELLENCE

Eighty-eight of AED's field leaders from around the world convened in Washington, D.C., in November 2009 for a week-long conference on how the organization can best use its global presence and diversity to ensure program excellence. AED has offices in nearly 65 countries, and 90 percent of AED's staff is from the country or region in which they work.

The strongest theme to emerge from this meeting was the strength of having "one AED," in which all global offices participate in knowledge sharing activities regionally and organization-wide.

"The insight our field leaders and staff bring to every element of AED's operations is invaluable," said Executive Vice President and Chief Operating Officer Jack Downey. "We're strengthening our ability to integrate perspectives from the field more fully into everything we do, which is an exciting process because it takes great collaboration and innovation."



Photo: Gale Frank-Adise

WHAT NEXT

ON CLIMATE CHANGE?

Earlier this year, AED hosted an event called “What Next? Post-Copenhagen Reflections,” which featured Dr. Jacqueline McGlade, the director of the European Environment Agency.

During the discussion, Dr. McGlade said that the 2009 United Nations Climate Change Conference was successful, and that she felt there was a firm global commitment to the accord, which endorses a continuation of the Kyoto Protocol and sets stronger emission targets for 2020.

Another measure of the meeting’s success is that, for the first time, the agreement brought “developing nations into the framework,” she said.

Dr. McGlade encouraged the audience to not wait for governments to take action. Instead, she emphasized that every person has the responsibility—and the ability—to make small changes in his or her daily life, which can positively impact the climate.

AED Senior Vice President and Director Gregory R. Niblett supported that position. “There is no single solution to combat climate change,” he said. “The solution will require interventions that address behavior change, policy, and marketplace solutions.”

Dr. McGlade is a leading marine biologist and a professor of environmental informatics. Her research focuses on the spatial and nonlinear dynamics of ecosystems, climate change, and scenario development.



Photo: Kara Tureski

Summit on the Summit Spotlights Water Issues in Tanzania

More than a billion people throughout the world lack access to safe drinking water. To raise awareness of the issue, AED, as part of the Procter & Gamble-funded Mswakini Safe Drinking Water Program, hosted *Summit on the Summit* in January. A team of activists and celebrities visited AED’s activities in Tanzania and climbed Mount Kilimanjaro to explore firsthand how the global water crisis affects families in the region.

The program is improving access to safe drinking water in Mswakini, a Masai community near Arusha, Tanzania, according to Margaret Burns Parlato, senior vice president and director of the AED Global Health, Population, and Nutrition Group.

“More than 80 percent of households in that area obtain their drinking water from open, unprotected sources,” she said. “Now the community members are receiving PUR, an easy-to-use household product that removes pathogenic microorganisms and suspended matter from water.” Mswakini residents also participate in household and community-level education sessions aimed at improving safe drinking water, hygiene, and sanitation practices, she added.

As part of *Summit on the Summit*, actors Jessica Biel, Emile Hirsch, and Isabel Lucas, among others, visited the Mswakini community and discussed with residents drinking-water issues and how the program is addressing them.

While in the community, the Summit team sent a video greeting to viewers of the People’s Choice Awards. A documentary of their journey aired on MTV in March.

To learn more, read the trip blogs, and donate, visit www.summitonthesummit.com.

Dr. Sidney R. Schuler to Serve on NIH Center for Scientific Review

AED’s Dr. Sidney R. Schuler has accepted an invitation to serve on the National Institute of Health’s Center for Scientific Review. As a member of the “Community Influences on Health Behavior Study Section,” Schuler will contribute to national biomedical research efforts by reviewing and making recommendations on grant applications submitted to the NIH and by surveying the status of research in her field.

A social anthropologist trained at Harvard University, Schuler founded and directs the Empowerment of Women Research Program and is a research and gender advisor for the Communication for Change (C-Change) Project in the AED Global Health, Population, and Nutrition Group.



Photo: Jessica Pouchet

She has extensive research experience in gender in international health and development, and is especially known for her work in conceptualizing and measuring women’s empowerment and for her field studies documenting how intended beneficiaries perceive reproductive health policies and programs.



DIALOGUES

The African Union's July summit in Kampala, Uganda, will focus on maternal and child health. On April 20th, the commissioner for social affairs of the AU, Advocate Bience P. Gawanas, spoke on their efforts to address the issue at the AED Globe Theater. Joining her on the panel were:

- Ambassador Amina S. Ali, permanent representative of the AU Mission to the USA
- Doyin Oluwole, director, Africa's Health in 2010, AED Global Health, Population, and Nutrition Group
- Holly Ladd, vice president and director, AED-SATELLIFE Center for Health Information and Technology
- Mursaleena Islam, senior associate/ economist, Abt Associates Inc.
- Serra Sippel, president, Center for Health & Gender Equity (CHANGE)

A panel discussion on “**Advancing the Cairo Agenda: Entrepreneurship, Education, and Gender Equality in the Muslim World**” was held in AED's Academy Hall on April 28th. AED co-sponsored the event with the United Nations Development Program in support of the Presidential Summit on Entrepreneurship. The international forum explored how educational reform in the Muslim world can produce a new generation of entrepreneurs. Participants included:

- Adel Abdellatif, chief of Regional Program Division at the UNDP Bureau for Arab States
- May Rihani, senior vice president and director, AED Center for Gender Equity
- Reem Bsaiso, chief executive officer of World Links Arab Region, and Summit delegate
- Soraya Salti, regional director of INJAZ Al-Arab, senior VP of Junior Achievement; Summit delegate
- Yuyun Ismawati, co-founder and director of BALIFOKUS Foundation; Summit delegate

The event was hosted by AED President Stephen F. Moseley and moderated by David Yang, senior advisor at UNDP Washington.

publications

All publications are available for download at www.aed.org/ideas.

LEADERSHIP AND INSTITUTIONAL DEVELOPMENT

Getting to Good Governance: A Case Study of Public Administration Reform in Georgia
<http://www.aed.org/Publications/loader.cfm?url=/commonsot/security/getfile.cfm&pageid=35932>

A Future of Leadership Development
<http://www.aed.org/Publications/loader.cfm?url=/commonsot/security/getfile.cfm&pageid=35549>

Inspiring Citizens, Improving Communities: Successful Practices from a Community Action Program in Armenia
<http://www.aed.org/Publications/loader.cfm?url=/commonsot/security/getfile.cfm&pageid=30038>

GLOBAL HEALTH

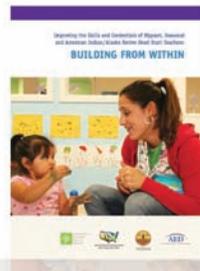
Local Capacity Building in Title II Food Security Projects: A Framework
<http://www.fantaproject.org/publications/ffpOP3.shtml>

Guide to Screening for Food and Nutrition Services Among Adolescents and Adults Living with HIV
<http://www.fantaproject.org/publications/Screening4FNS.shtml>

Dietary Diversity as a Measure of Women's Diet Quality in Resource-Poor Areas
<http://www.fantaproject.org/publications/bangladesh2007.shtml>

Capacity Strengthening of African Institutions and Networks: A Strategy
<http://www.aed.org/Publications/loader.cfm?url=/commonsot/security/getfile.cfm&pageid=15399>

U.S. EDUCATION AND WORKFORCE DEVELOPMENT



Building from Within

Head Start teachers working with some of the United States' most vulnerable populations face major obstacles to getting college degrees and training. In a new white paper, AED examines these barriers, and makes recommendations for overcoming them.

<http://www.aed.org/Publications/upload/Head-Start-WhitePaper.pdf>

GLOBAL LEARNING

Recruiting, Retaining, and Retraining Secondary School Teachers and Principals in Sub-Saharan Africa
<http://www.aed.org/Publications/loader.cfm?url=/commonsot/security/getfile.cfm&pageid=30038>

SOCIAL CHANGE

New Partners Initiative: The NPI Resource Guide to Managing U.S. Government-Funded HIV/AIDS Programs, *Second Edition*
<http://www.npi-connect.net/resources/npiguide>

sharing knowledge

Global Health, Population, and Nutrition

Sumaila Saaka, behavior change advisor with the AED Center for Global Health Communication and Marketing, submitted a photo essay, **How Behaviour Change Approaches Helped Improve Hygiene and Sanitation Practices in Northern Ghana**, at the West Africa Regional Hygiene and Sanitation Symposium in Accra, Ghana, November 1-11, 2009.

The AED Center for Global Health Communication and Marketing participated in the **American Public Health Association Annual Meeting** in Philadelphia, November 7-11, 2009:

- Elizabeth Younger, senior behavior change advisor, submitted the poster presentation, **Diarrhea and Menstrual Blood Management: A Challenge for Home-based Care Providers**.
- Eleonore Seumo, senior program advisor, gave an oral presentation, titled **Water and Sanitation Management Considerations for HIV Programs**.
- Renu Bery, senior program manager, submitted the poster presentation, **Why WASH matters: Integrating safe water, hygiene and sanitation into HIV care and support**, and gave an oral presentation, titled **Expanding Ethiopian Partnerships for At-scale Water, Hygiene and Sanitation Behavior Change**.

Global Learning

Margaret Snow, education program officer with the AED Global Education Center, wrote a chapter, titled **Qualified Teacher Status, One Indicator of the Teaching Profession's Standards: Lessons for California from Finland, Korea and Ireland**, in the book, *Reforming Teaching and Learning—Comparative Perspectives in a Global Area*. The book was published in December 2009.

The AED Global Education Center made

numerous presentations at the **Comparative International Education Society Conference** held in Chicago, March 1-4:

- Dr. Audrey-marie Schuh Moore, deputy director of AED's EQUIP2 project, and Elizabeth Adelman, program and research officer, presented **A day in school: How much opportunity to learn do schools provide?**
- Dr. James Wile, senior education advisor, with program officers Carrie Willimann and Erik Lundgren, presented **Re-imagining Responsible Primary Education: Four Principles of Success in First Grade** in a session chaired by AED President Stephen F. Moseley.
- John Gillies, vice president and director of the Center, presented **Understanding Reform Processes, Institutional and School-level Impacts and Disconnects, and the Effectiveness of Donor Aid: Lessons from Central America** in a session chaired by Felix Alvarado, senior education specialist.
- Dr. Mark Ginsburg, senior advisor for research, evaluation, and teacher education, presented **Promoting Policy Planning and Implementation in Education**.

Mary Joy Pigozzi, senior vice president and director of the AED Global Learning Group, gave a talk, titled **The Education of Girls and Women in the World**, at the Embassy of Luxembourg in Washington, D.C., in celebration of International Education Week November 18, 2009.

Leadership and Institutional Development

Timothy Nourse, chief of party in the West Bank with the AED Center for Enterprise and Capacity Development, co-authored **Crossfire: Best Practice in a Post-emergency Environment Is No Different from Normal Enterprise Development and Microfinance**, which was published in the March 2010 issue of *Enterprise Development and Microfinance Journal*.

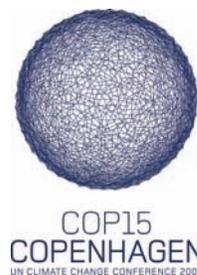
Mary Worzala, director of energy programs with the AED Center for Enterprise and Capacity Development, presented a case study on **Fuel-Efficient Stoves in a Northern Uganda IDP Camp for the Impact Evaluation Design Clinic** hosted by InterAction and 3ie in Washington, D.C., April 28-29.

Several staff from the AED Center for International Exchanges participated in the annual meeting of the **National Council for International Visitors**, held in Washington, D.C., February 10-12:

- Carlton McLellan, Ph.D., deputy director of the International Visitors Leadership Program, moderated the session, **The Wow Factor in Programming! Moving beyond the usual**.
- Pauline Devinger, program manager of the Open World program, served as a panelist in the session, **Fee-For-Service Programs**.
- Monika Wilcox, program officer, served as a panelist in the session, **Marketing Your Organization and Programs Through a Stellar Proposal**.

Social Change

AED attended the **United Nations Framework Convention on Climate Change** in Copenhagen, Denmark, in December 2009 as an official observer. The delegation included Gregory Niblett, senior vice president and director of the AED Social Change Group, and, from the AED Center for Environmental Strategies, were Richard Bossi, vice president and director, and Carmen Tedesco, program officer.



Tareq Bakri, senior program coordinator on disability rights with the AED Center for Civil Society and Governance, presented a **case study on the Jordanian experience** in the first shadow report on the UN Convention on the Rights of Persons with Disabilities at a conference organized by the **Arab Council for Childhood & Development** in Cairo, February 2-4.

U.S. Education and Workforce Development

Dr. Alexandra Weinbaum, senior fellow, and Dr. Adria Gallup-Black, senior program officer in the AED Center for Schools and Community Services, spoke at the annual U.S. Department of Education School Leadership Program Conference, held in Washington, D.C., February 3-4. Dr. Weinbaum presented **Education Leadership: Decision Rubrics, an Assessment Tool**, and Dr. Gallup-Black presented her work on **measuring effective middle school leadership**.

Guadalupe Cuesta, director of the National Migrant and Seasonal Head Start Collaboration Office at AED, presented the white paper, **Building from Within: Improving the Skills and Credentials of Migrant, Seasonal, and American Indian/Alaska Native Head Start Teachers**, at the annual meeting of the National Migrant and Seasonal Head Start Association in Washington, D.C., February 23. The paper was written by Sean Cavanagh, technical officer; Arati Singh, senior program officer; and Pamela Levine, research and evaluation officer, all with the AED U.S. Education and Workforce Development Group.

Cuesta and Katherine Boswell, director of the AED Community College Policy Center, also presented **Building from Within** at the annual meeting of the National Association of Community College Teacher Education Program in Baltimore, Maryland, March 27.

Rochelle Nichols-Solomon, director of Postsecondary Access and Success Programs with the AED Center for Schools and Community Services, participated in a **Citi Dialogue on college readiness, access, and success** at a meeting organized by the Citi Foundation for its national, state, and local directors of community relations in Philadelphia, March 25.

SPOTLIGHT

AED in the Community

AED is actively connecting with the local Washington, D.C. community to promote dialogue on social issues. Recent events include:

- An Inspirational Evening of Art, Music, and Poetry, with Justice for D.C. Youth
- The D.C. Environmental Film Festival, official screening location
- Earth Day Celebration, with Washington Film Institute
- The 2010 DC Big Read, with the Humanities Council of Washington D.C., the D.C. Commission on the Arts and Humanities, and the D.C. Public Library system



For more information, contact Mario Bravo at (202) 884-8024, or mbravo@aed.org.



Two New Blogs

A new pair of online forums will keep you on top of the latest news, events, and ideas happening at AED.



The Hub offers news and analysis of AED projects supporting education, health, social and economic development around the world—and the connection between those efforts and the latest news. www.aed.org/hub



KnowlEDge describes our work on U.S. education and workforce issues, in areas ranging from early childhood to community colleges, services for special-needs students to youth media. www.aed.org/knowledge

