

FACULTY UPDATE

HANNA EVALUATES INNOVATIVE SOLUTIONS TO EDUCATION CHALLENGES IN RURAL INDIA

Despite the massive injection of resources into developing countries, meaningful development remains elusive and the fight against poverty is still a critical challenge. As a result, there is much debate over the role of aid in reducing poverty. While views on the subject are often polarized, an alternate point of view is emerging. Wagner Assistant Professor of Public Policy and Economics, Rema Hanna, is part of a growing group of development economists that argues that aid can be effective if it is informed by carefully designed program evaluations. Hanna and advocates of this view are interested in using formal microeconomic techniques to analyze which development policies work, and how aid can be most effectively distributed.

Hanna and Esther Duflo of MIT recently evaluated a teacher attendance program in India created by the non-governmental organization, Seva Mandir. Seva Mandir operates non-formal schools in tribal villages in rural Rajasthan that suffer from high rates of teacher absenteeism, a common problem in the rural areas of many developing nations. Facing absentee rates of

40%, Seva Mandir came up with a creative approach to solving the problem. The organization gave teachers time- and date-stamped cameras to photograph themselves and their students at the start and end of each school day. The time and date stamping insured that the photos could not be forged or manipulated. With this relatively low-tech solution, Seva Mandir was able to accurately monitor real attendance and pay teachers based on the actual number of days they attended. Working with Seva Mandir, Hanna and Duflo created scientific evaluation methods to assess the program's impact on absenteeism. They found that the program increased teacher attendance by 30%. Even more importantly, they discovered that improved teacher attendance had a significant impact on child achievement levels. A year after the start of the program, test scores increased and children affected by the program were 43% more likely to be admitted into formal schools.

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EVENTS UPDATE

PAUL FARMER DELIVERS KEYNOTE ADDRESS AT WAGNER CONFERENCE

On April 20th, Wagner hosted its third annual International Public Service Association (IPSA) Spring Conference. This year's event was entitled, "The Reality of Human Rights in International Development: Theoretical and Field-Based Perspectives" and featured Dr. Paul Farmer as the keynote speaker. Dr. Farmer, Director of the Program in Infectious Disease and Social Change at Harvard University and Founding Director of Partners In Health, has written extensively about health and human rights, and about the role of social inequalities in the distribution and outcome of infectious diseases. To a standing room-only crowd, Farmer combined facts with anecdotes from the field and engaging wit as he discussed the role of Partners In Health in the delivery of health care services to extremely poor populations, and challenged critics who claim that quality health care is impossible to



*Dr. Paul Farmer
 Photograph taken by Sharon Makoriwa*

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FACULTY UPDATE SELECTED BIOGRAPHIES



Richard Alderslade, Adjunct Associate Professor of Public and Health Administration, has committed twenty-five years to public

health, research and higher education in the United Kingdom, and ten years to humanitarian development and international health. His assignments in the United Kingdom have included work with the UK Medical Civil Service including a Senior Medical Officer appointment as Private Secretary to the Chief Medical Officer; work in the National Health Service as Consultant in Public Health Medicine; Regional Director of Public Health; Manager of Community Health Services, and a year as a Professor of Community Care. Internationally he has worked for eight years in humanitarian public health with the World Health Organization's Regional Office for Europe, including five years managing humanitarian programs within the region. Alderslade worked for eighteen months with the European Union and the United Kingdom Department for International Development in Romania, acting as Adviser to the Romanian Prime Minister on the development of child health, welfare and protection services. He is currently Senior External Relations Officer and Acting Deputy Director at the World Health Organization's Office at the United Nations in New York. He is a Fellow of the Royal College of Physicians (FRCP) and the Faculty of Public Health (FFPH), both in the United Kingdom.



Louis Bickford, Adjunct Associate Professor of Public Administration, teaches a Wagner course

entitled, "Human Rights, Democracy and Transitional Justice." He is currently the Director of Networks and Capacity-Building for the International Center for Transitional Justice (ICTJ), where he manages a global network of NGOs and individuals involved in transitional justice, oversees fellowship programs in South Africa, Chile and Belgium, and develops training materials and capacity-building programs with a range of international partners. Prior to his current appoint-

ment, Bickford was Associate Director of the Global Studies Program and Professor in International Studies at the University of Wisconsin. He has also consulted widely with governmental, non-governmental, and human rights organizations on strategies for confronting the legacies of past human rights abuses in several countries, including Cambodia, Mexico, and Nigeria. Dr. Bickford has contributed to policy formulation on democratic transition for the UN Special Envoy to Myanmar; consulted with the UN Mission in Kosovo (UNMIK); and developed legislation for the Paraguayan Truth Commission. He has published in *Human Rights Quarterly*, *Latin American Research Review*, and various magazines and newspapers, and has contributed to a number of edited volumes. Bickford earned his Ph.D. in Political Science at McGill University in 1997.



Natasha Iskander, Assistant Professor of Public Policy, will begin teaching full-time at

Wagner in the fall. She spent the last year in a post-doctoral position at the International Center for Advanced Studies at NYU. Her most recent research activities have focused on international migration policies in Europe, North Africa, Latin America, and the United States. She has published articles on international labor and migration issues in several journals, including the *Revue Critique Economique*. She is the founder of the Migration and Development Working Group at MIT. Other interests include institutional and organizational change and innovation, economic development and international industrial relations. Professor Iskander received her Ph.D. in Management from the Massachusetts Institute of Technology.

Barbara Nunberg, Adjunct Associate Professor of Public Administration is currently the head of the World Bank's program on public sector reform and governance for the East Asia and Pacific region. She is a leading researcher on methodologies to analyze dynamics in public sector reform. In the course of her career at the World Bank, Nunberg has

been engaged in the leadership of research, policy development, and operational projects and programs in developing countries on governance and public management. Prior to her current appointment Dr. Nunberg taught in the Development Studies Program at the University of California, Berkeley where she served as Assistant Director of an applied research project on decentralization. She also worked for the U.S. Agency for International Development and has extensive global field experience, especially in Latin America, Eastern Europe, and Asia. Nunberg is the author of numerous publications on the applied political economy of state reform in developing countries and transition economies. She earned her Ph.D. in Political Science at Stanford University, where her doctoral research focused on rural elites and state institutions in Brazil.

Allen Zerkin, J.D., Adjunct Associate Professor of Public Administration, teaches courses on negotiation, mediation and facilitation; consensus-building and public participation in policy and planning; and the cross-cultural and international dimensions of conflict management. Mr. Zerkin's specialty is the facilitation and mediation of public disputes and controversies, and along with various colleagues, he has continued to lead broad-based consensus-building processes to develop legislative recommendations on "brownfields," scrap tire management and comprehensive recommendations about how to eliminate barriers to the development of "high performance" buildings in New York City. He also led a citywide dialogue on energy policy and was instrumental in bringing about the mediation of the dispute over New York City's upstate watershed. Mr. Zerkin directs collaborative research projects, such as the High Performance Building Initiative, which produced a much-lauded report that provided a roadmap for facilitating and mainstreaming high-performance building in New York City. He is currently directing a project under the joint auspices of the Wagner School and NYU's Center on Catastrophe Preparedness and Response entitled "Rethinking the Options: The Prospects for Non-Military Means of Ending Al Qaeda's War on the West." Mr. Zerkin earned his law degree at Yale Law School.

NYU Wagner

Global Public Service Program
<http://wagner.nyu.edu/international>

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 Dirk Salomons
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 Allen Zerkin

Visiting Scholar

Aleya Hammad

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Ashella Tshedza Ndhlovu

PROGRAM UPDATE

NEW CONFLICT AND DEVELOPMENT COURSE IN AMSTERDAM

This summer Wagner will offer a course in Amsterdam at the International School for Humanities and Social Sciences, University of Amsterdam (UvA), entitled, "Conflict and Development: Conflict-Sensitive Development and Development-Sensitive Peace Building." The course will be co-taught by Wagner Professor Allen Zerkin and Dr. Gerd Junne, a professor at UvA and Chair in International Relations in UvA's Department of Political Science. As a one-week institute on intranational conflict, the course is designed for people interested in understanding the dynamics of civic strife and exploring approaches that can help resolve it. Using practical examples from conflict-torn countries, the course will examine the relationships between conflict and development and consider strategies that can address their interplay both before violence breaks out across social fault lines, and after. The course will also examine the varied roles of social and economic development in conflict and peace-building efforts and analyze the evolving intervention strategies of international organizations, national governments and NGOs.

NYU LAUNCHES NEW MASTER'S PROGRAM IN GLOBAL PUBLIC HEALTH

In September, NYU will welcome the first students in the Master's Program in Global Public Health. An innovative and collaborative effort of five NYU professional schools—Wagner, the Steinhardt School of Education, the Ehrenkranz School of Social Work, College of Dentistry, and the School of Medicine—the new Master's Program in Global Public Health is multidisciplinary in its approach and is not housed in a single school. Co-directed by Wagner Professor Jo Ivey Boufford and Professor Karen Day from NYU's School of Medicine, the program will prepare professionals with advanced degrees to play leadership roles in the promotion of global health. Graduates will break new ground in multidisciplinary initiatives to enhance the health status of individuals and communities around the world.

EVENTS UPDATE

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WAGNER HOSTS PAUL FARMER

deliver in resource-poor settings. "The cost of these diseases [HIV/AIDS and tuberculosis] has been huge," Farmer said, "but the cost of inaction is far worse." In his discussion of health as a human right, he focused on broadening the view of human rights to the social, economic and health rights of the poor, commenting, "I can't show you how exactly health care is a basic human right. But what I can argue is that no one should have to die of a disease that is treatable."

Dr. Farmer is the recipient of several awards including the John D. and Catherine T. MacArthur Foundation "genius award," the American Medical Association's Outstanding International Physician (Nathan Davis) Award, and the Heinz Humanitarian Award. He is the subject of Pulitzer Prizewinner Tracy Kidder's *Mountains Beyond Mountains: The Quest of Dr. Paul Farmer, a Man Who Would Cure the World* (Random House, 2003). His most recent book is entitled *Pathologies of Power* (University of California Press, 2003).

After Farmer's keynote address, an afternoon panel featured comments by Philip Alston, the Co-Director of the Center for Human Rights and Global Justice and the John Norton Pomeroy Professor of Law at NYU's School of Law, and Juan Méndez, President of the International Center for Transitional Justice. Alston and Méndez addressed the challenges of embracing economic, social and cultural rights in the human rights debate.

The final event of the day was a panel discussion between Thomas J. Dougherty, Executive Director, Doctors of the World, and Thea Gelbspan, Regional Program Manager for Latin America and the Caribbean, Oxfam-America. Both panelists highlighted the successes and challenges of implementing a human rights-based approach in the field, and discussed the shifting trends in international development interventions from a focus on projects and programs, toward increasing policy advocacy for the human rights of aid recipients.

FACULTY UPDATE

WAGNER PROFESSOR ELECTED FOREIGN SECRETARY FOR THE INSTITUTE OF MEDICINE

The Institute of Medicine (IOM) of the National Academies elected Professor Jo Ivey Boufford to a four year term as Foreign Secretary. Boufford will succeed David Challoner, Vice President for Health Affairs Emeritus, University of Florida, Gainesville, and IOM's first Foreign Secretary. In this position, Boufford will serve as a senior advisor on international matters to the IOM President and Executive Council and as liaison to the Foreign Academies of Medicine and Science. She was elected to the IOM in 1992.

PAUL SMOKE CHAIRS FISCAL DECENTRALIZATION SESSION

In November 2005, Paul Smoke chaired a session on "Fiscal Decentralization and Intergovernmental Relations in Asia" at the National Tax Association Annual Conference held in Miami, Florida. In December 2005 he made presentations on the policy context for fiscal decentralization and innovations in central-local fiscal relations at a workshop on "Financing Local Service Delivery for the Millennium Development Goals" held at the National Institute of Public Finance and Policy in New Delhi, India. His recent publications include: "Fiscal Decentralization Policy in Developing Countries: Bridging Theory and Reality" in *Public Sector Reform in Developing Countries* (Palgrave Macmillan, 2006) and "Fiscal Decentralization Policies, Frameworks and Implementation Strategies" in *Decentralized Governance* (UN Department of Economic and Social Affairs, 2005).

FACULTY UPDATE

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MICROCREDIT AT THE VATICAN WITH JONATHAN MORDUCH

The Pontifical Council for Justice and Peace held a conference at the Vatican in February on the theme, "Microcredit and the Struggle Against Poverty." Professor Jonathan Morduch was invited to give a keynote address at the same event under the discussion topic, "Comprehensive Development for the Poor: The Role of Microcredit." Placing emphasis on emerging innovations in the field of microcredit, Morduch addressed the role of microcredit in the global fight against poverty. He also described new research that demonstrates the limitations of microcredit in reaching the world's poorest billion people. The meeting brought together leaders from the Catholic Church, the World Bank, the United Nations, NGOs and commercial banks. In a message signifying the Vatican's support for microcredit initiatives,

Pope Benedict XVI expressed the hope "that various forms of microcredit will become a concrete expression of solidarity with the poor."

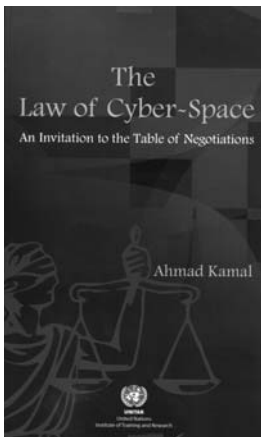
Morduch also presented a keynote address at a conference at the University of Michigan's Gerald Ford School of Public Policy in March. His discussion, "The Next Capitalist Revolution: Microfinance and Social Policy in a New Era," linked debates around microfinance to broader debates on foreign aid and the role of the private sector. The conference brought together academics and practitioners to discuss new directions in expanding access to finance. During the same month, Morduch presented new research on microcredit from Bangladesh at the University of Illinois, the World Bank, and the University of Michigan.

GLOBAL HEALTH ISSUES — CATCHING UP WITH JO IVEY BOUFFORD

Recently appointed as IOM Foreign Secretary, Jo Ivey Boufford maintains a busy schedule between advisory and academic responsibilities. In addition to her current role as Professor of Public Service, Health Policy and Management, she serves as an advisor to the Director of the Health Equity Program of the Rockefeller Foundation's International Health Program on global health workforce issues. With her expert input the Foundation published a report of its Joint Learning Initiative in January 2005, entitled, "Human Resources for Health: Overcoming the Crisis." The report provided important evidence on serious weaknesses that are currently prevalent in health

systems, and how these are impeding the effectiveness of global health programs. Boufford also serves as Principal Investigator for a grant, which was allocated to Wagner, to manage the Rockefeller Foundation's work in supporting regional efforts in Asia, Latin America, the Caribbean and Africa—especially sub-Saharan Africa—to develop and strengthen effective plans for the training, deployment and retention of critical health workers. Finally, Boufford is involved in policy-making initiatives to promote US self-sufficiency in the medical field and to avert the increased recruitment of critical health workers from developing countries.

FACULTY UPDATE RECENT PUBLICATIONS

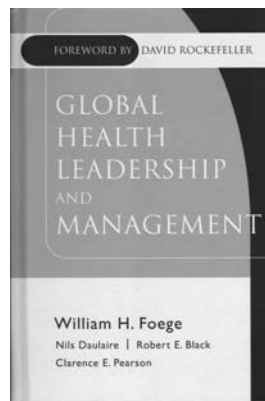


Ahmad Kamal

The Law of Cyber-Space: An Invitation to the Table of Negotiations. United Nations Institute for Training and Research: Geneva, October 2005.

"The Law of Cyber-Space" is a sequel to an earlier work entitled, "Information Insecurity," which demonstrated that the absence of globally harmonized legislation was turning cyberspace into an area of ever-increasing concern. This latest publication lays down the parameters for a law of cyberspace and argues in favor of starting negotiations with the full participation of the three relevant stakeholders, namely, the governments, the private sector

and civil society. In many ways, the situation in cyberspace is similar to the problems faced in dealing with the high seas, where the absence of any consensus legislation had also created an avoidable and acute vacuum. Negotiations on the law of the sea continued for almost a decade before they succeeded. Some have argued that the world is much better off as a result. In the case of cyberspace, the challenge is far greater. The speed of change is phenomenal, new challenges appear every day, the dangers affect all countries without exception, but global responses are sporadic or non-existent. This, argues Ambassador Kamal, is why a globally negotiated and comprehensive law of cyberspace is so essential.



Jo Ivey Boufford

"Leadership Development for Global Health" in *Global Health Leadership and Management.* John Wiley and Sons, Inc., Jossey-Bass, San Francisco. April 2005.

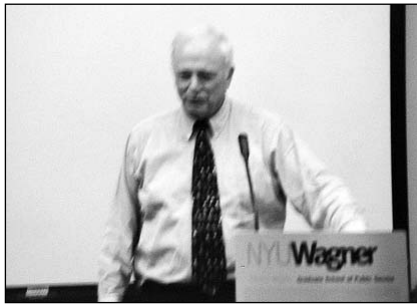
Written by a team of renowned experts in global health, and edited by William H. Foege, Nils Daulaire, Robert E. Black, and Clarence E. Pearson, *Global Health Leadership and Management* analyzes and draws valuable lessons from a wide variety of successful health programs that have been implemented around the world. The book gives practical suggestions for enhancing and developing the essential skills of leadership, management, communication and project planning for health care leaders. The "Leadership Development for Global Health" chapter gives effective insight into health challenges that continue to confront the developing world despite global advances in knowledge, tools and resources. Specifically, the chapter addresses the critical problem of how to find, train, retain and motivate the extraordinary people who will be the agents and leaders of change. Boufford examines this problem from the standpoint of her vast experience in the health sector, and mechanisms that have worked well in the business world. Overall, the book should be a valuable resource for health leaders in their bid to plan, direct, implement and evaluate effective programs and activities for the benefit of communities around the world.

EVENTS UPDATE

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PRESIDENT AND CEO OF SAVE THE CHILDREN SPEAKS AT WAGNER

On March 24th, Dr. Charles MacCormack, President and CEO of Save the Children, spoke at a Wagner event co-hosted by IPSA and Wagner's Office of International Programs. Dr. MacCormack prefaced his discussion with a visual presentation on the effects of conflict, natural disaster and extreme poverty on children in the developing world and the US. He also discussed the challenges, conflicts and role of NGOs, including Save the Children, in protecting children before, during and after emergency situations. Dr. MacCormack has been President and CEO of Save the Children since 1993 and previously served with World Learning in Brattleboro, Vermont; the School for International Living; The Brookings Institution and the International Fellows Program at Columbia University.



Dr. Charles MacCormack
Photograph taken by Kalyan Neelamraju

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HANNA EVALUATES INNOVATIVE SOLUTIONS TO EDUCATION CHALLENGES IN RURAL INDIA

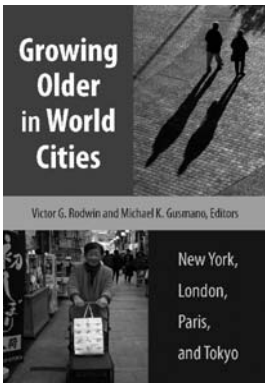


Open-air classroom in rural India. Photograph taken by Rema Hanna

Using randomized evaluation techniques, the evaluation provided evidence to support the proposal that poverty reduction aid, combined with focused and effective programming, can significantly improve rural education outcomes. And while the debate over how to achieve sustainable development continues, studies like Hanna's suggest that such ex-ante evaluations of development policies and programs can help to ensure that aid to any sector is invested wisely.

FACULTY UPDATE RECENT PUBLICATIONS

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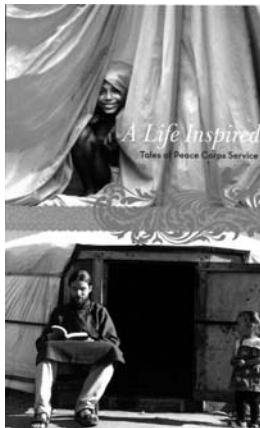
Victor G. Rodwin and Michael K. Gusmano (ed.)

Growing Older in Four World Cities: New York, Paris, London and Tokyo. Nashville, TN: Vanderbilt University Press. February 2006.

Population aging often provokes fears of impending social security deficits, uncontrollable medical expenditures, and transformations in living arrangements, but these public policy challenges could also stimulate social innovations. These issues are typically studied at the national level:

yet they must be resolved where most people live—in diverse neighborhoods in cities. Examining New York, London, Paris and Tokyo, the four largest cities among the wealthiest, most developed nations of the world, the essays commissioned for this volume compare growing older in these cities with respect to health care, quality of life, housing and long-term care. The contributors look beyond aggregated national data to highlight the importance of how local authorities implement policies.

STUDENT UPDATE



WAGNER STUDENT ESSAY FEATURED IN NEW PEACE CORPS BOOK

Caroline Chambre (MPA, International, 2006) "Saying Goodbye" in *A Life Inspired: Tales of Peace Corps Service*. US Government Printing Office, Washington, DC. March 2006.

The Peace Corps's recently released *A Life Inspired: Tales of Peace Corps Service* features a compilation of essays based on the experiences of its volunteers. The book includes the essay "Saying Goodbye" written by Wagner student Caroline Chambre as she left Burkina Faso where she served as a Peace Corps volunteer for two years. The piece focuses on her last days in the village, her reflections on bidding goodbye to a community that had become home to her, and the lessons she learned about the inherent similarities that connect people across various cultures. The book marks the 45th anniversary of the Peace Corps.

PROGRAM UPDATE

SELECTED 2006 INTERNATIONAL CAPSTONES (FINAL MASTERS PROJECTS)

Aptly described as “learning in action” by David Schachter, Assistant Dean for Career Services and Experiential Learning, Capstone brings together teams of Wagner students to address complex challenges and identify new opportunities for international agencies and NGOs, as well as local and national nonprofit, governmental, health-related or urban planning organizations. According to Schachter, “Capstone provides students with a critical learning experience and an opportunity to perform a public service of lasting impact within an academic year.” International Capstone clients and project titles for the 2005-2006 academic year include:

Centro Comunitario de Santo Estavao, Mozambique: *Strategic Planning, Marketing and Capacity Building for St. Stephen’s Community Center*; **World Bank:** *Anti-corruption Program Impact Monitoring in East Asia and Pacific Region*; **Doctors of the World, USA:** *Developing an Updated Volunteer Strategy*; **Institute for Medical Research and Medicinal Plants Studies, Cameroon:** *Drug Development and Production, Artemisinin-based Combination Therapy for Home Management for Malaria*; **Planejamento Arquitetonico e Ambiental Ltda (PAA), Rio de Janeiro:** *Developing a Workshop on Formal and Informal*

Sector Interaction in Urban Development; **UN Department of Economic and Social Affairs—Division for Public Administration and Development Management:** *Public Enterprise Management*; **Margaret Sanger Center International (MSCI):** *Assessing the Safe Youth Worldwide Initiative in South Africa and the Dominican Republic and Strengthening MSCI’s Organizational Capacity Building Technical Assistance for Partner Organizations in Developing Countries*; **World Bank Institute:** *Supporting Further Development of the Infrastructure Planning and Investment System in Guatemala*; **Council of Chief State School Officers:** *Strategy and Prospectus development for the Organization*; **The Centre for Evidence-Based Education, Sweden:** *Carpe Vitam: Evaluation of Leadership for Learning Project*; **United Nations Capital Development Fund:** *Performance Based Grant Systems: A Comparative Analysis of Experiences in Bangladesh, Nepal and Uganda*; **Education Development Center:** *“Our World” Global Youth Questionnaire*; **Council on Health Research for Development:** *Assessing the Efficacy of Health Research as a Development Strategy within Poverty Reduction Strategy Papers*; **Rainforest Alliance:** *Sustainable Business Forum Market Research*

STUDENT UPDATE

CAPSTONE: EXPERIENCES FROM THE FIELD

An exciting component of some of Wagner’s international Capstone projects is the opportunity for students to travel to different parts of the world to conduct research in the field. Ten Capstone teams traveled to countries across the globe this year including: Kenya, Cameroon, Mozambique, Greece, Cambodia, Guatemala, Nicaragua, South Africa, Dominican Republic and Romania. Four of the teams provided accounts of their travel experiences.



View of Bucharest buildings
Photograph taken by Romain Pison

SUSTAINABILITY OF CENTRE EDUCATION 2000+ IN ROMANIA

Felicia Ann DeRosa (MPA, Management, 2006), Kyle R. Christensen (MPA, Management, 2006), Lara Lynn Wentzel (MPA, International Management, 2006), Romain Pison (MS, Management, 2006)
Client: Centre Education 2000+

Founded in 1999, the Centre Education 2000+ is an apolitical and independent organization offering consultancy on educational reform in Romania and other parts of Central and Eastern Europe. Its achievements are reflected in the implementation of its numerous change models and programs. Despite its accomplishments, however, the organization still faces unique challenges in its evolving environment. The four-member Capstone team was recruited to conduct a sustainability assessment of the Centre, and traveled to Romania for an intensive, one-week consultation.

Prior to their visit, the team members conducted an extensive review of literature on universal sustainability concepts. They researched the financial, historical and legal environment within Romania and examined how these external factors influence the development of civil society. With this background information they were able to conduct interviews with the organization’s staff and stakeholders—such as the Ministry of Education, rural primary school staff and other nonprofit organizations—about their views on the future of the Centre, and its sustainability. Reflecting on their experience in Romania, the team believes that the one-on-one meetings in the field allowed them to get a realistic snapshot of Romanian civil society and educational institutions. The team also developed a greater sense of unity through this shared experience abroad. Team member Romain Pison observed, “It quickly became clear that each member brought a unique perspective that complemented the others and enhanced our collective group perspective.” The team is confident that its final report will help guide the Centre as it focuses on enhancing its sustainability.

CAPSTONE: EXPERIENCES FROM THE FIELD

LINKING SECTOR AND MUNICIPAL INVESTMENT PLANNING IN NICARAGUA

Uma Deshmukh (MUP, International, 2006), Ann Fuller (MUP, International, 2006), Alyssa Holmgren (MPA, International Finance, 2006)

Client: United Nations Capital Development Fund

For the last five years, the United Nations Capital Development Fund (UNCDF) has worked with the Nicaraguan Government to develop a coherent multi-level planning system. In collaboration with UNCDF, the Nicaragua Capstone team evaluated the departmental planning experience in Boaco, Nicaragua. With this case study, the team hoped to determine the degree to which local and national priorities were aligned, and whether the levels of communication, collaboration and negotiation between the national and municipal governments played a role in the selection of projects that receive financing.

As the team members conducted their field work, they found themselves confronted with the challenges of the practice of development work. From the trials of working with inadequate data, to the role of public participation in demanding accountability and transparency for resource distribution, they came face-to-face with the issues highlighted in their Wagner courses. They also witnessed first-hand the tension between national and local objectives and learned of the dilemmas that arise when a community with limited resources is forced to prioritize demands for basic needs.

Ultimately, the result of the team's research and field work will help Nicaragua establish a framework for long-term planning and create space for leaders to pursue common goals. Although Nicaragua continues to struggle with severe poverty and limited resources, this process may be the first step on a path towards greater efficiency and equity in governance objectives at both the central and local levels—a first step toward a brighter future.

BUDGETARY REFORM IN CAMBODIA

Davidson Hepburn (MUP, International, 2006), Chris Kunitz, (MPA, International, 2006), Jeremy Stone (MPA, International, 2006)

Client: World Bank

Since 2004 the Royal Government of Cambodia (RGC) has worked in concert with the World Bank, the Asian Development Bank and other donor agencies to design and implement a series of public financial management reforms. The approach taken by donors and the RGC focuses on key fiscal and financial management issues and involves a series of reform measures such as the creation of a merit-based pay system for government employees and Priority Action Programs within key government departments for greater discretion over the use of funds at the point of service delivery.

Working closely with the World Bank country office and key staff members of the Ministry of Economy and Finance (MEF), the Capstone team was tasked with creating a process map of the current budget execution process, taking into consideration sector ministry perspectives. Specifically, the Capstone team was asked to analyze the impact of current reforms on the quality of budget execution at the sub-national level.

The team spent two weeks in Cambodia interviewing national and provincial ministry officials and affiliated stakeholders in order to gain a greater understanding of the budgeting process. Based on the feedback obtained during the field interviews, the team then developed a broader-based survey that was circulated countrywide to ministerial staff. To conclude the field visit, the team

hosted a change management seminar and an overview of initial findings and observations for an audience of senior government and World Bank staff. A comprehensive report of the team's findings, along with suggestions and recommendations for future reform efforts was published in April 2006.

MEDICAL SUPPLY AND EQUIPMENT DONATIONS TO TRANSMARA DISTRICT, KENYA

Jacinda Jordan (MPA, International Health, 2006), Jennifer Johnson (MPA, Policy, 2006) Raneer Adipat (MPA, International Health, 2006) Marion Bergman (MPA, International Health, 2006)

Client: Medical Relief Alliance

The Medical Relief Alliance (MRA) implements a medical supply and equipment donation program throughout the Transmara district of southwestern Kenya. MRA works in conjunction with a local partner, Community Health Development Focus (CHDF). MRA recruited the Capstone team to streamline and improve its donation process. The team was charged with conducting a needs-based assessment and creating greater alignment between MRA's principles and the local standards and policies.

In preparation for its visit to Kenya, the Capstone team created a toolkit consisting of surveys, linkage charts and perception interviews intended for MRA's future use in the evaluation of health facilities. The team then visited six health facilities in Kenya, including small dispensaries, the district hospital, and private faith-based facilities, and interviewed key personnel and community members to understand the facilities' operation and to evaluate their capacity and impact on patient care.

The Capstone team was repeatedly impressed with the meticulous record-keeping by rural health facilities of community health trends. They were equally impressed with the capabilities of the health workers, despite a lack of formally-trained doctors and nurses, and with the energy and ability of the local community to mobilize its limited resources to create new buildings and fund projects. The highlight of the Capstone team's field visit, however, was meeting the committed and hardworking CHDF staff, who had accomplished a great deal despite an inordinate number of constraints.



*Orphanage for HIV/AIDS affected children in Kenya
Photograph taken by Jacinda Jordan*

FELLOWS UPDATE

MARIA LUCIANA MERMET

Luciana Mermet, a Fulbright fellow at Wagner, is pursuing her MPA degree with an international specialization. Luciana is from Argentina and holds a BA in International Relations from the Universidad del Salvador, and an MA in Public Policy from Universidad Nacional de San Martín. Prior to Wagner she worked in Chile at the UN Economic Commission for Latin America and the Caribbean, and in the Foreign Trade Division at the Ministry of Economy and Production in Buenos Aires. In both positions she focused on the links between international trade and development policies. Luciana finds issues of poverty, labor and gender to be particularly challenging and after her studies at Wagner she hopes to return home to Argentina where she will contribute to the promotion of sustainable development strategies. Ultimately, her goal is to analyze and implement trade and economic development policies that are aimed at alleviating structural inequalities. Luciana expects to graduate in May 2007.

RESULTS YOU CAN USE THE CAPSTONE PROGRAM

Do you need to...

- Evaluate key programs?
- Address development needs?
- Design and plan initiatives?
- Write impact statements?
- Look at financial viability?
- Gather and synthesize empirical data?
- Conduct policy analyses?
- Conduct organizational assessments?

The CAPSTONE Program is a resource for: international institutions and NGOs, nonprofits, government agencies, health institutions, urban planning firms, private organizations.

CAPSTONE brings together teams of NYU Wagner graduate students with client organizations over an academic year. Project teams research important issues, address complex challenges, and identify opportunities key to organizational growth.

Deadline for 2006–2007 proposals: May 31, 2006

For information and proposal guidelines, visit
wagner.nyu.edu/capstone or call **212.998.7474**

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