

## DCID Faculty

### Core Faculty

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FRANK WEBB  
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### Affiliated Faculty

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*Associate Professor of Public Policy; Director of Graduate Studies, MPP Program*

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BRUCE W. JENTLESON  
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RANDALL A. KRAMER  
*Professor of Resource and Environmental Economics*

BRUCE R. KUNIHOLM  
*Dean, Sanford School of Public Policy; Professor and Chair of Public Policy; Professor of History*

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ELLEN MICKIEWICZ  
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SUBHRENDU K. PATTANAYAK  
*Associate Professor of Public Policy and Environmental Economics*

ALEXANDER PFAFF  
*Associate Professor of Public Policy*

JOEL B. ROSCH  
*Senior Research Scholar Research Associate, Center for Child and Family Policy*

## DCID Staff

### Central Office

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*Executive Director*

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### Master of International Development Policy

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*Assistant Director*

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*Admissions and Student Accounts Coordinator, MIDP; Communications Coordinator, DCID*

CHERYL A. NOGA  
*Student Services Coordinator, MIDP; Program Coordinator, International Taxation Program (ITP)*

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*Professional Development Coordinator*

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JASON R. KULASINGAM  
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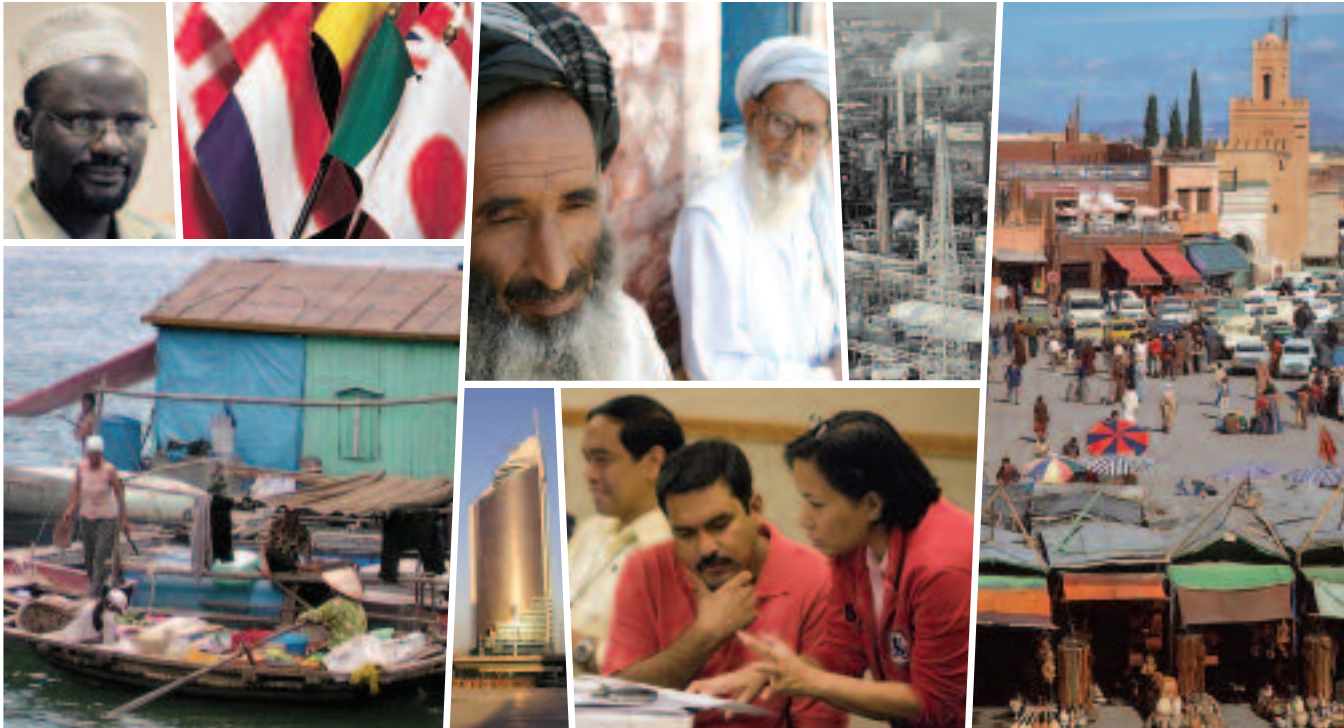
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*Staff Assistant*

### Managers in Transition Program

KURT L. MELETZKE  
*Program Coordinator*

 **Duke**  
**SANFORD**  
SCHOOL OF PUBLIC POLICY

[www.sanford.duke.edu/dcid](http://www.sanford.duke.edu/dcid)



# Duke Center for International Development

## Annual Report July 2008 - June 2009



SANFORD SCHOOL OF PUBLIC POLICY • DUKE UNIVERSITY



## Duke Center for International Development

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### Message from the Director

We are pleased to bring you the first printed edition of the Duke Center for International Development's annual report, which covers our activities from July 2008 to June 2009. This report coincides with the decision by Duke University to transform the Sanford Institute of Public Policy into the Sanford School of Public Policy (SSPP), of which DCID will be an integral part. Core faculty from SSPP, and Duke University at large, actively participated at DCID over the past year through our executive education programs and other activities, benefitting the participants with a broad scope of policy knowledge. This collaboration also raised the profile of DCID's programs both within the Sanford School and Duke University at large. Over the next few years, we will continue to search for mutually benefi-



cial synergies and increase opportunities for collaboration with Sanford and the university.

With regard to DCID itself, we are proud that as of the date of this report, we have taught mid-career officials from almost 125 countries through our graduate program, executive education and international advising, and, that every year we succeed in adding new countries to that list, and that our alumni perform so well. This year, we welcomed the largest class of Master's level students to date, started



new executive education programs with Kazakhstan and the municipality of Yangzhou in China, and piloted a program of supervised policy internships in association with Habitat for Humanity International. We welcomed a former, senior IMF staff member to our faculty this spring, and this fall will offer a mini-seminar on e-governance for the first time. At the same time, we should recognize that the downturn in the global economy is likely to affect our enrollments for next year—and that this will require drawing on our collective creativity to minimize the risk of any adverse impact.

We hope you will enjoy reading about our new initiatives and, if you are an alumnus of our Master's or Executive Education programs, we would like to hear from you about the contributions you have made to your country's development and to a better world for us all.

Francis Lethem

## Master of International Development Policy (MIDP)

The MIDP (formally the Program in International Development Policy) is a mid-career graduate program for professionals working on policy-related issues in developing and transitional countries. Over the course of MIDP's history, almost 400 alumni from 77 countries have participated in the program, with 34 graduating in the class of 2009. MIDP features a self-designed curriculum based on seven different areas of specialization: Development Management and Governance, Applied Economics, Social Policy, Environmental Management and Policy, Peace and Conflict Resolution, International Taxation Policy and, our most recent addition, Law and Development, added in the Fall 2008. Degree options ranging from one to three years are available.

The 2008-2009 academic year brought significant changes to the MIDP. Most notably, the degree title changed from a Master of Arts degree to the professional title of Master of International Development Policy, due to the Sanford Institute's transition to the Sanford School of Public Policy. A total of 81 students were enrolled in the program during the 2008-2009 academic year: 34 in their first year of study, 32 in their second year of study and 15 entering the one-year degree track. Additionally, MIDP's first dual degree program with the Duke Law School received approval in November 2008. This is a three year degree option at the end of which participants will receive both a JD in Law from the Duke Law School and a Master of International Development Policy from the Sanford School.

### International Taxation Program

The International Taxation Program (ITP), a specialized track within MIDP, focuses on tax-related issues in developing and transitional countries. Six of the 49 matriculating MIDP fellows for the 2008-2009 academic year entered the ITP. During the Spring 2009 semester, two core tax courses were taught. Fellows in the ITP program track also attended a monthly luncheon where they were able to meet with current tax professionals. Progress continues to be made toward the goal of a freestanding ITP master's degree program. In 2008, DCID welcomed a full-time project coordinator who will work with current students, manage admissions and further market the ITP program.

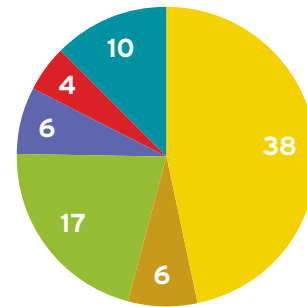
## The Duke-UNC Rotary Center for International Studies in Peace and Conflict Resolution

The Duke-UNC Rotary Center sponsors events throughout the year for both their fellows and the local community which focus on current issues in the field of peace and conflict resolution. Events for 2008-2009 included dinner and lunch discussions and public presentations from professionals and activists working in the field of peace and conflict. Each spring, the Rotary Center hosts an annual Rotary Conference which includes panel discussions from current Rotary fellows on their Master's research projects. The theme of the Spring 2009 conference was "Building Bridges for Peace." Representatives from the Center also attended the Second Rotary World Peace Symposium in Birmingham, UK in June 2009. Additionally, core Rotary faculty member Terry Barnett retired from teaching this year. Barnett instructed the first-year, core Rotary seminar "International Conflict Management" course since 2002. Kacie Wallace will take over as primary instructor for a similar course in Fall 2009.



One of only six such centers in the world, the Duke-UNC Rotary Center for International Studies in Peace and Conflict Resolution is funded by a grant from the Rotary Foundation. The center's mission is to promote peace through a holistic approach to training by combining conflict resolution methods, peace building and conflict prevention with an emphasis on more sustainable economic, political and human development.

Each year, recipients of the Rotary World Peace Fellowship enroll in either the Master of International Development Policy (MIDP) at Duke or at the University of North Carolina-Chapel Hill in one of several master's degree programs in the social sciences or at one of their professional schools, such as Public Health.



### Regions Represented by MIDP Fellows 2008-09

Asia and Pacific: **38**  
 North America: **6**  
 Latin America: **17**  
 Africa: **6**  
 Middle East: **4**  
 Europe: **10**

### MIDP Sponsorship 2008-09

Self-funded: 13  
 Foreign Governments: 31  
 US Government: 11  
 Foundations and Nonprofits: 19  
 International Organizations: 3  
 Employer: 4

### Job Sector Placement of 2008 Graduates

NGO: 10  
 Government: 21  
 International Organization: 1  
 Private Sector: 3  
 Not Reported: 1

### Admissions 2008-09

Total Applicants: 145  
 Applicants Admitted: 81  
 New Students Matriculated: 49

### Rotary Statistics 2008-09

Number of Applicants for Fellowship to Study at the Duke-UNC Rotary Center, Fall 2008: 56

Number of Rotary fellows Accepted to Duke or UNC Programs: 9

Number of Countries Represented by Accepted Fellows: 8

Number of Graduates, May 2009: 8

Number of Countries Represented by Graduates: 7

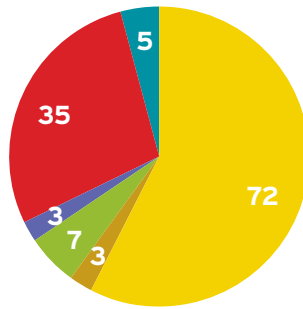
## Executive Education

DCID provides both open-enrollment and custom executive education programs for development policy professionals from around the world. Our programs during the 2008-2009 academic year included:

### Open Enrollment Programs Summer 2008

In 2008, DCID welcomed the most Executive Education open-enrollment participants since the programs began at DCID in 2002.

Countries represented for the first time included Afghanistan, Cameroon, Georgia, Haiti and Kazakhstan. The Government of Ghana, Ministry of Health, sent a contingent of 11 government officials to the program on Project Appraisal and Risk Management, and the Government of India sent a total of 12 officials to the four programs over the course of the summer.



### Executive Education Regional Representation

**Africa: 72**  
**Middle East: 3**  
**North America/  
 Caribbean: 7**  
**Latin America: 3**  
**Asia: 35**  
**Europe and Central Asia: 5**



### Summer 2008 Open-Enrollment Programs

#### Project Appraisal and Risk Management (PARM) May 11 - June 6

**42 Participants**  
**18 Countries Represented**

PARM provides participants with training related to financial, economic, stakeholder and risk analysis, as well as risk management of projects and programs.  
*Faculty Directors: Fernando Fernholz and Graham Glenday*

#### Program on Fiscal Decentralization (PFD) July 6 - July 25

**19 Participants**  
**12 Countries Represented**

PFD provides participants with training related to theory and practice of fiscal decentralization, and the role of central and local governments in implementing efficient, equitable and accountable decentralization reforms for improving local governance and public service delivery.  
*Faculty Director: Roy Kelly*

#### Tax Analysis and Revenue Forecasting (TARF) July 13 - August 8

**15 Participants**  
**11 Countries Represented**

TARF provides participants with training related to the economic foundations of tax policy, revenue forecasting, statistical techniques, and computer-based revenue estimation models for value added tax, personal and corporate income tax, excises, property tax and trade taxes, and taxes on natural resources.  
*Faculty Director: GP Shukla*

#### Budget and Financial Management in the Public Sector (BUDGET) July 27 - August 15

**49 Participants**  
**22 Countries Represented**

BUDGET provides participants with training related to negotiations, revenue forecasting, performance budgeting, debt management, foreign aid management and fiscal decentralization.  
*Faculty Directors: Graham Glenday and GP Shukla*

## Customized Programs

DCID designs and offers customized executive education programs for governments and international agencies around the world. These programs are designed by our faculty according to the needs and training requests of the participants and may be held in-country or on the Duke University campus as appropriate. Program lengths vary, based on training goals. The 2008-2009 academic year saw great diversification of DCID's customized executive training programs. Programs ranged from a two-week, in-country training for Islamic Development Bank officials, to semester-long, on-campus trainings for Chinese government officials. Provided below is a full description of each of the customized programs offered during the 2008-2009 academic year.

### **China State Administration of Foreign Experts Affairs (SAFEA):**

Fall 2008 was the fifth year that DCID has provided the SAFEA program to officials from various branches of the Chinese government. Twenty-nine participants came to the Duke campus for 19 weeks of training related to public finance, policy analysis, management, negotiation and conflict resolution, and environmental policy. Participants also met with local and state government officials and traveled to Washington DC and New York City to meet with various government offices and international organizations.



**Provincial Government Program, Yangzhou Province:** One 19-week program (Spring 2009) was held for 23 participants from the Yangzhou Provincial Government on the Duke Campus. Participants in this program received training related to public policy, administration, and management. Sessions were led by DCID and Sanford School faculty. The program also included site visits to local government offices in North Carolina and travel to New York City, Boston, Washington DC and San Francisco.

**India Indian Administrative Service:** This program, held in both India and on the Duke campus for a total of eight weeks (six weeks in India, two weeks at DCID, Summer 2008), welcomed 90 participants from various Indian government ministries. Participants received training related to social sector policy analysis and implementation, financial, economic and risk analysis, and project finance, project management and budgeting. While at DCID, participants also met with local organizations and state government offices. This program will take place again in July 2009.

**Uttar Pradesh Provincial Civil Service:** Also held in both India and on the Duke campus for a total of four weeks (two in India and two at DCID), this program welcomed a total of 80 participants from the Government of Uttar Pradesh, India. Participants received training

related to economic development and fiscal management, service delivery and social change, and other topics of relevance. Participants also took part in field visits to local organizations and state government offices during the DCID portion of the training program. This program will take place again in September 2009 and March 2010.



**Kazakhstan Kazakhstan Government:** In October 2008, DCID hosted two groups of 20 central- and local-government civil servants of the Republic of Kazakhstan. The groups took part in the "Administrative Reform: Decentralization, Fiscal Planning and Management" program led by Duke faculty members. The program included classroom training and field visits to government and private sector offices. In addition, DCID staff organized weekend visits to Washington DC and New York City.

**Saudi Arabia Islamic Development Bank:** A two-week training program was held in Jeddah, Saudi Arabia for officials from the Islamic Development Bank. Thirty-two participants received training related to financial, economic, stakeholder and risk analysis, as well as risk management of projects and programs.

### **Azerbaijan Applied Project Appraisal and Risk Management for Economic Development:**

This program, offered in conjunction with USAID, ran for 10 weeks in Baku, Azerbaijan. Thirty-eight graduate and undergraduate students from Azerbaijan State Economic University (ASEU) and Khazar University received training in financial, risk, economic and stakeholder analysis of capital projects and development programs as well as risk management through applied case studies, lectures, and computer exercises.

### **Thailand Executive Training Program on International Business Transactions and Taxation:**

This two-week program was designed for 31 Thai judges sent to DCID to receive training on issues related to globalization and taxation, specifically regarding general tax rules and US policies and how US tax laws interact with those of other countries. This program also included sessions in Washington DC and meetings with officials from the US Tax Court and the IRS.

## International Advising

DCID faculty members consult with government ministries and international organizations around the world. Below is a summary of the international advising projects for July 2008-June 2009 in which they participated.

**Afghanistan** Tom Cook provided consulting services through the USAID-funded “Local Government and Community Development” program to the Government of Afghanistan from June to July 2008.

**Azerbaijan (two projects)** DCID was a sub-contractor to Bearing-Point on a USAID-funded project in Azerbaijan. The project, “Public Expenditure Reform Support Program,” began in June 2008 and concluded in June 2009. Joe Tham, Graham Glenday, Rubi Sugana, Daniel Alvarez, Anca Grozav and Esra Guler and other faculty provided training and technical assistance to the Azerbaijan Ministries of Finance and Economic Development.

Graham Glenday provided advisement to Azerbaijan’s Deputy Minister for Finance on tax policy through consulting firms BP, Deloitte and USAID during April 2009.

**Egypt** Hank Healy has provided advisement services to the Egyptian Ministries of Education and Finance and to the Egyptian State Ministry of Local Development on education reform since 2005 through RTI International.

**Ethiopia** Anne Martin-Staple provided advisement to the Ministry of Health and the Global Fund on Health System Strengthening in April and May of 2009.

**Ghana** GP Shukla consulted with the World Bank on issues related to resource taxation policy in Ghana from February to May 2009.

**Guyana** DCID has worked with the economic consulting firm Nathan Associates to provide tax policy analysis/advising and capacity building assistance to the Government of Guyana. The aim of this project, ongoing since January 2008, is to strengthen the Guyana tax system. The project, entitled “Guyana Threshold Country Plan/Implementation Project” (GTCP/IP) is administered by USAID for the Millennium Challenge Corporation. Daniel Alvarez, Graham Glenday and Rubi Sugana are the primary DCID faculty contacts.

**Indonesia** Rubi Sugana was selected by World Vision Canada to serve as the lead consultant for the design of a local revenue mobilization assessment in the East Sumba District of Eastern Indonesia. This project ran from December 2008 to January 2009. The project was to design a local government revenue mobilization program to allow the District Government to expand the community-based water supply and sanitation development program in the poorest rural areas of Indonesia. Fernando Fernholz helped draft the report.

Sugana has also worked with the World Bank in the design and preparation of the “Project for the Indonesian Tax Administration Reform (PINTAR)” since December 2007. In this capacity, he has assisted the Directorate General of Taxes (DGT) in developing the change management capacity of the Project Implementation Unit (PIU) and drafting the PINTAR Analysis Document.

**The Netherlands** Daniel Alvarez ran a seminar on Revenue Forecasting for the International Bureau of Fiscal Documentation and the University of Utrecht in October 2008.



**Nigeria** GP Shukla consulted with the World Bank on issues related to resource taxation policy in Nigeria from February to May 2009.

**Tanzania (3 activities)** Roy Kelly spent two years (August 2007-August 2009) in Tanzania providing advisement support to the “Local Government Reform Project,” completing the in-country portion of this project in July 2009. Kelly and other DCID Public Finance Group faculty members assisted the Prime Minister’s Office-Regional Administration and Local Government (PMO-RALG) and the Ministry of Finance and Economic Affairs to improve the intergovernmental fiscal transfer system, enhance local revenue mobilization and strengthen local financial management. This support project is funded through a basket fund modality by the Government of Tanzania. Kelly will continue to provide advisement while in residence at DCID for the remainder of the project.

Rubi Sugana was recruited by the German Technical Cooperation Agency (GTZ) during the Spring 2009 to provide technical assistance in the design of a property tax reform program for the Dar es Salaam Local Authorities (DLA) and the development of a comprehensive property tax administration manual, which will be used in other local authorities across Tanzania. This assignment involved intensive coordination with the “Local Government Reform Program” and various World Bank-funded projects, i.e., property valuation and mapping of all properties in Dar es Salaam and information technology development.

Tom Cook also advised with the Tanzanian government from March-April 2009 on the development of a Monitoring and Evaluation system for the “Local Government-Reform Program, Decentralization by Devolution.”

**Ukraine** Anne Martin-Staple participated in a consulting project on “Tuberculosis Laboratory System Strengthening” for the Ukrainian Ministry of Health in June and July of 2009.

**Vietnam** GP Shukla and Daniel Alvarez provided assistance to the General Department of Taxation (GDT), Government of Vietnam, to build capacity on tax policy analysis and revenue forecasting. The main tasks included (i) construction of simple forecasting models and (ii) preparation and delivery of a training on “Tax Policy Analysis and Revenue Forecasting Techniques.” This project began in October 2007 and continued through November 2008.

**The West Bank** Anne Martin-Staple consulted with the West Bank Ministry of Health on health sector reform in April 2009.

## Other Programs and Activities

### Research

Please see the DCID website, <http://sanford.duke.edu/centers/dcid/research/index.php>, for a full description of the research activities DCID faculty were engaged in during the 2008-2009 academic year.

### Managers in Transition Program (MTP)

The Managers in Transition program is a one-week, on-campus residential program run by DCID and the University of North Carolina Center for Global Initiatives. The program provides managers in senior development positions with professional sabbaticals that emphasize reflection on the substantive managerial and/or strategic challenges they face. The program aims to facilitate their transition to new assignments through dialogue with the MTP training team, faculty and students in a university setting. Through this interaction, the manager's performance in staff management, client engagement, project preparation and implementation, and sustainable development are improved. MTP Participants from July 2008-June 2009 included regional directors from the World Bank and regional vice presidents from Habitat for Humanity International.



### Rethinking Development Policy Talk Series (RDP)

Throughout the academic year, DCID invites international development specialists and experts to campus to present a lecture on their current work and initiatives. RDP speakers may also meet with current students and give smaller talks focused on professional development in the field. The series aims to challenge conventional thinking on development issues and to provoke lively discussion among participants. These talks are free and open to the public.

### Visiting Scholars

DCID accepts applications from qualified, mid- to senior-level career professionals in the field of international development to be considered for a position as a visiting scholar. Visiting scholars come to DCID to perform independent research related to their field under the guidance of a faculty mentor. They may audit classes offered by the MIDP and have full access to the Duke University Libraries and computing resources in the Sanford and Rubenstein Hall buildings. Scholars may visit at DCID for up to one year. Visiting scholars for the 2008-2009 academic year included a former South Korean presidential candidate, an Associate Professor from the Duksung Women's University, and a deputy director from the Korean Ministry of Finance.

### Undergraduate Outreach

Due to an increased interest in development among the undergraduate Duke community, DCID sponsored two undergraduate dinner discussions during the Fall 2008. This series brought groups of undergraduates together to discuss development-related themes, guided by a DCID faculty member. Attendance exceeded expectations and many students continue to express interest in and attend DCID programs, events, and activities.

### RDP Topics for 2008-2009

- "Observations from Behind the Lens: A Documentary Filmmaker's Perspective on Development"  
Speaker: **Colby Gottert**, founder and owner of Digital Development Communications
- "Is Fiscal Stabilization Desirable?"  
Speaker: **Richard Hemming**, former Deputy Director of the Fiscal Affairs Department, International Monetary Fund
- "The Role of the European Union in Development: Past, Present and Future"  
Speaker: **Erhard Busek**, Chairman, European Forum Alpbach, Former Vice Chancellor of Austria, and Special Coordinator, Stability Pact for South Eastern Europe
- "Market Access in Developing Countries: Research and Policy Challenges"  
Speaker: **Marc Bellemare**, Assistant Professor of Public Policy and Economics; Lecturing Fellow, Duke Law School
- "HIV/AIDS in Africa: A New Paradigm"  
Speaker: **Scott Moreland**, Senior Health Economist at The Futures Group and Principal Investigator for Futures on the USAID-funded MEASURE Evaluation Project

### DCID Undergraduate Dinner Discussions

Discussion of the Duke Reads novel, *What is the What* by Dave Eggers  
Facilitated by Catherine Admay on September 10, 2008

"The World Bank: Friend or Foe"  
Facilitated by Phyllis Pomerantz on October 22, 2008