

PERSPECTIVES

International Development: Global & Local Perspectives



Dean Einhorn on “Top Down” vs “Bottom-up” Development

The following is an excerpt from an interview with SAIS Dean Jessica Einhorn, conducted by *Perspectives* Editors Katie Donohoe and Goncalo Correa in November 2002.

Editors: What do you see is the future of international development? How do you see the micro and macro levels of development coming together?

Dean Einhorn: The ideal way for these two approaches to come together is through open-minded scholarship. There has been a failure on both sides to listen to the other's approach. In addition, rhetoric alone is not enough. It must be backed by action and change. My hope is that with all the interest in the scholarly world, we are really standing back and saying, “Look there have been problems, not just successes in the last 50 years.” I think that the students of today are going to really benefit from the ferment that is taking place.

I am going to Beijing in two weeks, and it's mainly to go to our wonderful Nanjing campus to attend the first Advisory Council Meeting. I'm also giving a speech at the American Chamber of Commerce, and the name of the speech is “The Benefit of Doubt.” The theme of the speech is that in my entire professional life I have not seen as much self-doubt amongst mainstream economists about both the advice we give to the poorest and the advice we give to the middle income countries—ie, the capital market advice as well as the poverty alleviation advice. What I mean by mainstream is

that these are economists who do believe in the role of international trade, as we do here at SAIS.

The curriculum obviously lets you know that we believe in teaching the theory and the benefits of international trade, in teaching something that's worthwhile to understand. You have always had criticism of places like the World Bank and the IMF from people who were critical of the liberal international economic model. Now what you get is people who still believe in that model, but say, “Let us look at how it actually functions, let us look how we can change it and use it, and let us admit that there are problems.”

Editors: How do you see SAIS bridging the gap between the grassroots and macro-level development?

Dean Einhorn: What I'm hoping is that in your classrooms you will be exposed to enough superb scholarship from both groups to see that each side has something of value to contribute and that neither side has a monopoly on development. You do not get a developed country by balanced monetary and fiscal policies alone, nor do you develop a country by microcredit and paying attention to women in development alone. You do the greatest disservice to

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UZBEKISTAN

Meshing the Macro and the Micro

by Seth Miller, SC&D '03

The world spotlight shone on Central Asia after September 11 with an intensity the region had not known since the days of Tamerlane. For these former Soviet Republics, this was an opportunity to get international attention as independent nations, and much-needed aid in return for their support in the War on Terrorism. From the U.S. perspective, a window of opportunity had opened to pursue the goals of fostering stability and economic development in the region with both a macro and micro approach. While the recognition serves to feed the egos of the ruling elites and bourgeoisie in these countries, the accompanying aid package is serving to better the lives of the most destitute people of Central Asia.

Uzbekistan, the key to regional

stability, has struggled with very low levels of economic growth and with national security problems since the mid- to late-nineties. Most outside observers believe that the anti-government militancy is a result of the deteriorating economic situation in the rural areas combined with the government's hardline authoritarian rule. Thus, a two-pronged approach, working from both the village and national-government levels, is necessary.

I worked as a project consultant with CHF International. The project was implemented in two regions of the country—Kashkadarya (where the US military base is) and Surkhandarya (which borders Afghanistan)—and had two phases: community development via small infrastructure projects and economic development via small business

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What Voice for Development Practitioners in the Policy Debate for Iraqi Reconstruction?

by John Juech, I-Dev '04

One of the challenges facing international development practitioners today is balancing their efforts between engaging in vital high-level policy debates and serving the day-to-day realities of people's lives in far-flung regions of the globe. It is often the case that those who consider themselves development practitioners are left out of policy debates until it is too late for alternative choices to be made.

To both supporters and opponents of military engagement with Iraq, the challenge of postwar reconstruction is a significant issue. There are many ideas about post-conflict reconstruction, but the voices of people who have worked extensively in the country itself are conspicuously absent. We hear much about the Bush Administration's vision of a potential post-conflict flourishing of democratic rule in Iraq leading to a democratic surge throughout the Middle East. Others look at the history of Western attempts to encourage democracy in the region and argue that the notion that the United States can rapidly democratize Iraq is not only a false mirage but also a "dangerous fantasy."¹ Finally, there are some people who believe that democratic reconstruction is possible, but will not be a Bush Administration priority.

In this debate, the voices that are the most dangerous are those that suggest reconstruction is merely a matter of resource allocation, where more money will lead to a more advanced society. This notion is seductive, but it ignores most of the research and experience of democracy promotion efforts. The theory fails to take into account history and the uniqueness of local traditions that profoundly shape reconstruction.

Thus far, military officials, rather than people with field-level development or reconstruction experience, have dominated the planning for the post-war configuration of Iraq.² Given this reality, is it surprising that the conclusion of this group has been that U.S. Army General Tommy Franks should manage Iraq for the first twelve months after a war?

The Iraq question has ramifications too broad for the debate to be left to military experts and strategic planners. It is tempting for development specialists to confine themselves to the realms where they are most

comfortable, which is not always the policy arena. However, it is precisely the people who have had grassroots experience who can share valuable experiences regarding the difficulties inherent in quickly overhauling a society from the outside. At the very least, they can offer informed reminders of how fragile and tormenting the development process can be. Those with grassroots experience who believe that post-war

reconstruction of a society as complex as Iraq can be managed successfully have a similar duty to contribute suggestions and wisdom about the ways in which this process can be managed.

¹ Marina Ottaway, Thomas Carothers, Amy Hawthorne, and Daniel Brumberg, "Democratic Mirage in the Middle East", *The Carnegie Endowment for International Peace*, Policy Brief #20, October 2002.

² Washington Post, "Pentagon Lays Out Post-War Iraq Plans", February 21, 2003

Bridging Gaps: Decentralization Processes in Latin America

by Astrid Harnisch, I-Dev '03

One of the most challenging issues in today's world is how to connect and establish linkages between different governance levels. Many problems, including economic, social, and environmental ones, can only be solved through a transnational or global consensus. However, if the consensus reached on such issues does not include adequate linkages to the appropriate levels of governance structures, the impact will be limited and barely visible at both the national and local levels.

In order to establish a functioning governance system, it is crucial to integrate both bottom-up and top-down approaches. In Latin America, various international donor agencies are working on decentralization processes to strengthen bottom-up initiatives and to ensure that actors at sub-national levels have the capacities to both formulate their needs and implement programs.

According to the principle of subsidiarity, the central government should only exercise tasks if local governments do not have the capacities to do so. Broadly defined, decentralization implies the transfer of responsibility for planning, management, and the raising and

allocation of resources from the central government to field units of government agencies, semi-autonomous public authorities or corporations, regional or functional authorities, or non-governmental organizations. The focus is not merely on a delegation of certain competencies, but also entails such qualitative aspects as creating and strengthening independent levels and autonomous units of government through the direct assignment of decision-making responsibilities. These qualitative aspects are particularly important in Latin American countries, because local governments do not have the institutional capacities or resources to provide sufficient services to their citizens.

In the Dominican Republic, the German Agency for Technical Cooperation advises the National Planning Ministry, the provinces and selected municipalities. Responding to specific local needs and interests, the team works on strengthening the role of municipalities and improving local planning and the provision of local public services (including drinking water, waste management, and territorial planning). During these processes, citizen participation plays a crucial role in connecting elected local governments to their citizens.

To date, most projects in Latin America have focused primarily on the national and local levels, leaving the role of regional and/or provincial governments unclear. In the future, it will be important to work with the national and local governments to establish functioning intermediary governance levels. Such national multi-level governance systems will be the basis for bridging the gap between the national and the transnational and global levels.

Many problems, including economic, social, and environmental ones, can only be solved through a transnational or global consensus.

PROGRAM UPDATE

The International Development Program (I-Dev) is one of four major SAIS concentrations—along with Regional Studies, International Economics, and International Relations—and is now firmly integrated into the SAIS academic curriculum. With twenty courses each academic year, I-Dev is offering a wide variety of topics to a growing number of students interested in development. New to the I-Dev curriculum this year is *Understanding Microfinance Institutions and Their Context*, which is taught by I-Dev Adjunct Professors Monica Brand and Elizabeth Rhyne of Accion International. In coming years I-Dev will offer two more new courses: *HIV/AIDS and Its Impact on Development and Post-Conflict Development: Lessons Learned*.

Leaving the I-Dev Adjunct family is Joan Parker, who is focusing attention on her increasing responsibilities as the technical advisor to the HIV/AIDS Response Team at Development Alternatives, Inc (DAI). Joan has taught the popular course *Microenterprise Business Development Services (BDS)*. Although we will sorely miss Joan, I-Dev welcomes two long-time BDS professionals, Jeanne Downing of USAID's Office of Microenterprise and Lara Goldmark of DAI (and a SAIS graduate), who will team-teach the course next fall. Moving on are Adjunct Professor for Agriculture and Development, Dr. Graeme Donovan, who is retiring from the World Bank, and Dr. Derick Brinkerhoff who taught the NGO Management course for many years. New since September 2002 is Ms. Diana Picón, the I-Dev Program Coordinator who brings her amazing organizational skills, warm smile and helpful hand to every aspect of the Program.

The January intersession courses mentioned in this issue of *Perspectives* is a new I-Dev feature that has proven popular with students. I-Dev also offered a spring break course on *Conflict Analysis for Prevention and Peacebuilding: Exploring the Roles of NGOs*, in cooperation with Interworks and the University of Wisconsin Disaster Management Center. And, in June 2003, I-Dev will host the SEEP Network annual workshop on *The State of the Art in Business Development Services for Micro, Small and Medium Enterprises:*

Principles, Tools and Practices.

Two SAIS I-Dev students will attend the six-day course.

Also new is the I-Dev Internship Partnership Program, under which I-Dev pioneers relationships with key organizations to create internship opportunities. I-Dev pays the interning student's airfare, and the partner organization often pays for housing, in-country travel and a stipend. This year, eight internships were organized with partners CARE, Opportunity International, World Relief and ACIDI-VOCA in a number of countries including Uganda, Mozambique, Haiti, Albania, Indonesia, Cambodia and Sri Lanka, plus one position in Washington, DC. I-Dev's goal is to continue the existing partnerships and add four new ones each year.

Closer to home, I-Dev and the Peace Corps Fund, an independent nonprofit organization of Returned Peace Corps Volunteers (RPCVs), are reaching out to support classroom cross-cultural curricula in Washington, DC high schools through the Global Neighbors Program. In an effort to introduce 10th and 12th grade students to the international affairs and development fields, RPCVs share their experiences living and working in communities in the developing world. This spring, RVPC Joanne Omana (Turkey 1964-66) visited Cardozo High School in NE Washington to meet with students in a creative and eye-opening exchange.

Joanne was *The Washington Post's* first woman foreign correspondent, covering South America in the

dirty-war period of the mid-1970s and Central America during the Iran-Contra conflicts—she left journalism in 1991 to write fiction.

I-Dev students Janean Martin and Katie Donohoe, and SC&D alum Bruce Schlein '93, are helping with program efforts, including the logistics for a November 2003 forum at SAIS where local high-school students will present cross-cultural essays they have written under the auspices of the Global Neighbors Program.

With the growth of I-Dev, the program is delighted to have active students who help organize numerous activities. Cindy Ivanac, Brant Silvers and Jenny Bledsoe spearheaded the September retreat to Harpers Ferry, and the January retreat to Annapolis was organized by Janean Martin, Jikang King, Laura Olson and Jolanda Profos. I-Dev has John Juech to thank for organizing the successful I-Dev Brown Bag Lunch Series this academic year, and Katie Donohoe and Gonzalo Correa for this newsletter.

Though this was not an official I-Dev activity, I-Dev students Wendy Guyot, Rachel Busch and Laura Olson created the 2003 *Men of Development* calendar to sell as a fundraising effort. In addition, they organized a bake sale and donated happy hour funds to the Internship Partnership Program. Finally, I-Dev student Zaid (Zed) Safdar won the SGA Presidency for AY 2003-2004. So we can indeed say that I-Dev students are active and have a presence within the school.

I-Dev Annapolis retreat with Jolanda Profos leading the way.



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the developing countries when either side tries to capture all the ground. What we really need is mutual respect and a division of labor. The people who are interested in spending their lives in Social Change and Development ought not to be the Central Bank Governor of a developing country, and vice versa.

Editors: We're interested in the division between monetary and fiscal policy and grassroots development. Do you think there are any organizations that have the capacity to effectively deal with the macro and micro levels at the same time, in the terms of the World Bank for example, or do they need to be two separate entities?

Dean Einhorn: I think that organizations are struggling to do both. But my hunch would be a division of labor that favors different institutions with different institutional norms and organizations with different types of tasks. So it may well be a huge organization, like the World Bank, involved in micro-credit. I don't know, and I don't want to throw out the baby with the bath water, but it may not be ideal. You need the Bank to give it the sponsorship to give that brand of development work the standing it deserves, so you want the Bank to be involved in the economic research that looks at the benefits of micro-credit. Whether the Bank itself is the one destined to

establish micro-credit programs, I leave to others, but I'd say that having an organization headquartered in Washington with field offices all over the world staffed by international competitive professionals—maybe a better division of labor could be seen.

Editors: We've heard a lot about a change of thinking at the World Bank and greater appreciation of the need for both of these approaches. Do you think this is mainstream thinking in the World Bank now? Can you comment on the move towards this direction?

Dean Einhorn: I think those are two questions. Even if every single person in the World Bank thought that, and it may be close, these are thinking people who have had lots of experience, it doesn't necessarily mean that the Bank as an organization is suited to doing that whole attempt.

Editors: Personally, what areas of development interest you?

Dean Einhorn: First of all, I have made my life in international finance, so monetary and financial issues are very interesting to me, and have drawn me to middle-income countries. Not that the poorest countries don't need attention, but they often don't have the institutional capacity. Certainly I read everything I can get my hands on on that issue, and these are the issues that have dominated my interest.

Second, I have always been interested in economics and development from a scholar's point of view. I had

warm relationships with all the chief economists at the World Bank, starting with Stan Fisher and Larry Summers, and the great Michael Bruno. What I haven't been is a participant in the field. That part of it is not an area of preference. I prefer looking back and looking at the studies of what's happening in the field and trying to understand what scholarship people should then teach. Let me put it this way: you are where the rubber hits the road and I am where the rubber hits the air.

Editors: It seems there has been a growing interest in the Development world and in the number of students applying to the International Development program at SAIS. Why do you think this is?

Dean Einhorn: I know very little, but I would say from my point of view it is very simple. The Social Change and Development program and curriculum was a jewel of a program, but way too narrow to encompass that set of interests that I have said have standing in international development. You have a right to be interested in international development if you want to trade in emerging markets or equity in an investment bank, or if you want to do health care delivery for AIDS patients in South Africa. The range is enormous. Once we opened the door to allow in that range of interest, I think we saw a huge increase in participants.

ALUMNI NEWS

Alumni have been active in many ways this academic year. For example:

- Grace Goodell invites former students to join her at the Tabbard Inn to discuss development careers and topical issues with current students specializing in Social Change and Development. These "Tertulias" have been wildly successful, with **Maureen Heffern '99**, **Deepa Ramesh '01**, and **Ian McNairn '93** participating in the Friday evening gatherings this year.

And not to be outdone....

- ...and wanting to meet the fan-

tastic SC&D alumni, I-Dev students organized and hosted a successful international development alumni wine and cheese reception on March 3. **Paul Miller '87** and **Chris Thomas '92** were just two of the approximately twenty-five alumni attending the event. At least as many others sent e-mail greetings to Grace Goodell and Margaret Frondorf.

Thanks to all of you who are keeping in touch with the program and tapping into the alumni database that **Bruce Schlein '95** created and linked to the I-Dev website

(pangaeiconsulting.com/01_scd_alumni/security.asp). For those of you new to the system, the password rhymes with pace and begins with the letter g. The database is ready to incorporate the first I-Dev graduating class in May 2003, and we're ready to welcome the new I-Devers in joining what is already an amazing group of development professionals.

Here is the news from the field: **Deepa Ramesh '01** is completing the second year of her Presidential Management Internship in the



Kathy Bego Schneider '88 with her husband and five children in Grand Rapids, MI.

Department of Labor's educational unit. She leaves to work with UNESCO in Paris for three months.

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projects. Ideally, all projects would not only serve a community need but also be self-sustainable over the long-term and provide an economic stimulus to the community.

CHF emphasizes strong local participation in their project strategies to foster an internal motivation among the beneficiaries so they will feel that the project belongs to them. This process starts off with an open community meeting at which local people identify the main needs in their community and choose representatives to serve as the direct liaisons with the CHF staff. From there, the local representatives work with the CHF staff to draw up a project plan, budget, and implement the project. For villagers who grew up under the Soviet centrally planned economy, these were completely new experiences. In most cases, they were well learned. All project plans required a minimum contribution of 25 percent of the total project budget by the local community, so as to not create a sense of dependency and in order to foster the notion that they can work to solve their own problems. Usually, this was done via in-kind contributions and labor.

Another important facet of CHF's project model is to get local government officials involved in the projects and acting as catalysts to establish some form of communication between the villages and government

officials, in the hope that they can work together in the future.

While we were working in the villages, U.S. senators, Secretary of State Colin Powell, and other prominent [U.S.] government officials came to Uzbekistan to encourage the Uzbek government to accelerate its economic reform programs and transition to democracy, and to pressure the regime to ease up on its domestic policies and curb human rights abuses. Uzbek President Islam Karimov came to Washington D.C. to meet with President Bush, and discussed just such issues. The U.S. government explained to their Uzbek counterparts not only the direct correlation between micro-level economic development and national stability, but also the correlation between reforms at the macro level in Uzbekistan and continuing strong bilateral relations and aid from the U.S.—all of which Uzbekistan very much wants to see continue.

Although reforms at the national government level have been slow, progress has been made. And despite its security interests in Uzbekistan, the U.S. government has continued to push for reforms. At the micro level, results have been quicker and easier to measure. Possibly the most important result of these projects is that the residents of these communities finally feel that somebody is concerned about their welfare and that there is hope for the future.

MESSAGE FROM THE EDITORS

What does international development look like? Is it a small, participatory project in a village in Africa? Or is it a massive infrastructure project in Asia? Is development best achieved from the bottom up, from the top down, or both? Of course, there is no blueprint for development, no "right" way to complete a project, no one thing that works for every situation. But if there is no formula, then how do we "bridge the gap"? How do micro- and macro-level development come together?

In this second edition of the SAIS International Development Program newsletter, we examine how the macro and micro levels merge from a variety of different angles. Students share their experiences from summer work on projects as diverse as democracy building, human rights and small enterprise development. Yet another student looks ahead to the future of reconstruction and development in Iraq. And in an interview with the editors, Dean Einhorn reflects on a career spent working on development issues.

As we continue to struggle with the best way to bridge the gap, we hope that these perspectives help to guide the way.

Goncalo Correa, I-Dev '03
Katie Donohoe, SC&D '04

Kathi Latek '00 is residing in Chicago, where she serves as the program and policy liaison for the Heartland Alliance for Human Needs and Human Rights.

Eileen Pennington '00, who works in the Department of Labor's education unit, is pioneering a program to prevent child labor abuse in Latin America through educational initiatives and an awareness program. Eileen discussed her work at an I-Dev brown bag lunch in February.

Karl Rosenberg '00 is in Haiti as CARE's assistant development activities program coordinator. Spouse Stephane Calvin, a SAIS conflict management '99 graduate, is the Development Coordinator for CRS.

Maureen Heffern '99 continues to work with American Friends Service Committee (AFSC). She and husband Mike recently moved to

Buffalo, where she will undertake AFSC project work.

Jose Ravano '97 is hosting an I-Dev intern in Sri Lanka this summer to work in conflict areas under the CARE program he manages. An expert in conflict management, Jose previously worked in the Thai-Burma border region.

Andrew Wells-Dang '97 is based in Hanoi, Vietnam, where his wife Giang was raised. He is working as a consultant for the Fund for Reconciliation and Development and editing two publications, *Vietnam Cultural Window* and *Vietnamese Studies*. It should come as no surprise to anyone who knows Andrew that he is juggling three or more projects at once.

Monte Achenback '94 produced a documentary, *Partners of the Heart*, which aired on PBS on February 10, 2003.

Ted Lawrence '94 and his wife



Kristin Schafer '93 with Jim, Linnea and Conner

Claudia are in Ghana, where he is working as a legislative specialist with USAID. Having focused on

political change at SAIS, Ted is now working to strengthen Ghana's Parliament.

Tatsuya Nishida '94 has been working in Japan with aid agency JAICA. He will return to the U.S. this fall to begin a Ph.D. at Harvard's Program in Political Economy at the Kennedy School.

Jennifer Smith Nazaire '93, of Catholic Relief Services, is proud to announce the arrival of Christian Smith Nazaire, who was born Friday, Feb 21, 2003, weighing in at 8 lbs. and 4 oz. Congratulations!

PERSPECTIVES

Editors

Katie Donohoe and Goncalo Correa

Contributing Writer

Margaret Frondorf

Contact

kdonohoe@jhu.edu

dpicon@jhu.edu

202 663-5929

Web Address

www.sais-jhu.edu/depts/id/

Graphic Design

Beth Singer Design

The International Development Program offers a comprehensive approach to the social, political, economic and environmental aspects of development as they interact within each region's particular cultural and historical setting. The program is dedicated to helping graduate students analyze how macro-level policies intersect with community-driven approaches to development, preparing them for careers in both policy formulation and field work. The I-Dev Program encompasses Social Change and Development, which was founded in 1985 and specializes in participatory development strategies.

I-Dev Holds Professional Intersession Courses

Two courses, *HIV/AIDS: An International Development Turning Point* and *Evaluating Humanitarian Action*, were offered to students and development professionals during the January 2003 winter break. Mixing I-Dev students with development professionals from Africare, Nathan Associates, Plan International, USAID's Office of Foreign Disaster Assistance, and over a dozen other agencies, created a rich environment for students to make important contacts and engage in learning and discussion about field-based development projects.

SAIS Adjunct Professor Joan Parker, who is the senior technical advisor to the HIV/AIDS Response Team at Development Alternatives, Inc (DAI), moderated the HIV/AIDS intersession course. She brought in a host of researchers, health and development practitioners and political anthropologists to speak on a range of topics. Students examined HIV/AIDS not just as a health care issue, but also in social, political and economic contexts. Dr. Parker challenged students, particularly those who are working as non-health-related development

professionals, to consider project outcomes in light of the pandemic. According to Dr. Parker, the reality of the AIDS crisis on international development efforts "impacts planning and intervention strategies in every sector from education, health, and agriculture to microenterprise."

Evaluating Humanitarian Action ran concurrently with the HIV/AIDS course. It was a three-day program designed by InterWorks, a distance learning and consulting firm that collaborates with the University of Wisconsin Disaster Management Center to offer professional development courses worldwide. The Washington D.C.-based Cuny Center co-facilitated the workshop. Several SAIS students with interest and experience in humanitarian relief examined cases and methods of evaluating relief efforts. Students joined in lively discussion with professionals from a variety of agencies, including Mercy Corps, Catholic Relief Services, USAID, the American Red Cross and the Pan American Health Organization. Engaging in several interactive lessons, participants came away with tools they can use in the field and a better understanding of humanitarian projects around the world.

The SAIS International Development Program will continue to partner with NGOs and collaborate with other universities to bring to SAIS students similar short-course opportunities to augment the SAIS I-Dev curriculum.

Brant Silvers, '03, I-Dev Social Change and Development Specialization student, participating in the intersession course on Evaluation Methods.



**The Paul H. Nitze
School of Advanced
International Studies**
1619 Massachusetts Avenue, NW
Washington, DC 20036-1984

JOHNS HOPKINS
UNIVERSITY