

DCID



Annual Report 2015-2016





The Duke Center for International Development (DCID), a unit within Duke University's Sanford School of Public Policy, advances international development policy and practice through interdisciplinary approaches to post-graduate education, mid-career training, international advising and research.

It administers the Master of International Development Policy (MIDP) program for mid-career development professionals and public servants, conducts short-term executive training programs in topics such as public finance and taxation, provides policy advising services for governments worldwide, and co-hosts the Duke-UNC Rotary Peace Center.

Since its inception in 1985, DCID has trained nearly 6,000 professionals from over 100 countries around the world.

External Review, 2015

From January to October 2015, a committee made up of Duke faculty and external experts conducted a review of DCID to assess its performance and make recommendations to enhance its effectiveness and global reputation.

The committee's overarching recommendation was to build on DCID's strengths, moving DCID among the most prominent university-based international development centers in the United States and globally. Detailed recommendations included:

- Conducting a search for a new director
- Building a research dimension by developing closer relationships with relevant Duke and non-Duke centers and institutes
- Reviewing and continuing to expand the master's and executive programs
- Increasing policy engagement
- Collaborating more closely with the Sanford School's Master of Public Policy program
- Making DCID the Duke University leader in international development

In April 2016, economist Indermit Gill was announced as DCID's new director beginning in October 2016. Gill is currently director for development policy in the Office of the Chief Economist at the World Bank. DCID is exploring options to pursue the remaining recommendations.



Lethem steps down as director

The staff and faculty of DCID express their deepest appreciation to Francis Lethem, who stepped down in June 2015 after serving as center director for nearly 10 years. He was also the Sanford School's associate dean for executive education programs and co-director of the Duke-UNC Rotary Peace Center. He will continue to serve on the teaching faculty as professor emeritus of public policy. Executive Director Jonathan Abels is serving as interim director until the new director comes on board in October 2016.

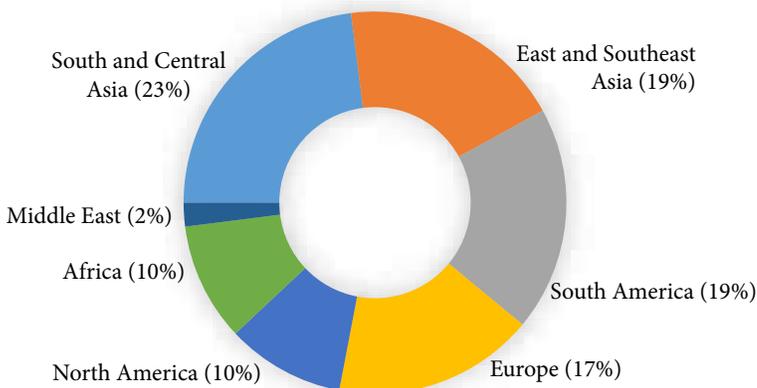


The Master of International Development Policy (MIDP) program is a unique interdisciplinary program dedicated to training mid-career professionals who plan to dedicate their careers to policymaking and public service in and for developing countries. One- and two-year degree options are available.

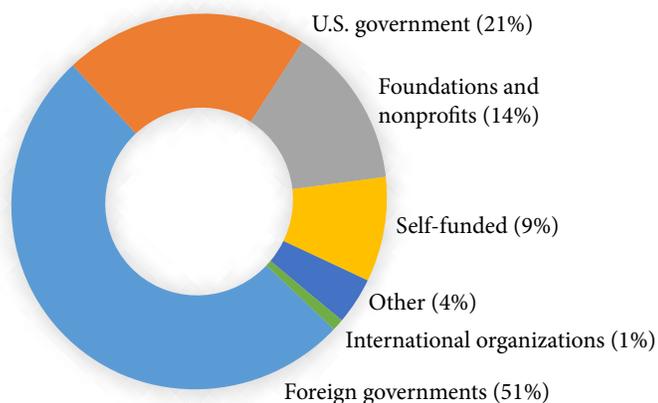
Over the course of MIDP's history, more than 700 alumni from 95 countries have participated in the program, with 39 graduating in the class of 2015-16. MIDP features a self-designed curriculum that includes six different areas of concentration: Development Management and Governance, Applied Economics, Social Policy, Environmental Management and Policy, Peace and Conflict Resolution, and Law and Development.

A total of 71 students were enrolled in the program during the 2015-16 academic year: 28 in their first year of study, 29 in their second year of study and 14 entering the one-year degree track.

Fellows by region



Fellows by funding source



Optional Specializations

The International Taxation Program (ITP), offered in collaboration with the Duke Law School, focuses on tax-related issues in developing and transition countries. Four MIDP fellows enrolled in the ITP during the 2015-16 academic year.

The Public Financial Management (PFM) program is designed to enable decision makers and managers to enhance the efficient, accountable and equitable delivery of public services. Six MIDP fellows enrolled in the PFM program in 2015-16.

Certificate Program

DCID also offers a certificate option for students not seeking an MIDP degree. In the 2015-16 academic year, 28 students from various schools and departments obtained certificates in International Development Policy.



Duke-UNC Rotary Peace Center

The Duke-UNC Rotary Peace Center promotes peace through a holistic approach to training by combining peacebuilding and conflict prevention with an emphasis on more sustainable economic, political and human development. One of only six such centers in the world, it is funded by a grant from The Rotary Foundation.

Each year, recipients of the Rotary Peace Fellowship enroll in either the Master of International Development Policy program at Duke or at the University of North Carolina-Chapel Hill in one of several master's degree programs. The Rotary Center accepted 10 fellows for the 2015-16 academic year, five of whom attended the MIDP program.

Each spring, the center hosts an annual Rotary Conference which includes presentations by graduating Rotary fellows on their master's research projects. The theme of the Spring 2016 conference was "Peace + Development: Multidisciplinary Approaches to Achieving the Sustainable Development Goals."



Susan Carroll

Susan Carroll, formerly assistant director of the Duke-UNC Rotary Peace Center, was named managing director on July 1, 2015. The change recognized her expanded responsibilities at both Duke University and the University of North Carolina at Chapel Hill, as well as her contributions to Rotary International.

She joined the center as coordinator in 2005 and became assistant director in 2011. She has more than 20 years of experience in the field of international humanitarian assistance.



Catherine Admay

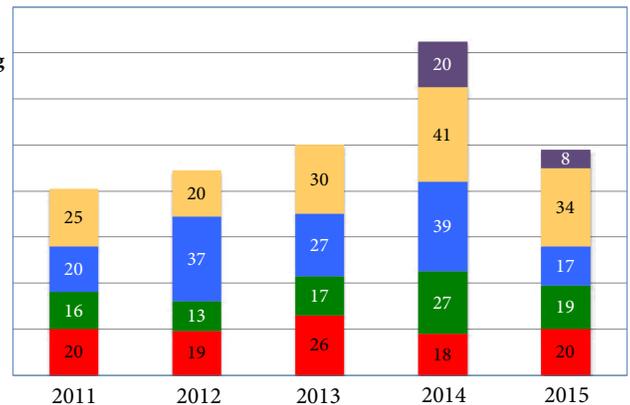
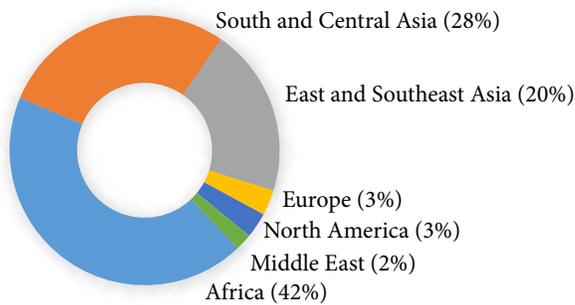
In addition, Catherine Admay, lecturer of public policy, was named the Duke faculty director for the center. Admay has taught at Duke since 1996 and has worked in the field of human rights and peacebuilding for more than 20 years. She succeeds Francis Lethem in this role.

Executive Education

DCID provides both open-enrollment and customized executive education programs for development policy professionals from around the world. The five open enrollment programs, offered every summer, cover specialized topics in public finance and taxation. The customized programs, which are held either in-country or on the Duke University campus, are designed by DCID faculty to meet the specific needs of governments and international agencies.

In the summer of 2015, enrollment fell from a record high the previous year. DCID welcomed 98 participants in its summer programs, down from 145 in 2014.

Participants by Region



Project Appraisal and Risk Management (PARM)

provides participants with training related to financial, economic, stakeholder and risk analysis, as well as risk assessment of projects and programs.

20 participants representing 13 countries

Transfer Pricing: Policy and Practice provides training that helps government officials develop sound transfer pricing rules that balance the needs of government and business.

8 participants representing 6 countries

Fiscal Decentralization and Local Government

Financial Management (PFD) provides training related to the theory and practice of fiscal decentralization, and implementing reforms for improved local governance and public service delivery.

19 participants representing 11 countries

Budgeting and Financial Management in the Public Sector

(BUDGET) provides training related to negotiation, revenue forecasting, performance budgeting, debt management, foreign aid management and fiscal decentralization.

34 participants representing 15 countries

Tax Analysis and Revenue Forecasting (TARF) trains government officials on the economic foundations of tax policy, revenue forecasting, statistical techniques and computer-based revenue estimation models.
17 participants representing 9 countries



Customized Programs

DCID offers customized executive education programs for governments and international agencies worldwide, which are designed by faculty according to the individual needs and training requests of the clients. Below are descriptions of the customized programs offered during the 2015-16 academic year.

Bangladesh - Strengthening Public Policy, Service Delivery and Negotiation Capacity

Two programs were offered in March and June 2016 for senior officials in the Bangladesh Civil Service. The programs were led by Roy Kelly and sponsored by the country's Ministry of Public Administration.

Bangladesh - Effective, Accountable and Inclusive Local Governance Institutions in Bangladesh

Roy Kelly and Jamie Boex taught in a one-week training course on local governance institutions in Bangladesh for 35 central and local government officials in September 2015.

China - Public Policy Program for State Administration of Foreign Experts Affairs

From August to December 2015, 30 senior- and mid-level officials in the Chinese government studied topics related to public policy and management. The program was led by G.P. Shukla and Joe Tham.

Japan - Project Planning for Conflict-Sensitive Development

Francis Lethem led a one-week seminar for the Advanced School of the Institute of Developing Economies (IDEAS) in January 2016.

Kazakhstan - Leadership in the Public Sector

In April 2016, nine officials from Kazakhstan came to DCID for a one-week program on leadership. They also visited various agencies and organizations in New York and Washington, D.C. The program was led by Joe Tham.

Kenya - Devolution and Fiscal Decentralization

Roy Kelly and Jamie Boex taught in a one-week course for 44 Kenyan government officials in September 2015.

Kuwait - Public Investment Management and Project Appraisal

From October 2015 to January 2016, Graham Glenday, Fernando Fernholz and Joe Tham led workshops for the World Bank in public investment management and project appraisal for 30 officials from countries in the Middle East and North Africa.

Mexico - International Tax for Instituto Tecnológico Autónomo de México
DCID arranges to teach four of six modules in the program, which lasts from May to October 2016 and covers topics such as tax legislation, tax treaties and transfer pricing. DCID Senior Fellows Peter Barnes and Peter Byrne led two of the modules.

Nepal - Public Investment Management, Project Evaluation and Multilevel Governance

Roy Kelly and Deo Dhakal taught in a two-week leadership training program in Kathmandu for mid-level officers in Nepal's Civil Service from September to October 2015. The program was attended by 25-30 mid-career government officials.

Paraguay - Integrated Appraisal and Public-Private Partnerships
Fernando Fernholz and Fernando Cossío Muñoz led a two-week program for 30 participants from the Central Bank of Paraguay and various government agencies in August 2015. This is the first program offered by DCID in Paraguay.

Peru - Designing Projects in Uncertain and Complex Situations
In July 2015, Francis Lethem led a seminar for the executive program on Innovation and Inclusion in the Mining Industry in Peru.

United States - Designing Decentralization Strategies for Sustainable Development: A Workshop for Senior Policymakers

Nine senior officials from Bangladesh participated in this one-week program, held in May 2016 on the Duke campus. The program was led by Roy Kelly and Jamie Boex.

United States - Fiscal Policy Management

DCID held a one-week training program for 14 officers with the United States Agency for International Development (USAID) in June 2016. The program was led by Roy Kelly and Richard Hemming.

Zambia - Investment Appraisal and Economic Management

For the third year, DCID faculty conducted a seminar for Zambian officials as part of a capacity-building program supported by the Zambian Ministry of Finance. The program was led by Fernando Fernholz, Rosemary Fernholz and Fernando Cossío Muñoz.



Policy Advising & Research

Faculty have been involved in policy advising and applied research activities in more than 40 countries since 2001. These activities focus on the design and implementation of policy, as well as administrative and institutional reforms in areas of taxation, fiscal decentralization and local government finance. Below are DCID's policy advising activities for the 2015-16 academic year.

Fernando Fernholz

Namibia (June 2016-present) - Advisory services for the review and reformulation of the public sector appraisal system for investment projects for the Ministry of Finance and National Planning Commission, supported by the African Development Bank.

Bangladesh (August 2015 and March 2016) - Capacity building and advisory services for the formulation and appraisal system in Bangladesh, with University of Dhaka and with support from FAO/Rome.

Paraguay (January 2016-present) - Analysis and advisory services for structuring and negotiating the pricing formulas for a major highway toll project in Paraguay, for Ministerio de Obras Públicas y Comunicaciones.

Graham Glenday

Ethiopia (April 2016-present) - Advisor to the World Bank on the development of a management framework for investment incentives for the Government of Ethiopia.

Seychelles (October 2014-December 2015) - Review of public investment management (PIM) systems and practices of the Government of Seychelles, preparation of PIM manual and delivery of capacity building training for the World Bank.

Roy Kelly

Ghana (October 2015) - Analyzed a draft local government borrowing bill and made recommendations on structuring local level borrowing in Ghana.

Kenya (June 2016) - Supported design of World Bank project to strengthen Kenya county-level revenue mobilization.

Vietnam (June 2016) - Reviewed the Vietnam property tax system, identifying policy and administration options based on international experience.

Natalia Mirovitskaya

(2015) - World Vision International Strategic Partnership Planning.

(July 2015) - Structuring of Dynamic Borders, Advanced Research Workshop at University of Luxembourg.

G.P. Shukla

Kazakhstan (June 2016) - Analysis prepared for the Government of Kazakhstan and the World Bank on corporate income tax and personal income tax as applied to businesses in Kazakhstan.

Armenia (June 2016) - Critique of tax code prepared for the Government of Armenia and the World Bank.

(November 2015) - Strategy for strengthening domestic revenue mobilization in developing countries for the World Bank.

Peter Barnes

Dominican Republic (June 2016) - Advised on "Tax incentives and base protection," led workshop discussing how to structure tax incentives in order to achieve the most benefit for the government. Program sponsored by the United Nations Capacity Development Office, part of the Department of Economic and Social Affairs.

Deo Dhakal

Malawi (May - June 2016) - Conducted cost-benefit analysis of solutions for reducing and controlling aflatoxins in maize and groundnuts in Malawi. Project sponsored by the United States Agency for International Development (USAID).

Malawi (November 2015) - Conducted financial, economic and risk analysis of the country's groundnuts and soybeans value chain.

Thomas Nicholson

India and Peru (November 2015) - Launched an initiative to eliminate tuberculosis at the community level in high-burden countries, in partnership with Harvard Medical School's Department of Global Health and Social Medicine, the Clinton Health Access Initiative and the Municipal Corporation of Chennai, India.

Dean Storelli

Haiti (October and November 2015) - Delivered writing and presentation workshops for staff of the teacher training division of Haiti's Ministry of Education.



Publications

Catherine Admay and Thomas Nicholson

"Double Standards in Global Health: Medicine, Human Rights Law, and Multidrug-Resistant TB Treatment Policy," with Aaron Shakow and Salmaan Keshavjee. *Health and Human Rights Journal*. Vol. 18, No. 1, June 21, 2016.

Anthony Elson

"What Have We Learned from the Financial Crisis of 2008-09 and its Aftermath?" *World Economics*, July 2015. (Book based on article, *Global Booms and Busts: Lessons from the Global Financial Crisis of 2008-09*, expected to be published by end of 2016.)

Graham Glenday and Fernando Cossío Muñoz

"Public Investment Management Manual," prepared for the World Bank for the Ministry of Finance, Trade and Industry, Government of Seychelles, July 2015.

Francis Lethem

"Development and Peacebuilding: Dam Construction and Violence in the Amazon." Book chapter with Anderson Freitas in Firchow, Pamina and Anastasiou, Harry eds. *Practical Approaches to Peacebuilding: Putting Theory to Work*, 2016.

Natalia Mirovitskaya

Development Strategies and Inter-Group Violence: Insights on Conflict-Sensitive Development, with William Ascher. New York: Palgrave Macmillan, 2016.

Phyllis Pomerantz

"United Nations summit is a recipe for global gridlock." Op-ed published in the Toronto Globe and Mail, Sep. 24, 2015.

G.P. Shukla

"Corporate Income Tax and Personal Income Tax as Applied to Businesses in Kazakhstan," prepared for the Government of Kazakhstan and the World Bank, June 2016.

"A Critique of the Proposed Armenia Tax Code 2015: Transparency, Equity and Potential for Revenue Generation," prepared for the Government of Armenia and the World Bank.

"Strengthening the Domestic Revenue Mobilization in Developing Countries: Policy and Administrative Strategy," prepared for the World Bank and in the process of being published by the Bank.

Fernando Cossío Muñoz

"Fiscal Impacts from the Volatility of Oil Prices in Latin America and the Caribbean," with Andres Arroyo. Economic Commission for Latin America and the Caribbean (ECLAC), December 2015.

Jamie Boex

"Dynamic Cities? The role of urban local governments in improving urban service delivery performance in Africa and Asia," with Ammar Malik, Devanne Brookins and Ben Edwards, The Urban Institute, April 2016.

"A Comparative Overview of Local Governance Systems in Selected Countries," with Renata Simatupang. Local Public Sector Initiative Working Paper, September 2015.

Sanjay Kumar

"BEPS Action Plan 10: Other high risk areas in Transfer Pricing," (co-authored), *The Chamber's Journal*, Vol IV, No. 5, February 2016.



Events

Rethinking Development Policy (RDP)

DCID invites international development specialists and experts to campus to present lectures on their current work and initiatives. The series, which is free and open to the public, aims to challenge conventional thinking on development issues.

October 1, 2015 - Steve Killelea, founder and executive chairman of the Institute for Economics and Peace, discussed the Global Peace Index, the world's leading measure of national peacefulness.

November 12, 2015 - Senior Fellow Peter Barnes, former senior international tax counsel for General Electric, explained how the Base Erosion and Profit Shifting (BEPS) Initiative leaves the basic rules of international tax intact while encouraging greater transparency in country-by-country reporting of corporate income.

April 14, 2016 - Steven Radelet (pictured above), former chief economist for USAID, argued that the last 25 years have seen unprecedented progress for the world's poor in his book, *The Great Surge: The Ascent of the Developing World*.

Duke-RTI Professors and Practitioners in Conversation

Duke-RTI Professors and Practitioners in Conversation, jointly sponsored by various centers at Duke University and nonprofit research institute RTI International, offers RTI staff and Duke faculty, staff and students opportunities to connect classroom theories with real-world problems.

October 30, 2015 - *Power for All: Energy Access for the Rural Poor*

Panelists discussed prospects for improving energy access in under- and unserved rural areas in the developing world.

April 15, 2016 - *Numbers that Count: Big Data for Sustainable Development*

Panelists debated how policymakers can use information to further the Sustainable Development Goals.

Book panels

DCID hosts a series of book panels to allow faculty, students and outside experts to discuss the latest research and scholarship related to development.

October 19, 2015 - *The China Model: Political Meritocracy and the Limits of Democracy*

Author Daniel Bell joined a panel of faculty to discuss whether the system of political meritocracy has advantages over democracy and can help remedy some of its key flaws.

November 18, 2015 - *Inequality: What Can Be Done?*

Sanford faculty discussed Sir Anthony Atkinson's policy recommendations for tackling inequality in developed countries.

Other events included a talk by Estonian Prime Minister Taavi Roivas, a workshop on the difference between policy and politics, a talk on the SDGs by the director of the Swiss Agency for Development and Cooperation, and a workshop on urban poverty in developing countries.

Visiting Scholars

DCID accepts applications from qualified, mid- to senior-level career professionals in the field of international development for positions as visiting scholars. 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 MIDP and have full access to the Duke University Libraries and computing resources at the Sanford School. Scholars may visit for up to one year.



Ying Zhang is assistant professor and senior research fellow at the Institute for Urban and Environmental Studies (IUE) at the Chinese Academy of Social Sciences (CASS) in Beijing. Her research

is focused on China's green transformation and low carbon development in the future urbanization process.



Catherine Honeyman is managing director of Ishya Consulting, a Rwanda-based consulting firm specializing in education and youth livelihoods. While at DCID, she is managing the develop-

ment of the IIEP learning portal (see below). She is also completing a book manuscript on entrepreneurship in Rwanda.



Hyunsoo Kim is a Certified Fundraising Executive (CFRE) specializing in fundraising strategies, ethical fundraising and nonprofit management. She is focusing her research

on philanthropy, trends in U.S. funding strategies, and cultural differences in philanthropy between the U.S. and South Korea.



Jun Xu, former visiting scholar at DCID, organized the first social entrepreneurship competition at the Capital University of Economics and Business in Beijing, China, in November 2015. More than 60 students participated.

Xu, a professor in the university's School of Urban Economics and Public Affairs, based the competition on research she conducted at DCID in 2014.

Honeyman launches IIEP Learning Portal

Catherine Honeyman is research and content development manager for UNESCO's IIEP Learning Portal, an online platform designed to help decision-makers worldwide improve education and learning outcomes. The portal, which launched in September 2015, offers a searchable database of more than 1,000 free resources on learning issues.

In her role, Honeyman collaborates with researchers worldwide to develop peer-reviewed policy briefs on key learning and educational planning issues.

"The goal is to create a community that will promote exchange around how to improve learning outcomes," she said. "We want this portal to become the place where education planners go to access research, share their experiences and get new ideas."



Faculty and Staff

Core Faculty

Catherine Admay
Lecturer of Public Policy
Faculty Director, Duke-UNC Rotary
Peace Center

Jean-Pierre Auffret
Visiting Lecturer

Peter Barnes
Senior Fellow

Sandeep Bhattacharya
Visiting Assistant Professor

Anthony Elson
Visiting Lecturer

Fernando Fernholz
Associate Professor of the Practice

Rosemary Fernholz
Senior Lecturing Fellow

Graham Glenday
Professor of the Practice

Richard Hemming
Visiting Professor of the Practice

Roy Kelly
Professor of the Practice

Cory Krupp
Associate Professor of the Practice
Director of Graduate Studies

Francis Lethem
Professor Emeritus
Former Director of DCID

Natalia Mirovitskaya
Associate Professor of the Practice

Phyllis Pomerantz
Professor of the Practice

G.P. Shukla
Professor of the Practice

Joseph Tham
Visiting Associate Professor

Frank Webb
Visiting Professor of the Practice

Associates in Research

Thomas Nicholson

Senior Fellows

Jamie Boex
Peter Byrne
Fernando Cossío Muñoz
Deo Dhakal

Brij Kishore
Sanjay Kumar
Tej Prakash
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Associate Professor, Sanford School

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Assistant Professor, Sanford School

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