

# Emerging Ideas

Ohio University International Development Studies Program  
Newsletter

## Editors

Courtney Ward, second year Graduate Assistant  
Bob Walter, Program Director

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## Congratulations to the Spring 2014 IDS Graduates!

**Naeem Gul Mardan**, Khyber Pakhtunkhwa, Pakistan  
Social Sciences Concentration

**Vahnlee Lattana**, Vientiane, Laos  
Gender & Development Concentration

**Natalie Mercuri**, Columbus, Ohio  
Education & Southeast Asia Concentration

**Sidi Mohamed Nagi**, Aljadeeda, Nema Region, Mauritania  
Non-Profit & Project Management Concentration

**Conor Tong**, Gahanna, Ohio  
Environment (Rural Development) Concentration

**Courtney Ward**, Aurora, Illinois  
Social Sciences/Economics Concentration

## Stay Connected with IDS

Alumni, we would like to hear from you! Send your updated contact information, stories, comments/suggestions, or questions to [development.studies@ohio.edu](mailto:development.studies@ohio.edu)

Also join our Social Network:

Ohio University International Development Studies LinkedIn Group

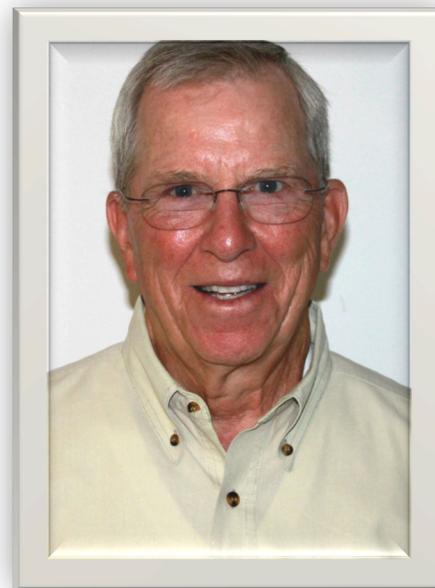
& IDS at Ohio University Facebook Group



# From the Desk of Bob J. Walter

Director, International Development Studies

Another academic year is ending, and it has been a good one for the program. We have five students graduating, ones who have established a strong record of achievement and accomplishment from an USAID internship, to significant field research in Ecuador and Nicaragua, to grant applications for development organizations, and a unique and prize winning innovation award for social media. We wish them the best as we say farewell to Naaem Gul, Vanhlee Lattana, Natalie Mercuri, Conor Tong, and Courtney Ward. With their talents and skills, I am confident they all have successful careers!



This summer, the first year cohort will be traveling to distant places to pursue a variety of learning opportunities. Steven Richardson has an internship in Congo (Kinshasa) with USAID; Anu Aryal has an internship with the Clinton Foundation; Keikotlhae Koodibetse has a Study Abroad in South Africa; Sana Mahmud is working at the United Nations; and Papa Ndiaye is in Senegal for an internship. Meanwhile, a large contingent is going to Ecuador with the Healthy Living Initiative (HLI) of the Tropical Disease Institute (TDI). In addition to Charles Fulks and Nelson Patterson, who are Graduate Associates working with the HLI, there are seven others in the Ecuador program: Toluwani Adekunle, Samar Alwabel, Sherica Hawthorne, Sana Mahmud, Sabena Thomas, Camila Lemaster, and Sam Hudson. The IDS program was able to provide funding at different levels for all who are traveling. This is an excellent opportunity for gaining field experience and adding the practice element to the academic aspects of the program.

One other notable event of this year was a grant proposal we submitted to the U.S. State Department, Bureau of Educational and Cultural Affairs. It is a program for Sports and Development, intended to link three countries of Africa - Mozambique, Rwanda, and Tanzania - to Ohio University in a two year program. We linked four colleges at OU with Right To Play, an international sports organization, for the proposal. It is intended to use soccer as a mechanism to achieve numerous development goals, ranging from leadership, to nutrition, to health, to reduced conflict. We will know this summer if we won the proposal.

For 2014-15, we again will have a large and interesting class with several Fulbright sponsored students coming from wide-spread countries - Vietnam, Kazakhstan, Belarus, Germany, and Mali - as well as an interesting contingent from the U.S. Not yet decided are possible students from Congo (Brazzaville), East Timor, and Madagascar. What a fascinating possibility this cohort will have!

Finally, I will mention briefly two new additions that we hope to have in place next year. I am planning on trying a short workshop on monitoring and evaluation. This is a critical skill in demand in development now and one which graduates will need. If this succeeds, we want to try to produce an online version of it. That will be a very new venture for the program. A second workshop we want to introduce is on grant-writing. This too has potential as an online product. I will report on these in the spring 2015 newsletter.

To all out loyal alumni, I welcome your feedback and suggestions. I hope you find something of interest and informative in this newsletter. I welcome your contact; please reply to me directly. Alternatively, you can reply to our LinkedIn group page, to our Development Studies mailbox, or to our Facebook page.

## IDS Trip to Washington DC by Sana Mahmud

Once again, like last year, students from the International Development Studies Program at Ohio University were able to make a trip to Washington D.C in January, to learn more about professional opportunities in the area. With the efforts of Dr. Bob Walter, Director of the IDS Program, and support from the Center of International Studies, the short three-day trip was an overall success. The trip was an attempt to provide IDS students with an opportunity to explore job and internship opportunities offered by organizations relevant to their areas of interest. In addition, the trip also provided an avenue for students to meet new people, interact with Ohio Alumni, and most importantly network with professionals in D.C.

The group set out for the 6-hour drive to D.C. on the 8<sup>th</sup> of January, arriving at approximately 4pm. 13 students were packed in two vans driven by our Director and some of the IDS students who graciously volunteered to take turns driving. The first evening was spent enjoying a thrilling basketball game between Ohio and Kent State with the Ohio University Alumni Nation's Capital Chapter at the Penn Quarter Sports Tavern. The game was a chance for IDS students to talk to OU Alumni and learn what it was like to build a career in D.C. Other than that, it was just an excuse for the students and alumni to relax and relive the true Bobcat spirit as Ohio defeated Kent State, 59-53!

The itinerary for the next two days was planned to ensure that students' efficiently used their time, with one appointment scheduled immediately after the other. On 9<sup>th</sup> January, the IDS crew had the opportunity to visit ACDI/VOCA, Chemonics, World Vision, and Development Alternatives Inc., all renowned development organizations. Besides learning about the vision and work of each of the organizations, the students were more interested in gaining insight into the professional journeys of the respective staff members. It was motivating to learn that so many of the individuals holding high positions in these well reputed organizations originally belonged to and had studied in Ohio and the Midwest. The evening had been reserved for

another Ohio get together, specifically with Alumni of the IDS Program. Yet again, this was a chance for the first year IDS students to engage in discussion with their seniors to gain valuable advice from them. It was a fantastic setting for establishing new connections and friendships. The group was also lucky enough to be joined by Ohio University Alumni who were not aware of the event, but stopped by the Bier Baron hotel as they were passing by. That, in itself, demonstrates the strong sense of solidarity one's university can create with people from all over the globe.

On January 10, the group made their way to the much-awaited trip to the US Agency for International Development (USAID), the Wilson Center and the Millennium Challenge Corporation. The conference room at USAID boasted a particularly beautiful view of both the inside and outside of the building, which made the meeting even more pleasurable. After the day's appointments, the students packed their bags and were ready to head back home. While they may have let the hectic schedule get the best of them, it was particularly inspiring to see Dr. Walter, our ever-so-enthusiastic Director, with his endless energy and positive attitude breezing through one day after the other. At times the students found it difficult to keep up with his pace!

With a large number of international students in the cohort, the trip to D.C was a first for many, helping serve as a pleasant change from the university-life they were accustomed to in Athens, Ohio. The students were able to make time between their appointments to visit national historical sites including the Washington monument and the White House. Some also managed to socialize with their friends in the D.C area in the little time they had. Trying to absorb as much as they could, sprinting from train to train, in order to make it to the appointments in time, the trip to D.C was highly productive for the future development practitioners. In addition, it served as a platform for the relatively new batch of students to further get to know each and share memorable experiences together.

# IDS Development Practitioner Series

*Each term, the IDS program brings in development practitioners to speak to the students about their careers in development. This term we were fortunate enough to have an alumnus and an Ohio University administrator speak to the program.*

## Dan MacBrayer, Class of 2009

The first development practitioner visitor of the year was IDS alumnus Dan McBrayer from the class of 2009. Mr. Dan McBrayer spoke to the current IDS students about his educational and career experiences in the development arena. His wide range of past job positions has afforded him a great deal of experience from working with for-profit development agencies, to the federal government, and also non profit work. He served as a Peace Corps Volunteer in Georgia from 2001-2003 and has since then been connected to Georgia in a number of capacities. Mr. McBrayer held a Fulbright Fellowship Research position with Transparency International in Georgia where he monitored international aid in relation to internal displacement following the Russian invasion of 2008. He also worked as Program Manager for World Vision Georgia's Abkhazia Program. Mr. McBrayer was employed with Chemonics for a short time before moving to a position with the American Councils for International Education managing State Department foreign exchange programs. Currently, he works for the National Cancer Institute (NCI) as Liaison for International Partnerships. He manages partnerships for NCI's Center for Global Health and thoroughly enjoys his work. During his presentation, Mr. McBrayer urged the students to find a workplace that provides a good work-life balance and a positive atmosphere that fits with their needs as professionals. He stressed the importance of asking the right questions to learn about workplace culture before accepting a job. He also advised the students to keep learning and challenging themselves after their degree is finished at Ohio University.

## Dr. Lorna Jean Edmonds, Vice Provost for Global Affairs

Dr. Lorna Jean Edmonds, the new Vice Provost for Global Affairs at Ohio University spoke to the IDS students in February. Her presentation, "Many Paths to Enlightenment", highlighted not only her education and career path, but also her vision for global development and Ohio University's place in the process. She explained that the next frontier of global development is on a universal scale with a foundation in community development and a theory of collaboration. In her new administrative role at Ohio University, Dr. Edmonds hopes to help the university develop its Global Strategy. By capturing the strength of programs today, Dr. Edmonds explained OU's vision of alumni becoming global leaders. In fact, she encouraged the IDS students to apply the knowledge they possess not just to another country, but to the entire universe. Arriving at Ohio University from Canada's Université d'Ottawa where she served as Executive Advisor for Planning and Research, Dr. Edmonds had previously earned a Master's in Health Administration, a PhD in development studies, has worked in over 20 countries, and has extensive experience with strategic planning, policy reform, and government relations. As the Vice Provost for Global Affairs, her responsibilities include the Center for International Studies, international students and staff, education abroad, the Global Learning Center, the global Service Program, and the University's Global Strategy. She explained that at the beginning of her career, she had a clear vision about being a global health leader, and urged the students to think about what they want their legacy to be as they complete their Master's degree at Ohio University.

# Summer plans for IDS Students

## Steven Richardson, Class of 2015

First year IDS student Steven Richardson has been awarded an internship with USAID/Democratic Republic of Congo in Kinshasa for June-August of 2014, where he will be working with the Central Africa Regional Program for the Environment (CARPE). CARPE looks to reduce the rate of forest degradation and loss of biodiversity in the Congo Basin by increasing natural resource management capacity.

Steven Richardson was born originally in Louisville, Kentucky. He attended Eastern Kentucky University where he received a degree in Sociology and a degree in French, while enhancing his interest in foreign policy with minors in political science and international studies. He served as an intern with the New Democratic Party in the Canadian Parliament, focusing on citizenship and immigration issues for Canadian refugees. Steven is focusing on an environmental



concentration within the development program, with emphasis on how natural resource management is affected by conflict and war. He is also working on obtaining the Environmental Sustainability Certificate and a GIS certificate to enhance his knowledge and interests in environmental security. He holds a GRS position working with Dr. Bhutta conducting research on lean management in industry.

## Tropical Disease Institute & Healthy Living Initiative

A new group of IDS students is joining the Tropical Disease Institute (TDI) and the Healthy Living Initiative (HLI) in their goal of designing living environments that deter Chagas disease. Nelson Patterson and Charlie Fulks (current 1<sup>st</sup> year IDS students and current members of the HLI development team) will be in Ecuador working on their capstone professional projects for seven weeks, while Ariana Bovell, Sabena Thomas, Sam Hudson, Sherica Hawthorne, Sana Mahmud, Samar Alwabel, Camila LeMaster, and Toluwani Adekunle will join them for three 3 weeks in June. Their projects range from creating health communication messaging tools, evaluating and improving the area surrounding homes (peridomiciles), establishing youth sports groups,

strengthening productive initiatives with a women's group and promoting the use of the community center built by HLI and community members in the town of Bellamaria last summer. All the students are currently taking the Healthy Living Initiative class held in the spring to prepare for all of the projects for this summer. It is an intensive and hands-on course designed to prepare the students for the field by taking them from the initial phase of ideation to project planning and implementation. All the students enrolled in the class are required to go to Ecuador in order to put their plans into action over the summer. To learn more about the Tropical Disease Institute and Healthy Living Initiative please visit [www.ohio.edu/tdi](http://www.ohio.edu/tdi) or their Facebook page at <https://www.facebook.com/OhioUniversityTDI>.



## Sana Mahmud, Class of 2015

First year student Sana Mahmud has been awarded an internship with The United Nations Entity for Gender Equality and the Empowerment of Women. Sana will serve as the Communications Intern for Social Media Outreach at the UN headquarters in New York from May to August. UN Women is allowing Sana to also participate in the Tropical Disease Institute/Healthy Living Initiative project in Ecuador for three weeks in June. According to the UN Women website, the internship will allow Sana opportunities to, “assist the Social Media Manager in drafting messages for Twitter, Facebook, and Google+, engaging UN Women’s social media audience, pinning photos on Pinterest, and monitoring all social media accounts”.

Sana is from Islamabad, Pakistan and received her undergraduate degree in Development studies from Bahria University.

She worked as a Senior Program Associate at Jobs International, writing proposals, conducting focus group discussions in the field, and material development among other duties. Sana is concentrating her IDS degree at Ohio University on sport and gender.



## Anu Aryal, Class of 2015

This summer Anu will be working with the Clinton Foundation in New York City as an intern from June 3 to August 22. She will be a part of the Environment Stewardship department under the Clinton Global Initiative (CGI). According to the internship description, Anu will conduct research on topics such as greening supply chains and production processes, ecosystem services, climate change adaptations, and sustainable agriculture. Anu has received a stipend from the foundation and a grant from the International Development Studies department to support her stay in New York. Anu is originally from Kathmandu, Nepal where she earned a bachelor’s degree in 2011 in Development Studies from the National College. She served this year as an IDS graduate assistant, aiding the program by reviewing incoming student applications, acting as a TA for Dr. Julia Paxton, helping arrange current IDS students with alumni mentors, and assisting in the planning for the Washington D.C. trip.

# Catching up with IDS Alumni

## Three Continents, Two Careers, and One Kid

by Brian Wahl and Atsuko (Ako) Furukawa

My wife Ako and I are both graduates of the IDS program, and we're honored to have the opportunity to share some thoughts about what we've learned since leaving OU and a few ideas about how to pursue a career when your partner ends up doing work quite different than your own.

### How we got started

Let's start with where it all began—Athens! Ako and I met in 1995 in the IDS program; she was a first-year student from Kawagoe, Japan and I was in my second year, coming all the way from Cincinnati. We were in different classes but, we regularly met in Alden. Sometimes to study but usually to meet in the computer lab where we enjoyed this new cool thing called the Internet and did research with the help of Netscape, Alta Vista, and other now extinct search engines. While we enjoyed classes, concerts and the beautiful Ohio fall, it wasn't until a volunteer opportunity off-campus that we became good friends.

During winter break, we joined a group of 12 students and volunteered at a resettlement center in the state of Georgia (there's a funny story about how I thought we were going to the country of Georgia, but I'll leave it at that). The experience itself was short but rich as we got to know refugee families who had come from places as varied as Bosnia and Vietnam, and we gained a much better understanding of what challenges refugees/asylum seekers go through and what needs they have. We were humbled by their courage and inspired by their commitment to establish a new home and a sense of normalcy



*Ako, Brian, and Kai in Nepal*

in a completely different environment. We were especially moved by the abilities of refugee children to quickly adjust to a new culture and by their determination to regain their lost childhood. This experience ultimately led to Ako's desire to work for UNHCR, the refugee agency.

So our first piece of advice is this: while at OU, take the time to cultivate your interests, not only in the classroom but outside as well. Volunteer your time at a local school, participate in activities that broaden your view, or start up your own organization. While in Athens, I took a part-time job helping a child who was born with cerebral palsy and learned a great deal about perspective, patience, and ultimately how we should never forget that everyone has abilities and value. I applied those lessons to my IDS concentration in education and in my eventual career just as Ako applied the experience in Georgia to her work with the UN.

### Where we are today

We'd like to fast forward nearly 2 decades to the present and then share how we got here. Currently my wife Ako, our son Kai and I are living in the far eastern corner of Nepal, an 11-hour drive from the capital city of Kathmandu or a 3-hour drive from Darjeeling, India. Ako is a Field Officer-Protection for the UNHCR and we are based in the small city of Damak where about 29,000 refugees still reside. Though many



*Ako with UNHC colleagues in Myanmar*

curriculum so I've been fortunate to have opportunities to engage my students in discussions of some of the issues we tackled in our Friday Pro-Sem all those years ago. In fact one of the highlights of teaching here was when friend and fellow IDS alum, Karina Quintans, visited last fall, and we co-taught a class for my science students on the topics of waste and career opportunities in the field of environmental protection.

I've also been involved in a development-related project here: building our town's first public library. A young man who suffered a spinal cord injury at 18 years old decided to start a public library in his own house because books had given him hope during his long hospital stays. Last winter, I organized an online fundraising campaign to help expand and improve the library, and I'm very happy to share that several IDS alum and current students have supported our project. We are raising a new roof as I write. This is one small example of how important your IDS network is. Though we often talk about "networking" in terms of employment, IDS also provides an large and powerful network in terms of collaboration and making positive differences in whatever ways we can.

How we got here

Before coming to Nepal, we lived in places like Myanmar and Thailand, as well as in Cambridge, Massachusetts and Honolulu, so this is where we'd like to share our final piece of advice: be flexible, and then be flexible some more! After leaving OU, Ako and I both started out with low-paying jobs outside of the field of development, and we had difficulty making ends meet in our new home of northern Virginia. Nevertheless, Ako continued to search for opportunities to engage in refugee-related work and eventually landed a position with a US resettlement program for refugees through an NGO she had never heard of before. Soon thereafter we got married, and within six months Ako was offered a position with the UNV (United Nations Volunteer) program and went to Kosovo in 2000 to help assist the UN's efforts in establishing a democratic society during the post-conflict period. She was then offered a position with UNHCR and worked there until 2002.

people are familiar with the situation of Tibetan refugees, the refugees whom Ako and her team support are the Lhotsampa from Bhutan, an ethnically Nepalese population who had lived in Bhutan since the late 19<sup>th</sup> century, but were forced to leave in the early 1990s due to a perceived threat to national unity by the government. The refugee population peaked at nearly 108,000 in 1996, but there has been significant third-country resettlement during the last six years through joint assistance of UNHCR and IOM, and the vast majority of refugees have resettled in the US while others have resettled in Australia, Canada and five other countries. In addition to resettlement, protection of refugees in the camps is a major concern of UNHCR, and Ako has been involved extensively in these activities. Last year, Ako and her team received a special award from the High Commissioner for their work in combatting sexual and gender-based violence in the camps.

As for me, in addition to playing with our 4-year-old, I am a volunteer teacher at a local school here; I teach my own courses on topics such as development, globalization, cross-cultural understanding, and self-awareness. Many schools in Nepal utilize English-based

Just as Ako was heading to Kosovo, I was offered a position to work in international admissions at Hawaii Pacific University in Honolulu. Geographically, we were about as far away from each other as we could be, and mind you this was before Skype was invented! Long-distance relationships today are quite common, particularly in the field of international development, but nevertheless they aren't easy. But if you're committed to making it work, you can make it work! For example, when Ako had finished her assignment in Kosovo, she gained sponsorship from the Japanese government to work for UNHCR in Thailand under the JPO (Junior Professional Officer) program. At that point, still being in Hawaii, I realized that I needed to figure out a way to live in Thailand. I debated if I should leave my position but eventually realized (with the help of my father—yes, talk to your parents!) that there was a golden opportunity to bring us together again. I made a pitch to my university to be based in Bangkok instead of Honolulu, given my work was primarily with students from Asia anyway. After spending a good amount of time developing a win-win proposal and sorting out all of the logistical issues (both of which ended up being far easier than I feared), I did just that: moved overseas, upgraded my position title, and eventually became more successful in my job. This just goes to show that things that seem impossible today can become possible tomorrow, and a little bit of creativity can go a long way.

We ended up living in three cities in Thailand over the course of four years before Ako's assignment was up. Soon thereafter I was offered a position at the Massachusetts Institute of Technology to help promote and expand MIT's study abroad programs. It was a great experience working with science and engineering students who had very different skill sets than my own, but what I learned most is that no matter what your background, you need to be able to communicate effectively and clearly, across different cultures and

disciplines. And then there's the importance of being adaptable, and not being adverse to a healthy amount of risk. While at MIT, Ako was offered a position with UNHCR in Myanmar, and given the wonderful opportunity that it was, I knew we had to go for it. At this point we had a young son; so the three of us set off for Yangon (a.k.a. Rangoon) and eventually to Mawlamyine, the capital city of Mon State. It was an exciting time to be in the place we always knew as Burma, particularly to be there on the day that Aung San Suu Kyi was elected to Parliament, and the changes we witnessed over those two years were pretty incredible. As for us, I had my dream job as a teacher/stay-at-home dad, and Ako oversaw three field offices in southeastern Myanmar and coordinated projects that provided protection and humanitarian assistance to over a quarter of a million people affected by displacement. In a nutshell: another win-win.

In closing, we would like to thank our wonderful mentor, Dr. Bob Walter, for all of the ways he inspired us in Athens and for the ways he continues to inspire us now. His directorship of IDS is an excellent example of what it means to come "full circle", and in that vein, Ako and I look forward to visiting Athens again this May and introducing our son to the place where it all began.



*Brian with his students and fellow alum Karina Quintans*

# Satomi Kamei, Class of 1990

by Courtney Ward

Satomi Kamei has been working as an education program advisor in Rwanda for the Japan International Cooperation Agency (JICA) since January 2013. Her path to her current career was supported by two Masters degrees from Ohio University during the early 1990s.

Satomi Kamei was born and raised in Tokyo Japan. Upon graduation from University in Japan with an English and American studies bachelors in 1987, she left for Athens to pursue her graduate studies in International Development. Satomi chose Ohio University because it had both the IDS program and southeast Asian Studies. While here, Satomi concentrated on geography and took courses mostly on population, environmental issues, economics, and Southeast Asian affairs. After completing the IDS degree in 1990, Satomi began her second MA in environmental geography under the guidance of Dr. Walter. She eventually enrolled in a doctorate program in 2008 at the Center for international Education (CIE), which is affiliated with the School of Education at the University of Massachusetts, Amherst. She became a doctorate candidate in 2010 and has since then been working on her dissertation, hoping to complete it in May 2015.

As Satomi was finishing her thesis in Athens in 1992, she was lucky enough to find a job with the Overseas Economic Cooperation Fund (OECF) of Japan in Washington, DC. OECF was the Japanese government's agency that provided concessional loans to developing country governments. During the 1990's, OECF was the largest bilateral financier for the World Bank and other regional development



*Satomi Kamei and her Tanzanian colleague, Swai*

banks (such as IDB, ADB, AfDB) in co-financing various projects in developing countries. This lending function was taken up by JICA in 2008. After 2 and a half years with OECF, Satomi succeeded in obtaining a post with JICA in 1995. JICA was the technical assistance executing agency of the Japanese government. At this point in her career, Satomi was much more interested in becoming involved in the technical assistance side of development projects rather than the financing side. Since then, Satomi has been working with JICA in various posts, but mainly in the education sector.

Since 1995, Satomi has worked in DC, Ethiopia, Afghanistan, Ghana, Tanzania, and now Rwanda. All of these have been long term postings, but she was also able to visit some other countries in Africa and Latin America for short missions. When she was attached to JICA offices, her tasks involved supervision and advisory on education programs funded by the government of Japan as well as facilitation of aid coordination with other development partners in the sector. When she was posted to ministries of education as a JICA TA (technical advisor), her tasks were mostly concerned with strengthening education sector management, decentralization of education

management, aid program coordination, and facilitation of education sector strategy development.

Satomi's current assignment involves supervision and advisory for education programs JICA supports in Rwanda. Also, she is actively engaging with other development partners in the education sectors to better coordinate overall interventions and external supports for Rwanda in the area of education. In this position, she enjoys learning about Rwanda and its people the most. Satomi explains that Rwanda is characterized by very complex socio-political conditions. She believes that without a deep understanding of national characters and affairs, it would be a challenge to understand real issues and fully support Rwandan ownership in development engagements. For Satomi, development work in general provides her with continuous opportunities and challenges to learn something new and vital in country specific contexts as well as deepening her understanding of complex development affairs.

Satomi says this of working in the development field:

“When engaging in development, we need to look at development issues with wider perspectives (from different disciplines) so as to understand and analyze local issues and conditions in depth, which are often extremely complex. I believe that interdisciplinary approach I had with IDS widened my perspectives of international development. IDS/MAIA is quite a diverse community. I made a lot of friends coming from diverse backgrounds, which also provided me with valuable exposures to different cultures, values, and thinking prior to starting my career

in international development.

International development is an extremely complex and challenging field. International development is very much about bringing in fundamental changes into local values, norms, and practices during the course of engagements. This cannot be forcefully designed nor achieved, and constructive efforts can be realized only through collective target setting, mutual commitments/accountability, and trusting relationships among the stakeholders concerned. I wish IDS fellow students to strive for becoming not only competent but also thoughtful development actors when involved in the field.”

# 2014 IDS Graduates



*Left to Right: Conor Tong, Courtney Ward, Natalie Mercuri, Samar Alwabel, Sidi Nagi, Naeem Gul*



*Left to Right Vahnlee Lattana, Conor Tong, Naeem Gul, Dr. Bob Walter, Natalie Mercuri, Courtney Ward*