



PULTE INSTITUTE *for* GLOBAL DEVELOPMENT  
**2019 ANNUAL REVIEW**



UNIVERSITY OF  
NOTRE DAME

KEOUGH SCHOOL OF GLOBAL AFFAIRS



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## ON THE FRONT COVER

Two African women pluck tea leaves on a plantation in central Ethiopia. In August 2019, CRS-Ethiopia commissioned the Pulte Institute to conduct a Midterm Evaluation of its Feed the Future Ethiopia "Livelihoods for Resilience" activity in Oromia. Read the full story on page 12.





## Mission

The Pulte Institute for Global Development works to address global poverty and inequality through policy, practice, and partnership.

## Vision

To enhance human dignity, equity, and well-being for the world's poorest and most vulnerable populations by addressing today's most compelling global issues.

# 2019 Directors' Update

## Global Development is America at Our Best

Each year national governments, foundations, and the private sector spend billions of dollars on foreign aid to address critical issues related to global poverty: **humanitarianism, sustainability, effective states, business, and global health.**

Much of this funding in the past has been given in large part to developing countries through non-governmental organizations (NGOs), contractors, and religious groups working day-in and day-out to implement programs on-the-ground in marginalized communities.

These implementing organizations face immense challenges and an interwoven complexity of cultural and political environments that work against them as natural barriers to successful implementation for the people they serve. These organizations are often required to respond to discrete projects with a specific number of deliverable outputs with sometimes uncertain funding tied to 1-2 year implementation timelines.

Unfortunately, social change does not happen that easily. This approach can lead to the trap of cyclical implementation without the time and space to actively capture and benefit from cross-project learning and broader policy implications. The historical challenges the United States has faced in foreign aid rebuilding efforts, specifically in countries such as Iraq and Afghanistan, shows us that this often leads to failed results.

Meanwhile, universities are often critiqued as having historical constraints placed on their faculty that broaden the gap between the relevance and influence that academic research has on our country's most important policy decisions. Some today even argue that academics have lost influence with policymakers as academia increasingly prioritizes rigor over relevance, to the detriment of both society and the disciplines.

In 2019, the Pulte Charitable Family Foundation set about in a bold way to change this dynamic. This past year, the naming and endowment of the Pulte Institute for Global Development showed the Pulte Family's incredible vision to bring together



**Ray Offenheiser**

William J. Pulte Director and  
Associate Professor of the Practice



**Michael Sweikar**

Executive Director and Concurrent  
Assistant Professor of the Practice

the needed skills of university experts with on-the-ground implementers to address the needs of the poorest of the poor in the world.

It is our belief at the Pulte Institute for Global Development that global policy and practice must be intimately linked—our country must have sound policies based on the realities from on-the-ground implementation. Further, good policies should positively impact those communities in real need. Our country is at our best in doing this when the worlds of academia and implementation are working together. And as part of the Keough School of Global Affairs, this work has been at the core of our efforts since our beginning.

Our work over the past eight years has been an effort to build a bridge between implementation and academia. Our success thus far is due in large part to the many of you who have supported us and continue to support the work that we do in the world.

Under the banner of the new Pulte Institute for Global Development, we will work to realize the vision of William J. Pulte for “a more just and peaceful world – one where human dignity is upheld for the world's most vulnerable.”

In Notre Dame,

*Ray C. Offenheiser* *Michael Sweikar*



# Pulte Family Partnership

In November 2019, the University of Notre Dame received a \$111 million partnership gift from the Pulte Family Charitable Foundation - the largest of its kind at Notre Dame. A portion of this gift was directed towards the endowment and directorship of the Pulte Institute for Global Development. In unity with Notre Dame's commitment to Catholic social teaching, the Pulte partnership will expand Notre Dame's practices, teaching and research to create, identify, and advance programs that best serve those most in need.

This partnership will enhance the Pulte Institute's ability to build programs that address poverty and inequality, educate the next generation of development leaders through experiential learning, and influence policy to stimulate global change. The generosity of the Pulte Family will also support the William J. Pulte Directorship of the Pulte Institute, currently held by Ray Offenheiser.

William J. Pulte was a builder. He founded Pulte Homes - today, PulteGroup - which became the largest home-builder in the United States in the mid 1990s. A loving, faith-filled man, Bill was touched by the horrific conditions of garbage dump poverty in Guatemala City and, over the years, was called to support thousands living in these conditions across Central America.

Although Bill passed away in March 2018, his legacy lives on through the work of the Pulte Family Charitable Foundation. Bill's wife of 25 years, Karen Pulte, and two of his children, Nancy Pulte Rickard and Mark Pulte, direct the foundation.

Guided by the belief in the inherent dignity of all people, the Pulte Family Charitable Foundation works to meet the basic human needs of the most marginalized members of the human family, including socio-economically disadvantaged youth; the aged; persons with physical, emotional and mental disabilities; and those with the fewest material resources. In addition to the above, the foundation seeks to serve religious communities and correlative organizations of Judeo-Christian beliefs. To this end, the foundation strives to enact through its grantees the seven corporeal works of mercy.

The gift and the Pulte Institute will be transformational for the University of Notre Dame, ensuring our role at the frontlines of global development efforts worldwide. Our wider hope, however, is that the Pulte Institute can also be a transformational force for higher education and the fight against global poverty.

Under the banner of the new Pulte Institute for Global Development, our work will be at the nexus of global development implementation and understanding: measuring effectiveness, understanding complex environments, and influencing policy.



## A PRAYER FOR WORLD PEACE

Dear God, thank you for all creation. In the spirit of Jesus of Nazareth and all teachers of peace who inspire the many faith traditions, help me, and all the people of the world, learn how to replace hate, war, oppression and division with love, peace, freedom, and reconciliation. Help me to embody Your love in my relationships with my family and friends, strangers—even my enemies. I commit myself to this sacred task throughout my life. So Let it be.

—William J. Pulte

# Putting Practice at the Heart of the Keough School

The Pulte Institute is an integral part of the Keough School of Global Affairs, the first new school at Notre Dame in nearly a century. With 21 academic, research, and program staff working across three divisions - Innovation and Practice; Evidence and Learning; and Entrepreneurship and Education - the Pulte Institute has played an important role in bringing partnership, funding, and experiential learning opportunities to the Keough School.

**“The Pulte Institute for Global Development will enable us to extend our reach and to devise and implement creative, innovative solutions to the complex challenges facing those who lack sufficient housing, food and drinking water, and access to education and health care.”**

- Scott Appleby, Marilyn Keough Dean of the Keough School of Global Affairs

In 2019, the Pulte Institute brought over \$11 million in grant funding to the Keough School to further global development projects worldwide. These projects have involved collaborations with more than 34 Keough School faculty and 340 institutional partnerships, furthering the Keough School's reputation as a leader in development practice.

In 2019, Pulte Institute staff taught ten courses, focusing on topics such as social entrepreneurship, proposal writing, and ethical leadership in global development. Prominent amongst this curricular support is the Pulte Institute's involvement in the Keough School's Integration Lab (i-Lab): an interdisciplinary ecosystem that pairs students and faculty with partner organizations to address pressing global challenges. Melissa Paulsen, who heads the Entrepreneurship and Education Division, acts as an i-Lab Faculty Advisor and Co-Instructor, bringing her expertise in planning, launching, and maintaining global development projects to the students.

Outside of the classroom, the Pulte Institute offers unique, experiential learning opportunities for both undergraduate and graduate students, including: Pulte Institute Student Fellowships, the Mandela Washington Fellowship, and Catholic Relief Services Ambassadors Program. In 2020, the Pulte Institute intends to enhance its collaboration with the Keough School to further its mission to advance integral human development.





# It Takes a Team

Our core team of staff and faculty is supported by several undergraduate interns, who provide administrative support, as well as dozens of graduate students and fellows, who provide research support. We also collaborate with hundreds of faculty, staff, and administrators throughout campus. Learn more about our entire team, as well as our three divisions, at [pulte.nd.edu/people](http://pulte.nd.edu/people).



**Heather Asiala**  
Communications Program Manager



**Tushi Baul**  
Monitoring and Evaluation Specialist



**Kevin Fink**  
Program Manager II and Associate Director



**Danice Brown Guzmán**  
Research Associate



**Cory Hankins**  
Communications Specialist



**Tom Hare**  
Senior Technical Associate



**Edward Jurkovic**  
Program Manager



**Lila Khatiwada**  
Senior Research Associate



**Jennifer Krauser**  
Program Manager II



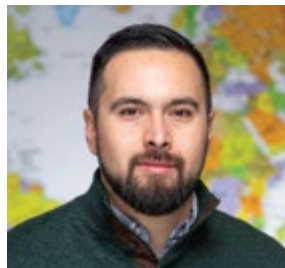
**Cassidy O'Block**  
Senior Office Coordinator



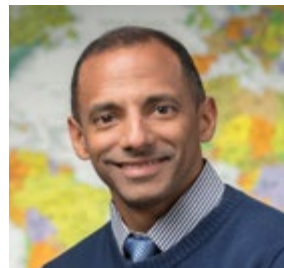
**Melissa Paulsen**  
Associate Director, Entrepreneurship and Education Division Lead; Concurrent Faculty



**Paul Perrin**  
Director, Evidence and Learning Division; Concurrent Faculty



**Juan Posada-Burbano**  
Program Manager



**Tom Purekal**  
Program Director, Innovation and Practice Division



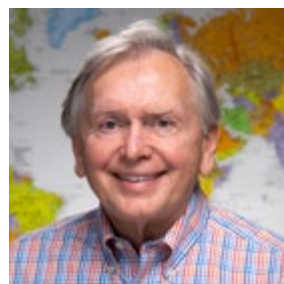
**Estela Rivero**  
Research Associate



**Frederick Rossi**  
Monitoring and Evaluation Specialist



**Mehak Anjum Siddiquei**  
Research Program Coordinator



**Michael Morris**  
Professor of Practice



**Swapnil Motghare**  
Postdoctoral Research Associate

# 2019 Global Impact



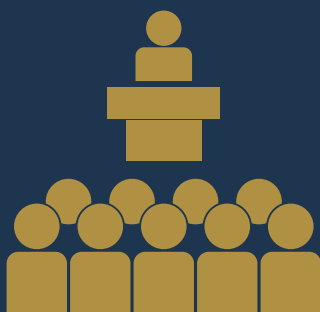
**16**

new awards received.



**\$11.4+ M**

in new grant funding to support  
global development efforts.



**434 & 325**

undergraduate and graduate  
students taught at Notre Dame.



**6**

experiential learning fellowships  
granted to Notre Dame undergraduates.



**347**

total institutional partnerships  
maintained by the Pulte Institute.



**600**

individuals trained in  
developing countries.

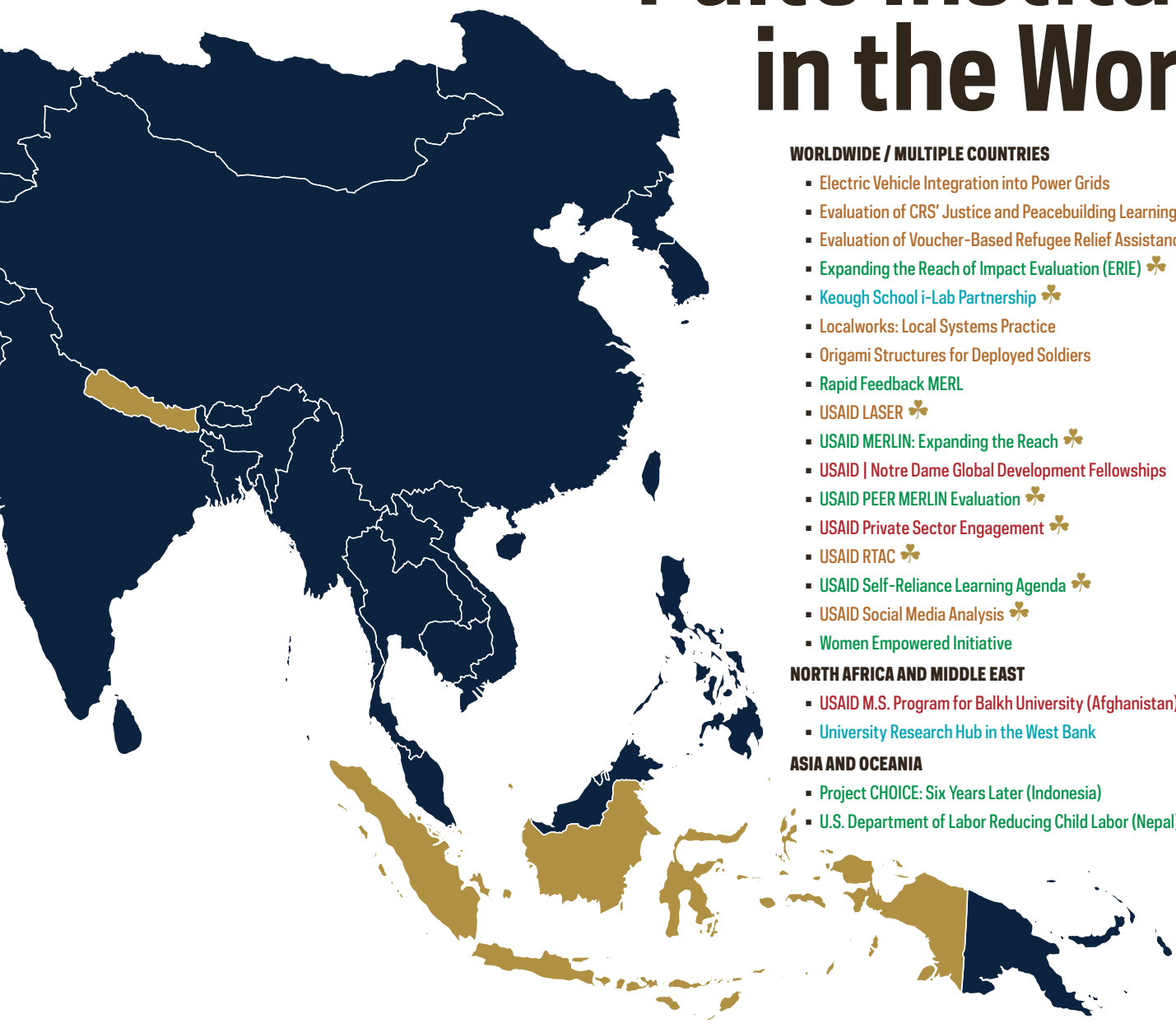








# Pulte Institute in the World



## WORLDWIDE / MULTIPLE COUNTRIES

- Electric Vehicle Integration into Power Grids
- Evaluation of CRS' Justice and Peacebuilding Learning Agenda ✿
- Evaluation of Voucher-Based Refugee Relief Assistance
- Expanding the Reach of Impact Evaluation (ERIE) ✿
- Keough School i-Lab Partnership
- Localworks: Local Systems Practice
- Origami Structures for Deployed Soldiers
- Rapid Feedback MERL
- USAID LASER ✿
- USAID MERLIN: Expanding the Reach ✿
- USAID | Notre Dame Global Development Fellowships
- USAID PEER MERLIN Evaluation ✿
- USAID Private Sector Engagement ✿
- USAID RTAC ✿
- USAID Self-Reliance Learning Agenda ✿
- USAID Social Media Analysis ✿
- Women Empowered Initiative

## NORTH AFRICA AND MIDDLE EAST

- USAID M.S. Program for Balkh University (Afghanistan)
- University Research Hub in the West Bank

## ASIA AND OCEANIA

- Project CHOICE: Six Years Later (Indonesia)
- U.S. Department of Labor Reducing Child Labor (Nepal) ✿

## MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS ✿

As of 2019, the Pulte Institute has proudly hosted 150 Mandela Washington Fellows from 38 different countries across Sub-Saharan Africa.

- |                                        |                  |                             |
|----------------------------------------|------------------|-----------------------------|
| ▪ Angola (4)                           | ▪ Kenya (10)     | ▪ Sao Tome and Principe (1) |
| ▪ Benin (1)                            | ▪ Lesotho (3)    | ▪ Senegal (7)               |
| ▪ Botswana (1)                         | ▪ Liberia (2)    | ▪ Sierra Leone (1)          |
| ▪ Burkina Faso (4)                     | ▪ Madagascar (2) | ▪ South Africa (9)          |
| ▪ Burundi (1)                          | ▪ Malawi (3)     | ▪ South Sudan (2)           |
| ▪ Cameroon (2)                         | ▪ Mali (2)       | ▪ Sudan (2)                 |
| ▪ Chad (1)                             | ▪ Mauritania (3) | ▪ Swaziland (1)             |
| ▪ Cote d'Ivoire (6)                    | ▪ Mauritius (5)  | ▪ Tanzania (5)              |
| ▪ Democratic Republic of the Congo (2) | ▪ Mozambique (4) | ▪ Togo (1)                  |
| ▪ eSwatini (1)                         | ▪ Namibia (3)    | ▪ Uganda (7)                |
| ▪ Ethiopia (7)                         | ▪ Niger (3)      | ▪ Zambia (7)                |
| ▪ Ghana (7)                            | ▪ Nigeria (13)   | ▪ Zimbabwe (14)             |
| ▪ Guinea (2)                           | ▪ Rwanda (1)     |                             |

# Alleviating Global Poverty through Five Themes

As part of our five year strategic plan, the Pulte Institute will focus on five strategic themes that we believe will be most critical to alleviating global poverty: **Humanitarianism, Global Health, Sustainability, Effective States and Development, Business In Development.** These five domains of thematic

research connect to poverty and inequality and the values put forth by Pope Francis in *Laudato si'*: On Care for Our Common Home. Our team is already working in these areas to produce impactful research which will place Notre Dame as a leader in key policy fora.

## HUMANITARIANISM

### Understanding Refugee Resilience in Kenya

In a world with over 70 million displaced persons, the average refugee will spend over 17 years displaced, with many settling long-term in refugee camps dependent on humanitarian aid. The continued prevalence and growth of protracted refugee camps has become unsustainable for host states and insufficient for refugees, who have the right to more than just basic services and safety and are entitled to dignified and productive lives.

As part of USAID's Rapid Technical Assistance Center (RTAC), the Pulte Institute worked with Dr. Rahul Oka, Associate Research Professor in Notre Dame's Department of Anthropology, to study approaches which build refugee and host community self-sufficiency and resilience capacities.

Following a robust literature review of the past interventions and academic studies, Dr. Oka and his team conducted extensive field research in the Kakuma, Kalobeyei, and Dadaab refugee camps in Northern Kenya, which collectively house over 400,000 refugees. The data collected from more than 700 refugees and hosts informed a final report to USAID which presented key sources of - and barriers to - resilience and self-sufficiency among refugees and host communities, as well as recommendations for future programs. This report will be instrumental to informing USAID's next development strategy for Kenya.





# GLOBAL HEALTH

## Project Ricardo: Implementing Solutions for Clean Water Access in Arcabuco

The Pulte Institute has been working to bring the residents of Arcabuco, Colombia access to clean drinking water since 2017 through Project Ricardo: Clean Water for Arcabuco. Made possible by a generous gift from Tom and Cheryl Kuster, and in partnership with the Messengers of Peace Monastery, Project Ricardo provides experiential learning for Notre Dame undergraduate students who delivered innovative solutions and educational content to increase equitable access to potable water in the region.

Building on the Project's research and evaluation work conducted in 2018, the Pulte Institute's Kevin Fink, Program Manager, and Tom Purekal, Director of Innovation & Practice, accompanied a team of eight students to Arcabuco in January 2019 to understand the residents' challenges related to water and sanitation. They found that many residents in and around Arcabuco have to travel to a natural spring for drinking water, while other residents resort to boiling and drinking untreated aqueduct or creek water. Improper collection, storage, and treatment practices have led to high self-contamination rates and made intestinal disease common among the population.

Using data collected during this visit, the Pulte Institute worked with the Centre for Affordable Water and Sanitation Technology (CAWST) to train 10 Arcabuco residents on how to construct, install, operate, and maintain household biosand water filters. These residents became community mobilizers, sharing best practices related to sanitation, waste disposal, and water handling with 90 local households. In addition to training,

each participating household received a biosand filter, resulting in more than 150 people gaining access to clean, safe drinking water. The project also implemented the installation of water filters and septic tanks in six schools across Arcabuco.

In Fall 2019, a team of four Notre Dame undergraduates worked with the Pulte Institute to design and plan the project's final evaluation, which will include interviews and focus groups with local project staff, project participants, and government officials.

To stay up to date on the final phase of the project, visit [pulte.nd.edu/ricardo](http://pulte.nd.edu/ricardo).



## SUSTAINABILITY

# Evaluating Sustainable Economic Well-Being Activities in Ethiopia

In August 2019, Catholic Relief Services-Ethiopia (CRS-Ethiopia) commissioned the Pulte Institute to conduct a Midterm Evaluation of its Feed the Future Ethiopia “Livelihoods for Resilience” activity in Oromia. This five year program (2017-2022) is designed to promote sustainable economic well-being through on-farm (crop and livestock), off-farm, and employment livelihood pathways for the 24,500 households enrolled in the

Government of Ethiopia’s Productive Safety Net Programme. Pulte Institute researchers travelled to Oromia in August to meet with activity participants, implementing staff, and other pertinent stakeholders, conducting more than 55 focus groups and interviews over eight days. From this study, the team submitted an evaluation report to CRS-Ethiopia with eight priority recommendations to improve the impact of the activity.

## FEED THE FUTURE ETHIOPIA “LIVELIHOODS FOR RESILIENCE” ACTIVITY IN OROMIA



Designed to promote employment  
livelihood pathways for

## 24,500 households



**55 focus groups**  
and interviews conducted over eight days



## 8 priority recommendations

to improve the impact of the “Livelihoods for Resilience” activity in Oromia





# Expanding the Reach of Evaluation

Government agencies and NGOs can often see the short-term impacts of their development projects, but what happens to a community five years after a project has ended?

USAID brought together a consortium of researchers, led by the Pulte Institute, to answer these questions through Expanding the Reach of Impact Evaluation (ERIE): an approach to conducting retrospective long-term evaluations of USAID development projects. The ERIE consortia, which also includes members from AidData, Mathematica, Geospatial Impact Evaluation (GIE), and the Center for Effective Global Action (CEGA), believes that, in some cases, it is possible to conduct evaluations of USAID activities which were completed 5-10 years ago.

Using rigorous qualitative and quantitative research methods, ERIE conducted two pilots in 2019:



## FOOD SECURITY IN SOUTHERN MALAWI:

**A retrospective longitudinal impact evaluation of Food for Peace's Wellness and Agriculture for Life Advancement (WALA) activity.**

When WALA ended in 2014, results initially showed that the need for food aid had reduced in these communities due to the support of this program. Researchers from AidData used innovative and rigorous data sets to compare villages which received WALA support with those with similar initial conditions. The teams found that, although WALA appeared to make households more food secure in the short-term, these villages were not prepared to sustain the long-term effects of natural disasters and climate changes in the area. This study provided USAID with an honest insight into the sustainability of their development programs in countries prone to natural disasters.



## PEACEBUILDING BETWEEN ISRAEL AND THE WEST BANK:

**A retrospective evaluation of the Office of Conflict Management and Mitigation's People to People (P2P) activity.**

Researchers used qualitative data collection, primarily conducting online surveys and interviews, to explore the potential effects of previous P2P projects in terms of perceptions of and continued communication with those on the other side of the conflict. Researchers found positive outcomes in the data, with participants noting a belief in the potential for co-existence. This project in particular has garnered international attention. The final report was highlighted by the Alliance for Middle East Peace at this year's J Street Conference and Danice Brown Guzman, Research Associate with the Pulte Institute, presented the work at the US Institute of Peace.

The methods ERIE researchers are using will allow development organizations to answer long-term questions that they haven't been able to answer before. ERIE is able to take these organizations back in time to see the real effects of their work - and, in many cases, how much is still to be done. The need for this work is evidenced by the fact that the Pulte Institute has already been approached by 21 USAID operating units to engage in an ERIE project.

Globally, ERIE will conduct a long-term evaluation of the Center for Development Research's Partnership for Enhanced Engagement in Research (PEER) and Higher Education Solutions Network (HESN) activities, examining the impact of the two programs on researcher capacity and data-driven policy in developing countries. In 2020, researchers will travel to Uzbekistan, Colombia, Morocco, and South Africa to begin the PEER/HESN projects. The team will also begin a 5-year evaluation on food security in Bangladesh.

# EFFECTIVE STATES AND DEVELOPMENT

## Identifying and Evaluating Violence in Honduras

Gangs. Drugs. Violence. These factors have had increasingly negative economic and social impacts in Central America's Northern Triangle. With a homicide rate 13 times that of the United States, Honduras in particular is consistently ranked as one of the most violent countries in the world. Significant investment has been made by the US government to implement programs which prevent violence and gang membership among youth; however, there seems to be no reliable way to reduce violence in impoverished, urban communities.

USAID enlisted the help of the University of Notre Dame to evaluate labor insertion programs which seek to reduce the risk of violence and intention to migrate among youth. Tom Hare and Estela Rivero, researchers with the Pulte Institute, and Laura Miller-Graff, Assistant Professor of Psychology, developed and implemented the novel VIP-RA tool, which helps to identify individuals who are most at risk of violence, target interventions which mitigate this risk, and measure change in risk due to program participation.

Preliminary findings have shown that youth who are most at-risk of violent behavior may have trouble regulating their emotions, show signs of post-traumatic stress, and portray a lack of resilience due to limited social support or material resources. In addition, researchers found that there is also a strong correlation between resilience, post-traumatic stress, and community cohesion when it came to the individual's intentions to migrate. Overall, these results suggest that providing at-risk youth with psycho-social interventions

(e.g. therapy, mentoring, life skills training), as opposed to policing interventions and labor opportunities alone, will reduce the risk of violence and likelihood to migrate.

Building on this evaluation, USAID asked researchers to conduct a survey of victimization, perceptions of security and police performance, and migration intentions in five of its priority municipalities around Honduras: Tegucigalpa, San Pedro Sula, Choloma, La Ceiba, and Tela.



**The research team oversaw 4,000 surveys for the data collection, which found:**

- 16% of households had been the victims of violence in the last 12 months, with homicides and threats to kill being the most reported.
- Perception of security in neighborhoods has improved for 40% of residents in the last year; however, 75% of residents still feel insecure in their own homes.
- 25% of residents have noticed improvements in police performance in the last year (with the exception of Tegucigalpa); however there is some evidence of police corruption with 6% of residents reporting that they have paid a bribe to the police.
- 32% of respondents intend to migrate in the next three years and is higher among individuals who are unemployed.

Results of the Pulte Institute's research in Honduras were published in September 2019 in the journal *Development in Practice*.





# Fighting For Justice and Peacebuilding

In 2014, Catholic Relief Services (CRS) adopted the “Hope to Harvest” strategy, which dedicated nearly \$98 million towards its Justice and Peacebuilding portfolio. This broad range of programs includes components focusing on gender, inter-religious peacebuilding, social cohesion, resource-based governance, good governance, and positive youth development.

CRS engaged the Pulte Institute to design and coordinate an extensive review to determine the effectiveness of these programs; specifically the improvement of equity for poor and marginalized people and the social cohesion among program beneficiaries. The Pulte Institute’s Tom Purekal, Director of Innovation & Practice, Paul Perrin, Director of Evidence & Learning, and Kevin Fink, Program Manager, collaborated with a team of interdisciplinary Notre Dame faculty to provide infield primary data collection for the project.

From 2018 to 2019, the first phase of the review, the research team reviewed several CRS Justice and Peacebuilding programs, spanning eight countries and four thematic areas:

- **Youth Election Program (Ghana)**

Jaimie Bleck, Ford Family Associate Professor of Political Science

- **Gender Programs (Kenya, Egypt)**

Professor Susan St. Ville, Director of International Peace Studies at the Kroc Institute

- **\*Inter-religious Peacebuilding Programs (Philippines, Bosnia-Herzegovina, Kenya)**

Atalia Omer, Associate Professor of Religion, Conflict and Peace Studies

- **\*Gender Programs (Rwanda, Burundi, Democratic Republic of Congo)**

Professor Susan St. Ville, Director of International Peace Studies at the Kroc Institute

- **\*Post-Genocide Trauma Healing Program (Rwanda)**

David Hooker, Associate Professor of the Practice of Conflict Transformation and Peacebuilding

*\*Review ongoing*

Results from this first phase of the review have shown that, **through CRS interventions, youth and women have improved their voice within their respective contexts**, specifically in the context of election violence and household power dynamics. Researchers provided several recommendations, however, on how CRS could work with religious leaders to influence structural change which creates inequality and inhibits authentic government relationships.

The study will continue into 2020 and, as future reviews are completed, Notre Dame will continue to submit recommendations to CRS.

# BUSINESS IN DEVELOPMENT

## Closing the Gap: Understanding Private Sector Engagement

The private sector plays a critical role in reducing the need for foreign assistance, providing financial, in-kind, and human resources to organizations who deliver development activities across the globe. Despite its importance, many development organizations lack an understanding of how to effectively engage with the private sector to create better outcomes for communities.

In an effort to better understand and utilize Private Sector Engagement (PSE), USAID partnered with the Pulte Institute, Purdue University, and Catholic Relief Services to implement an evidence and learning strategy to help its staff better align themselves with their private sector counterparts.

A team of Notre Dame students, directed by Pulte Institute Evidence and Learning Director Paul Perrin, conducted an extensive desktop review, identifying tangible evidence of USAID PSE. Using this research, the consortium will co-create a series of tools to complement USAID's Private-Sector Engagement Policy, including an evidence gap map and PSE Indicator Framework.

The team is currently receiving feedback on these tools in the field and will plan to pilot the tools in 2020 with select USAID missions before rolling them out to the full organization.

## The Future of Work Conference

The future of work is under threat from artificial intelligence (AI) and automation, with a majority of jobs affected being concentrated in the Midwest. Organizations have yet to determine how and if the future of work will yield positive or negative outcomes for the global workforce.

Recognizing the need for interdisciplinary dialogue on this key issue, the Citi Foundation, the University of Notre Dame, City of South Bend, and the Zielsdorf Family Partnership for Corporate Engagement convened key thought leaders in June 2019 to discuss the future of work. Organized in partnership by the Pulte Institute and the McKenna Center for Human

Development and Global Business, both part of Notre Dame's Keough School of Global Affairs, the conference brought more than 150 attendees from across the U.S. to gain both a domestic and global perspective on the challenges of automation facing states with rich, industrial traditions, such as Indiana.

Delegates heard from 38 distinguished speakers, including former South Bend Mayor Pete Buttigieg, over three immersive days of interactive panels and site visits. The University has plans to build on the momentum of the conference and work with the City of South Bend to research this issue further in 2020. **See the highlights from the conference online at [futureofworkatnotredame.com](https://futureofworkatnotredame.com).**



**"It gives me hope that there are people who care deeply and are concerned about the obstacles, but also see that there is great opportunity in making cities that are more efficient and sustainable."**

-Santiago Garces, Director of Innovation and Performance, City of Pittsburgh



# The 2019 Mandela Washington Fellowship



The Pulte Institute is proud to have been an Institute Partner since 2014 for the Mandela Washington Fellowship for Young African Leaders. Funded by the U.S. Department of State's Bureau of Education and Cultural Affairs and implemented by IREX, the 2019 Leadership in Business Institute at the University of Notre Dame challenged, motivated and empowered young leaders from 17 different African countries, including 14 women and 11 men.

Led by world-class faculty, the Leadership in Business Institute covered design thinking, social entrepreneurship, business model development, strategic leadership, and innovation across multiple academic classes and community activities. The Leadership in Business Institute was supplemented by dozens of site visits across Indiana, Michigan, and Illinois; culminating in a Capstone business plan competition with corporate partner Capsim.

## 25 Fellows, 17 Countries



## Support for the 2019 Fellowship



The Fellows were welcomed to campus by Karrah Herring, Director of Public Affairs at the University of Notre Dame, and some 100 guests from across the University and the greater South Bend area at an opening ceremony on June 24. In her remarks, Herring discussed the lasting friendships and connections she has made with various Mandela Washington Fellows throughout the years. "While this program is designed to introduce the brightest, most intelligent, multi-talented, future leaders of the continent of Africa to hundreds of entrepreneurs, civic leaders, business leaders, and researchers here in the United States, the true gem for so many of us here on campus is talking with the Fellows over dinner and learning about the rich history of the various countries represented," explained Herring.

**"This program allows us to find the common ground among us that connects us at the most basic levels of human dignity, service, faith, and love."**



To learn more about the Mandela Washington Fellowship at Notre Dame, or the 2019 cohort, visit [pulte.nd.edu/MWF](http://pulte.nd.edu/MWF).





## 2019 MANDELA WASHINGTON FELLOWSHIP



# Influencing Policy and Practice

At the Pulte Institute, we measure our success not only by the tangible impact we have on communities in developing countries, but by the research we contribute to the local, national, and international policy dialogue. In 2019, our team produced more than 60 academic publications and policy briefs which will help to shape the decisions made by governments around the world.

## Central American Dialogues: Leading the conversation on emigration

Ranked by foreign policy experts as one of the top conflicts to watch in 2020, the deteriorating economic and security conditions of countries in the Northern Triangle - El Salvador, Guatemala, and Honduras - have led to increased migration outflows as people try to escape some of the deadliest countries in the world. The reality many are living with in Central America has been lost in the focus on the U.S. border, as migrant caravans and border walls continue to captivate the media and paralyze the United States government.

In 2019, the Pulte Institute convened an interdisciplinary group of academics, development practitioners, and government officials to review the existing evidence, debate approaches, and consolidate guiding principles for current and future responses to the so-called “root causes” of emigration: migrant networks, poverty, violence, and climate change. Two participatory dialogue sessions took place in Guatemala and Washington, D.C., resulting in a set of recommendations for policy makers to act on the group’s overarching conclusion: without systemic and structural change, the root causes of emigration will persist long after the current spike of migration has subsided.

Pulte Institute Director Ray Offenheiser and Senior Technical Associate Tom Hare penned an Op-Ed in *The Hill* to humanize the issue, stating: “If we put ourselves in the shoes of anyone living in a marginalized community in the Northern Triangle,

### NOTABLE PUBLICATIONS, REPORTS, AND POLICY BRIEFS

**Contextualized, Participatory Monitoring and Evaluation**  
Paul Perrin, University of Notre Dame Press

**Evaluating Social Protective Factors for Violence Involvement in Honduras**  
Tom Hare, Development in Practice

**Addressing Major Challenges Associated with Sustainable Entrepreneurship in Established Companies**  
Michael Morris, American Journal of Entrepreneurship

**Central America and Emigration: Beyond the “Root Causes”**  
Tom Hare

**Migration Policy Brief (USAID/DEXIS)**  
Estela Rivero, Tom Hare

**Resumen del Análisis de la Victimización: Summary of the analysis of victimization (USAID)**  
Estela Rivero, Tom Hare

**What are we Fighting For? Reflections on CRS’ Justice and Peacebuilding Programs**  
Kevin Fink, Tom Purekal

we would wake up every morning uncertain about feeding our families. We would live in constant fear of the local gang coming to forcibly recruit our children. [...] Migrants are not coming to the United States to ‘game the system.’ They are coming with hope for a future.”

Building on the momentum of these dialogues, the Pulte Institute has sponsored a Policy and Practice Visiting Associate to guide our advocacy efforts on migration. More programming is expected for 2020 to raise awareness of this issue at Notre Dame and beyond.

# Pulte Institute Policy and Practice Visiting Associates Program

In early 2019, the Pulte Institute launched a new visiting associates program designed to bring leading experts on global policy and practice to Notre Dame. While in residence, those selected for the Pulte Institute Policy and Practice Visiting Associates program will work with Notre Dame faculty and researchers to write evidence-based, strategic publications on current policy issues. The program had three Visiting Associates in 2019, each producing a policy brief

which will inform policy action in the development sector. While the program is administered by the Pulte Institute, other units at Notre Dame are strongly encouraged to co-sponsor associates who will produce publications on a variety of themes. The Pulte Institute also seeks to collaborate with external organizations - such as think tanks, corporations, or nonprofits - to co-sponsor associates. This is one of the first new initiatives to come out of the Pulte Institute's five-year strategic plan.

## MEET THE VISITING ASSOCIATES



### **Dr. Craig Hart, Spring 2019**

Executive Director of the Pace Energy Climate Center, Pace University

As part of a joint collaboration between the Pulte Institute and ND Energy, Dr. Hart prepared a policy brief on climate and energy source transitions in the midwest, relating the current energy policy considerations to similar processes occurring in China. Through this comparative study, prepared through extensive interviews with energy experts, Dr. Hart illustrates the successes and challenges present in the transition to renewable energy sources at home and abroad.



### **Cory Smith, Fall 2019**

Former Vice President of Policy, Advocacy, and Communications, Kids in Need of Defense

Cory began his work on a report on sex-and-gender-based violence (SGBV), affecting women and girls and forced migration from the Northern Triangle countries of Central America. This project will present the successes and challenges associated with providing U.S. foreign assistance to prevent SGBV in these areas. The report, which is due to be finalized in February 2020, will present clear policy recommendations regarding more effective U.S. funding in the region.



### **Heather Krause, Fall 2019**

Chief Data Scientist, Datassist

Heather compiled a report examining the ethics and equity of current impact evaluation methods, which included a case study of quantitative impact evaluation prioritizing human dignity. Through this report she demonstrated the implications these topics have for global development policy at large.

**Learn more about  
the program at  
[pulte.nd.edu/VAP](http://pulte.nd.edu/VAP).**



# Teaching Policy and Practice to the Next Generation of Leaders

The Pulte Institute offers Notre Dame undergraduate and graduate students a range of global development courses focused on policy and practice, as well as unique and variable experiential learning opportunities across the globe. We seek

to offer students professionally meaningful, career-oriented field placement opportunities as a way of enhancing their attractiveness to potential employers.

## COURSES TAUGHT

**Effective Technical Writing for Global Development Proposals**  
Michael Sweikar and Melissa Paulsen

**Social Entrepreneurship**  
Melissa Paulsen

**i-Lab (2 Semesters)**  
Melissa Paulsen

**Ethical Leadership for Social Change**  
Ray Offenheiser

**Foundations of Sustainable Development**  
Ray Offenheiser

**Intro to International Development Studies**  
Paul Perrin

**Global Health Program Management**  
Paul Perrin

**Monitoring and Evaluation**  
Paul Perrin

**Moreau First Year Course**  
Edward Jurkovic

**Entrepreneurship, Development and Poverty**  
Michael Morris

# Pulte Institute Student Fellowships

In 2018, Rick and Molly Klau made a generous, \$1 million endowment gift to the Pulte Institute for the establishment of new programs and courses focused on social entrepreneurship, innovation, and intrapreneurship. The Pulte Institute Student Fellowships bring Notre Dame students together with global social entrepreneurship organizations for engaging academic, experiential, and service-learning opportunities.

Since its inception, the fund has enabled six students to participate in a unique, international learning experience. Three students traveled to Ecuador and one to Guatemala to conduct an 8-week, immersive internship with Social Entrepreneur Corps. In addition, the Fund supported two independent student researchers: one in South Africa and one at Notre Dame's main campus with the Mandela Washington Fellowship program.

**"I am inexplicably grateful for this experience, which has given me the confidence to proceed in my education at Notre Dame feeling certain that I would like to work in the international development field."**

- Maria Teel, 2019 Social Entrepreneurship Intern for the Mandela Washington Fellowship at Notre Dame



# Partnering with the Pulte Institute

## Pulte Institute Faculty Fellows

In September 2019, the Pulte Institute launched a new Pulte Institute Faculty Fellows program, with 102 interdisciplinary Notre Dame faculty committed to five-year terms throughout 2024.

The inaugural class of Pulte Institute Faculty Fellows hold primary appointments in over 23 different departments within seven of Notre Dame's colleges and schools. Each Pulte Institute Faculty Fellow has individual expertise in one or more of the Institute's five domains of thematic focus: Sustainability, Humanitarianism, Effective States and Development, Business in Development, and Global Health.

The program is designed to provide several unique, tangible benefits to Fellows, including collaborative opportunities; premier access to Pulte Institute expert practitioners; and connections to research, grant opportunities, travel, and worldwide partnerships. As part of the program, the Fellows will have an increased amount of involvement with Pulte Institute projects and programs, as well as coursework in the Keough School of Global Affairs.

Additional information about the program, including the responsibilities of Pulte Institute Faculty Fellows and eligibility criteria, is available at [pulte.nd.edu/FacultyFellows](https://pulte.nd.edu/FacultyFellows).

“For faculty with a passion for impact well beyond the traditional academic outputs, **the Pulte Institute has become a home where passionate like-minds come together to blur the lines between theory and practice.** I can't wait to see what this new chapter of the Pulte Institute holds now that Faculty Fellows are being strategically engaged to marry our research strengths with the Institute's proven track record in attracting and executing high-profile projects across the globe.”

**Tracey Kijewski-Correa**

Leo E. and Patti Ruth Linbeck Collegiate Chair;  
Associate Professor, College of Engineering

**Domain of thematic focus:**  
Business in Development





## Students: CRS Ambassadors

The Pulte Institute is home to the University of Notre Dame Chapter of the Catholic Relief Services' (CRS) Student Ambassadors Program. Program Manager Kevin Fink serves as

the chapter's staff advisor, helping Notre Dame students raise awareness for key global issues and create advocacy opportunities for their peers. In 2019, Notre Dame hosted the regional training for the CRS Ambassadors Program, bringing more than 20 students together to focus on the issues of migration, climate change, and global hunger.



## The Zielsdorf Family Partnership for Corporate Engagement

The Zielsdorf Family Partnership for Corporate Engagement, established in 2018 following a generous gift from Bob and Fran Zielsdorf, enabled the Pulte Institute to deliver a number of efforts to build corporate partnerships for good in 2019.

Most prominently among these efforts was the Future of Work Conference, held in South Bend in June 2019. Sponsored in partnership by the Zielsdorf Family Partnership, CITI Foundation, the University of Notre Dame, and the City of South Bend, the Conference brought together key thought leaders from academia, the private sector, NGOs, and governments for a series of focused presentations and discussions on the future of work.

Thanks to the support of the Zielsdorf Family Partnership, the University has plans to work with the City of South Bend in 2020 to identify the ways in which automation may affect local companies and what steps should be taken to address these changing work dynamics.

Learn more about the Zielsdorf Family Partnership for Corporate Engagement at [pulte.nd.edu/Zielsdorf](https://pulte.nd.edu/Zielsdorf).





# Your Support, Your Impact

We are immensely grateful for the support that we receive through private donations\*, which support many Pulte Institute projects. When you give to the Pulte Institute, it is not only an opportunity to help directly address global poverty and inequality, but also an opportunity to support the vision of Notre Dame's founder, Rev. Edward Sorin, C.S.C., who dreamed that the University would one day become "one of the most powerful means for doing good in this country." Your gift allows our team to achieve extended, tangible, and impactful results from our projects.

To learn more about how you can support the mission of the Pulte Institute and leave a lasting legacy, visit [pulte.nd.edu/support](http://pulte.nd.edu/support).

## Institute Level Endowment Gifts

Pulte Institute for Global Development, Pulte Family Charitable Foundation (est. 2019)

William J. Pulte Directorship of the Pulte Institute for Global Development, Pulte Family Charitable Foundation (est. 2019)

## Legacy Endowment Gifts

Patrick Finneran (est. 2014)

Denis and Anita O'Donoghue  
(est. 2014)

David and Dorothy Pusateri  
(est. 2014)

Tim and Diane Madden (est. 2015)

Lincoln and Amy Stone (est. 2015)

Janeen-Ann Olds (est. 2017)

Larry and Anntheresa Buckendorf  
(est. 2017)

Tom & Cheryl Kuster (est. 2017)

Rick Stack (est. 2017)

The Belatti Family (est. 2018)

Rick and Molly Klau (est. 2018)

Lee and Jordan Stellakis (est. 2018)

Bob and Fran Zielsdorf (est. 2018)

Larry and Sandra Weber (est. 2019)

## New Gifts in 2019

James and Christine Corgel

Mary Ellen Fausone

Gary and Mary Lou Gegick

Scott and Katie Hart

Bruce Hiler and Elaine Cacheris

John and Pauline Hoffman

Rick and Molly Klau

Brendan and Karen Maher

Denis and Anita O'Donoghue

Lee and Jordan Stellakis

Larry and Sandra Weber

Bob and Fran Zielsdorf

## Continuing Project Gifts

Sam and Kathy Awad

Tom & Cheryl Kuster

Tim and Diane Madden

*\* Reporting on gifts of \$500 and up.*







# Making Notre Dame a "Powerful Force for Good"

The Pulte Institute for Global Development was established in 2012 as the Notre Dame Initiative for Global Development. Led by Notre Dame Research, it was created to be a primary University contact point with potential partners, funding agencies, and the larger development community within the United States and around the world.

Today, the Pulte Institute has proven to play an impactful role amongst Notre Dame's family of internationally-focused units. It has partnered with more than 50 departments, centers, and institutes across campus and accounts for more than half of all of the University's grants and contracts related to international development.

Perhaps more importantly, the Pulte Institute is helping the University live up to Fr. Edward Sorin's original mission of making Notre Dame a "powerful force for good."











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FOR GLOBAL DEVELOPMENT

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