



— NOTRE DAME INITIATIVE *for* GLOBAL DEVELOPMENT —

2018 ANNUAL REVIEW



UNIVERSITY OF
NOTRE DAME

KEOUGH SCHOOL OF GLOBAL AFFAIRS

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Mission

The University of Notre Dame Initiative for Global Development (NDIGD) 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.

ON THE FRONT COVER

A woman walks along a road in Bolivia. In 2018, an NDIGD researcher traveled to Morochata and Tiquipaya—two towns nestled in the western highlands of Bolivia—in order to evaluate efforts to prevent and control Chagas disease. Read the full story on page 16.

2018 Directors' Update

Global Development is America at Our Best

The Notre Dame Initiative for Global Development (NDIGD)—part of the Keough School of Global Affairs at the University of Notre Dame—was established to serve as a catalyst to develop globally relevant, interdisciplinary research programs that address today’s most pressing challenges.

In 2018, this took shape in the form of the many efforts highlighted in this year’s annual review and in the completion of our new, five-year strategic plan, which is focused on the mission to “address global poverty and inequality through policy, practice, and partnership.”

Addressing global poverty has historically been a core tenet of our nation’s mission on the global stage. U.S. development assistance as we know it today was created in the aftermath of WWII, inspired by a speech at a Harvard commencement by General George Marshall in 1947, and brought to life in 1948 as the Marshall Plan under President Truman.

Marshall’s speech was a challenge to all Americans to take on the task of rebuilding Europe in the aftermath of the war. It was followed by the Point Four Program, which sought to bring democracy and economic well-being to the newly independent states in Asia, Africa, and Latin America. The underlying premise of these programs was to create the institutions and the political and economic conditions to reduce the possibilities of a third world war, and for the first time to focus on alleviating poverty as a U.S. national interest.

The important lesson from this history of foreign assistance is that with its launch in 1947, it became a critically important tool of U.S. diplomacy. It conveys American values. It helps protect American national security. And it promotes global prosperity by assisting the poorest nations to overcome poverty and better provide for their own citizens. It is the best of America in the world.

When polled today, Americans believe that 15 percent of our annual budget goes to international aid. While they think this is high, they still want to believe that America is the most generous donor in the world and that we should contribute at least five percent of our budget to aid. In reality, the U.S. only contributes approximately one percent of its annual budget to aid.



Ray Offenheiser
Director and Distinguished
Professor of the Practice



Michael Sweikar
Executive Director and Concurrent
Assistant Professor of the Practice

This past year, the NDIGD team—with the support of corporate partners, foundation funders, and generous friends and families of Notre Dame—worked on efforts that create programs with sustainable impact in developing countries across the world as part of America’s greater foreign aid efforts to help alleviate global poverty.

Going forward, NDIGD will work on five themes that we believe will be most critical to alleviating global poverty:

- **Sustainability**
- **Humanitarianism**
- **Effective States and Development**
- **Business in Development**
- **Global Health**

We hope for your support in these efforts and that we collectively press our leaders at all levels to move toward consensus and a grand vision for our future that serves our interest wisely both at home and abroad and deploys diplomacy, defense and development in a coherent way that confronts these enormous challenges of the next decades with intelligence, compassion and the best of our American values. We should demand nothing less. Our future depends upon it.

In Notre Dame,

Ray C. Offenheiser *Michael Sweikar*

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 ndigd.nd.edu/people.



Tushi Baul
Monitoring and Evaluation Specialist



Kevin Fink
Program Manager



Danice Brown Guzmán
Research Associate



Tom Hare
Senior Technical Associate



Edward Jurkovic
Program Manager



Lila Khatiwada
Senior Research Associate



Jennifer Krauser
Program Manager



Ali Lodermeier
Research Program Coordinator



Melissa Paulsen
Associate Director, Entrepreneurship and
Education Division; 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



Luis Ruuska
Communications Program Manager



Aviva Wulfsohn
Administrative Coordinator

2018 by the Numbers



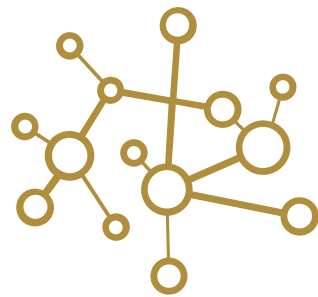
14

new awards received.



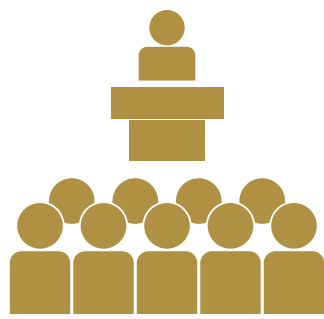
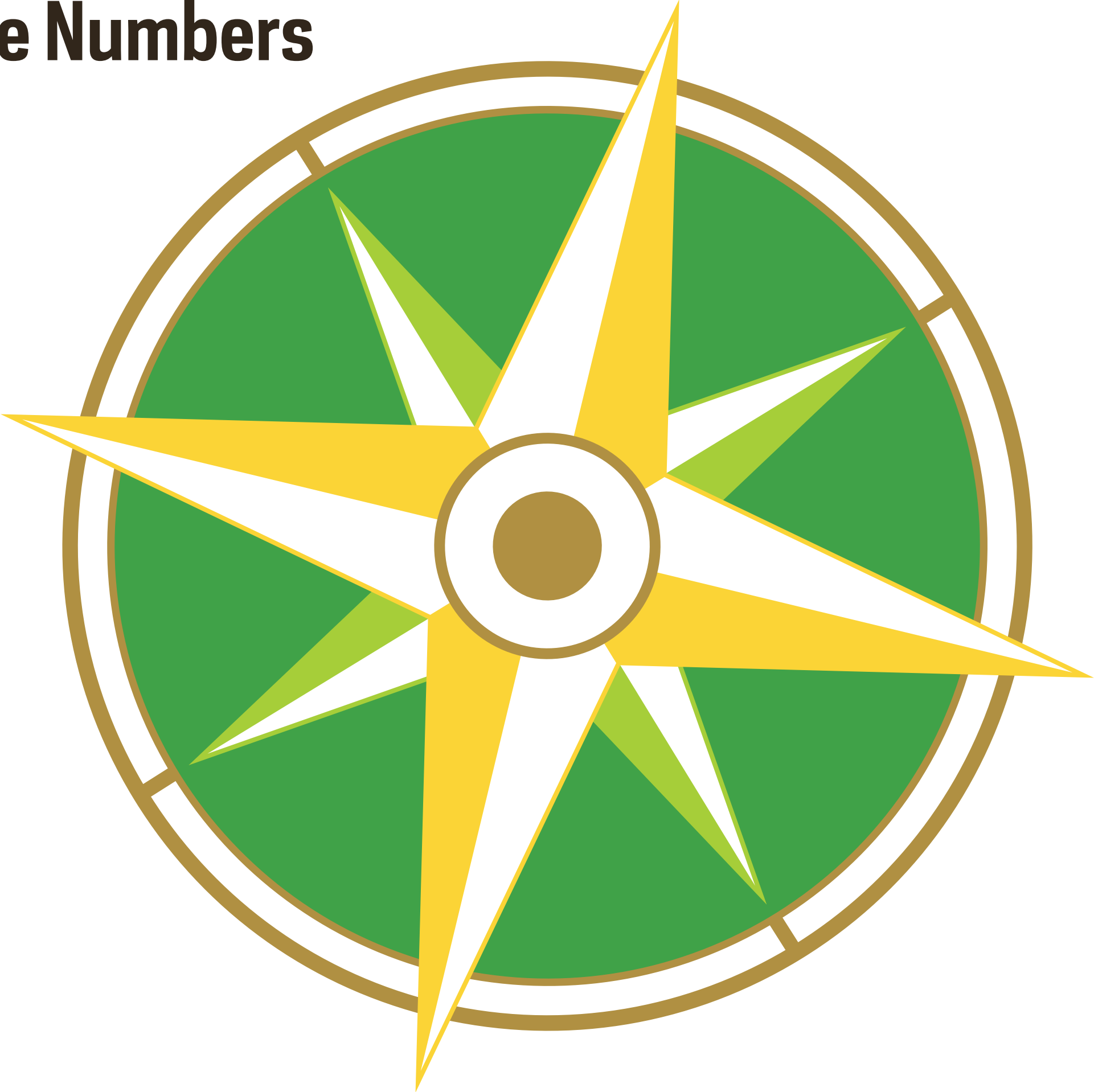
\$9.8+ M

in new grant funding to support
global development efforts.



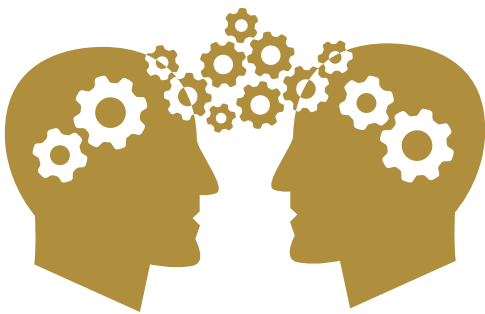
271

total institutional partnerships
maintained by NDIGD.



213 & 254

undergraduate and graduate
students taught at Notre Dame.



400

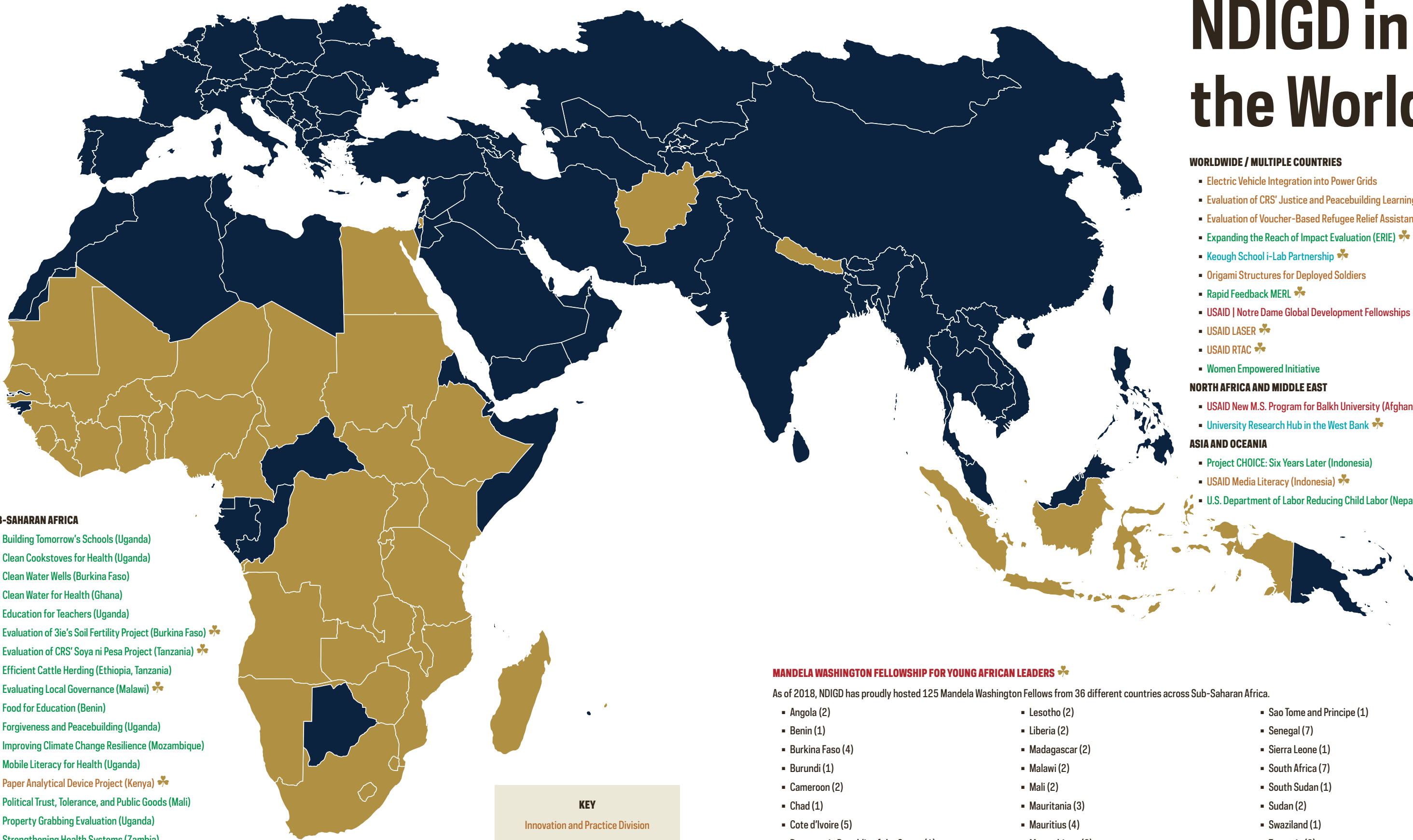
individuals trained in
developing countries.



100

long-term jobs or businesses—
created by NDIGD—continuing
in developing countries.

NDIGD in the World



- SUB-SAHARAN AFRICA**
- Building Tomorrow's Schools (Uganda)
 - Clean Cookstoves for Health (Uganda)
 - Clean Water Wells (Burkina Faso)
 - Clean Water for Health (Ghana)
 - Education for Teachers (Uganda)
 - Evaluation of 3ie's Soil Fertility Project (Burkina Faso) ✿
 - Evaluation of CRS' Soya ni Pesa Project (Tanzania) ✿
 - Efficient Cattle Herding (Ethiopia, Tanzania)
 - Evaluating Local Governance (Malawi) ✿
 - Food for Education (Benin)
 - Forgiveness and Peacebuilding (Uganda)
 - Improving Climate Change Resilience (Mozambique)
 - Mobile Literacy for Health (Uganda)
 - Paper Analytical Device Project (Kenya) ✿
 - Political Trust, Tolerance, and Public Goods (Mali)
 - Property Grabbing Evaluation (Uganda)
 - Strengthening Health Systems (Zambia)
 - The CE3 Project (Uganda, South Africa) ✿
 - Tshumbe Solar Project (DRC)
 - YALI Regional Leadership Centers (Kenya, Ghana)

- 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 ✿
 - Origami Structures for Deployed Soldiers
 - Rapid Feedback MERL ✿
 - USAID | Notre Dame Global Development Fellowships ✿
 - USAID LASER ✿
 - USAID RTAC ✿
 - Women Empowered Initiative
- NORTH AFRICA AND MIDDLE EAST**
- USAID New M.S. Program for Balkh University (Afghanistan) ✿
 - University Research Hub in the West Bank ✿
- ASIA AND OCEANIA**
- Project CHOICE: Six Years Later (Indonesia)
 - USAID Media Literacy (Indonesia) ✿
 - U.S. Department of Labor Reducing Child Labor (Nepal) ✿

MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS ✿

As of 2018, NDIGD has proudly hosted 125 Mandela Washington Fellows from 36 different countries across Sub-Saharan Africa.

- | | | |
|--|------------------|-----------------------------|
| ▪ Angola (2) | ▪ Lesotho (2) | ▪ Sao Tome and Principe (1) |
| ▪ Benin (1) | ▪ Liberia (2) | ▪ Senegal (7) |
| ▪ Burkina Faso (4) | ▪ Madagascar (2) | ▪ Sierra Leone (1) |
| ▪ Burundi (1) | ▪ Malawi (2) | ▪ South Africa (7) |
| ▪ Cameroon (2) | ▪ Mali (2) | ▪ South Sudan (1) |
| ▪ Chad (1) | ▪ Mauritania (3) | ▪ Sudan (2) |
| ▪ Cote d'Ivoire (5) | ▪ Mauritius (4) | ▪ Swaziland (1) |
| ▪ Democratic Republic of the Congo (1) | ▪ Mozambique (3) | ▪ Tanzania (3) |
| ▪ Ethiopia (4) | ▪ Namibia (3) | ▪ Togo (1) |
| ▪ Ghana (6) | ▪ Niger (3) | ▪ Uganda (6) |
| ▪ Guinea (2) | ▪ Nigeria (10) | ▪ Zambia (7) |
| ▪ Kenya (10) | ▪ Rwanda (1) | ▪ Zimbabwe (12) |



Shaping Public Policy, Scholarship, and Students

At NDIGD, 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 global body of development scholarship; the local, national, and international policy conversations and decisions we shape; and the knowledge and experience we pass on to the next generation of global development leaders.

In 2018, we made significant advances on all three of these fronts. One of our researchers published their first book, which you can read more about on page 14; another helped shape the conversation around gender economic equity at the G20 summit in Buenos Aires; and still others had their work published in top academic journals.

At Notre Dame and within the Keough School, our faculty continued to lead valuable courses within the Master of Global Affairs (MGA) program throughout the spring and fall semesters, and one of our faculty became an integral part of the Keough School’s i-Lab (Integration Lab) experience this year. We also received a generous endowment gift from the Klau family, which will be the bedrock of an exciting new student fellowship program, as well as new academic courses, all focused on social innovation, entrepreneurship, and intrapreneurship.

You can read about these developments in greater detail throughout the next few pages. All NDIGD affiliated research is available online at ndigd.nd.edu/Research.

Rivero a Co-Author on Two Policy Briefs Presented at Buenos Aires G20 Summit

Throughout 2018, Estela Rivero, a research associate at NDIGD, sat on Think20 (T20) Argentina’s Gender Economic Equity Task Force. T20 is a global network of research institutes and think tanks from the G20 countries, which aims to “add value to the G20 process with evidence-based public policy proposals on areas of interest for the international agenda.”



The task force worked to develop two policy briefs with extensive recommendations related to gender economic equity. The briefs were formally released and distributed in December at the G20 summit in Buenos Aires. Argentina is the first South American country to host the G20 summit since the founding of the group in 1999.

In “Achieving ‘25 by 25’: Actions to Make Women’s Labour Inclusion a G20 Priority,” the task force identifies several

innovative solutions that G20 countries might implement in order to reduce the gap in labor participation between men and women by 25 percent by 2025—a goal that the G20 countries have, so far, made little progress toward.

In “The Imperative of Addressing Care Needs for G20 Countries,” the task force examines the growing care needs of the world’s aging population and “why addressing care needs is fundamental for women’s economic empowerment and labour market participation.”

“Working on these briefs was an extraordinary experience. I enjoyed exchanging results and ideas with researchers from many different parts of the world, and finding that they point towards common recommendations,” said Rivero. “In the framework of this participation, I presented my research about population aging effects on care and the future of work

in a workshop directed towards finance ministers. The presentation was an excellent opportunity to sensitize relevant audiences that are commonly skeptic of gender issues of its relevance for economic growth.”

Learn more about the briefs and Rivero’s work on the task force at ntrda.me/2DiqgjT.

AJTMH Publishes Guzmán's Co-Authored Article on Ghana Sachet Water Quality

In summer 2018, the peer-reviewed *American Journal of Tropical Medicine and Hygiene* published an article co-authored by Danice Brown Guzmán, a research associate at NDIGD.

The article, “An Evolving Choice in a Diverse Water Market: A Quality Comparison of Sachet Water with Community and Household Water Sources in Ghana,” examines the investments made by the Millennium Challenge Corporation (MCC) in water, sanitation, and hygiene (WASH) across rural Ghana between 2007 and 2012. NDIGD was awarded a contract to retrospectively evaluate these investments in 2013.



Sachet water—filtered water bagged in plastic—has gained significant market share in developing countries in recent years due to its affordability, convenience, and perceived cleanliness; however, it has been little studied in academia. “Sachet water has become an important primary water source in [Ghanaian] urban centers,” explained the researchers in the article. “Rural Ghanaian communities are often secondary markets with higher distribution costs, thus cottage-industry producers often continue to operate with less competition, and unfortunately, less regulation, and quality control.”

After testing sachet water against local water sources from 42 Ghanaian communities, the researchers found that the sachet water samples contained fewer microbiological contaminants than the local water samples, when compared to both water transported to and stored in homes, and water tested directly from the source (such as wells or public taps).

Learn more and read the journal article at ntrda.me/2LQxeyw.

Social Science & Medicine Publishes Perrin's Co-Authored Article on IDP Mental Health in Georgia

In summer 2018, the peer-reviewed *Social Science & Medicine* published an article co-authored by Paul Perrin, the director of NDIGD's Evidence and Learning Division and a concurrent associate professor of practice in the Keough School.

In the research for this article, titled “Identifying Mental Health Problems and Idioms of Distress Among Older Adult Internally Displaced Persons in Georgia,” the researchers worked with three groups of older adult internally displaced persons (IDPs) originally from Abkhazia and South Ossetia, both of which are contested and autonomous regions of Georgia. In the early 1990s, hundreds of thousands of Georgians were displaced by violence related to secessionist movements that emerged in the years following the country's declaration of independence from the newly



dissolved Soviet Union.

The researchers asked older adult IDPs involved in the study about their perceptions of problems in the community, as well as probing about what constitutes healthy functioning for this population. They also asked questions related to psychosocial health in an effort to identify the effects of displacement on mental health.

Across the board, health problems were determined to be the number one community or health-related concern of IDPs in all three groups studied. Having no money for health insurance, medication, or to improve living conditions were also top concerns.

“These problems were described as having lasting effects and continuing to permeate older IDPs' daily lives. Losing homeland and difficulty adapting to new communities was described as particularly impactful for older IDPs,” explained the researchers in the article.

“Living in protracted displacement without clear prospects for return or reintegration appeared to lead to a collective psychological insecurity among respondents, which manifested as despondency, depression, nervousness, inactivity, and isolation.”

Learn more and read the journal article at ntrda.me/2m7NC2l.

Maternal and Child Health Journal Publishes Khatiwada's Co-Authored Article on CHOICE Program

In spring 2018, the peer-reviewed *Maternal and Child Health Journal* published an article co-authored by Lila Khatiwada, a senior research associate at NDIGD.

The article, “Sustainability of a Community-Based CHOICE Program to Improve the Health and Nutrition Status of Mothers and Infants in Indonesia,” examines the results of a post-project sustainability study (PSS) of Project CHOICE; a U.S. Agency for International Development (USAID)-funded program in Indonesia, which aimed to improve the health and nutrition status of children under the age of five, as well as the health status of pregnant and lactating women and mothers or caretakers of young children.

After examining the data collected from the PSS, the



researchers found that there were significant improvements in many indicators—such as births attended by skilled personnel, the treatment of diarrhea, and the nutritional quality of food fed to infants—in the six years after the CHOICE program ended. However, despite these improvements, the researchers found no significant statistical differences between villages that received the CHOICE program interventions and comparison villages, which did not.

The researchers concluded that while it was possible that the CHOICE program “contributed to improving the health of participants long-term;” efforts by local governments, other groups, or other programs may have accounted for the improvement of indicators in comparison villages, despite the fact that they did not receive interventions from the CHOICE program.

“Perhaps the most important conclusion of this study is the recognition of how challenging it is to successfully undertake PSS,” conclude the researchers at the end of the article. “It is hoped that the lessons learned from this study will increase potential for sustainable impact of projects, as more rigorous measurement will lead to greater overall understanding of how sustainability actually happens.”

Learn more and read the journal article at ntrda.me/2osw9CH.

Journal of Crime and Justice Highlights New NDIGD-Kroc Risk Assessment Tool

In spring 2018, the peer-reviewed *Journal of Crime and Justice* published an article co-authored by Tom Hare, a senior technical associate at NDIGD; Juan Carlos Guzmán, formerly a research and learning senior associate at NDIGD; and Laura Miller-Graff, an assistant professor of psychology and peace studies in the Kroc Institute for International Peace Studies—a sister unit of NDIGD that also is an integral part of the Keough School.

The article, “Identifying High-Risk Young Adults for Violence Prevention: Validation of Psychometric and Social Scales in Honduras,” details the creation of the new Violence-Involved Persons Risk Assessment (VIP-RA) tool.



The tool is an aggregate of seven psychometric and social risk assessment tools previously validated in various American and European contexts.

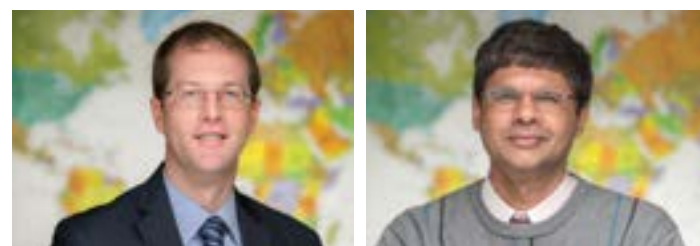
“Global development projects and programs need to not only identify communities at risk of crime and violence, but the individuals within those communities who are most at risk of becoming involved in violence, either as victims or perpetrators,” explains Hare. “By using previously validated tools, we wanted to see if we could identify the primary characteristics of those most at risk in high violence contexts like Honduras; a country that has been consistently ranked as one of the most violent countries in the world over the last decade.”

The VIP-RA tool is able to measure several primary characteristics of at-risk youth in high violence contexts, including emotion regulation, depression, post-traumatic stress, and resilience, among others. To learn more about the development of the VIP-RA tool and how it's being used in ongoing research, visit ntrda.me/2NxSgne.

Reconsidering Development Publishes Articles from Two NDIGD Researchers

Tom Hare, a senior technical associate at NDIGD, and Lila Khatiwada, a senior research associate at NDIGD, each had an article published in the peer-reviewed journal *Reconsidering Development* in early 2018.

In Hare's paper, "Policy Transfer in International Development: Whose Security in Central America?," Hare identifies questions development organizations should consider before implementing policy transfers, which are the processes by which knowledge about policies or programs in



one location are used in another location.

In Khatiwada's paper, "Implementing a Post-Project Sustainability Study (PSS) of a Development Project: Lessons Learned from Indonesia," Khatiwada focuses on the results of a PSS of USAID's Project CHOICE program. Throughout the paper, Khatiwada offers questions development organizations should consider to determine whether a PSS would be an appropriate methodology to use for their own projects.

Learn more and read both articles at ntrda.me/2tM0ddy.

\$1M Klau Family Gift Establishes New NDIGD Fellowship Program, Courses

In fall 2018, Rick and Molly Klau of Denver made a generous, \$1 million endowment gift to NDIGD for the development of a new student fellowship program, as well as new academic courses, all focused on social innovation, entrepreneurship, and intrapreneurship.

The Klau Family Endowment for Excellence for Social Entrepreneurship will be the bedrock of a new NDIGD student fellowship program for both undergraduate and graduate students at the University. The fellowship program will recruit and train rising social entrepreneurs and intrapreneurs at Notre Dame through experiential learning on the front lines of development work across the globe. Student fellows will travel to developing countries, where they will work alongside one of NDIGD's leading partners doing hands-on work on key issues related to social innovation.

"Experiential learning programs like this are becoming more common in higher education for a reason. When students 'learn by doing,' they acquire specialized skills and knowledge that make them highly prepared and competitive candidates for careers at premier organizations after graduation," said Michael Sweikar, executive director of NDIGD. "Through this generous gift, Rick and Molly are helping NDIGD, the



Keough School, and Notre Dame empower and shape the next generation of global development leaders."

This gift will also enable NDIGD to develop unique, formative courses that will expose both undergraduate and graduate students to all facets of social innovation. The courses will support entrepreneurial students who wish to create their own enterprises and teach them how to conceptualize, develop, launch, and grow sustainable global development models. Additionally, the courses will support intrapreneurial students who wish to work and lead innovatively within existing organizations in the public or private sectors.

"At NDIGD, we recognize that global problem-solving requires interdisciplinary solutions, and social innovation and entrepreneurship are inherently interdisciplinary activities," said Ray Offenheiser, director of NDIGD.

The first Klau Fellows will be selected in 2019. Read the full story and learn more about the Klaus at ntrda.me/2tGuso0.

Paulsen Strengthens Ties Between Keough School i-Lab and NDIGD

A hallmark of the new Master of Global Affairs (MGA) program within the Keough School is the Integration Lab (i-Lab), an innovative series of experiential learning opportunities designed to prepare MGA students for today's competitive and demanding global employment landscape. Through the i-Lab, MGA students work with other students, global partners, and faculty-mentors in multiple disciplines on projects that address critical global issues.

In December 2017, Tracy Kijewski-Correa and Steve Reifenberg, co-directors of the i-Lab, began searching for a co-instructor with expertise in planning, launching, and maintaining global development projects, who could mentor and oversee students working on their own projects in the i-Lab. Their search brought them to concurrent Keough School faculty member Melissa Paulsen, who heads NDIGD's Entrepreneurship and Education Division, as well as Jennifer Krauser, a program manager within the division.

"When Steve and Tracy came to me, I realized this was a great opportunity for NDIGD to add value to the i-Lab," explained Paulsen. "We work on proposals, we build relationships with global partners, we have long-term engagements in the field, and we have overseen students working abroad in the past through programs like our USAID | ND Global Development Fellowship program. I knew that my division could translate our well-documented protocols to situations in the i-Lab."

Throughout 2018, Paulsen connected other staff and faculty from NDIGD with the i-Lab to offer their own expertise in logistics, or as group project mentors. She also transitioned into teaching and mentoring, and became the faculty advisor of two i-Lab student groups; one working with Oxfam to "adapt global supply chains to accelerate transformation toward a more sustainable, equitable food system"; the other working with Harvard Medical School's Program in Global Surgery and Social Change to "collaborate with national ministries of health to catalyze and mobilize worldwide improved access to quality surgical care."

"My approach in the i-Lab has been a bit of a push and pull. You want to provide the students with *just enough* support—so that they know that they're supported and that you'll back



Learn more about the i-Lab and the student groups Paulsen worked with at keough.nd.edu/i-Lab.

them up, or help them when they need it—but you don't want to just give them the answers like you might in a more traditional classroom," explained Paulsen. "It's *okay* for them to struggle a bit through some of the challenges and figure out the answers on their own. Those experiences are what help them to grow into career-ready practitioners. So, you want to push them out of their comfort zone a bit."

In December, Paulsen traveled to Washington, D.C., with the student group working with Oxfam and watched them successfully present their deliverables to Oxfam staff.

"As we were sitting in the room, it was clear how many people really were impressed and thought that the students had done top-notch work. The students generated new insights from their fieldwork and when a partner as well-resourced and respected as Oxfam says, 'you've added value to our organization,' that's really gratifying to see," said Paulsen. "The credit goes 100 percent to the students, of course, but to have been with them on that journey from beginning to end as an advisor and to see that come through was a great moment for everyone. I had an immense amount of pride in the team, their work, and the students as individuals because they made important progress into the professional arena on that day."

After a successful and mutually beneficial first year with the i-Lab—attributed in large part to the professionalism and the collegiality of the i-Lab team—Paulsen anticipates that NDIGD will continue to develop closer ties with the program in the future.

"This entire experience has really been a great opportunity to help NDIGD grow closer and more connected to the Keough School," explained Paulsen. "Through connecting and working with the students, the co-directors, and all of the other faculty involved with the i-Lab, NDIGD is able to directly support the mission of the Keough School. There's been a lot that we have shared with each other so far, and we hope, much more to come."

Zonas Peligrosas

Hare Looks at Central American Citizen Security in New Book

In 2018, few topics were more ubiquitous in the news media or digital zeitgeist than migration from Central America and the humanitarian crisis on the southern border of the United States.

While most Americans seemed to agree that there *was* a crisis, they were split on just *what* that crisis was. Some argued that “caravans” heading toward the U.S. were harboring criminals and terrorists disguised as migrants seeking asylum. Others argued that the crisis was *already* in the U.S., in the Immigration and Customs Enforcement (ICE) detention facilities where migrant families—particularly mothers and young children—were being split up with little to no documentation to facilitate future reunification.

Lost in the conversation, however, were the motivations of these migrants. Many knew the risk of being arrested and separated from their family at the U.S. border, not to mention the risk of traveling thousands of miles to get to the border in the first place.

Why would families—especially those with young children—risk everything? Historically, economic opportunity and education have been major drivers of migration from Mexico and Central America to the U.S. Migration from Mexico has been on a steady decline for years, according to the Pew Research Center, while migration from the “Northern Triangle” countries of Guatemala, El Salvador, and Honduras has increased in those same years. Why? In his first book, Tom Hare, a senior technical associate at NDIGD, makes the case that today, Central American migrants are coming to the U.S. for the most basic reason of all: to stay alive.

Hare is intimately acquainted with the factors causing families in Central America to uproot their entire lives and head for the U.S. Between 2003 and 2006 he lived and worked in San Salvador, El Salvador, a country consistently ranked one of the most dangerous on Earth. In El Salvador, gangs murder, extort, and terrorize in broad daylight with little fear of repercussions

Disorganization Theory

A theory that posits that crime is “a function of neighbourhood dynamics, and not necessarily a function of the individuals within neighbourhoods” (Shaw and McKay).

Collective Efficacy

A phenomenon where “neighbors agree on what is acceptable behavior and reinforce it in each other” (Higgins and Hunt).

Social Cohesion

Groups with high social cohesion have “norms [which] are well institutionalized ... [and are] able to present a secure front to the outside world. When a group member accepts and conforms to group norms his security is enhanced by the supportive power of the group” (Cartwright and Zander).

from local authorities, or the government, both of which are ill-equipped to address them. This a problem shared by the governments of El Salvador’s Northern Triangle neighbors.

“I watched my friends in San Salvador deal with the situation of crime and violence in their own ways. Some had to accompany their children to school each morning to make sure they got there safely. Others had to take time off of work to pick up their children and lost their jobs because of it. I attended funerals for friends’ family members and saw how all of this impacted them,” says Hare.

Utilizing his background in sociology and public policy analysis, Hare began to research how communities in Central America succeed or fail in coming together to address crime violence in their communities. Over the next decade, he repeatedly returned to four communities in San Salvador to collect data on policies and programs aimed at reducing crime and violence through surveys, interviews, and reviewing government statistics at the local and national level. Many of these policies and programs were developed in tandem with the U.S. government, or U.S.-based organizations.

“Sociological concepts like disorganization theory, collective efficacy, and social cohesion have all been used as the foundation for several policies and programs designed to curb violence,” explains Hare. “I wanted to see if these concepts actually had anything to do with violence.”

In 2018, Hare’s years of work came to fruition when Fordham University Press published his book, *Zonas Peligrosas: The Challenge of Creating Safe Neighborhoods in Central America*, as part of their *POLIS* series in urban studies.

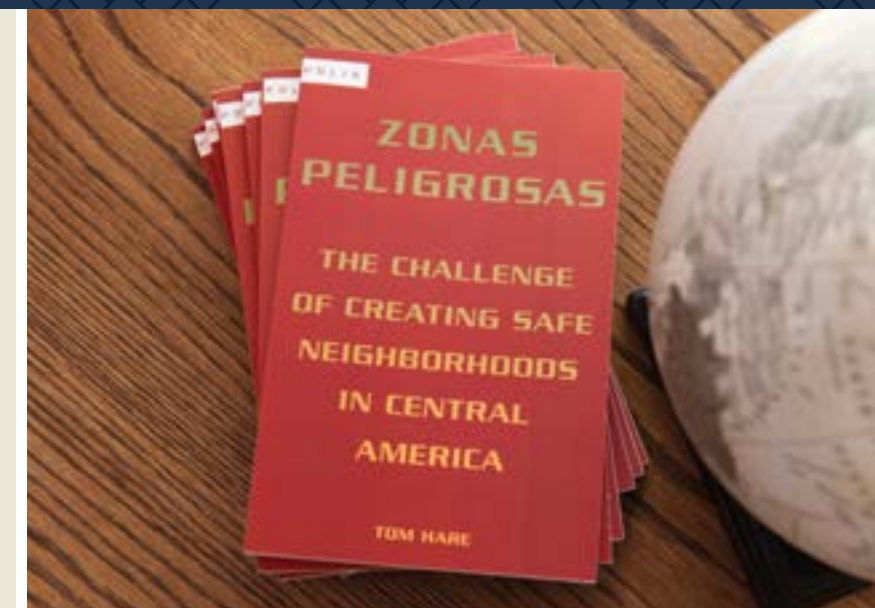
In the book, Hare concludes that the aforementioned popular sociological concepts related with crime and violence

did not hold the strong associations that had been assumed by policymakers—at least in the communities that Hare collected data from. “The biggest takeaway of this book is not only these specific findings in San Salvador, but to understand that it is okay to look at policy and program theories overall and challenge them and really make sure that they are sound all the way through before we accept them,” says Hare.

With new and large amounts of data made available through a number of ongoing NDIGD and Notre Dame projects in Central America, Hare is currently incorporating his finds from *Zonas Peligrosas* into projects where NDIGD works with local and international partners to strengthen violence reduction programs and policies. Hare says he will continue his research and practice on the issue of violence in the region moving forward.

“For this book, I was really focused on sociological concepts, but I will continue to work with faculty at Notre Dame, especially in fields like psychology, to better understand the individual-level characteristics that are important in violence reduction policies and programs,” explains Hare. “Without hyperbole, these policies and programs really are a question of life and death. However, you also see their impact—or lack thereof—in things like the amount of migrants fleeing Central America and coming to the U.S. as a last resort to escape the violence. Using research to inform practice on these important global issues is what we try to do at NDIGD and in the Keough School.”

Zonas Peligrosas is available for purchase through Fordham University Press and other major booksellers. Watch our interview with Hare about the book at ntrda.me/2P9zv9E.



Evaluating Efforts to Fight Chagas Disease in Bolivia

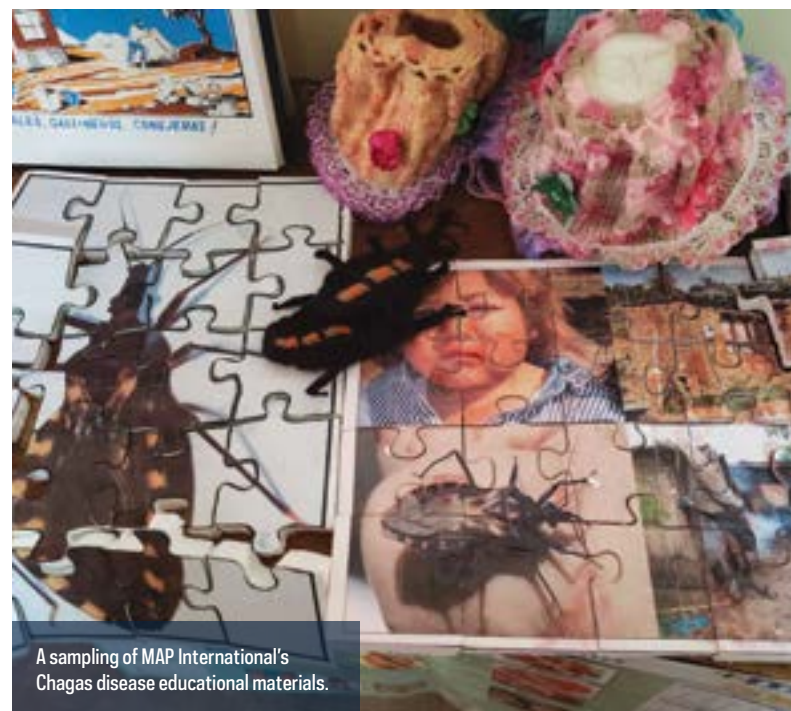
Partnering to Fight a Preventable Disease

According to the Centers for Disease Control (CDC), “Chagas disease is caused by the parasite *Trypanosoma cruzi*, which is transmitted to animals and people by insect vectors that are found only in the Americas (mainly, in rural areas of Latin America where poverty is widespread) ... It is estimated that as many as 8 million people in Mexico, Central America, and South America have Chagas disease, most of whom do not know they are infected. If untreated, infection is lifelong and can be life threatening.”

Since the early 1990s, MAP International—a faith-based nonprofit that provides medicines and health supplies to communities in developing countries—has worked to fight this preventable disease in Morochata and Tiquipaya; two municipalities nestled in the western highlands of Bolivia. Today, MAP International is the only external NGO allowed to operate in these municipalities, and one of only a few external NGOs allowed in the country at all. In recent years, the Bolivian government—which has become increasingly nationalistic and distrusting of outsiders—has expelled other external non-governmental, bilateral, and multilateral organizations, including USAID in 2013. This has made MAP International’s work in Morochata and Tiquipaya all the more essential.

In 2014, the AbbVie Foundation began investing significant resources into MAP International’s Chagas Program and between 2015 and 2018 the two organizations worked in tandem to provide sustainable, human-centered solutions to combat Chagas. These solutions have included community health worker training; educational public health campaigns; working with the government to provide improved hygiene and residential infrastructure; and offering diagnosis and treatment support.

In 2018, MAP International and the AbbVie Foundation determined that they needed assistance in reviewing and



A sampling of MAP International's Chagas disease educational materials.

evaluating the efficacy of their work to date with the goal of using these findings to shape future efforts in the country. They reached out to Notre Dame’s Office of Corporate Relations, who connected them with Paul Perrin, the director of NDIGD’s Evidence and Learning Division.

Evaluating the Program

The first step in evaluating the Chagas Program was to determine a common set of evaluation criteria, objectives, and questions. MAP International and the AbbVie Foundation had not developed a shared evaluation framework when they initially began working together in 2015, however, this was not an issue for NDIGD, which has extensive experience in conducting retrospective evaluations for completed projects.

In order to develop an evaluation framework that worked for both parties, Perrin led two evaluation design workshops with the organizations: one in Chicago in June, the other in Atlanta in July. After developing a mutually agreed upon framework for a post-project evaluation, Perrin, along with



Marie Donahue, an associate professor of the practice in Notre Dame’s Eck Institute for Global Health, traveled to Morochata and Tiquipaya to collect data between July 28 and August 3. Over the course of a week, Perrin and Donahue visited sites where the Chagas Program had been implemented and met with over 180 individuals through key informant interviews, focus group discussions, and direct observations. After returning to Notre Dame, Perrin was able to use this data to develop an extensive evaluation report for MAP International and the AbbVie Foundation.

Identifying Impact

Broadly, Perrin found that the Chagas Program “has consistently achieved its targets for program reach and service delivery over the course of its implementation.” Between 2015 and 2017, Perrin found that the Chagas Program served over 30,000 unique individuals; trained or educated over 500 health care workers and over 400 community members; and screened nearly 7,500 people for the disease.

Additionally, community members, local health care workers, and government staff in Morochata and Tiquipaya largely offered positive feedback about several facets of the Chagas Program. Through the program, many community members were able to make improvements to their homes to reduce their exposure to the insects that carry and transmit the disease. “We used to get very cold in our houses, but now we are warm,” said one woman in a focus group. “The vinchucas [blood-sucking bugs] used to eat us alive and now they don’t.”

All three groups noted that the Chagas Program’s educational components increased their working knowledge about the disease and the national government strategy to prevent and treat it. “In the municipality of Morochata, they did not have the knowledge of Chagas disease; they saw the vector as they would any insect, without knowing that it had a disease that

causes complications in the heart and intestines if they did not receive the corresponding treatment,” said one community member. “Now, with the training workshops, people recognize the ‘kissing bug,’ know that it carries a silent disease, and know how to perform the corresponding treatment and keeping their homes and the corral of their animals clean.”

With this new knowledge, health care workers and government staff reported that they felt more empowered to address this public health crisis themselves. “Before, we put the full burden of dealing with the disease [on MAP International],” explained one health center worker. “But now, thanks to the trainings, we now see Chagas is our responsibility and we are taking on this work in our plans.”

All three of these groups largely agreed that the Chagas Program was essential in supplementing the inadequate support provided by the government. “We do not have enough staff to cover all five pillars [of the national Chagas prevention and control strategy]. We simply couldn’t do it,” explained a hospital administrator in Morochata. “The municipality hasn’t even given us gas to go out into the communities. Tests are only enough to cover children under five and pregnant women. MAP has helped us to fill the gap.”

At the end of the report, Perrin built upon the findings and subsequent discussions with MAP International and the AbbVie Foundation to articulate evidence-based next steps for the project, including expanding the Chagas Program into additional affected communities; producing audiovisual and print materials about disease control and prevention in Quechua; and supporting test kit and medication procurement.

This successful and detailed evaluation of the Chagas Program is a prime example of how NDIGD is well equipped to evaluate completed development interventions in nearly any geography, regardless of whether NDIGD was involved with an intervention at its inception. To read Perrin’s full evaluation report, visit ntrda.me/2u93o0F.



The Journey to 2024: Our New Strategic Plan

Throughout 2018, our team worked with dozens of internal and external stakeholders to create a clearer, shared vision for NDIGD, which will guide our collective efforts over the next five years and beyond.

The result of these efforts, a new strategic plan, seeks to position NDIGD as an internationally recognized institution that boldly and effectively addresses global poverty and inequality through the avenues of policy, practice, and partnership. NDIGD now endeavors 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,” per its new vision statement.

In order to fulfill this vision, the plan defines three primary goals for NDIGD to work toward beginning in 2019:

- Build research excellence in poverty and inequality and establish our presence in key policy fora.
- Build curricular specialization in development practice and offer experiential learning for leadership and professional placement.
- Build and manage an extensive network of global partnerships to take Notre Dame research to the front lines of development policy and practice.

The plan was officially launched at an event in December.



At the event, Ray Offenhiser, director of NDIGD and a Distinguished Professor of the Practice in the Keough School, gave a brief overview of the plan and its goals.

“Our goal in this exercise, to put it quite simply, was to define NDIGD’s value-added contribution to the mission of the new Keough School of Global Affairs,” explained Offenhiser. “With this new vision statement, we are making a clear commitment to focus on global poverty and inequality. While there are a variety of centers around the University that touch upon poverty from a pedagogical or experiential perspective, there are none devoted to viewing it from the perspective of practice and policy. We’re choosing to play that role.”

Four speakers followed Offenhiser and discussed the plan’s potential impact on a variety of organizations and actors, as well as the broader field of global development. They included Scott Appleby, dean of the Keough School; Robert J. Bernhard, vice president for research at Notre Dame; Annemarie Reilly, chief of staff and executive vice president for strategy and organizational development at Catholic Relief Services (CRS); and Jenna Ahn, a student in the Keough School’s Master of Global Affairs program.

“I’m pleased to see the original vision for NDIGD—and what we hoped to do through it—come to fruition and get better all the time,” said Bernhard. “This plan has a sharper mission and vision than NDIGD has had in the past, it’s better connected to the academy, and it’s bolder than we’ve ever been able to be.”

“Thank you for listening, because you clearly did listen to CRS and others in really thinking about where to focus in this plan,” said Reilly. “I know I and my colleagues often said to you: ‘please focus on the practitioner, and please focus on evidence-building and support for monitoring, evaluation, and learning.’ These are areas we knew we needed more help in, and we knew that Notre Dame was well placed to help provide that.”

See full videos from the launch event and access a digital copy of the strategic plan at ndigd.nd.edu/2024Launch.

The 2018 Mandela Washington Fellowship

Since 2014, NDIGD has worked closely with the U.S. Department of State's Bureau of Educational and Cultural Affairs and its implementing partner, IREX, to bring the Mandela Washington Fellowship, the flagship program of the Young African Leaders Initiative (YALI), to Notre Dame. In June 2018, NDIGD was privileged to welcome 12 men and 13 women from 18 different countries to campus for another unforgettable summer.

As in previous years, the 2018 class of Mandela Washington Fellows shared a common entrepreneurial spirit, but came from professional backgrounds as diverse as the countries they hailed from. Before applying to the Fellowship, many had either started their own businesses or developed proprietary products, and advocated in their communities for a number of diverse issues.

At one of our most memorable opening receptions to date, Notre Dame President Rev. John I. Jenkins, C.S.C., and some 100 guests from across the University and the greater South Bend area convened in Jenkins Nanovic Halls to welcome the Fellows to campus. In his remarks, Father Jenkins described the inherently reciprocal nature of the Fellowship for both the Fellows and the University community. "You make Notre Dame more international, you teach us about the world, and we are a richer university for your presence here," said Father Jenkins. "This program can provide the opportunities for dialogue and discussion that can deepen that sense of unity, that sense of collaboration, that sense of cooperation; all at a time that the world badly needs them."

Throughout the six-week program, the Fellows engaged in a rigorous Business and Entrepreneurship Institute that

covered human-centered design; design thinking; social entrepreneurship; business modeling and planning; strategic leadership; personal and professional branding; and applying foresight and innovation, among other topics. They also worked in teams to complete corporate partner Capsim's multi-week Capstone business simulation program, under the guidance of Notre Dame Professor John Michel. They also worked with Melissa Paulsen, associate director of entrepreneurship and education programs at NDIGD, to refine their ventures and strengthen their pitching skills.

The Business and Entrepreneurship Institute was supplemented by dozens of site visits across Indiana, Michigan, and Illinois to organizations including Amazon, Better World Books, the Kresge Foundation, and GM, among many others. On the weekends, the Fellows spent time volunteering with different organizations including Unity Gardens, Habitat for Humanity of St. Joseph County, and United Way.

To learn more about the Mandela Washington Fellowship at Notre Dame, or the 2018 cohort, visit ndigd.nd.edu/YALI. To watch Father Jenkins's full speech at the 2018 opening reception for the Fellows, visit ntrda.me/2KjHlyw.



The 2018 YLAI Professional Fellowship

For the third year in a row, NDIGD—with the support of the Kellogg Institute for International Studies—brought a new cohort of Young Leaders of the Americas Initiative (YLAI) Professional Fellows to campus. As in previous years, this four-week program was funded by the U.S. Department of State and implemented by Meridian International Center.

The 2018 cohort—eight men and six women—traveled to Notre Dame from 11 countries throughout Latin America and the Caribbean for four weeks of leadership development, knowledge exchange, and networking.

With diverse professional backgrounds and areas of expertise that differed vastly from previous cohorts, the 2018 YLAI Professional Fellows included a food activist, a citizen security expert, a baker, a furniture designer, and a digital media activist, among others. What the Fellows shared was a solid record of entrepreneurship and job creation in their local communities, as well as a proven passion for social causes, such as community development; education; and youth and female empowerment.

The Fellows' varied backgrounds afforded NDIGD the opportunity to seek out and partner with 12 new organizations throughout Michiana, who generously served as host placement sites. New organizations we were able to work with included Martin's Super Markets, the South Bend Police Department, the United Religious Community of St. Joseph County, and United Way of St. Joseph County, among others.

As in previous years, the YLAI Professional Fellows shadowed these host organizations for four days each week during regular business hours. The Fellows learned to further develop and scale up their own commercial and social ventures, while working with mentors at their host organizations to develop specific action plans to accelerate the success of their ventures. The experience was mutually beneficial for the host organizations, who benefited from the Fellows' unique, global perspectives, as well as their support on a number of projects while in residence.



NDIGD supplemented the shadowing component of the program with an entrepreneurship institute led by Melissa Paulsen, associate director of entrepreneurship and education at NDIGD. NDIGD also coordinated site and cultural visits to places like the South Bend Code School, Project Impact South Bend, EnFocus, INVANTI, and the Amish country, among others. NDIGD also took the Fellows on a day trip to

Chicago where they visited the Chicago Council on Global Affairs, Active Campaign, and the Museum of Broadcast Communications. The Kellogg Institute supplemented the Fellowship with networking and cultural events, such as several exclusive “Dinner and Dialogues,” where the Fellows were able to interact one-on-one with prestigious speakers that the Kellogg Institute had brought to campus, such as Ignacio Walker, a former Chilean politician and the Kellogg

Institute's Hewlett Fellow for Public Policy in fall 2018.

After the closing ceremony in late October, the Fellows traveled to Washington, D.C., for a closing conference and networking event with top U.S. government officials, as well as global public, private, and nonprofit leaders.

To learn more about the YLAI Professional Fellows Program at Notre Dame, or the 2018 cohort, visit ndigd.nd.edu/YLAI.

Other Highlights in 2018

NDIGD Named a Partner on Two Major USAID Consortia

In September, NDIGD was awarded an initial grant of \$1.75 million from USAID as the only U.S. partner on two separate research-assistance consortiums established to support higher education in developing countries.

As part of the Long-Term Assistance and Services for Research Partners for University-Led Solutions Engine (LASER PULSE) consortium, supported by a \$70 million USAID grant, Notre Dame will partner with consortium leader Purdue University to identify new research questions, conduct demand-driven research and translate research results into development impact for USAID.

Under the direction of NORC at the University of Chicago,



the Research Technical Assistance Center (RTAC) consortium, funded by a \$24 million USAID grant, will help build a network of U.S. and international researchers that will provide USAID with rapid response and on-demand research expertise.

The LASER PULSE award will run for five years, from 2018 to 2023, and the RTAC award will run for four years, from 2018 to 2022.

Through NDIGD, interdisciplinary faculty at Notre Dame will be able to support the efforts of either consortium and receive funding to work on evidence-based research and policy work, in coordination with many of USAID's missions across the globe.

Read the full story at ntrda.me/2TsBbjS.

Project Ricardo: Year Two

Most residents in and around Arcabuco, Colombia, receive piped water from five aqueducts in the region. Currently, only one aqueduct has a treatment facility able to provide potable water, so many residents have to travel to a natural spring for drinking water, while other residents—especially those in remote areas without transportation to the spring—resort to boiling and drinking untreated aqueduct or creek water.

Improper collection, transport, storage, handling, and treatment practices by residents have led to high self-contamination rates and made intestinal disease and distress common among the population.

In 2017, NDIGD's Innovation and Practice Division received a generous gift from Tom and Cheryl Kuster to go toward the formation of a new initiative, Project Ricardo: Clean Water for Arcabuco. NDIGD sent a team of six

students to the region over fall break in 2017, where they learned about the community's needs in greater detail.

Throughout 2018, the team analyzed the collected data and prepared for another major trip to the region over fall break. Kevin Fink, a program manager at NDIGD, accompanied the students on the trip and together the team:

- Hired a local project coordinator to oversee 10 local community mobilizers, among other things.
- Conducted five design workshops throughout the region, which were attended by over 135 residents.
- Completed a water, sanitation, and hygiene (WASH) diagnostic of five primary schools.
- Met with the local municipality and discussed developing new water treatment infrastructure.
- Connected with a local Colombian organization called Campo Limpio to arrange for agrochemical pickup days in 2019 to prevent runoff or empty fertilizer bags from contaminating local water sources.

In 2019, among other things, NDIGD will begin implementing new infrastructure in five schools across Arcabuco to ensure that children have access to safe and clean water. Learn more about Project Ricardo at ndigd.nd.edu/Ricardo.

Partnering with NDIGD

Building and leveraging partnerships is more than just an aspiration or annual metric at NDIGD. It is a fundamental part of our mission to address global poverty and inequality as international challenges require interdisciplinary solutions.

We work to serve as a bridge between faculty research and teaching interests at the University of Notre Dame and the global development community. Our **over 271+ institutional partnerships**—in addition to the personal networks of our experienced, well-networked staff—enable NDIGD to work in nearly any geography.

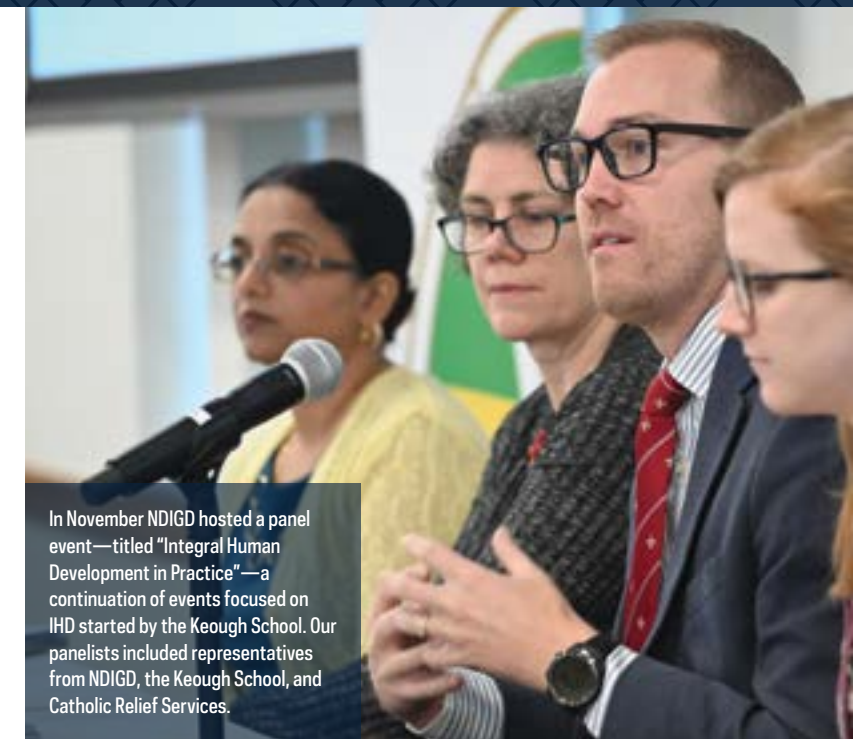
To learn more about partnership at NDIGD, or to see a full list of our partners, visit ndigd.nd.edu/Partnership.

Faculty and Researchers

Through our strong expertise in proposal development, project design, and large-scale grant writing, we work with Notre Dame faculty and researchers to develop and receive significant external grant funding for global development research and programs. After helping faculty and researchers secure funding, NDIGD offers implementation and logistical support to get research and programs up and running successfully and compliantly.

NDIGD also works with faculty and researchers to monitor, evaluate, and determine the efficacy of ongoing, closing, or recently closed research and programs. Using our significant expertise in evaluation research methods and rigorous evaluation designs, NDIGD helps faculty and researchers understand the short- and long-term impact(s) of their research and programs.

While some research and programs end up being less efficacious than anticipated, we aim to help faculty and researchers understand the “why” behind efficacy, both positive and negative. We can then structure their research and programs in new ways—that are more likely to be efficacious—or work with them to tackle the underlying development question or problem from a brand new angle.



In November NDIGD hosted a panel event—titled “Integral Human Development in Practice”—a continuation of events focused on IHD started by the Keough School. Our panelists included representatives from NDIGD, the Keough School, and Catholic Relief Services.

To learn more about how we work with faculty and researchers at Notre Dame, visit ndigd.nd.edu/FacultyOpps.

Students

NDIGD offers undergraduate and graduate students at Notre Dame a number 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.

NDIGD's vast portfolio of grant and contract-based projects with premier development organizations afford students a myriad of opportunities to “learn by doing” on the front lines of development work alongside seasoned faculty and researchers. Through working with NDIGD, Notre Dame students can:

- Learn how to develop and write winning proposals for large-scale grants and contracts from public entities like the U.S. government, or private foundations.
- Learn how to scale-up successful development innovations to new geographies or contexts.
- Learn how to monitor and evaluate the effectiveness of development interventions and disseminate findings through policy papers or academic articles.

To learn more about how we work with students at Notre Dame, visit ndigd.nd.edu/StudentOpps.



NDIGD's 2018 Mandela Washington Fellows celebrate after successfully completing Capsim's multi-week Capstone business simulation program under the guidance of Notre Dame Professor John Michel. Capsim, a valued private sector partner of NDIGD's, has generously opened up the Capstone simulation program to our Mandela Washington Fellowship cohorts since 2014. Year after year, our Fellows have cited the Capstone program as one of the highlights of the Fellowship at Notre Dame.

Private Sector Partners and the Corporate Impact Program

The private sector is increasingly outpacing governments and the rest of the public sector in global development investment. These investments will shape nations, as well as impact businesses in communities throughout the world.

Recognizing this, NDIGD created the Corporate Impact Program (CIP) for corporations, foundations, and small businesses with whom we partner. CIP members benefit by

gaining access to talent both at Notre Dame and in-country; training on business ethics; insight on overcoming challenges by sharing best practices and lessons learned; and networking with Notre Dame experts, NGOs, and federal agencies in designing new corporate responsibility projects.

Learn more about CIP membership benefits, or about how your organization can join the CIP at ndigd.nd.edu/CIP.

The Zielsdorf Family Partnership for Corporate Engagement

In fall 2018, Bob and Fran Zielsdorf made a generous gift to NDIGD to establish the Zielsdorf Family Partnership for Corporate Engagement, which will enable NDIGD to strengthen our existing corporate partnerships and take our work with the private sector to the next level.

With this new support from the Zielsdorf Family, NDIGD personnel will now have the resources to attend key industry conferences and fora to collaborate with leaders in the private sector and establish new connections between the private sector and our on-campus and other institutional partners. The Zielsdorf Family Partnership will also provide additional resources to support current and future projects between NDIGD and our corporate partners.

Additionally, NDIGD will use this new support to help sponsor engaging conferences and summits on issues related to corporate engagement and global development. Our staff



is already working to develop one of these events, which will take place in June 2019 and focus on the future of work.

To learn more about the new Zielsdorf Family Partnership for Corporate Engagement, visit ndigd.nd.edu/Zielsdorf.

Your Support, Your Impact

We are immensely grateful for the support that we receive through private donations,* which support many NDIGD projects. When you give to NDIGD, it is not only an opportunity to help directly address global poverty and inequality, but an opportunity to support the original, grand 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."

At NDIGD, we strive to achieve extended, tangible, and impactful results from our projects, such as providing last-mile communities with sustainable energy solutions; training and empowering the next generation of entrepreneurs and leaders in developing countries; or working to predict, prevent, and reduce violence and criminal activity in urban environments.

To learn more about how you can support the mission of NDIGD and leave a lasting legacy, visit ndigd.nd.edu/Support.

Legacy Gifts

- | | |
|---|--------------------------------------|
| Patrick Finneran (est. 2014) | Tom and Cheryl Kuster (est. 2017) |
| Denis and Anita O'Donoghue (est. 2014) | Rick Stack (est. 2017) |
| David and Dorothy Pusateri (est. 2014) | The Belatti Family (est. 2018) |
| Tim and Diane Madden (est. 2015) | Rick and Molly Klau (est. 2018) |
| Lincoln and Amy Stone (est. 2015) | Lee and Jordan Stellakis (est. 2018) |
| Janeen-Ann Olds (est. 2017) | Bob and Fran Zielsdorf (est. 2018) |
| Larry and Anntheresa Buckendorf (est. 2017) | |

New Gifts in 2018

- | | | |
|---------------------------------|--------------------------|----------------------------|
| John and Ann Caron | John and Pauline Hoffman | Denis and Anita O'Donoghue |
| Mary Ellen Fausone | Rick and Molly Klau | Dan and Parimah O'Keefe |
| Peter and Barbara Haley | Tom and Cheryl Kuster | Lee and Jordan Stellakis |
| Scott and Katie Hart | Tim and Diane Madden | Bob and Fran Zielsdorf |
| Bruce Hiler and Elaine Cacheris | Brendan and Karen Maher | |

Continuing Project Gifts

- | | | |
|--------------------|-----------------------|----------------------|
| Sam and Kathy Awad | Tom and Cheryl Kuster | Tim and Diane Madden |
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*Reporting on gifts of \$1,000 and up.



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