

To: Malalai Joya (activist, former MP and champion of women's rights)

Dear Ms Joya

(Also Permanent Missions of Afghanistan and Pakistan to the UN and Others)

As a result of hearing your talk 'Afghanistan Ten Years On' at Sydney University (7.9.2011) I propose the following general policy and related funding direction to you, the Security Council of the UN and related private, public and other investment bodies:

Clear, open regional development aims, directions and accounting systems are the best protections against corruption and all related disturbances of good order.

People need good news media or are intellectually lost and manipulated whatever the pretensions to democratic development. Buy PBS News Hour for Afghanistan as the first stake in the broad roll-out of effective communication, education, health services and moral and spiritual development for all, starting with the poorest. This is desirable not only to be informed about how the US sees the world, but also to be able to critique and combat developments openly against Afghan and other people.

Build project management, the right to expression, and all related direction in the open, so all people can ideally see who provides money for any development, where it goes and why. What people think or want and why, is ideally expressed in related contexts where the interests of the individual are ideally constructed in the light of the interests of a broadening range of global communities, starting with the poorest.

Discussion of ideal project management principles is later below for consideration and recommendation from people, such as yourselves who understand the main environmental and social requirements of Afghanistan. I can only guess at these, in relation to hot and arid areas in Australia and as a result of my knowledge of health requirements in developing countries, whether engaged in wars and illegal traffic or not. See more on these matters at www.Carolodonnell.com.au

My Response to Your Talk 'Afghanistan Ten Years On'

I regret I came a little late to your talk but was nevertheless overwhelmed with admiration for your great courage, intellectual ability and capacity to communicate the past and current problems of Afghanistan so clearly and thoroughly to us. Inspired by what you had said, I went to Gleebooks to purchase your book but unfortunately they had sold out. I hope your supporters will send more copies to Gleebooks quickly. I find I cannot analyse a lot of information effectively when I read it on the internet.

I am a retired public servant and academic at Sydney University and I had recently returned from a short holiday in the US after which I wrote some policy responses and related directions to UN Committees, Australian politicians, academics and others, which are attached and which I refer to later. General project development principles, in the

form of assessments for undergraduate and postgraduate students, are discussed below and related matters are also on my website at www.Carolodonnell.com.au

I would be grateful if you would email or put your overheads on a website as I am very ignorant about Afghanistan, even though I read newspapers and watch TV news daily. My clearest knowledge comes from the movie 'Charlie Wilson's War'. This crystallised the process by which US investors in arms and other trade in addiction and death may typically be assisted by governing political interests seeking to support traditional businesses by expanding all their operations and jobs (assisted by some lovely women).

These men and others like them chose the Cold War and its violent aftermath. Your talk on Afghanistan therefore sharply illuminated for me the dangers of foreign interests putting money in the historically related feudal hands of governors. A key problem with discussing corruption is that it is a new idea, based on the view that there is a public and community interest which is ideally sought in all dealings and which is far broader than the feudal loyalties which traditionally have served a man's brothers and their families first. While the feudal ruler naturally expects to sacrifice many of the future generations in conflicts with outsiders, the later democratic ideal is for all generations to be equally protected. Only open operations, ideally in full public view, can ensure that this occurs, for all related community management, educational and quality development purposes.

From the religious perspective, the idea of the public and related community and individual interest including that of future generations may be like God's Word made Flesh. Ideally the world is His or Their Estate, so managed to ensure life flourishes. Feudal, tribal and related family life, which many love, is naturally a big part of that life. Its history is ideally protected and shown to future generations while its clerics, philosophers, entertainers and scientists, ideally debate and recruit many enlightening followers on TV, radio, the internet, and in related community development ventures.

From the related Australian perspective, however, the global bottom line is that in the movie 'Crocodile Dundee' the Australian may have a bigger knife, but the US has a much bigger economy and court, which is where it counts and drives the rest of us. This is discussed in the attached submission to Fairfax press in Australia. It argues the press, governments and others should take and foster more openly planned approaches to product and service delivery to make them more competitive and also to improve the range and quality of all service delivery in regional industry and community contexts.

Since clans and societies progressed from killing others towards duelling lawyers and beyond, one sees peace and all qualities that may go with it increasingly rest on good communication. There was an almost total lack of effective risk management or knowledge before the global financial crash. One wonders how valuable a democratic approach can be if it is based on championing secrecy and related community ignorance of the real economic drivers and those they fund in their races to election. US mass media provides very little reliable news coverage about anything important happening in the US or in any other societies. They like to fly blind while advertising dubious

products and services, talking up financial stocks, praising soldiers and calling it news. They think guns keep them safe but have by far the highest murder rate in the OECD.

Being an English speaking country with a small population unable to deliver comparative economies of production scale, Australia is naturally swamped by US-following suit. This is very scary as our news media is so much better than theirs, with the exception of the great Public Broadcasting Service News Hour, which I have watched on SBS TV most days since I retired in 2007 as it has helped me learn about the reasons that events in the US and globally created financial crisis in 2008 and what has been happening since.

My Visitors Guide to the Supreme Court of the US tells me it is the final arbiter of the law and guardian of constitutional liberties. I would never take on a bunch of crazy, feudal, rich crooks with a finger in every American and Australian pie, would you? Dear God, let us not have the battle of the Constitutions or only the lawyers will ever get rich. (Oh sorry, they did it centuries ago already. They are now passing it to the kids through elite US universities. Say something nice to help Americans! Ask for News Hour first.)

All are primitive communicators in one way or another and we all need to learn, work and enjoy ourselves better. One assumes the people of Afghanistan and others are ideally assisted to lead their own development improvements, assisted by many media forms.

Tentative steps towards consultative identification and funding of Afghanistan regional and related development projects

From news and your discussion I gathered the main economy in Afghanistan is based on war production and the main related funding crop is opium poppies, the market value of which has never been higher. One assumes that the UN Security Council, or related and clearly identified Afghanistan or UN supporters, would first have to openly arrange purchase of this drug crop at current market rates or higher. This is ideally to open the way for healthier, fairer and more productive development on more level playing fields.

How is such an illegal crop best disposed of? One assumes it has legal medical value. What is done with the crop by those who purchase it is ideally made clear to all. Even if any kind of corrupt black market survives outside these arrangements, one assumes the price of illegal drugs would still rise for Western end consumers, which is good. I guess that eradication of plants is best done by the farmers who are paid by the piece for bringing dead plants to a central facility for payment, reported on openly by news media. One wonders if amnesties and weapons return incentives might be held on similar terms.

One assumes that Afghanistan development is ideally first looked upon in a global trading context where carbon pollution reduction and related environment protection and enhancement are conceived as regional development tasks which provide jobs to protect the fast disappearing global heritage and to enhance all human and natural environments, starting with those which are poorest.

One assumes that key religious and cultural buildings, housing, energy, transport and related reforestation, soil, farming and water enhancement goals are identified in order for related open project aims, action and funding to be devised and supported by a variety of educational media and underpinning effort. Ideally this general direction is supported with literacy, numeracy, work skills and related education, sport, music, artistic and other cultural and entertainment development, for show on TV, etc, for children and adults.

In Australia, some of the key educational and health needs of many people living in remote regions have historically been met by the School of the Air and the Flying Doctor Service. Such Australian educational and health development initiatives might also be of interest in Afghanistan. One guesses mining company investigation and support for regional people and environments may be a rich source of openly declared funding and leadership to better quality of life. Is this likely to be so?

Requirements of Good Project Management in a Stakeholder Driven Environment

I do not know whether any planning has occurred or is possible in times of war, as in Afghanistan. In any case, good project management requires:

1. Consultative development of clear program and related project aims and objectives (with or without numerical targets)
2. Clear strategies to achieve the program aims and the related project objectives, including those for clear management accountability and dispute resolution
3. The provision of the budgets necessary to undertake the program and its project/s
4. Monitoring of project performance and evaluation of the outcomes
5. Clear accountabilities for program and project management and expenditure

Clear distinctions between stakeholders and key stakeholders are crucial for good project management. Stakeholders are all those who have an interest of any kind in the project. The key stakeholders are those for whom the proposed project benefits are ideally designed on one hand and those who fund the project on the other. A stakeholder management model contrasts with a stockholder management model. The latter traditional market model addresses only the financial interests of investors in any project. It does not address whether social or environmental goals of the project are achieved. Getting investment clearly directed to achieving social and environmental goals sought by the key stakeholders is important for designing and thus comparing the outcomes of stakeholder services to meet goals better for current and future generations.

The NSW Office of Fair Trading Home Building Contract is a clear, informative and helpful product which is easily copied or adapted. It must be filled in properly for quality management. Ideally, the people who originally called for the contract must see that it clearly reflects their aims. If additional minutes or other documents have to be signed

again and added to the contract to achieve it, this is an extra messy and confusing waste of time. Clause 11 of the contract is the **prime cost items schedule**. When filled in it should clearly display the required inputs and amounts related to the step by step achievement of the key conditions which originally led to the contract agreement and its expected production outcomes. Clause 12 provides the **progress payments schedule** which is also related to the staged and approved completion of the work. This may also relate to the later **schedule for inspections**. This may ideally ensure work quality, the resulting periodic payment and any related accreditation of skills development on the job.

The Faculty of Agriculture, Food and Natural Resources at Sydney Uni. recently held a Research Symposium entitled Resilience: Can our Environment keep bouncing back? Michael Harris referred to a simple investment framework for environmental resources and a related tool for planning and prioritizing public investments in natural resources and the environment called INFFER. This requires decision makers to be explicit in their assumptions and to start planning with regional maps in which the significant public assets are ideally identified and simply graded in terms of their high or low significance and related threat, prior to making related recommendations for action to improve their nature and resilience. When Harris discussed the INFFER system he used the regional framework to address benefits and threats to private activity, as well as public benefits and threats, related to the natural environment. He also pointed out the resilience of an environment is ideally be judged in the context of prior directions to achieve the broader ideal aims for that environment, which may ideally also be related to many public, private and other community partnerships to achieving common environmental, social and economic goals. This is ideally a clear, simple and flexible process, based on gathering evidence, and debating it, rather than a rigidly rule driven one. See attached discussion.

In this context and in regard to media, one ideally first considers the concepts of ‘quality and integrity’ as related to the quality of the search for truth and direction. As ‘the fourth estate’, the primary duty of the media is ideally to attempt to clarify the world and its parts so life is conducted in more broadly and deeply informed ways in the public and related community and individual interest. Newspapers, TV, the internet, videos, radio and social media appear equipped for broadly harnessing the views of experts and others who have been or who may be affected by many issues, which ideally are of broader concern, to bring them to wider public view for clear judgment and related information.

Media provides a key part of the process of learning upon which we embark to universally enrich ourselves or to be destroyed by war and all related disorders. Ideally, media provides for the safe expression of emotion so broader learning and judgment are peacefully achieved and not by the gun or lawyers following narrow dictates unsuitable to the particular situation. From the consumer perspective, including in relation to media services, the primary issue of concern is not how many providers operate in a market but the quality of their product or service and its related outcomes. To the extent that all have different needs and wants, quality may also be in the eye of the beholder.

It was wonderful to hear you speak. Your courage and capacity is very humbling and inspiring. If I was the audience I would have given you a long standing ovation. Never mind. I'm sure you've got many more important things to think about.

Love and best wishes

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(a.k.a. Lilith the Magic Pudding, Chief Alternative to Faith)