

# DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

## Chapter 1 : Free Ebook Library Pdf Download.

*Moving beyond assistance: final report of the IEWS Task Force on Western assistance to transition in the Czech and Slovak Federal Republic, Hungary and Poland* Author: Krzysztof Janusz Ners ; IEWS Task Force on Western Assistance to Transition in the Czech and Slovak Federal Republic, Hungary, and Poland.

Block 1 , 2 and S. Wrote the first draft of the manuscript: Contributed to the writing of the manuscript: This article has been cited by other articles in PMC. The evidence supporting the elimination of food deserts as a strategy to reduce disparities in diet quality is weak. More use of evidence-based policies to improve diet quality and reduce disparities in the United States is needed, specifically for school- and child care-based interventions, useful population educational strategies, changes to nutrition assistance programs, and taxation of unhealthy foods such as sugar-sweetened beverages. Introduction Scientific interest in dietary patterns and the relationship between diet and disease has persisted for centuries [ 1 ]. During much of the 19th century, concerns regarding diet centered on the high prevalence of malnutrition, with a clear income gradient evident. Those living in abject poverty, often in urban centers that grew rapidly because of industrialization, were most affected. Food insecurity remains a problem for low-income families, but the greatest challenge is poor dietary quality. Poor diet quality is strongly patterned by socioeconomic status SES. In a recent US study examining trends in dietary quality from to , lower-income individuals consumed lower-quality foods, as measured by the Alternate Healthy Eating Index score, than higher-income individuals [ 3 ]. Notably, income disparities in dietary quality widened over this period, with some improvements for higher-income individuals alone. These disparities are also evident when comparing participants in nutrition assistance programs to nonparticipants. Among women, SNAP participants consumed more sugar-sweetened beverages than nonparticipants [ 4 , 5 ]. The World Health Organization has advocated similar approaches [ 7 ]. Meanwhile, a small fraction Yet, there appears to be governmental enthusiasm for developing programs and regulations to eliminate food deserts. These governmental programs provided funding to catalyze publicâ€”private partnerships leading to the construction of supermarkets and grocery stores in food deserts. What Is a Food Desert? The Food Environment and Diet: Food deserts refer to low-income geographic areas that lack access to a supermarket or large grocery store. Eliminating food deserts could improve diet either by providing access to healthy foods for individuals seeking those foods but with prior poor access or by generating demand within communities that had limited exposure to healthy foods. In contrast, living near fast-food restaurants might lead to poor diet quality because of enhanced access to the foods sold there; restricting access to these locations might improve diet by making this food less available. It has been shown that while area poverty was not an independent predictor of access to fast food restaurants, predominantly black neighborhoods had closer access to fast food restaurants [ 12 ]. Meanwhile, evidence from longitudinal studies has raised substantial doubt about the connection between food access and health [ 13 â€” 16 ]. In these studies, no consistent relationship emerged between the food environment and body weight, for adults or children. Even studies commonly cited as providing evidence for an association between the food environment and body weight or unhealthy food consumption have found only small associations that may not demonstrate a notable public health or clinical impact [ 17 â€” 19 ]. For example, in a study using birth certificates from over 3 million pregnant women, living within 0. Four quasi-experimental studies have found similar results. One study examined the effect of a new supermarket in a Philadelphia food desert [ 20 ]. After opening, just over half of the residents of the neighborhood with the new supermarket used the supermarket for shopping; about a quarter of the residents used it as their primary source for food shopping. A study in New York City examined the availability and intake of healthy foods before and after a new supermarket was built in a food desert [ 21 ]. A study of a new supermarket in a Pittsburgh food desert found more positive results [ 22 ]. Residents of the neighborhood with a new supermarket had notable reductions in calories in added sugars after the opening of the supermarket, compared to the control neighborhood; there were no changes in BMI or whole grain, fruit, and vegetable

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

intake. However, among the two-thirds of residents in the intervention community who shopped in the new store regularly, there were no improvements, beyond perceptions of healthy food access, compared to residents who rarely if ever used the new store. Investigating the flip side to food deserts, a quasi-experimental evaluation of the ban on new fast-food restaurants in South Los Angeles found no effect of the ban on fast-food consumption or obesity rates when compared to other areas in Los Angeles county [ 23 ]. While supermarkets typically devote more shelf space to fruits and vegetables than other food stores, unhealthy snack foods still dominate their shelves. Supermarkets in low-income neighborhoods may offer even more unhealthy food [ 25 ]. Supermarkets also focus their advertising on unhealthy foods and strategically position them near the front of stores, at the ends of aisles, or at cash registers [ 26 , 27 ]. People may not shop within their own neighborhoods even when a supermarket is present [ 29 – 31 ]. Even if low-income people have access to a supermarket, they may still buy unhealthy foods in greater proportion than people with higher income [ 32 ]. Factors beyond proximity, especially price, may be more important when choosing a food shopping location, and there is no evidence that simply increasing access to supermarkets enhances demand for healthier items. Toward Potential Solutions to Improve Diet among Low-Income Populations Research on effective population-level strategies to improve diet remains limited. More evidence is needed to determine which interventions are best for specific populations, including low-income and minority populations that bear a greater burden of diet-related diseases. Here we discuss several feasible strategies that have the potential to lower disparities in diet quality more than eliminating food deserts. Improvements in Child Care and School Nutrition Programs Interventions in child care centers across both the US and Australia have demonstrated beneficial effects on diet, physical activity, screen time, and even body weight [ 34 – 37 ]. For example, one Australian community-based intervention nearly 2, intervention participants and over 30, control participants with a strong child care center component was associated with a reduction in prevalence of overweight and obesity in the intervention community of 2. Children in the intervention communities also reduced their consumption of packaged snacks and fruit juice, and the day care centers there reported less unhealthy foods available on-site after the intervention [ 35 ]. However, studies on the effect of child care center interventions are mixed, with some studies, especially in Hispanic and black children, showing no effect [ 38 , 39 ]. School nutrition programs also might have some effect on the diets of children [ 7 ]. Because low-income children get more food from these programs than other children, a beneficial effect of improved nutrition standards should help lower disparities in dietary quality [ 40 ]. The US Department of Agriculture recently updated school nutrition standards, requiring the provision of healthier items in schools. Population Educational Initiatives The provision of easily accessible information at the point of sale could help consumers better understand the health consequences of their purchases in restaurants and food stores. Calorie menu labeling in chain food establishments, which will be implemented across the US in , is a start, though evidence of effectiveness is rather limited at this point [ 42 , 43 ]. Revisions of the Nutrition Facts label are forthcoming and will display calories and added sugar more prominently. Front-of-package labeling for food products may be implemented in the near future Yet, a recent study in Seattle provides evidence that we should be cautious about the potential for labeling to worsen disparities. In that study, adults reported using calorie information much more often to help guide their food purchases at restaurants following the introduction of a local calorie labeling law. Thus, while further education is needed, greater attention should be focused on how to do so without worsening disparities. Changes in Food Assistance Programs Incentivizing healthy food purchases, or disincentivizing unhealthy purchases, in food assistance programs could decrease disparities in diet quality. In , the Special Supplemental Nutrition Program for Women, Infants, and Children WIC made changes to encourage purchases of healthier foods, including adding more fruits and vegetables to the food packages the program financed. SNAP, commonly referred to as the food stamp program, could do the same if the purchase of healthy foods were incentivized by increasing the value of vouchers for those families who buy more healthy foods. These higher expenditures were determined based on purchasing data from supermarkets and superstores participating in the SNAP program. Reviews of studies examining the effect of lower prices or

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

subsidies for fruit and vegetables have found a generally positive effect on consumption, with some evidence of lower weight after the introduction of subsidies [ 52 , 53 ]. The benefit of healthy food subsidies is generally modest and may be amplified in the SNAP population if SNAP vouchers could not be used for unhealthy foods such as sugar-sweetened beverages. These simulations also found that fruit and vegetable subsidies in SNAP could lead to reductions in cardiovascular death, but not obesity, and may lead to greater consumption of fruits and vegetables, similar to what was found in the Healthy Incentive Pilot. As with investigations of changes to the WIC [ 5 , 46 – 49 ], supermarkets are a natural partner for gathering evidence regarding dietary interventions and policies, especially for participants in food assistance programs. Most people, including low-income individuals and families, use supermarkets as a major source of food shopping [ 29 , 30 ]. Many of the larger supermarket chains offer loyalty cards that have been leveraged in prior investigations of policy changes. Clinical institutions also might partner with supermarkets to better engage their patients in health education at the point when they are making dietary choices [ 57 ]. Taxing Unhealthy Food Taxing unhealthy foods such as sugar-sweetened beverages SSBs may have important benefits for dietary quality [ 52 , 53 ]. Based on simulation models using supermarket scanner data in the US, these taxes would likely decrease obesity rates of lower-income populations more because of higher consumption in this population. These models predict that overall overweight and obesity rates would decline modestly from taxes, with reductions in daily calorie intake of 24 to 34 calories [ 58 – 60 ]. These taxes would be economically regressive, costing low-income individuals more, but this additional cost may be offset by the greater health benefit on this population. Data on the outcomes of these policies are not always consistent. In a United Kingdom modeling study, SSB taxes demonstrated regressivity but no greater decline in overweight and obesity rates among low-income individuals [ 61 ]. While acknowledging the potential economic challenges, the World Health Organization has endorsed the use of fiscal policies to improve dietary quality [ 62 ]. Advertising restrictions on unhealthy foods, especially for kids, may work in concert with fiscal policies. Conclusion Addressing disparities in dietary quality may have important payoffs for the health of the population: These strategies do not preclude the elimination of food deserts but rather build a necessary infrastructure to promote healthy food consumption, in any neighborhood. Many reasons, such as economic and social justice, exist to support such initiatives and to remedy the lack of healthy food availability in low-income communities. We just should not expect the reduction of food deserts to have much impact on the prevailing health crisis of our time. We need to focus our efforts on initiatives more likely to improve dietary quality and decrease disparities.

# DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

## Chapter 2 : Final Report - MEST

*Moving beyond assistance: final report of the IEWS Task Force on Western Assistance to Transition in the Czech and Slovak Federal Republic, Hungary and Poland 1. by Krzysztof Janusz Ners; Institute for East West Studies.*

Systems and Services Making a Difference. It identifies and highlights the vast work performed in New York State to respond to domestic violence. It provides information on federal, state and local funding, training, services, and creative strategies used to address this issue. Because of its overlap with domestic violence, information on sexual assault has also been included. It has long been my commitment and challenge to create a single document that represents the totality of work being accomplished in the State of New York to end violence against women. OPDV is excited to distribute this comprehensive statewide publication. There has never before been a document of this magnitude. However, despite all attempts to capture every program or response, it is inevitable that there may be efforts not yet identified and therefore not included in this publication. We invite you to assist us in this endeavor by telling us about unique, innovative and creative strategies being embarked on in your communities for possible inclusion in future editions. New York continues its commitment to end violence against women. From a Governor who insists on "zero tolerance" and maintains a State agency to address domestic violence, a Legislature that has passed hundreds of bills to assist victims and to hold offenders accountable, lawyers providing pro bono legal services to victims, and programs providing life saving services every day, we have accomplished a great deal. We need to continue, however, to listen to and learn from women who are abused to guide our future efforts. New York has been fortunate to receive millions of dollars in funding, however, there is so much more that needs to be accomplished. While systems have trained a multitude of responders, there are still those who need to be reached. Programs have sheltered thousands of women and children, and thousands more victims need our assistance. Indeed, our work is more critical than ever. It is not feasible for one system alone to respond to domestic violence. Domestic violence affects us all. Whether in the workplace, medical community, criminal justice system, school or spiritual community, there is an opportunity to make a difference. We all have a part to play in ending it. New York is a leader in making a difference. With your help, we will continue to lead change to move ever closer to our goal of ending violence against women in New York State. Finally, OPDV would like to thank the advocates throughout the State who work tirelessly to ensure that the voices of victims and their families are never lost. Systems and Services Making a Difference is hereby granted without fee for personal, private, and educational purposes, except that reproducing information for profit or any commercial use is strictly forbidden without specific permission from the New York State Office for the Prevention of Domestic Violence OPDV. Any reproduction or distribution of information must expressly credit OPDV in a prominent way likely to inform any recipient as follows: This statement does not pertain to information in this publication that is credited to other sources, such as web sites. Go to top Executive Summary Domestic violence has long been a private problem with public implications. Since the turn of the twentieth century, activists - from prohibitionists to suffragists to civil rights leaders to feminists - have been diligent in bringing this social issue to the forefront of the political and public policy agenda. In doing so, we have learned that this is an issue that affects every sector of our society. Since the opening of the first domestic violence shelter in Brooklyn in , residential services have been a priority. Today, New York has 2, shelter beds available in a total of licensed residential programs across the State. New York State also boasts an extensive sexual assault network. In the last ten years, the Violence Against Women Act VAWA has allocated more than five billion dollars to locales across the country with one mission in mind - to stem the tide of violence against women. New York has received millions of dollars in direct funding from the federal government. New York was also the recipient of funding for two of the fifteen Family Justice Centers in the country. These "one stop shops," located in Brooklyn and Buffalo, coordinate various services under one roof. New York State agencies such as the Office of Children and Family Services, Crime Victims Board, Office of Temporary and Disability

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

Assistance, Department of Health and others disseminated millions of dollars in funding to communities in New York State to support domestic violence and sexual assault efforts on the local level. To ensure that all professionals are afforded consistent information and training to enhance their response to victims of domestic violence and their families, New York has made training a priority. In , thousands of professionals around the State received specialized training. These trainings were designed to increase the awareness and skills of police officers, child protective workers, Department of Social Services staff, health care workers, advocates, probation and parole officers, and mental health professionals. The criminal justice system has been a hallmark in the response to domestic violence. Since the establishment of the Domestic Incident Report, New York has taken a giant step in documenting the incidence of domestic violence for the first time ever. Approximately , incidents are reported to police departments each year, and we know there are many more incidents that never come to the attention of the criminal justice system. From its inception through , 1., orders of protection have been entered into the NYS Family Protection Registry. New York has been a leader in the development of public awareness campaigns over the years. In , a focus on teens led to the award-winning poster with the theme, "You are not his property," featuring a young woman with a bar code across her forehead. This poster was featured in shopping mall kiosks across the State and received wide approval. And while they are many, there is a lot yet to be done. Gathering and compiling all of this information is complicated by the fact that the system in New York is so complex. Services are paid for by one agency, but regulated by another. Several different agencies provide funding for services, each with different reporting requirements. As a result, agencies keep their statistics differently. Some agencies count individuals served, while some count the number of times they provide services, even if it is to the same person. Some criminal justice agencies are unable to communicate electronically, yet may be serving the same family. With so many different funding streams - federal, state, local communities - an accurate total of all funding in the state is elusive. This publication is the first attempt to begin addressing these concerns, while highlighting the achievements made by such a great state. We are committed to helping agencies streamline information to make reporting and providing accurate information more possible. All New Yorkers should be proud of the strides that have been made in this arena, and should continue to work together to ensure that New York remains a leader in responding to violence against women. Go to top Domestic Violence - An Introduction Understanding why domestic violence occurs is critical if we are to succeed at the enormous challenge of ending it. Domestic violence is rooted in a long history of oppression. Social values and beliefs have long supported the notions that women and children are the property of men, that men have the right to control their wives and children, that men have the right to have sex with their wives, and that husbands can give their wives "correction" as necessary to maintain family order and their own authority. This belief system prevailed in other arenas, such as religion. In marriage, a father "gave away" his daughter to the groom, representing the transfer of property from one male to another. Rape was not a crime against the female victim but a crime against the father or husband. This is still true today in other parts of the world, where women who are raped are subsequently murdered in "honor killings" because they have brought dishonor to the family. About years ago, people began to move toward finding violence against women unacceptable. By the s, many states in the United States had laws restricting rights of men to "chastise" wives and children, but usually either the laws were not enforced or those in violation of the law were not punished. In , the 19th Amendment was adopted, giving women the right to vote. Interestingly, the suffrage and prohibition movements occurred simultaneously, as temperance leaders believed the organized suffragists could help them achieve their goals and women reformers thought alcohol was a causal factor in wife beating and child abuse, which it is not. In the s, child abuse began to be addressed as a major social issue, through programming, legislation and policy initiatives. The abuse of women by their partners husbands or otherwise however, remained in the shadows. The attitude prevailed that women somehow brought the abuse on themselves and, unlike abused children, women were thought to be responsible for the violence perpetrated against them. In the early s, women began to create a grassroots, informal network of services, safe homes and local domestic violence hotlines, to

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

provide support to the growing number of women being battered who were calling rape crisis hotlines seeking help and safety. As the magnitude of the problem became clear, a range of services, including a network of shelters, was developed to begin to address the safety needs of victims of domestic violence. In its initial stages, these were almost entirely volunteer efforts, with little or no stable funding. The last 30 years have seen enormous progress, but there is still much more to be done. The first domestic violence shelter opened in New York City. State funding was provided for shelters and victims of domestic violence. A law was passed allowing married victims of domestic violence to file criminal charges against a spouse. New York became the only state with an executive level state agency dedicated to addressing the issue of domestic violence. The federal Violence Against Women Act VAWA created the first legislation acknowledging domestic violence and sexual assault as crimes and provided federal resources to encourage coordinated community responses to domestic violence. Governor Pataki made prevention of domestic violence a priority, declaring a policy of "zero tolerance" for domestic violence in New York State. The statewide public awareness campaign and school-based prevention projects were established. A law making stalking a felony was passed. A law requiring all current and new Child Protective Service workers to be trained on domestic violence issues was passed.

Go to top

**What is Domestic Violence?** Domestic violence is a pattern of coercive tactics that can include physical, psychological, sexual, economic, and emotional abuse, perpetrated by one person against an adult intimate partner, with the goal of establishing and maintaining power and control. Domestic violence occurs in all kinds of intimate relationships, including married couples, people who are dating, couples who live together, people with children in common, same-sex partners, people who were formerly in a relationship with the person abusing them, and teen dating relationships. Legally, domestic violence is more complicated to define because there is no specific crime of "domestic violence" in New York State law. However, the way the offense is addressed by the courts is in fact, somewhat different, depending on the relationship of the victim to the abuser. Domestic violence is handled through the criminal courts and the Family Court as a "family offense. Victims who meet this definition may go to criminal court to seek an order of protection and have the abuser prosecuted, or they may go to Family Court for an order of protection, services, and assistance with custody and child support. Individuals victimized by an intimate partner who does not meet the definition of family member, such as a boyfriend or same-sex partner, can only go to criminal court for legal assistance. In addition, mandatory arrest, which applies when an abuser violates an order of protection or commits certain other offenses, is only applicable when a case involves individuals who meet the family definition. Many police departments in New York State, however, use an expanded definition of family when making mandatory arrest determinations. This provides greater protection to victims who fall outside of the New York State definition, although these victims still do not have access to Family Court. To promote positive social change through actions that develop leadership, resources and collaboration within and across communities to end domestic violence and the underlying social tolerance that perpetuates it. The State of New York is committed to having an official, governmental response to domestic violence. To respond to the many systems that victims of domestic violence encounter, OPDV addresses a wide array of disciplines through training and technical assistance, legislation and outreach, including:

# DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

## Chapter 3 : U.S. Southern Command Official Website

*Moving Beyond Assistance: Final Report of IEWS, Institute for East West Studies (IEWS) Task Force on Western Assistance to Transition in the Czech and Slovak Federal Republic, Hungary and Poland, New York.*

These are difficult undertakings requiring strong encouragement from supportive external powers. Several inter-related steps are necessary for such an updated social contract to take root. Strategic investments must be made in quality education relevant to the twenty-first century. Existing educational institutions require, in many cases, total overhaul, with students and parents fully engaged in educational reform efforts. Indeed, localities should be given greater roles in determining educational priorities at the expense of large, centralized bureaucracies. Targeted interventions, well prepared teachers, thoughtful use of technology, exchange programs, and greater engagement with the American-style liberal arts universities located throughout the region are all essential. Strong vocational training programs should also be developed, recognizing the realistic needs of the labor market. This will ensure that educated citizens find opportunity once their schooling is complete. Governments should not be obstacles to economic creativity. Transforming broad subsidies into targeted assistance for the poor, and creating empowered, independent central banks are likewise vitally important. Trade barriers must be lowered and ultimately eliminated. Tunisiaâ€™a leader in post-Arab Spring political reforms and in many ways a weathervane for the regionâ€™must not be permitted to fail economically. Governments must both enable and catalyze citizen participation in civic problem-solving. This means giving space for civic activities, encouraging and empowering local civic groups, social entrepreneurs, and especially women and young people to be productive and innovative. It means supporting skills training, civic initiatives, and public dialogues that help create more resilient and vibrant societies. It means encouraging and enabling women to play greater roles in economic and public life. And it means building communications channels between local civic groups and governments. Good governanceâ€™especially empowered and well-resourced local governmentsâ€™must be a priority. Providing security in the face of terrorism without compromising the rights of citizens is no easy task, but it is a baseline requirement for defeating the terrorist threat. Corruption must be rooted out, delivery of basic services streamlined, and security services professionalized. Local governments should be empowered to solve local problems, and countries should develop their own benchmarks for reform. In all of this, encouragement and support from abroad is important. But initiative from within the region is mandatory. The Middle East could benefit enormously from a Regional Framework for dialogue and cooperation. This framework would encompass economic, political, and security issues. It would transcend the limited mandates and memberships of existing organizations such as the Arab League, which excludes important regional players like Turkey, Iran, and Israel. Such a framework could help tamp down conflicts, encourage cooperation, establish agreed standards of state behavior, and incentivize and support positive steps by states in the region. A charter could articulate core principles, and a mechanism could be developed to encourage compliance with agreed norms. Such a framework could help wind down the civil wars and might ultimately ratchet-down the Saudi- Iranian confrontation. It would help to establish and maintain a more stable regional order among states. It could even become an engine for advancing the cause of Arab-Israeli peace. The absence of such an institutionâ€™which would include participation from within and outside the regionâ€™is notable. Regional states should propose, design, and finance such a fund, and challenge the international community to make matching contributions. The Fund would, in its lending practices, encourage and drive private sector development, and could draw on the example of other regional development institutions, such as the European Bank for Reconstruction and Development EBRD. It could support actions and cooperative projects that emerge from the Regional Framework. Governments taking the steps described in Prong Two of the strategy would receive financing and technical support. Indeed, the Fund and companion institutions would support the full range of societal actorsâ€™including local governments, private companies, civic groups, business and social entrepreneurs, and

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

empowered citizens. The Choice We have tried to take a clear-eyed look at the regional landscape. We recognize that conditions vary greatly across the region. We understand that many of the states of the region find themselves in very different situations. There is no single model for the region, and certainly not one designed by outsiders. Yet what we have heard from the region suggests a common set of principles and strategies that can help all countries and peoples of the Middle East manage differences across tribal, sectarian, and religious divides, build social harmony and social cohesion, create a twenty-first-century social contract between government and the people, enhance governmental legitimacy, and prevent conflicts from escalating into violence. We have tried to capture these principles and strategies in this report and show how they might be implemented and applied in concrete situations effectively and over time. But the days of external powers trying to orchestrate and even dictate political reality in the region are finished. So is a regional political order of governments demanding obedience in return for public sector employment and related state subsidies. What is being asked of Middle East leaders is daunting, and therefore external actors must be unsparing in their encouragement and support. But the choice is clear: Either empower citizens or watch power devolve into the hands of criminals and terrorists. This report maps out a clear—though challenging—pathway for the people of the Middle East to build a new future that transforms their region from a hotbed of violent instability to a stable and prosperous community of states. There is nothing in or about the Middle East that condemns it to failure, or that other regions have not overcome. The thesis of intractable ancient conflicts rooted in religion and ethnicity is as faulty in the Middle East as it was in Europe. On the contrary, there is much about the region—starting with its people—that inspires hope. But hope is no more a strategy than cynicism. The New Strategic Approach we propose can, if implemented, provide a way out of the current strife. Yet at the very same time, parts of the region are rapidly modernizing, seeking to provide better opportunities for their young people, and experimenting with more active roles in the Middle East and the world. These developments, both negative and positive, have profound repercussions not just for the Middle East, but also for the United States, Europe, and rest of the world. It is, rather, an attempt to articulate a strategy for the region, largely drawn from the region. But the United States and other external stakeholders can help, and we offer suggestions on how they can best support, enable, and facilitate their efforts. Our approach to this project differs from other efforts of this kind. We quickly realized that an exclusive focus on security issues would not suffice. Therefore, we organized five thematic working groups, consisting of accomplished experts from the region and beyond, to examine the broad issues that we see as essential to a more peaceful and prosperous Middle East: Refugees, Recovery, and Reconciliation Governance and State-Society Relations Economic Recovery and Revitalization Each of these working groups, throughout , published a paper outlining the conclusions and recommendations as seen by the convener of the working group. This report is greatly, though not exclusively, influenced by those working group papers. Because of our strong belief in the importance of listening to voices from the region, we ensured that we received regular input from a wide range of people in the Middle East. Beyond our working groups, we had a panel of Senior Advisers drawn from the region, Europe, and the United States. We consulted periodically with the ambassadors of the region based in Washington, as well as with those of our key European allies and friends. Steve then returned to the Middle East again at the end of September. We met not only with heads of state, cabinet ministers, and other officials, but also with representatives from business and local civic groups, students, and young people, to ensure that we heard a wide range of views. While the content and conclusions of this report have been greatly informed by this collaborative process, we did not seek to make it a consensus document. It does not necessarily represent the views of our Senior Advisers, our working group conveners or members, or any of the officials, organizations, or individuals we consulted along the way. Instead, this report represents our best judgments as Co-Chairs. We believe it outlines a constructive, considered, and above all, solutions-oriented approach to a region that we see as vital to American interests, global security, and human prosperity. We understand that much of what we say will be controversial to many American audiences. But we believe our outreach to the region allows us to bring new information and new perspective to a public

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

debate on the Middle East that has become both narrow and entrenched. We hope that the collaborative approach we have emphasized throughout this project can serve as a model for future problem solving on similarly complex issues. Above all, we present our conclusions with great humility. The issues facing the region are some of the most challenging and difficult that we have ever seen in our respective careers. This task force took longer than we envisioned because of dramatic changes in the region during the course of our work. The strategy we outline will be hard, and will require courageous actions by leaders and citizens in the Middle East. It will also require sustained commitment by the United States and other international partners across time, administrations, and party lines. We know that this will be a tough sell in the United States. Americans are tired of seemingly unending wars in the Middle East. But we believe that the approach we outline ultimately will make the Middle East more stable, and, as a result, will make the United States and the world more secure. The American people have decided on a new president. The Trump administration will have to grapple early on with the crisis in Syria. It would be wise to do so in the context of a larger strategy for the region as a whole. We think the recommendations contained in this report offer one way of doing so. As the new administration settles in to the task of governing, we believe it will find that its responsibility to keep Americans safe, combined with the course of events in the region, will impel it in this general direction. The situation in the Middle East is difficult but progress is necessary and possible. We hope that this Task Force might serve as the first step toward better international cooperation with the people of the region to realize their incredible potential. Four civil wars rage across the region—in Syria, Iraq, Libya, and Yemen—causing massive human suffering and displacement. The Islamic State of Iraq and al-Sham Daesh has emerged from this chaos to seize territory in Syria, Iraq, and Libya, while al-Qaeda has renewed its global efforts in a perverse bid to outdo its brutal rival. The violent methods and extremist ideology of both groups have attracted thousands of recruits through social media, and both have directed or inspired terrorist attacks in the West, including in the United States. Sectarian tensions are escalating as Iran and Saudi Arabia find themselves locked in a competitive cycle of mistrust, and the United States steps back from its traditional balancing role. This would dramatically deepen a humanitarian crisis that is already as bad as any since World War II. Millions more refugees would leave their homelands. This mass migration would strain not just the political systems of neighboring countries, but Western governments and international institutions as well, whose deepest values and political stability are already being challenged by the crisis. Daesh and al-Qaeda would continue to benefit from ungoverned spaces, planning attacks and gaining new recruits. The pace of terrorism would escalate.

# DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

## Chapter 4 : new civi form | Centre for European Policy Studies

*Moving Beyond Assistance: Final Report Of The Iews Task Force On Western Assistance To Transition In The Czech And Slovak Republic, Hungary, And Poland by.*

Bowling and Brenda J. This article is very long and very in-depth. Note the helpful steps to developing your own plan near the end of the article. In the 20th Circuit Court and the Ottawa County Probate Court embarked on a strategic planning process, culminating in the first joint, long-range strategic plan for the two courts. The plan set forth strategic priorities and comprehensive strategies for addressing important, long-term issues such as resources, access to the courts, efficient and effective operations and services, collaboration with partners, and organizational structure and employee interests. Since the courts have remained focused on their strategic direction and priorities, and have successfully implemented and followed the strategic plan by completing many projects. The purpose of this article is to share with other courts the strategic planning experiences of these two courts, including a description of the planning and implementation processes they used, benefits realized, and lessons learned. We hope the relevant history of these trial courts will inspire and help other courts to pursue and successfully use long-range strategic planning in their efforts to improve the courts and ultimately to improve the administration of justice. Overview of Ottawa County To put this experience in context, it will first be helpful to understand Ottawa County. Until recent years, this western Michigan county was viewed as a rural, agricultural area and summer tourist destination. Several years ago, the county population began a rapid growth spurt, at an 8. The county is comprised of six cities, one village, and 17 townships. There are 11 county commissioners and six elected county officials. Judicial salaries are the notable exception; they are paid through a state appropriation to the Michigan Supreme Court. The Michigan trial courts include the general jurisdiction circuit court, and the probate and district courts, both with limited jurisdiction. The 20th Circuit Court has four elected judges and staff, and the probate court has one elected judge and five staff. Locally, the 20th Circuit Court functions within three primary divisions: These divisions are further identified on the organizational chart in the strategic plan. For many years, these circuit court divisions, as well as the probate court, operated as totally autonomous units. Within this general environment, a decision was made in prompted by a change in court administration to embark on a long-range strategic planning process for the two courts. The newly hired court administrator, with approval of the chief judges of the two courts, outlined a plan to build on the juvenile court planning process, expand the effort court wide, and include both circuit and probate courts. NACM recently revised its core competencies and the updated strategic planning curriculum. Phase 1 focused on forming a strategic planning task force and establishing a meeting schedule. Phase 2 included gathering information from justice system partners, community leaders, other local stakeholders, and court staff. Finally, the content of the strategic plan was developed by the task force through a series of facilitated meetings in Phase 3. Each phase is described below; additional details and a timeline are included in the Gantt chart at the end of this article. Forming the Task Force and Designing a Process and Schedule One of the first tasks of the process was to establish a strategic planning task force. The task force was comprised of 20 individuals charged with working together to develop a long-range strategic plan for the circuit and probate courts. This phase also included: Developing a meeting schedule up front for the entire strategic planning process was instrumental in enabling task force members to attend all task force meetings. Gathering Input from Stakeholders Phase 2 of the process included conducting six focus group sessions of external stakeholders and court staff during which we gathered information and views from attendees to inform and ultimately assist the task force with developing a strategic plan for the courts. Examples of the information gathered included: These focus group sessions ensured the views and ideas of external stakeholders and court staff were included in the strategic planning process. Specifically, the task force developed mission and vision statements, completed a trends analysis and organizational assessment, and identified strategic issues, long-range goals, strategies, and strategic projects for the courts to pursue. Each

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

task force meeting was a working session that walked through comprehensive strategic planning and had a variety of large and small group sessions that were extremely effective in engaging members, encouraging creativity, and building consensus among task force members. For example, at one facilitated meeting, task force members: Engaging in a comprehensive trends analysis helped the courts anticipate some of the likely future pressures and demands they will face and develop effective long-term responses and strategies. The strategic plan includes: Summaries of stakeholder assessments, trend analysis, focus group summaries, etc. Since the initial plan was developed, it has been updated in three-year cycles. See the current version of the plan. To that end, building on lessons learned from other organizational experiences and based on the existing court culture, the courts took deliberate steps to ensure the strategic plan was implemented and followed. These strategic issue areas have since been modified to meet the evolving needs of the courts. As needed, a few team members were recruited, especially where specific expertise was important to the success of the teams. In subsequent years, many of the original team members have chosen to remain on their respective teams, some new volunteers have been added, and a few team members have rotated to other teams. The courts have realized secondary benefits from using cross-functional implementation teams, including increased court-wide collaboration and communication and enhanced knowledge of both courts. Examples of strategic projects the implementation teams have worked on or completed include: The purpose of that meeting was to help orient team leaders and members to the task at hand and ensure that the teams got off to a fast and productive start. In particular, goals of the meeting included conveying the charge and expectations of the teams, helping the teams get organized by completing a team charter, providing teams with information about the development of the strategic plan and on becoming a high-performance team, and providing teams with time to begin working on an action plan for their specific projects. Each year the courts have repeated an organizational meeting with the implementation teams, although in recent years it has been less extensive than the first year. At the request of members of the task force, they transitioned to become the new SPOT, demonstrating their commitment to following through on the strategic plan. SPOT and the five teams have continued their work since , making great strides on a variety of court strategic projects. Sixth, the leadership of the courts continues to remain focused on strategic plan progress. For example, the senior leadership team, comprised of the court administrator and division directors from the two courts, has added a standing agenda item at its biweekly meetings. At each meeting, these leaders discuss the status of strategic planning activities. Further, the court administrator meets regularly with the chief judges of the two courts “ and the other judges as appropriate ” to discuss the progress and status of strategic planning initiatives. Also, the division directors discuss strategic planning activities at their staff meetings. Initially, the leadership team reviewed and approved specific action plans from each of the five implementation teams to insure they were on the right track and had adequate resources to proceed. Finally, the courts have continued to communicate about strategic planning activities through their newsletter and annual report. Institutionalizing Strategic Thinking and Strategic Leadership The NACM core competency emphasizes the importance of institutionalizing strategic thinking and strategic leadership, moving beyond the mere development of a strategic plan. Additionally, it stresses the need to differentiate among operational thinking, strategic planning, strategic thinking, and strategic leadership. According to the NACM core competency materials, strategic thinking enables leaders to anticipate, promote, and sustain change. In Ottawa County, the shift to strategic thinking and strategic leadership has been a difficult process and has not yet been fully achieved, although we have made progress. Some of the steps taken include: Benefits Gained from the Strategic Planning and Implementation Processes The processes described above have yielded significant benefits for the two courts. Below is a summary of a few of the benefits realized to date. The strategic planning and implementation processes have: Fostered long-term and court wide thinking and planning. Enhanced court wide communication and collaboration. Involved and engaged many managers and staff in ongoing improvements efforts, accomplishing many strategic projects that have improved services to the public. Provided the courts with a tool to communicate its priorities and resource needs to funding sources, stakeholders, and partners.

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

Increased the accountability of the courts by using the strategic plan as a tool to assess progress and accomplishments. Demonstrated how the strategic planning process can achieve desired goals and be reasonably blended within existing caseloads and court workloads. Insure there is commitment from the bench prior to announcing the start of a strategic planning effort. Ongoing judicial support is key to any strategic planning and implementation process. Develop a meeting schedule at the beginning of the process and stick to it. Doing so allows task force members to plan ahead and helps to assure high attendance at strategic planning meetings. Carefully select task force members. That is, select a diverse group of people from all areas and levels of the court who are formal and informal leaders within the organization. Also, select people with the right mix of knowledge, skills, and abilities, including those who are willing and able to: Carefully select an external consultant, if possible. Defining the purpose of your data gathering efforts and determining the type of information you want to gather will help you identify the appropriate stakeholder groups and specific participants. Inform stakeholder participants regarding how their input will be used in the formulation of a strategic plan. For example, advise them their ideas and input will be summarized and shared with the strategic planning task force. Specifically, assure them there will not be any individual attributions in the written summary. Be cautious in writing the summary so as to adhere to this promise of anonymity. Use an external consultant to facilitate the focus group sessions, if possible. An external person is more likely to be viewed as a neutral, impartial information gatherer. Developing the Strategic Plan Phase 3 Establish operating agreements at the onset of a strategic planning process that will foster healthy group norms among members of the task force. For example, promote open communication, equal and active participation of all members, productive resolution of differences, and working toward consensus. Avoid drafting sensitive statements or lengthy documents in a large committee setting. When it is time to wordsmith a final mission statement, vision statement, strategic plan, etc. Continually show task force members where they are in the strategic planning process and how the various steps are contributing to the development of the strategic plan. It is important to show continual progress to avoid frustration or loss of momentum. Care for, nurture, and develop members of the task force throughout the process. Recognize the additional work they have undertaken, value their contributions and participation, support them along the way, and teach them the steps of strategic planning so they can continue the efforts in the future. Doing so yields great benefits, including improved satisfaction and overall morale, improved trust and relationships among members, greater creativity and risk taking, a feeling of hope and purpose, and enthusiasm for participating in implementation efforts. Celebrate the completion of the strategic plan. Thank and recognize task force members for their hard work and contributions to this important activity.

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

### Chapter 5 : Institute for Eastwest Studies (Author of Moving Beyond Assistance)

*Moving Beyond Assistance: Final Report of the IEWS Task Force on Western Assistance to Transition in the Czech and Slovak Republic, Hungary and Poland, Boulder: Westview Press, Google Scholar IRDAC.*

Thank you very much and thank you to everyone from the U. I would like to welcome our callers who have dialed in from across the region. This is an on-the-record conference call with the Department of State and U. Agency for International Development officials on the U. I would like to begin by introducing our speakers. He is calling in to us from St. Maarten, from satellite phone so his connection, may not be perfect and we thank you for your patience. Again, this call is on the record. With that I would like to turn this over to Ambassador Kenneth Merten. Thank you very much. Thanks for your interest and for joining the call. First of all, on behalf of the U. I also want to note that we really also stand in solidarity with the people of Mexico as they continue to search for friends and loved ones in the aftermath of " of the terrible earthquake on Tuesday. Less than two weeks after the devastation of Hurricanes Irma and Jose, we, as you all know, in the region faced a third Category 5 hurricane in " in Maria. The Department of State Task Force, which began with Irma quickly turned into " turned to monitor Hurricane Jose, Katia and now is working " and now is focusing its efforts on Hurricane Maria, continuing to support U. Embassies and continue to coordinate U. As you know, Hurricane Maria has caused significant damage in Dominica. Our embassy in Bridgetown, Barbados is working closely with government officials in Dominica to arrange for planes to land so we can assess the damage. In fact, our Department of Defense colleagues planned to conduct an airfield assessment in Dominica today. Across the Caribbean, the Department of State continues to coordinate with Caribbean governments, our international partners and our interagency colleagues, especially our colleagues at USAID who have provided more than one million dollars to hurricane response efforts underway from Barbuda and St. Maarten to the British Virgin Islands. In addition, in support of our humanitarian response, the U. Maarten that have so far produced over 21, gallons of potable water for our Caribbean neighbors. The coordination that has resulted due to the hurricanes underscores our inaudible with a need for continued close cooperation and partnership in this region. As you know, in June we completed a conference on strategy to increase engagement in the Caribbean, a strategy called Caribbean The disaster assistance that we are providing follows in line with that commitment. Once we complete the rescue efforts in areas of current need we will immediately shift to recovery efforts, including robust humanitarian support. Finally, I just want to express our sincere appreciation to those who have donated, volunteered generously, given their time and resources to our neighbors in the Caribbean. As we move forward in our relief efforts, we will continue to rely on members of the press, our interagency partners and friends in the Caribbean Americans in diaspora to chart a path even more " and even more robust relations between the U. I would also ask that to the extent that messages can be passed to folks outside of the region here, for example in the United States, that donations of money are much easier for groups that are helping out to manage and to handle than donations of goods which can often provide " can often be complicated. Anyway, thank you for your attention. I can attest to the fact that he is really the best they have. Thank you Ambassador and good afternoon to everybody. I expect to be on the ground tomorrow. So " so the disaster team will continue inaudible and obviously I support them all. We have a person in St. We are flying additional people into Dominica. On the worse cases we usually inaudible for Dominica the whole inaudible Barbados so we work closely with these embassies and some other embassies as well. The Red Cross is a critical partner for us. We work closely, inaudible in Barbuda. We have governments inaudible Antigua. Uh, we provide them relief supplies for the families impacted in Barbuda inaudible Antigua and Barbuda. But everything we do is based on requests. Everything we do is based on requests from governments. Maarten obviously was has the most damage applied to the island. A lot of structural damage. These types of storms, you know we can have storms that cause a lot of wind and rain impact. We saw that the inaudible these two events that caused structural situations and so we hear in Antigua

## DOWNLOAD PDF MOVING BEYOND ASSISTANCE FINAL REPORT OF THE IEWS TASK FORCE ON WESTERN ASSISTANCE

severe damage, especially to the inaudible which means that the damage here inaudible. We still have a way to go in the hurricane season. So, at this point we have people on the ground. We will be assessing. We will be working with the government and trying to identify gaps so we can, the U. You know in this one we are moving around to where the priorities are. As the ambassador said that I also said my thoughts and prayers to the people of Mexico. We have a disaster team there as well inaudible search and rescue. My prayers are with them as they search for folks from the earthquake that happened two days ago. So at this point, again, a lot of structural damage to the water system, to homes and so forth and for us that will be our focus. Thank you very much Mr. Thank you ladies and gentlemen. You will a tone indicating you have been placed in queue and you may remove yourself from this queue by depressing the pound key. Our first question is on the line. Yes, how does the U. Well we intend to look at the first things that need to be done. We need to be doing assessments with our partners in all these countries and islands to see what their initial needs are. And this is Mr. Callaghan, I think at this point we continue to focus on the critical emergency that require ways for them â€” how they â€” you know will we have materials, water and things like that. And next we will move the line of Steve Gorman, with Reuters. Particularly on Dominica and Guadalupe. If you have any updates on the number of peop- the number of fatalities reported so far or people severely hurt or missing in any of those islands. Yeah this is Tim Callaghan. The number that I was getting on the report so far was 7. We have not heard of a large number of people missing at this point, but again, there will be more information when the teams get on the ground. The British â€” the Virgin Islands. Do you have any information? Croix which got hit very badly. Yeah this has been the same thing with Puerto Rico. Your line is open. Hey thank you very much for holding the call. Do you know if there is any sort of assistance or cooperation that the U. Yeah, hi this is Ken Merten. I can give you an answer there. The Cubans do not ask for assistance there typically. And we will move on to the line with Ahleen Kahn with Express News. Yes, where is the hurricane heading next. Where should â€” where â€” the planning is not finished. What about the U. I think there are parts of the Bahamas that appear to be in danger. It was also someplace in danger and beyond that I am not aware that the hurricane is due to strike the mainland of the United States. We have a question on the line from Keira Gurney from the Miami Herald. Callaghan already said this. I was having trouble hearing part of his initial discussion, but I was wondering if USAID knows how long they expect to keep teams in the Caribbean with Hurricane Maria recovery. It may be a smaller team than we currently have. I suspect for the next couple weeks we will have teams not only monitoring our support to Antigua, but monitoring our support to St. People will follow teams for quite a while. We have people in Bridgetown because as I mentioned, our embassy is based there. The international hub is there for the Eastern Caribbean. Other governments will there so I expect we will have a team there on the ground for a while. And we have a follow up from the line of Connor Finnegan. Thank you for doing the call.