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September 19, 2002

Mirwais Qader
1351 South Street, #15
Madison, WI 53715

Dear Mir:

Thank you for sharing with me your plans for a small business development program in Afghanistan. I was very impressed and hope you will find the essential resources.

As you know, I have been in the Department of Workforce Development for 28 years and have been responsible for the design and implementation of a variety of workforce development programs for workers and employers. As a result of my experience, I was selected to evaluate the US Department of Labor technical assistance programs in Poland and Hungary in 1991-92.

The purpose was to assess the US DOL assistance to Eastern European countries seeking to develop a government workforce development infrastructure (employment services, unemployment compensation, labor market information) after leaving the communist bloc. We used two key questions to assess the technical assistance: Did the country and those who were implementing and working in the systems deem the assistance valuable? Was the assistance appropriate in view of the country's culture and economic status? (Did it capitalize on the strengths and find practical solutions to the weaknesses?) We studied Poland and Hungary in depth before we visited them to conduct the evaluations.

After this experience, I am particularly sensitized to the necessity for understanding the culture when working to develop a nation's infrastructure and capacity to help itself. It seems to me that your background and knowledge of Afghanistan will be invaluable to you in your business development efforts.

If I can be of any assistance or even a sounding board, please let me know. I wish you every success on this project.

Sincerely,

A handwritten signature in black ink that reads 'Jacquie Piraino'. The signature is fluid and cursive, with a large, looping initial 'J'.

Jacquie Piraino
Advisor to Deputy Secretary
Office of Organization Management Director

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