

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET	1. TRANSACTION CODE <input checked="" type="checkbox"/> C A = Add C = Change D = Delete	Amendment Number <u>1</u>	DOCUMENT CODE 3
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2. COUNTRY/ENTITY Worldwide	3. PROJECT NUMBER 936-5517
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4. BUREAU/OFFICE S&T/FNR <input type="checkbox"/> 10	5. PROJECT TITLE (maximum 40 characters) Environmental Planning Management
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6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY 9 30 87	7. ESTIMATED DATE OF OBLIGATION (Under "B." below, enter 1, 2, 3, or 4) A. Initial FY <u>86</u> B. Quarter <u>4</u> C. Final FY <u>86</u>
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A. FUNDING SOURCE	FIRST FY <u>82</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	(250)	()	(250)	(4250)	()	(4250)
(Loan)	()	()	()	()	()	()
Other U.S. 1.						
Other U.S. 2.						
Host Country						
Other Donors						
TOTALS	250		250	4250		4250

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) SD	750	877		1648				3500	
(2) FN	149	090				250		750	
(3)									
(4)									
TOTALS				1648		250		4250	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each) 876 879	11. SECONDARY PURPOSE CODE
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12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each) A. Code ENVR INTR B. Amount 4250 4250	
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15. PROJECT PURPOSE (maximum 480 characters)

To strengthen the ability of LDC institutions to better manage and conserve their natural resources for long-term sustainable development.

14. SCHEDULED EVALUATIONS Interim MM YY MM YY Final MM YY 3 84 3 86	15. SOURCE/ORIGIN OF GOODS AND SERVICES <input type="checkbox"/> 000 <input type="checkbox"/> 941 <input type="checkbox"/> Local <input type="checkbox"/> Other (Specify) <u>935</u>
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16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

This amendment will change the LOP from \$3.5 million to \$4.25 million, the PACD from 9/30/85 to 9/30/87, the final obligation from FY 85 to FY 86 and add FN funding to the project to provide advisory services to Missions planning Country Environmental Profiles or similar assessments.

17. APPROVED BY	Signature: <u>William McCann (for)</u> Title: Agency Director for Energy and Natural Resources	Date Signed: MM DD YY 4 20 84	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY
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PROJECT AUTHORIZATION AND ALLOTMENT
OF FUNDS

Name of Country: Worldwide

Number and Name of Project: 936-5517 Environmental Planning
and Management

1. Pursuant to Section 104 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the first amendment to the Environmental Planning and Management project, involving planned obligations not to exceed \$750,000 in Agriculture, Rural Development and Nutrition funds subject to the availability of funds in accordance with the A.I.D. OYB/Allotment process. The life of project funding for this project will increase from \$3.5 million to \$4.25 million. The Project Assistance Completion Date remains September 30, 1987.

2. The purpose of this amendment is to permit the International Institute for Environment and Development (IIED) to assist A.I.D. Missions in planning for the development of Country Environmental Profiles or natural resources assessments. The original rationale for entering into a Cooperative Agreement with IIED to implement the original project remains valid for this amendment.

3. Source Origin of Goods and Services: Permission granted in the original project authorization to provide services from free world countries (Geographic Code 935) remains in effect for this amendment along with all other agreements in the original project authorization regarding the sources and origin of goods and services and regarding consultants. This amendment, like the original project, requires obtaining the most experienced and technically qualified persons available, providing services to AID Missions in the most expeditious manner possible and allowing experts in our client countries the opportunity to participate in the development of their own and LDC institutional capacity.

Approved *John W. Anderson*

Disapproved _____

Date 7-13-84

Clearance:

S&T/PO:GEATON *KAmp* Date 7/11/84

ACTION MEMORANDUM FOR THE AGENCY DIRECTOR
FOR ENERGY AND NATURAL RESOURCES

4 MAY 1984

FROM: S&T/FNR, William *W. DeJman*

SUBJECT: Approval for Revision #1 of Project 936-5517
Environmental Planning and Management (EPM)

Problem: Your approval is needed to revise the EPM project and amend the Cooperative Agreement with the International Institute for Environment and Development (IIED). Also, your clearance is required on an Advice of Program Change for Congress. The proposed project revision (Attachment 3) will permit IIED to assist A.I.D. Missions in planning for the development of Country Environmental Profiles (CEPs) or natural resources assessments.

Background & Discussion: The EPM project began in FY 82 with an estimated LOP of \$3.5 million over four years using Selected Development Activities funds (\$1.85 million--FNR and \$1.65 million--other sources). The project provides short-to-medium term advisory services to Missions, a pilot activity to develop a national or regional (subnational) natural resources strategy in selected countries, and preparation and dissemination of occasional analyses of LDC environmental issues based on field experience.

While the original project is funded from the SD appropriation, this new component will be FN funded. S&T/FNR anticipates these CEPs or natural resources assessments will be used primarily as the basis for improved planning of agriculture programs which integrate concerns for renewable natural resources, including forestry and for watershed and river basin planning. It is appropriate that FN funds be used to promote these activities (See para. 3B(2) of STATE 365159, Attachment E of the project revision that explains this rationale.) The attached Advice of Program Change informs Congress of this additional activity and funding (Attachment 2). *already processed*

AID chose to implement the EPM project through a Cooperative Agreement with IIED which permits a more flexible relationship than is typical of contracts. Also, this arrangement permits AID to call upon an existing global network of scientific and technical expertise from the International Union for the Conservation of Nature and Natural Resources' (IUCN) worldwide network of scientific and technical experts and at the same time strengthens IIED as it carries out these activities.

During the process of selecting a contractor/grantee for the original project, IIED was judged to be the most appropriate organization for the following reasons: an excellent reputation for balancing conservation goals with those of sustainable development; a knowledge of A.I.D. and other donors' practices; and an international reputation for policy-relevant work in environmental areas. These factors, combined with the IUCN's access to a unique

data base (on protected areas, threatened species, and environmental law) and to experts in the needed disciplines that could be made available through the Joint Executive Service (JES) between IIED and IUCN, made the IIED the best choice as the implementing institution. It is recommended that IIED also carry out this new project component.

S&T/FNR recognizes that the range of expertise required for the tasks is not available from any single source. However, the access that IIED has to IUCN through the JES will make available the broadest range of qualified personnel possible for this component as it has in the original project. Language to permit such procurement is contained in the Project Authorization and Allotment of Funds document (Attachment 1).

Also, procurement of services within geographic code 935 (Free World and Participating Countries) will be necessary. Providing services in the most expeditious manner possible requires that the grantee be able to hire experts already in the field who may not be U.S. citizens. Approval of this approach up front at the time of the project amendment authorization (as opposed to a case-by-case request), further facilitates a rapid response. Furthermore, geographic code 935 procurement provides an opportunity to involve experts in our client countries and to have them participate in the development of their own and LDC institutional capacities. In addition, AID may need to approve employment of experts temporarily in residence in a developing country on other business. A standard cooperative agreement clause prohibits this but the Director, SER/CM, may authorize a waiver as he did in the original project. The use of experts engaged in technical consulting work for other donors has provided the most cost-effective and rapid way of servicing Mission needs under the project. Travel costs and travel time required to get a consultant to a Mission is obviously reduced.

Both A. T. International (ATI) and National Academy of Sciences (NAS) make use of distinguished scientists traveling on other business to effect cost savings with no loss of project quality. In order to protect against conflicts of interest, the grantee shall be required to use the same review procedure developed for the original project.

In November and December 1983, cables were sent to AID Missions (STATE 321872 and STATE 365159, Attachments C & E to the project revision) stating among other things, that it is essential to have good information on each country's natural resources and that such information should be obtained through preparation of Country Environmental Profiles (CEP), Natural Resource Sector Assessments (NRSA), National Conservation Strategies (NCS) or other methods. Further, that funding should be identified by Regional Bureaus and Missions for these studies as well as for periodic updating of the information as it becomes necessary.

This project revision is a three-year effort to provide assistance to our Missions for the critical planning phase of the natural resources assessment process whether the method used is a CEP, NRSA or NCS. This activity will identify advisors and fund their salaries to help Missions tailor such assessments to their client countries. Missions will normally be expected to share the cost of the planning teams and will fund the actual assessments. Agreement has been reached with PPC to make \$750,000 in additional FN funding available over three years starting in FY 84 (Attachment 4). \$250,000 has been added to our FY 1984 budget for this purpose.

A mid-project evaluation began in February 1984. A first draft of the evaluation report indicates this project "is providing a valuable and needed service in a satisfactory manner and is an important tool in the implementation of AID's environmental policy."

On May 1, 1984 the proposed EPM project amendment was sent to Sector Council members for their comments by COB May 9, 1984. No issues were identified nor significant changes suggested.

Recommendations:

1. That you sign the attached Project Authorization and Allotment of Funds document.
2. That you clear the attached Advice of Program Change.

Attachments:

1. Project Authorization & Allotment of Funds
2. Advice of Program Change w/data sheet
3. Project Revision
4. Brady/Derham to Administrator dated 10/25/84 w/attachments

Clearances:

S&T/PO:GEaton *GE* Date *16 July 84*

KM cleared 11 July 84 but memo was revised to include reference to attachment #4.

S&T/FNR:RFlynn:sd:05/04/84:0507K

Last page revised 16 July 84

ENVIRONMENTAL PLANNING AND MANAGEMENT (EPM)
(Project 936-5517)
Revision No. 1

TABLE OF CONTENTS

Section

- I. BACKGROUND AND SUMMARY
- II. PROJECT AMENDMENT DESCRIPTION
 - A. Goal
 - B. Purpose
- III. BUDGET
- IV. IMPLEMENTATION
- V. REPORTING AND EVALUATION

APPENDICES

- A. Memo from Peter McPherson to N.C. Brady, April 18, 1983
- B. Summary of Josh Dickenson Report on AID Profiling Process
- C. State 321872
- D. State 323855
- E. State 365159
- F. Report on Profiling/Assessment Activities in the Four Regions
- G. Log Frame

I. BACKGROUND AND SUMMARY

Early in 1983, in response to interest expressed by the U.S. environmental community, the AID Administrator requested that a new "initiative" be developed in the environmental/natural resources area. (Memo from the Administrator to SAA/S&T, N.C. Brady and AA/PPC, J. Bolton, Appendix A) The Agency considered a wide range of ideas for actions which would give increased emphasis and visibility to the natural resource issues underlying sustainable development. After extensive dialogue, consensus was reached that in order to address LDC environmental problems, more reliable, up-to-date, and complete information was needed about the natural resources of the countries, and the specific inter-sectoral dilemmas which the countries faced. It was decided that the proven way to get those data is through the preparation of in-country environmental profiles or similar studies.

Since 1977, AID has been involved in the preparation of country environmental profiles (CEP). Phase I of these profiles (desk studies) have been produced of most countries with AID programs, but more comprehensive Phase II profiles, prepared in the field and often with the lead participation of the host country, have been prepared for only 12 countries. A study of the AID profiling experience by Dr. Joshua Dickinson, an independent contractor, emphasized their potential role in laying the groundwork for better agricultural planning, and recommended integration of future efforts with the policy-level process of development planning. (See Summary of Dickenson Report, Appendix B).

To introduce the new "environmental initiative", the Administrator sent a cable to AID Missions in November 1983 stating that reliable information on each country's natural resources should be obtained through preparation of CEPs, Natural Resources Sector Assessments (NRSA), Natural Resources Strategies (NRS) or other methods. (State 321872, Appendix C) Missions were instructed to identify funding for these studies and for the periodic updating of the information through continuing activities. S&T/FNR was asked to assist Missions in planning such studies. Agreement with PPC was reached to make \$750,000 in additional FN funding available over three years starting with \$250,000 in FY 84. In December, as part of the instructions for the preparation of CDSSs, Missions were requested to include significant findings of these analyses in their CDSSs (State 323855, Appendix D). The full range of information and data-collection activities, and their relationship to the crucial problems of inter-sectoral planning were the topic of discussion at a Meeting of Agency Environmental Officers in December 1983. (See Summary Cable State 365159, Appendix E).

This EPM Project Revision is a three-year effort to provide assistance for the critical planning phase of the natural resources assessment process whether the method used is a CEP, NRSA, or NRS. This activity will identify advisors and fund their salaries to help Missions tailor the assessments to their country. Missions will normally share the cost of the planning teams and will fund the actual assessments. An initial

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survey by S&T/FNR of Regional Bureau demand indicated that IIED should be prepared to handle on the order of 10 planning requests per year under this amendment, in addition to regular advisory service requests. There are already pending requests for assistance from several countries. (See Report on Profiling/Assessment Activities in the Four Regions, Appendix F) At the time of this writing, an exploratory team, funded by the EPM project, is in the field discussing the possibility of such analyses in the African Region, specifically in Rwanda, Senegal, Cameroon and Niger. Other countries interested in planning profiles or assessments are: Haiti, Paraguay, Belize, Jamaica, St. Lucia, Pakistan, Thailand, Jordan, Morocco and Egypt.

The original project is funded from the SD appropriation. This new component will be FN funded. S&T/FNR anticipates these natural resources assessments will be used primarily as the basis for policy dialogue with our clientele countries and improved planning by USAID Missions and by host governments of agriculture development which integrate concerns for renewable natural resources (including forestry) and for watershed and river basin planning, especially in relation to large-scale irrigated or rainfed farming systems. It is appropriate that FN funds be used to promote these activities (see para 3B(2) of State 365159, Appendix E).

II. PROJECT AMENDMENT DESCRIPTION

A. Goal

The proposed amendment to the project paper is consistent with the original goal of the project; that is, to assist LDC's improve their capability to conserve and manage their natural resources and environment. Services under the amendment will be directed at the planning of improvements in country's natural resources information base.

B. Purpose

The purpose of the Amendment is to provide advisory services to AID Missions (working with host governments) requesting assistance in defining policy objectives in natural resources and in the planning for the development of natural resources assessments, including Country Environmental Profiles CEP's, Natural Resource "Sector Assessments", or similar information gathering efforts that would influence the national planning process.

III. BUDGET

Cost-sharing by Regional Bureaus and Missions as applied in the original project will also be applied to activities under the amendment, according to the existing procedures. FNR's total availability will be \$250,000 per year for a total of \$750,000 for this component of the project. As agreed with PPC, these funds will be available over the 3

years beginning in FY 84, over and above the levels needed for other EPM activities.

	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>TOTAL</u>
Advisory Services*	95,000	95,000	95,000	285,000
Salary+	55,000	55,000	55,000	165,000
(Fringe Benefits**)	11,000	11,000	11,000	33,000
Info & Analyses***	<u>9,333</u>	<u>9,333</u>	<u>9,333</u>	<u>28,000</u>
SUBTOTAL	170,333	170,333	170,333	511,999
Overhead (50%)	<u>79,667</u>	<u>79,667</u>	<u>79,667</u>	<u>239,000</u>
TOTAL	250,000	250,000	250,000	750,000

* Approximately 10 missions/yr. at \$5,000/2 person-months/mission.

** 18 person-months (full-time professional, half-time secretarial)

*** Comparative analyses of profiling, survey experience, etc.

IV. IMPLEMENTATION

The specific activities funded under this revision will be primarily the identification and provision of advisors to Missions and host country governments upon request to assist in the planning and preparatory stages leading up to the development of CEPs, NRSAs or other similar environment and natural resources assessment approaches. The types of advisors would range from senior level U.S. administrators or scientists who could engage in policy-level dialogue with heads of environmental/natural resource ministries to other personnel who would help Missions and host governments plan for natural resources studies that would impact on agriculture and natural resources development.

Project implementation will occur over a 3-year period extending from FY 84 - FY 86. It is estimated that ten 2-person months planning missions per year will be needed to respond effectively to Mission requests. This level of support will remain constant throughout the 3-year period.

The mechanics of implementation will be the same as the Advisory Services component of the EPM project. Requests for assistance in planning and data collection activities (in the form of a cable or memorandum) would be initiated by the Missions (or by host governments working through the Missions or Regional Bureaus) and channeled through the Regional Bureau Environmental Officer and the Project Manager to the

appropriate IIED staff member responsible for implementing the provisions of the amendment. To assist Regional Environmental Advisors in long-range planning, regional allocations of the funds available under this amendment will be assigned, but not necessarily on the same basis as the regular advisory service funds. In the first year funds will be allocated for services to countries where the host government and Mission are ready to move quickly.

It will be the responsibility of the AID Project Manager and IIED to review requests and determine through consensus if they fall within the scope of the amendment. If the request is judged to be appropriate to the EPM amendment, the IIED manager, with the aid of his/her staff and other organizations (where needed), will identify individuals or teams according to the procedures established for handling advisory services.

The proposed individual or team shall be reviewed by the AID Project Manager and the Regional Bureau Environmental Officer and submitted to the Mission for approval. From this point, the IIED manager may coordinate directly with the Mission on logistical details of the response. All communications with the Missions shall be cleared by the Project Manager and the Regional Bureau. IIED will identify, select and field the team within the shortest possible time unless the requesting Mission or Regional Bureau specifies some other time period. IIED will be responsible for an orientation/briefing of individuals or teams sent to the field prior to their departure.

V. REPORTING AND EVALUATION

IIED will report separately on its activities under this amendment on a quarterly basis. The experiences of this initiative will be included as part of its "Information and Analysis" activities, especially with respect to the impact of better data in the improvement of natural resources sector policy. Funding for continuing analyses of this initiative is provided in the budget for this amendment. Evaluations planned in the original project, will include separate review of the activities under the amendment.

18 APR 1983

MEMORANDUM FOR: SAA/S&T, N.C. Brady
AA/PPC, John R. Bolton

SUBJECT: Crafting an Environmental Initiative: How
Should We Follow Up on Bill Reilly's Suggestions:

In our recent meeting, Bill Reilly (Conservation Foundation) made three substantive recommendations:

1. As LDCs industrialize, toxics identification and regulation will increasingly become the problem for them that it is for us -- particularly keeping toxics out of groundwater. We could be encouraging LDC governments to figure out what their toxics problems are going to be, and how to address them.
2. The prerequisite for sensibly addressing LDC environmental problems is information -- what are each country's coming problems (i.e.: which pollutants? which forests? which endangered waterways or aquifers?), and what epidemiological and economic consequences follow from each problem? First general order of business should be to identify what information we need to collect for two dozen selected LDCs and to start collecting it.
3. Policy reform and the capacity to implement environmental regulations already on the books are problems not just for specialized LDC government environmental agencies, but for those agencies which are spearheading national industrial and agricultural development. We need to identify where development agencies need policy and implementation help, and to begin to work with them.

Reilly's third idea leads naturally to my observation in the briefing meeting for the Bonker testimony: should we be sending out private sector teams modeled on the Cancun missions, to perhaps a dozen selected LDCs? Bill Ruckelshaus was interested in this idea last July, and had volunteered to lead one team if we got our act together on which LDCs and what we wanted to accomplish.

What do you think we ought to do to follow up on these ideas? What do each of you want to do, and what do you think I should do?

M. Peter McPherson

cc: A. R. D., Rick Tropp

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Dickinson
Reference copy
APPENDIX B

ENVIRONMENTAL PROFILES IN INTEGRATED
DEVELOPMENT PLANNING

Joshua C. Dickinson III
6124 S. W. 30th Avenue
Gainesville, Florida 32608
December 12, 1983

Environmental Profiles in Integrated Development Planning

Country Environmental Profiles were initiated by AID as a two-step process in 1979. To date Phase I Profiles based on library research have been conducted for 47 countries. These have been followed by more detailed Phase II Profiles prepared by interdisciplinary teams in twelve of these countries. Profiles have provided a compendium of useful information on the environment of each country and have identified major existing and potential problems associated with natural resource management. Profiles represent an integral element in AID policy which states that the achievement of long-term benefits to the world's poor, whether they be in urban or rural settings, must be based on environmentally sound planning and on a clear understanding of a country's natural resource potentials and limitations.

In late 1983 experience gained during the first four years of the profiling process was evaluated to determine how Profiles were being used and what approaches showed the greatest promise for both new and updated Profiles in the future. Both Phase I and II Profiles have been used widely by AID, host countries, development banks, and other bilateral agencies for briefing and reference. Profiles have helped set the stage for major investments in natural resources management, for example, in the Dominican Republic and Bolivia. In Ecuador and Peru Profiles have had a major institution building component.

Recommendations Based on the Evaluation

Evaluation of the process and product of profiling indicated that the contribution of Profiles to AID's development mandate would be served by the following:

Greater emphasis should be given to the process of profiling, from which the product derives much of its value. Given the goals of institution building, creation of a quality product and the highest multiplier on utilization; primary responsibility and credit should accrue to a host country institution backed by strong Mission commitment complemented by selected consultants. Participation by other donors could broaden the support for the results.

In addition to its valuable role as a data base and in problem identification within each natural resource sector, i.e. soil erosion and deforestation, future Profiles should include holistic synthesis analyzing the

development opportunities and the development constraints imposed by conflicting sectoral activities.

Updating of Profiles should be institutionalized and integrated with the development project planning cycle. Particular attention should be given to synchronizing the preparation of Profiles and Country Development Strategy Statements.

In the Profiles deriving from these recommendations, narrow perceptions of "environment" as unspoiled nature and "development" as an impact to be mitigated are discarded in favor of a more holistic perspective. Environment is the world around us, the array of dynamic interconnected ecosystems, terrestrial and aquatic, wild and human dominated, that support life. Development then, is the process of managing the environment to provide the goods and services required to sustain and enhance human well-being. Goods are the natural resources harvested and transformed for use. Services are those dynamic processes in the environment which directly or indirectly benefit society. These services have economic, social, cultural, scientific and system maintenance values for different constituencies.

To the agriculturist the environment is a farm; terraced, irrigated and drained as needed to produce food and fiber; the forester would create a forest environment appropriate for maximum sustained production of timber, pulp and fuel. The environmentalist's environment is a pristine landscape of ecologically diverse rainforests, coral reefs and mangroves populated by rare and endangered species. The coastal planner sees an environment of juxtaposed fishing fleets, aquaculture ponds, luxury hotels and busy ports. Each of these landscapes is an environment jealously defended and promoted by a particular sector. It is intuitively clear that the total domination by any one sector would be disastrous for sustained development. An Environmental Profile cannot afford to take sides, rather it should identify opportunities and conflicts and present an array of management options for integrated development planning for the benefit of peasant farmers, indigenous peoples and urban dwellers alike.

A Profile Design

Ultimately the process of carrying out a Profile and its content will reflect the unique concerns and perspectives of a particular country. A Profile serving the needs of the host country, AID and other development assistance institution should consider including the following elements:

- A benchmark data base for defining the status and subsequent changes in the capability of the environment to supply goods and services for sustained development.
- An overview description of the country as a system of interacting and interdependent natural, agricultural and urban-industrial components.
- A broadly defined sectoral data base including the traditional economic sectors, the people, institutions and organizations.
- At a provincial or river basin scale identify development conflicts and opportunities using site specific case studies of such activities as energy production, agricultural and forestry projects or coastal resource management.

The value of a Profile is derived in large measure from the process of involvement in the elaboration and promotion of the results. One participant in the evaluation went so far as to say that the process is so valuable in consciousness raising and spinoff to other activities that the profiling results should be thrown out and the process initiated anew. Based on a variety of experiences it was determined that an ideal profiling process would include the following steps:

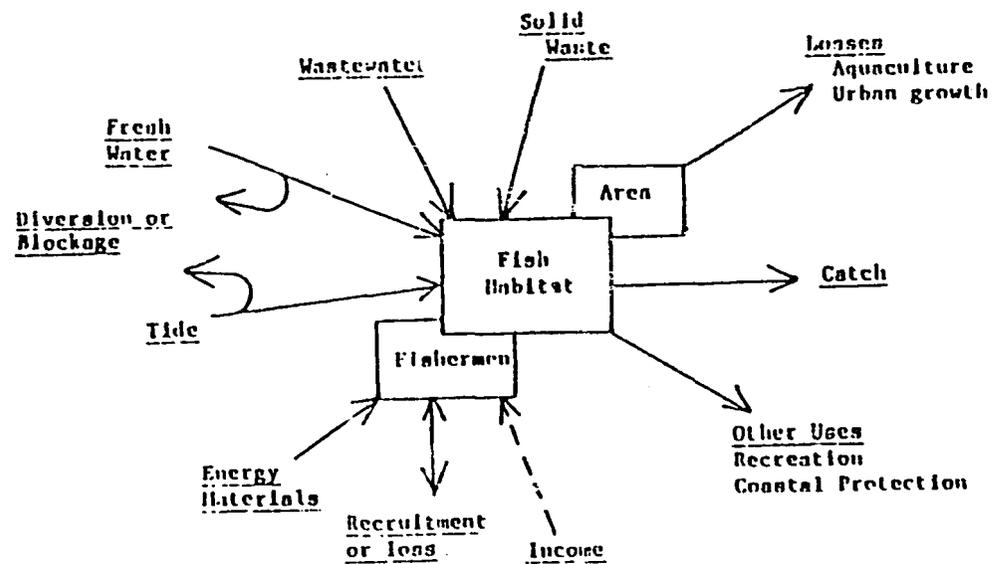
- Pre-planning - concensus on goals and approach
- Profile workshop - establish a functioning team and common methodology
- Assessment - benchmark data collection and analysis
- Promotion - effective communication to influence policy and action
- Follow-up - organization to facilitate up-date and measure of change

While national development plans chart generic goals in agriculture, forestry, mining and water management, when these plans are translated into projects they become geographically focused. The sectors promoting such projects have hopes for demonstration effects, e.g. new farmers adopting technology, and widespread secondary development benefits. Less often do sectoral planners perceive the effects of their activities on the productivity of other sectors. An integral part of the interdisciplinary analysis of a country or a region as a dynamic system is the analysis of each sector to identify interactions with other sectors and components of the system. The type of diagram illustrated can be combined with those of other components to create an overall system model. It becomes clear that the outputs from one component, e.g. water, forest products or wastes, become the inputs, desirable or not, to another component or another system. Some of the values of this graphic process include:

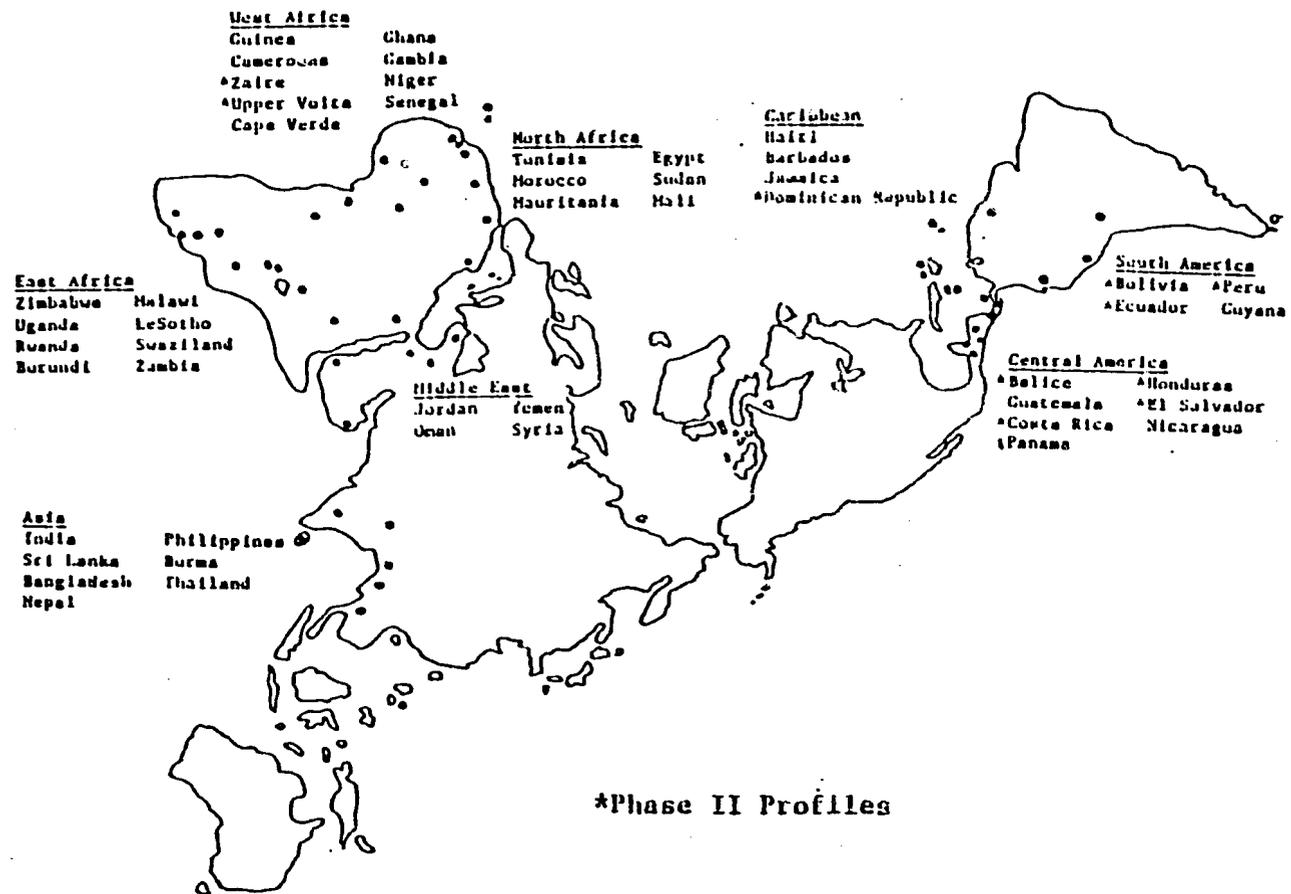
15

- A feel for how a region or country functions as a system allows individuals representing diverse disciplines and sectors to better understand how their knowledge and data fit into the overall scheme.
- Rapid identification of data gaps and inconsistencies permits efficient, focused terms of reference to be written for team members.
- Identification, quantification and qualitative evaluation of the interactions permits management options to be defined and potential conflicts mitigated.

The Mission must be committed to the profiling process and integration of its results into the development strategy and project design. This, combined with attention to such issues as control of population growth, health, equitable access to land and other resources and services, education institution building and adapting to high energy costs, can contribute to sustainable development.



An example of the typical interactions between fisheries and other sectors which must be accounted for in the analysis of a single sector or a system.



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AID/S&T/FNR:E FELDMAN

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AIDAC FOR MISSION DIRECTORS FROM THE ADMINISTRATOR

E.O. 12356: N/A

TAGS:

SUBJECT: AGENCY INITIATIVES IN ENVIRONMENT AND NATURAL RESOURCES.

1. OVER THE PAST FEW MONTHS I HAVE HAD A NUMBER OF OPPORTUNITIES TO EXPLAIN THE AGENCY'S ENVIRONMENTAL PROGRAM AND MY INTEREST IN IT TO THE CONGRESS AND TO THE U.S. PUBLIC. ONE ASPECT WHICH EVOKES CONTINUING INTEREST AND OF WHICH I AM PARTICULARLY PROUD IS THE LEADERSHIP AID IS TAKING IN ENVIRONMENTAL AND NATURAL RESOURCES MANAGEMENT.

2. IT IS CLEAR THAT ONE OF THE ESSENTIAL ITEMS IN ANY COMPREHENSIVE APPROACH WILL BE GOOD INFORMATION ON EACH COUNTRY'S NATURAL RESOURCE ENDOWMENT AND ITS MOST CRITICAL PROBLEMS. AS OUTLINED IN THE AGENCY'S DRAFT ENVIRONMENTAL STRATEGY, MISSIONS CAN OBTAIN THIS BASIC INFORMATION BY ASSISTING THE IN-COUNTRY PREPARATION OF A PHASE II ENVIRONMENTAL PROFILE OR A NATURAL RESOURCE SECTOR ASSESSMENT. WE HAVE GAINED CONSIDERABLE EXPERIENCE WITH VARIOUS APPROACHES TO THE PROFILING PROCESS THAT HAVE BEEN UNDERTAKEN IN BOLIVIA, BELIZE, COSTA RICA, DOMINICAN REPUBLIC, ECUADOR, EL SALVADOR, HONDURAS, INDONESIA, PANAMA, PERU,

TURKEY, UPPER VOLTA, AND ZAIRE. A NATURAL RESOURCES SECTOR ASSESSMENT IS UNDERWAY IN THE SUDAN AND DISTRICT PROFILES IN KENYA.

3. THE PROFILES PRESENT INFORMATION ON THE STATUS OF THE COUNTRY'S NATURAL RESOURCES, THEIR LEGISLATIVE AND INSTITUTIONAL INFRASTRUCTURE, THE MOST PRESSING ENVIRONMENTAL PROBLEMS AND, MOST IMPORTANTLY, MAKE RECOMMENDATIONS ON WHAT CAN BE DONE TO ADDRESS THE PROBLEMS. THEY ARE RELEVANT NOT ONLY TO OUR WORK, BUT ARE BEING USED BY HOST COUNTRIES TO REFINE THEIR DEVELOPMENT PLANS AND AS A BASIS FOR DISCUSSION WITH OTHER DONORS AND PRIVATE SECTOR ORGANIZATIONS. SEVERAL EXAMPLES DEMONSTRATE THEIR POTENTIAL. THE PROFILE OF THE DOMINICAN REPUBLIC HAS LED TO CURRENT AND PLANNED AID PROGRAMS AND INVESTMENTS BY

OTHER DONORS. THE INDONESIA MISSION IS PLANNING, WITH THE GOVERNMENT, A PHASE II PROFILE IN CONJUNCTION WITH A NATIONAL ENVIRONMENTAL SECTOR REVIEW, WHICH WILL CONTRIBUTE TO ENVIRONMENTAL PLANNING AND MANAGEMENT WITHIN THE GOVERNMENT'S FIVE-YEAR PLAN AND PROVIDE INVESTMENT OPPORTUNITIES FOR THE DONOR COMMUNITY.

4. THESE IN-COUNTRY STUDIES ARE USEFUL, COST-EFFECTIVE AND INFLUENTIAL. AN ANALYSIS OF THE PROFILING PROCESS IN LATIN AMERICA REVEALS THAT THEY CAN CONTRIBUTE TO INSTITUTION BUILDING WITHIN THE COUNTRIES PARTICULARLY IF WELL PLANNED IN ADVANCE AND IF KEY PRIVATE AND PUBLIC SECTOR ORGANIZATIONS PARTICIPATE FROM THE BEGINNING. THIS REPORT WILL BE MADE AVAILABLE TO MISSIONS ALONG WITH SAMPLES OF PROFILES ALREADY PRODUCED AND EXAMPLES OF MISSIONS' INITIATIVES THAT HAVE BEEN INFLUENCED BY THESE STUDIES. THIS INFORMATION SHOULD HELP MOST COUNTRIES AND MISSIONS UNDERSTAND HOW PROFILING CAN CONTRIBUTE TO IDENTIFYING INSTITUTIONAL CONSTRAINTS AND THE RELATIONSHIP OF RESOURCE CONSERVATION TO ECONOMIC GROWTH.

5. I AM REQUESTING THAT MISSIONS WHICH HAVE NOT YET DONE SO, DISCUSS THE APPROPRIATENESS OF THE PREPARATION OF AN IN-COUNTRY ENVIRONMENTAL PROFILE OR SECTOR ASSESSMENT WITH THEIR HOST COUNTRY COUNTERPARTS. BECAUSE ADVANCE PLANNING IS SUCH A CRITICAL STEP IN THE PROCESS, THE S&T BUREAU IS PREPARED, ON A COST-SHARED BASIS, TO PROVIDE EXPERTISE TO DESIGN AN APPROPRIATE APPROACH TAILORED TO YOUR COUNTRY. THE MISSION SHOULD THEN PROCEED TO FUND THE ACTUAL PROFILE ITSELF. THE COST OF SUCH PROFILES IS NOT GREAT AND SHOULD BE EASILY ACCOMMODATED WITHIN AVAILABLE MISSION BUDGETS. MISSIONS HAVE USED LOCAL CURRENCIES, FC AND S OR OTHER PROGRAMS FUNDS. METHODS FOR CONDUCTING THE STUDIES HAVE VARIED FROM GRANT TO HOST COUNTRY HGOS TO CONTRACTS FOR JOINT U.S./HOST COUNTRY TEAMS.

6. IN THE COUNTRIES THAT HAVE ALREADY PUT TOGETHER THIS KIND OF INFORMATION, THE MISSION SHOULD REVIEW THAT INFORMATION TO SEE IF IT NEEDS TO BE SUPPLEMENTED AT THE PROVINCIAL OR STATE LEVEL TO COINCIDE WITH THE GEOGRAPHIC FOCUS OF MISSION PROGRAMS. AN EFFORT SHOULD ALSO BE MADE TO INCORPORATE THE FINDINGS INTO THE CDS AND TO SUPPORT PROGRAMS WITHIN BUDGET ALLOCATIONS. THE HOST COUNTRY SHOULD BE ENCOURAGED TO DISCUSS THE FINDINGS WITH THE DONOR COMMUNITY THUS LEVERAGING OUR FUNDS TO GENERATE BROADER SUPPORT.

7. MISSIONS WISHING ASSISTANCE AS OUTLINED ABOVE, SHOULD CONTACT S&T/FNR WHICH WILL HAVE A LIMITED AMOUNT OF FUNDS AVAILABLE TO PAY SALARY COSTS OF EXPERTS. MISSIONS WILL BE EXPECTED TO PAY RELATED TRAVEL AND PER DIEM.

8. IN ORDER TO IMPROVE OUR INTERNAL EXCHANGE OF EXPERIENCE, I WOULD LIKE TO HEAR MORE FROM THOSE MISSIONS THAT HAVE ALREADY PREPARED PROFILES OR SIMILAR WORK, WITH THOUGHTS ON WHAT WORKED OR DID NOT WORK SO THAT OTHERS CAN BENEFIT FROM THEIR EXPERIENCE. EAGLEBURGER

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~~FROM: STATE 323855~~ 5302 070378 X10071

ORIGIN AID-20

INFO AAAF-02 AFEA-03 AFSA-03 AFFW-04 AFCW-03 AFCA-03 AAAS-01
 ASPT-02 ASPN-02 AALA-01 LACE-03 LASA-03 AANE-01 NENA-03
 NEE-03 NEME-03 OMB-02 ASSP-02 LACA-03 ASBI-02 NEUR-02
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ORIGIN OFFICE PPPB-02

INFO AFRA-03 AFDP-02 NEPD-04 ASDP-02 LADP-03 LADR-03 NEDP-03
 NETC-04 PPGS-01 PPEM-01 PDPR-01 GC-01 GCAF-01 PPEA-01
 GCLA-03 GCNE-01 PPDC-01 ASPD-03 ASTR-02 AFDA-01 ES-01
 AAID-01 MAST-01 RSB-01 GCGL-01 /052 A6 9111

INFO OCT-00 COPY-01 EUR-00 SS-00 AF-00 ED-00 EA-00
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DRAFTED BY AID/PPC/PR:ROGERS:RMS
 APPROVED BY AID/A/AID:MPCPHERSON
 AID/AA/PPC:RADERHAM
 AID/PPC/PB:JHUMMON (DRAFT)
 AID/C/AID:FKIMBALL (SUBSTANCE)
 STATE/T:JWOLF (DRAFT)
 AID/SER/MP:FALLEN (PHONE)

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 FM SECSTATE WASHDC
 TO AID WORLDWIDE PRIORITY

UNCLAS STATE 323855

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E.O. 12356: N/A

TAGS:

SUBJECT: FY 1986 COUNTRY DEVELOPMENT STRATEGY
 STATEMENT (CDSS)

FROM: M. P. MCPHERSON, AID ADMINISTRATOR AND ACTING IDCA
 DIRECTOR

I. PROGRAM GUIDANCE

.....A. INTRODUCTION

AS WE BEGIN TO PREPARE DETAILED PLANS TO COVER THE PERIOD
~~FROM FY 1983 TO FY 1989, I WANT ALL MISSION DIRECTORS TO~~
 CONCENTRATE ON IMPLEMENTATION OF AGENCY PROGRAM
 PRIORITIES. WE HAVE MADE EXCELLENT PROGRESS SO FAR, AND
 I WANT TO BE SURE ACCEPTABLE STRATEGIES ARE IN PLACE FOR
 ALL COUNTRY PROGRAMS BY THE END OF 1984.

AS A BASIS FOR LONG RANGE PLANNING, THIS ADMINISTRATION
 WILL CONTINUE TO EVALUATE RESOURCE NEEDS ON AN INTEGRATED
 BASIS. THE FY 1985 INTEGRATED BUDGET PROCESS WAS THE
 MOST SUCCESSFUL SO FAR. ECONOMIC AND SECURITY
 ASSISTANCE, BILATERAL AND MULTILATERAL, WILL CONTINUE TO
 BE CONSIDERED IN THE CONTEXT OF A BROAD FOREIGN POLICY

FRAMEWORK ENUNCIATED BY THE SECRETARY OF STATE; AND
 RESOURCE ALLOCATION DECISIONS WILL REFLECT IN LARGE
 MEASURE THAT FRAMEWORK. WITHIN COUNTRY PROGRAMS, OUR
 CENTRAL OBJECTIVE WILL BE PROMOTION OF A PATTERN OF
 DEVELOPMENT WHICH WILL ASSIST RECIPIENT COUNTRIES TO MEET
 THE BASIC NEEDS OF THE POOR MAJORITY.

E. RELATING THE CDSS TO REGIONAL AND AGENCY STRATEGIC PLANS

WE IN AID HAVE WORKED TOGETHER TO ESTABLISH A FOUNDATION
 OF POLICY, STRATEGY AND PROGRAM INITIATIVES THAT WILL
 LEAD TO A MORE EFFECTIVE U.S. CONTRIBUTION TO ECONOMIC
 DEVELOPMENT AND POLITICAL STABILITY IN THE THIRD WORLD.
 I BELIEVE IT IS IMPORTANT, AS A LOGICAL FOLLOW-ON TO THIS
 IMPRESSIVE OVERALL BEGINNING, THAT WE NOW AGREE UPON
 CLEARLY DEFINED REGIONAL AND AGENCY-WIDE PROGRAM
 OBJECTIVES. IT IS ESSENTIAL TO CONTINUED SUPPORT FROM
 THE ADMINISTRATION, THE CONGRESS AND THE AMERICAN PEOPLE
 -- AS WELL AS OUR ULTIMATE SUCCESS -- THAT WE HAVE A
 PRECISE UNDERSTANDING OF WHAT WE HOPE TO ACHIEVE OVER THE
 NEXT SEVERAL YEARS. THEREFORE, WE ARE DEVELOPING A.I.D.
 REGIONAL STRATEGIC PLANS TO IDENTIFY OUR MAJOR PROGRAM
 OBJECTIVES.

THESE INTERNAL AGENCY PLANS ARE NOW UNDER INTENSIVE
 REVIEW IN AID/W AND UPDATED VERSIONS WILL BE TRANSMITTED
 TO THE FIELD SHORTLY. WE ARE ALSO WORKING ON AN OVERALL
 PLAN WHICH WE HOPE TO HAVE COMPLETED EARLY NEXT YEAR.
 FIELD MISSIONS WILL CONTINUE TO HAVE THE MAIN
 RESPONSIBILITY FOR IDENTIFYING KEY CONSTRAINTS TO
 DEVELOPMENT AND ESTABLISHING COUNTRY PROGRAM OBJECTIVES.

THIS YEAR'S CDSS PROCESS WILL BEP TO MAKE THE CONNECTION
 BETWEEN REGIONAL AND COUNTRY PROGRAM OBJECTIVES. THIS
 RELATIONSHIP SHOULD BE EXPLAINED IN A FULL CDSS OR IN A
 BRIEF CDSS UPDATE. FULL CDSS'S WILL BE REQUIRED FROM
 THOSE MISSIONS SO NOTIFIED IN REGIONAL BUREAU GUIDANCE.
 CDSS UPDATE REQUIREMENTS WILL BE BRIEF AND WILL BE
 EXPLAINED IN COUNTRY-SPECIFIC GUIDANCE TO BE TRANSMITTED
 IN NOVEMBER.

I VIEW THE CONTRIBUTION YOU AND YOUR MISSION MAKE TO THE
 FY 1986 CDSS PROCESS AS PARTICULARLY IMPORTANT TO THE
 FUTURE DIRECTION OF THE AGENCY. I WOULD APPRECIATE YOUR
 ARRANGING YOUR CALENDARS SO THAT YOU WILL BE ABLE TO
 SPEND THE TIME TO DEVELOP AN EXCELLENT CDSS. THIS FY
 1986 CDSS GUIDANCE PERMITS YOU AND YOUR STAFF TO BE
 IMAGINATIVE AND CREATIVE IN YOUR STRATEGIC PLANNING. AT
 THE SAME TIME, I INTEND, WITH YOUR SUPPORT, TO CONTINUE
 TO MOVE AID TOWARD A PROGRAM WHICH RELIES ON THE FOUR
 PRIORITY AREAS AS THE PRIMARY MEANS OF ACHIEVING OUR
 DEVELOPMENT OBJECTIVES.

I ALSO EMPHASIZE THE IMPORTANCE OF A COMPREHENSIVE COUNTRY TEAM APPROACH IN WHICH BILATERAL ECONOMIC ASSISTANCE RECOMMENDATIONS ARE CAREFULLY EVALUATED AND INTEGRATED INTO THE TOTAL FOREIGN ASSISTANCE STRATEGY OF THE EMBASSY AS A WHOLE.

C. THE FOUR PRIORITY AREAS

OUR FOUR PRIORITIES DERIVE FROM CAREFUL ASSESSMENT OF EXPERIENCE ON WHAT LEADS EFFECTIVELY TO ECONOMIC AND SOCIAL DEVELOPMENT. IT IS IMPORTANT ALSO TO REMEMBER THESE PRIORITIES ARE INTER-RELATED AND MUTUALLY REINFORCING. WHEN WORKING TOGETHER, SOUND PROGRAMS IN THESE FOUR PRIORITY AREAS CAN BE A POWERFUL ENGINE FOR ECONOMIC DEVELOPMENT. ON THE OTHER HAND, FAILURES OR SIGNIFICANT LIMITATIONS IN ONE AREA CAN ALSO HAVE AN ADVERSE IMPACT ON PROGRAMS IN ANOTHER. HOWEVER WELL DESIGNED THOSE LATTER PROGRAMS MAY APPEAR. SORTING OUT THESE INTERRELATIONSHIPS--BOTH GOOD ONES AND BAD--IN THE LIGHT OF HOST COUNTRY REALITY IS A BASIC CHALLENGE OF THE CESS. MISSIONS, WITH GUIDANCE FROM THEIR RESPECTIVE BUREAUS, ARE RESPONSIBLE FOR ESTABLISHING OBJECTIVES WHICH ARE NOT ONLY CONSISTENT WITH AGENCY POLICY BUT ALSO ONES WHICH WE CAN REALISTICALLY HOPE TO ACHIEVE, GIVEN AID'S RESOURCES.

.....1. POLICY FRAMEWORK

I BELIEVE THAT THE DOMINANT LONG-TERM INFLUENCE ON ECONOMIC DEVELOPMENT IS THE SOUNDNESS OF THE ECONOMIC AND SOCIAL POLICIES OF THE DEVELOPING COUNTRIES THEMSELVES. SIMILARLY, THE EFFECTIVENESS OF OUR ECONOMIC ASSISTANCE DEPENDS TO A LARGE EXTENT ON THE HOST COUNTRY'S POLICY FRAMEWORK, BOTH MACRO-ECONOMIC AND SECTORAL. IT IS THUS IMPORTANT TO USE OUR AID TO SUPPORT A CONTINUATION OF RATIONAL ECONOMIC POLICIES AND TO PROMOTE REFORMS IN COUNTRY POLICIES WHEN THESE ARE DEEMED INEFFECTIVE. THE CESS SHOULD ASSESS SIGNIFICANT POLICIES OF THE HOST GOVERNMENT AND SHOULD DISCUSS THE DESIRABILITY OF AND POTENTIAL FOR POLICY CHANGE AS WELL AS THE RESOURCES AID SHOULD CONTRIBUTE TO HELP EFFECT SUCH CHANGE. IN THIS CONTEXT, CESS SHOULD ASSESS POLICY, LEGAL AND ADMINISTRATIVE PRACTICES WHICH ESTABLISH THE COUNTRY'S CLIMATE FOR PRIVATE ENTERPRISE, TOGETHER WITH CHANGES REQUIRING MISSION ATTENTION OR ACTIONS.

MISSIONS SHOULD DISCUSS POLICY CHANGES WITH THE EMBASSY TO OBTAIN MAXIMUM SUPPORT FOR OUR EFFORTS.

.....2. PRIVATE SECTOR

ATTENTION TO THE ROLE OF THE PRIVATE SECTOR AND FOSTERING OF MARKET-ORIENTED APPROACHES TO DEVELOPMENT IS A MAJOR INITIATIVE. THIS CAN OFTEN MEAN SUPPORT OF PROGRAMS OF PRIVATE AND VOLUNTARY AGENCIES AND COOPERATIVES, BUT MUCH OF THIS INITIATIVE IS FOCUSED ON PROMOTION OF RISK-TAKING, PROFIT-MAKING PRIVATE BUSINESS. MOST OF THIS WILL BE SMALL, LOCAL BUSINESS ACTIVITY.

OBVIOUSLY, THERE IS A CHANCE ANY FORM OF GOVERNMENTAL ASSISTANCE WILL SUBVERT MARKET-ORIENTED OBJECTIVES. BUT THE AGENCY'S BUREAU FOR PRIVATE ENTERPRISE (PRE) HAS DEVELOPED A NUMBER OF INNOVATIVE PROJECTS TO SERVE AS PROGRAM MODELS, INCLUDING INTERMEDIATE FINANCING INSTITUTION PROJECTS. WE EXPECT PRIVATE ENTERPRISE

PROJECTS WILL NOT MERELY PROVIDE CAPITAL FOR THE PRIVATE SECTOR (E.G. A RESOURCE TRANSFER) BUT WILL ALSO ACCOMPLISH IMPORTANT DEVELOPMENTAL GOALS, E.G. BUILDING AN INSTITUTION AND TRAINING PEOPLE BY GETTING A BANK TO OPEN BRANCH OFFICES IN POOR AREAS OF THE COUNTRY TO WORK WITH SMALL BUSINESSMEN, COOPERATIVES, ETC. PRE IS PREPARED TO ADVISE AND WORK CLOSELY WITH ANY INTERESTED MISSION.

EVEN IN THE POOREST DEVELOPING COUNTRIES AND IN THE MOST STRUCTURED SOCIETIES, THERE ARE PRIVATE ENTREPRENEURS AND MERCHANTS. IDENTIFICATION OF CONSTRAINTS AND OPPORTUNITIES FOR THE INDIGENOUS PRIVATE SECTOR, AND OF POSSIBLE PRIVATE SECTOR INTERVENTIONS SHOULD RECEIVE CAREFUL ATTENTION IN ALL CDSS'S. AID'S SUPPORT, EVEN IF LIMITED TO POLICY REFORM, CAN BE AN AID TO THE GROWTH OF A HEALTHY PRIVATE SECTOR, AND CONSEQUENTLY OF CONDITIONS WHICH BEST PROMOTE DEVELOPMENT.

WE ALSO INTEND TO INCREASE PARTICIPATION OF U.S. BUSINESSES IN THE DESIGN, IMPLEMENTATION AND EVALUATION OF OUR PROGRAMS.

.....3. TECHNOLOGY TRANSFER AND RESEARCH

MANY OF FOREIGN AID'S MOST NOTABLE ACHIEVEMENTS IN DEVELOPING COUNTRIES HAVE RESULTED FROM SCIENTIFIC AND TECHNOLOGICAL COOPERATION.

AID'S RENEWED EMPHASIS ON TECHNOLOGY TRANSFER AND DEVELOPMENT MEANS ADDITIONAL RESOURCES WILL BE ALLOCATED TO RESEARCH, THE DEVELOPMENT OF NEW TECHNOLOGIES AND ADAPTATION OF EXISTING ONES. MOST OF THESE ADDITIONAL RESOURCES WILL BE ALLOCATED TO MISSION PROGRAMS RATHER THAN REGIONAL OR CENTRAL ACTIVITIES IN WASHINGTON. ALL MISSIONS HAVE BEEN KEPT INFORMED OF THE VARIOUS STAGES OF THE RESEARCH PRIORITIES INITIATIVE, WHICH WAS INAUGURATED BY THE ADMINISTRATOR IN AUGUST 1982. MANY MISSIONS HAVE RECENTLY BEEN VISITED BY REGIONAL BUREAU-5&T BUREAU TEAMS TO HELP REFINE RESEARCH PRIORITY IMPLEMENTATION PLANS IN EACH OF THE FOUR DESIGNATED AREAS AGRICULTURE, FUELWOOD, BIOMEDICAL RESEARCH ON TROPICAL DISEASES AND CONTRACEPTIVE RESEARCH. INTERIM IMPLEMENTATION PLANS WILL BE COMPLETED IN NOVEMBER AND PROVIDED TO YOU.

EACH MISSION IS ASKED TO OUTLINE BRIEFLY HOW IT INTENDS TO RESPOND TO THE RESEARCH PRIORITIES INITIATIVE OVER THE FIVE YEAR CDSS PERIOD. MISSIONS ARE ENCOURAGED TO PROPOSE RESEARCH PROJECTS LINKED TO EXISTING REGIONAL OR CENTRAL ACTIVITIES AND TO IDENTIFY OPPORTUNITIES FOR RESEARCH NETWORKS IN SPECIFIC FIELDS. IF A MISSION BELIEVES IT CANNOT RESPOND TO THE RESEARCH PRIORITIES INITIATIVE, IT SHOULD EXPLAIN WHY A VERY SMALL PROGRAM AND STAFF COULD BE ONE REASON.

21

.....4. INSTITUTIONAL DEVELOPMENT

EFFECTIVE INDIGENOUS INSTITUTIONS, ESPECIALLY INFORMAL INSTITUTIONS, ARE SOMETIMES DIFFICULT TO IDENTIFY AND DEFINE; BUT THEY ARE CLEARLY CRUCIAL TO ACHIEVING SELF-SUSTAINING ECONOMIC AND SOCIAL CHANGE. EFFECTIVE INSTITUTIONS ENHANCE A COUNTRY'S ABILITY TO MARSHALL ITS OWN HUMAN AND NATURAL RESOURCES FOR DEVELOPMENT. THEY ALSO ENABLE INDIVIDUALS TO OBTAIN ACCESS TO THE SKILLS, RESOURCES, AND SERVICES NEEDED TO INCREASE PRODUCTIVITY AND INCOMES.

THE SOPHISTICATION AND COMPLEXITY OF INDIGENOUS INSTITUTIONS VARY. MANY AID COUNTRIES HAVE CAPITAL MARKETS, TRADE UNION MOVEMENTS AND AGRICULTURAL RESEARCH AND EXTENSION SYSTEMS -- ALL SUPPORTED BY BOTH PRIVATE AND GOVERNMENTAL RESOURCES. HOWEVER, SOME AID PROGRAMS OPERATE IN THE CONTEXT OF INSTITUTIONS SUCH AS KINSHIP SYSTEMS, INFORMAL MARKET STRUCTURES AND WOMEN'S SOCIETIES.

INSTITUTIONAL DEVELOPMENT IS AN OBJECTIVE WITH VERY HIGH POTENTIAL RETURN, BUT ONE WHICH REQUIRES CAREFUL ANALYSIS AND A CLEAR UNDERSTANDING OF CULTURAL CONTEXT. THE CDSS, IN SETTING COUNTRY GOALS, MUST CAREFULLY ACCOUNT FOR THE IMPACT AID'S PROGRAM WILL HAVE ON LOCAL INSTITUTIONS, THE REINFORCEMENT THAT CAN BE DRAWN FROM SUCH INSTITUTIONS, AND THE POTENTIAL THEY HAVE FOR FRUSTRATING REALIZATION OF OUR PROGRAM OBJECTIVES.

SUGGESTIONS FOR CREATION OF NEW INSTITUTIONS SHOULD IDENTIFY THE POTENTIAL FOR SUCH INSTITUTIONS TO BE SELF-SUSTAINING IN THE MEDIUM TO LONG TERM.

D. SPECIAL ROLE OF PARTICIPANT TRAINING

IN EACH OF THE FOUR PRIORITY AREAS DISCUSSED ABOVE, COMPETENT HUMAN RESOURCES--BOTH MEN AND WOMEN--ARE A PREREQUISITE FOR SIGNIFICANT PROGRESS. FOR EXAMPLE, ANALYTICAL ABILITY IS NECESSARY TO PREPARE AND UNDERSTAND POLICY OPTIONS; ENTREPRENEURIAL VALUES MUST BE WIDELY ACCEPTED FOR THE PRIVATE SECTOR TO EXPAND; LOCAL CADRE SKILLED IN SCIENCE AND APPROPRIATE TECHNOLOGY ARE ESSENTIAL TO TRANSMISSION OF EXISTING KNOWLEDGE AS WELL AS DEVELOPMENT OF INNOVATIVE APPROACHES TO TECHNICAL PROBLEMS; AND, WITHOUT COMPETENT AND COMMITTED CITIZENS, SELF-SUSTAINING INSTITUTIONS OF ANY KIND CANNOT EXIST.

THE CDSS SHOULD PROVIDE A FRANK ASSESSMENT OF THE COUNTRY'S HUMAN RESOURCES AS THEY RELATE TO POTENTIAL INTERVENTIONS AND ANY STEPS WHICH MAY BE NECESSARY BEFORE AID COMMITS ITSELF TO A PROGRAM. PARTICIPANT TRAINING IS A PROVEN METHOD OF HUMAN RESOURCE DEVELOPMENT AND MISSIONS ARE ENCOURAGED TO UTILIZE SUCH TRAINING IF IT WILL HELP ENSURE ADEQUATE LOCAL HUMAN RESOURCES ARE AVAILABLE TO MAKE POSSIBLE REALIZATION OF AID'S OBJECTIVES.

E. P.L. 480, ESF AND LOCAL CURRENCY AS DEVELOPMENT RESOURCES

IN DEVELOPING PROGRAMS IN PRIORITY AREAS, MISSIONS SHOULD MAKE EVERY EFFORT TO ENSURE THAT ALL AID RESOURCES, INCLUDING P.L. 480, ESF AND LOCAL CURRENCY, ARE FOCUSED ON OUR OBJECTIVES.

MISSIONS WHICH INTEND TO PROGRAM P.L. 480 IN COMING YEARS SHOULD EXAMINE THE POTENTIAL FOR RELATING THE USE OF THIS RESOURCE TO ONE OR MORE OF THE FOUR PRIORITY AREAS. TITLE III PROGRAMS IN PARTICULAR MAY STIMULATE IMPORTANT POLICY REFORMS. LOCAL CURRENCY GENERATIONS FROM TITLES I AND III SALES CAN SUPPORT THE CREATION OR STRENGTHENING OF A VARIETY OF INDIGENOUS INSTITUTIONS AS WELL AS PRIVATE SECTOR INITIATIVES. TITLE II ACTIVITIES CAN ALSO FORM PART OF THE POLICY DIALOGUE AS IT CONCERNS SECTORAL POLICIES, E.G., IN HEALTH, NUTRITION AND HUMAN RESOURCE DEVELOPMENT. THEY CAN ALSO HELP STRENGTHEN LOCAL INSTITUTIONS AND SERVE AS A VEHICLE FOR TECHNOLOGY

TO ENABLE AID TO MAKE ITS RECOMMENDATIONS DURING THE SECURITY ASSISTANCE REVIEW PROCESS, AND CONSISTANT WITH THE INTEGRATED BUDGET APPROACH, ESF SHOULD ALSO BE AN INTEGRAL PART OF MISSION PLANNING. IN SOME CASES, ESF CAN BE USED DIRECTLY FOR DEVELOPMENT PROJECTS IN SUCH AREAS AS AGRICULTURE AND POPULATION. IN OTHER CASES, ESF WILL TAKE THE FORM OF BALANCE-OF-PAYMENTS ASSISTANCE WHICH CAN BE A PARTICULARLY STRONG INCENTIVE FOR POLICY REFORM. IN ALL COUNTRIES WHERE THE U.S. PROVIDES ESF, WE HAVE A STRONG INTEREST IN REDUCING POVERTY AND HELPING MEET BASIC HUMAN NEEDS SO THAT POLITICAL AND SOCIAL INSTABILITY ARE MINIMIZED. AS SUCH, ESF MUST BE VIEWED AS AN IMPORTANT DEVELOPMENT RESOURCE.

THERE MAY ALSO BE OPPORTUNITIES TO UTILIZE LOCAL CURRENCY GENERATED BY P.L. 480 AND CIP PROGRAMS IN THE PRIORITY AREAS. IF APPROPRIATE, THE CDSS SHOULD CONTAIN A BRIEF ANALYSIS OF THE MERITS OF GREATER AID PARTICIPATION IN LOCAL CURRENCY PROGRAMMING SEE AIDTO A-353, 8/23/76. IT SHOULD PROVIDE, IF APPROPRIATE, A GENERAL DESCRIPTION OF PLANNED USES IN FY 1966 FOR GENERATED LOCAL CURRENCIES. A SEPARATE CABLE WILL BE SENT SPELLING OUT MORE FULLY REQUIREMENTS ON MISSION PLANS FOR USE OF CIP AND P.L. 480 LOCAL CURRENCIES.

F. RELATIONSHIP OF THE PRIORITY AREAS TO THE EXISTING FUNCTIONAL ACCOUNTS

REGIONAL BUREAU AND AGENCY-WIDE PLANS WILL CONCENTRATE ON OUR FOUR PRIORITIES AS THE BEST MEANS OF ACHIEVING OUR DEVELOPMENT OBJECTIVES. ON A SECTORAL BASIS, THE BROAD AREAS WHICH NOW ABSORB MOST OF OUR EFFORTS WILL CONTINUE TO BE EMPHASIZED IN THE FUTURE. FOR EXAMPLE:

IN AGRICULTURE AND RURAL DEVELOPMENT, THERE ARE MANY WAYS EACH OF THE PRIORITY AREAS CAN CONTRIBUTE TO OVERALL OBJECTIVES; AND THE LARGEST SEGMENT OF THE AGENCY'S PROGRAM WILL CONTINUE TO BE IN THIS FIELD.

IN AGRICULTURE, NUTRITION AND FORESTRY, THE U.S. HAS SCIENTIFIC AND TECHNOLOGICAL EXPERTISE WHICH, WHEN ADAPTED TO LOCAL CONDITIONS, WILL BE VITAL TO THE FUTURE OF MANY OF THE POOREST LDCS. ATTENTION SHOULD ALSO BE GIVEN TO PROGRAMS WHICH ADDRESS CRITICAL RELATIONSHIPS BETWEEN AGRICULTURE AND NATURAL RESOURCES MANAGEMENT OR AGRICULTURE AND ENERGY CONSTRAINTS.

IN POPULATION, WE ARE COMMITTED TO MAINTAINING A SUBSTANTIAL PROGRAM. THE U.S. HAS LONG BEEN A LEADER IN EFFORTS TO SOLVE THIS DEVELOPMENT PROBLEM WHICH AFFECTS ALL OTHER SECTORS. MISSIONS SHOULD CONSIDER INCREASING EFFORTS IN THE PRIVATE SECTOR SOCIAL MARKETING CONCEPTS AND NATURAL FAMILY PLANNING, AS WELL AS WAYS TO MAKE LOCAL POPULATION PROJECTS SELF-SUPPORTING, AT LEAST IN PART.

IN HEALTH, AID WILL CONTINUE TO SUPPORT SELF-SUSTAINING PROGRAMS THAT FOCUS ON COST EFFECTIVE APPROACHES TO THE PRINCIPAL HEALTH PROBLEMS OF LDC'S. I WANT TO ENSURE WE PUT A SPECIAL EFFORT INTO ORAL REHYDRATION THERAPY. BIOMEDICAL RESEARCH AIMED AT DEVELOPING, TESTING, AND ADAPTING NEW TECHNIQUES AND APPROACHES TO PREVENTING AND CONTROLLING TROPICAL DISEASES IS ALSO AN IMPORTANT ELEMENT OF AID'S HEALTH STRATEGY. BIOMEDICAL RESEARCH

~~BIOMEDICAL RESEARCH ON THE U.S. IS STRONG SCIENTIFIC AND TECHNICAL~~
RESOURCES AND IS LIKELY TO RESULT IN DISCOVERIES THAT WILL HAVE A MAJOR IMPACT ON PRODUCTIVITY AND QUALITY OF LIFE IN LDC'S. FOR EXAMPLE, THERE HAVE BEEN RECENT BREAKTHROUGHS IN AID-SPONSORED RESEARCH TO DEVELOP AN ANTI-MALARIA VACCINE.

IN EDUCATION, HUMAN RESOURCES UNDERPIN EACH OF THE PRIORITY AREAS, AND BASIC EDUCATION AND SKILLS TRAINING ARE ESPECIALLY IMPORTANT FOR SUSTAINED ECONOMIC GROWTH. PARTICIPANT TRAINING IN SPECIFIC SECTORS, OR AS GENERAL PARTICIPANT TRAINING, WILL RECEIVE NEW EMPHASIS.

IN ADDITION, AID WILL CONTINUE TO EMPHASIZE OTHER SELECTED PROGRAMS WHICH CAN HAVE WIDESPREAD DEVELOPMENT IMPACT AND WHERE THE U.S. HAS SPECIAL EXPERTISE. DIRECT PROJECTS IN THESE AREAS WILL CONTINUE TO BE IMPORTANT, BUT IT WILL ALSO BE IMPORTANT TO CONSIDER CAREFULLY THE IMPACT ON PROJECTS IN OTHER SECTORS SUCH AS AGRICULTURE AND HEALTH FOR EXAMPLE:

.....1. THE ROLE OF WOMEN AS BENEFICIARIES AND AGENTS OF CHANGE SHOULD BE EMPHASIZED IN ALL A.I.D. PROGRAMS AND PROJECTS AND, THEREFORE, IN THE CDSS. SEX DISAGGREGATED DATA CAN LEAD TO A MORE THOROUGH UNDERSTANDING OF DECISION-MAKING, RESOURCE ALLOCATION AND FINANCIAL RESPONSIBILITY WITHIN THE HOUSEHOLD AND ULTIMATELY TO BETTER PLANNING AND DESIGN OF PROJECTS. IT WILL ALSO BE IMPORTANT TO INTRODUCE GENDER DISTINCTIONS INTO THE TERMINOLOGY USED IN PROGRAM AND PROJECT DOCUMENTS, INCLUDING THE CDSS. ALL OF THESE ACTIONS WILL REFLECT THE AGENCY'S CONTINUED CONCERN FOR THE INTEGRATION OF WOMEN IN DEVELOPMENT IN ALL OF ITS PROGRAMS.

.....2. AVAILABILITY OF ENERGY RESOURCES AND APPROPRIATE ENERGY TECHNOLOGIES ARE OFTEN CRITICAL ISSUES THAT MISSIONS SHOULD CONSIDER IN DEVELOPING COUNTRY STRATEGIES AS WELL AS IN DESIGNING INDIVIDUAL PROJECTS. FOR EXAMPLE, EFFORTS TO INCREASE FOOD PRODUCTION MAY OFTEN DEPEND UPON SUCCESSFULLY ADDRESSING ENERGY PROBLEMS.

.....3. THE ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT WILL ALSO CONTINUE TO BE IMPORTANT IN A.I.D.'S PROGRAMS. NATURAL RESOURCES ASSESSMENTS AND ENVIRONMENTAL PLANNING ASSISTANCE CAN HELP TO AVERT ECOLOGICAL DISASTERS AND CAN BE ESSENTIAL TO THE LONG TERM SUCCESS OF AID'S PROJECTS, ESPECIALLY IN AGRICULTURE. THE ADMINISTRATOR HAS RECENTLY CABLED THE FIELD ON AGENCY INITIATIVES IN ENVIRONMENT AND NATURAL RESOURCES STATE 321072. SIGNIFICANT FINDINGS OF ENVIRONMENTAL PROFILES AND ANALYSES DISCUSSED IN THIS CABLE SHOULD BE INCLUDED IN THE CDSS.

THE CDSS SHOULD RELATE THE FOUR PRIORITY AREAS TO THE EXISTING FUNCTIONAL ACCOUNTS; IT MAY BE THAT SOME STATUTORY ADJUSTMENTS TO THESE ACCOUNTS WILL APPEAR DESIRABLE ONCE STRATEGIC PLANNING IS COMPLETE, AND MISSION VIEWS ARE MOST WELCOME ON THIS MATTER. IN THE MEANTIME, AID MUST CONTINUE TO BE ABLE TO RELATE ITS PROGRAM TO THE PRESENT LEGISLATIVE AUTHORITIES.

G. EVALUATION

THE CDSS SHOULD DEMONSTRATE HOW PRIOR AID EXPERIENCE AND EVALUATIONS WILL SHAPE OUR PROGRAM. IT SHOULD INCLUDE USE AND PROJECTED USES OF EVALUATIONS AND STUDIES THAT PROVIDE 1 EVIDENCE OF POLICY OR PROGRAM IMPACT AND COST

EFFECTIVENESS; 2) HOW EVALUATIONS WILL BE USED TO INFLUENCE HOST COUNTRY OR AID DECISION MAKING AND LESSONS LEARNED.

II. STRUCTURE OF THE CDSS

THE CDSS ITSELF IS THE FOUNDATION OF AID'S PROGRAMMING SYSTEM. IT SHOULD BE DEVELOPED IN CLOSE CONSULTATION WITH THE COUNTRY TEAM AND THE U.S. AMBASSADOR. THE CDSS HAS A SIMPLE PURPOSE: TO PROVIDE A PROGRAMMING STRATEGY WHICH THE MISSION CAN USE TO GUIDE DEVELOPMENT OF PROJECTS AND BUDGETS AND WHICH AID/W CAN USE TO ASSESS MISSION PROPOSALS, GUIDE CHOICES AMONG ALTERNATIVES AND MEASURE PROGRESS TOWARD GOALS. THE CDSS SHOULD, AT MINIMUM, ANSWER FOUR BASIC QUESTIONS

1. WHAT FUNDAMENTAL ECONOMIC AND SOCIAL CONDITIONS AND WHAT GOVERNMENTAL POLICIES WILL CONSTRAIN THE COUNTRY'S DEVELOPMENT OVER THE NEXT SEVERAL YEARS?
2. GIVEN THESE CONSTRAINTS, WHAT ARE AID'S GOALS OR OBJECTIVES IN THE COUNTRY?
3. WHAT PROGRAM INTERVENTIONS, ESPECIALLY THOSE IN AID'S FOUR PRIORITY AREAS, ARE REQUIRED TO ACHIEVE THESE GOALS OR OBJECTIVES? WHAT ARE THE BENCHMARKS FOR SUCCESS IN ATTAINING THESE GOALS AND OBJECTIVES?
4. WHAT RESOURCES, IN TERMS OF DOLLAR ASSISTANCE, P.L. 480 AND STAFF, WILL THE MISSION NEED TO IMPLEMENT ITS STRATEGY?

THIS YEAR'S CDSS WILL RELATE TO INTERNAL AID REGIONAL AND AGENCY-WIDE STRATEGIC PLANS. THE VARIOUS REGIONAL BUREAUS WILL HAVE FLEXIBILITY TO TAILOR CDSS REQUIREMENTS TO MEET THEIR NEEDS. MISSIONS SHOULD BE IN CLOSE CONTACT WITH THEIR BUREAU PLANNING OFFICES TO ENSURE THEIR CDSS'S CONFORM TO ANY SPECIAL BUREAU INSTRUCTIONS ON FORM AND CONTENT. FULL CDSS'S WILL BE REQUIRED FROM THOSE MISSIONS SO NOTIFIED IN REGIONAL BUREAU GUIDANCE. SUBMISSION DATES WILL BE STAGGERED BY THE REGIONAL BUREAUS TO ACCOMMODATE REVIEWS IN JANUARY AND FEBRUARY.

ALL OTHER MISSIONS UNLESS DIRECTED OTHERWISE BY THE GEOGRAPHIC BUREAU AND PPCF WILL BE EXPECTED TO PROVIDE A BRIEF CDSS UPDATE SEE BELOW. COUNTRY-SPECIFIC GUIDANCE ON THESE REQUIREMENTS WILL BE TRANSMITTED SHORTLY.

AS A MODEL, THE FULL CDSS SHOULD BE NO LONGER THAN SEVENTY PAGES, DOUBLE-SPACED. IT SHOULD BE SELF-CONTAINED, WITH ANY DESIRED REFERENCES NOTED BUT NO APPENDICES ATTACHED. IT SHOULD CONTAIN THE FOLLOWING BROAD SECTIONS.

.....1. EXECUTIVE SUMMARY.

THIS SECTION WILL PROVIDE A BRIEF OVERVIEW OF THE POLITICAL AND ECONOMIC CONDITIONS IN THE COUNTRY, IDENTIFY THE KEY CONSTRAINTS TO DEVELOPMENT, STATE THE MISSIONS' OBJECTIVES, EXPLAIN HOW THE FOUR PRIORITY AREAS WILL BE EMPLOYED, AND DESCRIBE ANTICIPATED MANAGEMENT PROBLEMS AND HOW THE MISSION EXPECTS TO SOLVE THEM. THIS SECTION WILL ALSO RELATE THE MISSION'S OBJECTIVES TO THE REGIONAL STRATEGIC PLAN AND TO THE RESEARCH PRIORITIES. THIS SUMMARY SHOULD BE APPROXIMATELY 10 PAGES OF THE CDSS.

THIS SECTION SHOULD PROVIDE THE FACTUAL BASE ON WHICH OUR PROGRAM WILL BE BUILT. IT SHOULD IDENTIFY THE DEVELOPMENT PROBLEMS THE COUNTRY FACES, WITH EMPHASIS ON THE CONDITION AND PROBLEMS OF THE POOR, INCLUDING THE POSITION OF WOMEN IN THE SOCIETY. IT SHOULD SPECIFICALLY ADDRESS THE NATURE AND EXTENT OF BASIC NEEDS PROBLEMS - E.G. HUNGER, ILLITERACY, INFANT AND CHILD MORTALITY. IT SHOULD ALSO IDENTIFY THE KEY VARIABLES WHICH DETERMINE THE DEVELOPMENT PROSPECTS OF THE COUNTRY.

THIS SECTION SHOULD INCLUDE A DESCRIPTION OF POLITICAL, ECONOMIC AND SOCIAL CONSTRAINTS WHICH LIMIT OPPORTUNITY FOR CHANGE. THE STATUS OF HUMAN RIGHTS MAY ALSO BE A CONSTRAINT TO CHANGE AND, IF SO, SHOULD BE DISCUSSED IN THE CDSS. IT SHOULD ALSO DESCRIBE THE POLICY FRAMEWORK OF THE RECIPIENT GOVERNMENT AT THE MACRO-ECONOMIC LEVEL AND IN SECTORS RELEVANT TO THE AID STRATEGY. (THE CDSS SHOULD BE FRANK IN ITS ASSESSMENT OF COUNTRY CONDITIONS AND REALISTIC IN DESCRIBING POSSIBILITIES FOR CHANGE; IT SHOULD BE CLASSIFIED, IF APPROPRIATE.)

THIS SECTION SHOULD DESCRIBE THE DEGREE OF INFLUENCE THE DONOR COMMUNITY, INCLUDING THE AID MISSION, NOW HAS, OR COULD HAVE WITH AN APPROPRIATE EXERCISE OF WILL, ON POLICY FORMULATION.

WHERE P.L. 480 TITLE I/III PROGRAMS ARE BEING PROPOSED, THE DISCUSSION OF THE MACROECONOMIC CONDITIONS IN THE COUNTRY SHOULD PAY SPECIAL ATTENTION TO SHORT AND MEDIUM TERM FOREIGN EXCHANGE NEEDS AND AVAILABILITIES.

THIS SECTION SHOULD ALSO INCLUDE ADEQUATE STATISTICAL DATA, DISAGGREGATED BY SEX WHERE NECESSARY TO THE DISCUSSION. REFERENCE TO STUDIES OR SECTORAL ANALYSES PREPARED BY THE MISSION, THE WORLD BANK OR OTHER KNOWLEDGEABLE OBSERVERS IS PREFERRED TO DETAILED STATISTICAL PROOFS.

THROUGHOUT, THIS ANALYSIS SHOULD REFER TO AND DRAW UPON AID'S MAIN POLICY THEMES. IT SHOULD DESCRIBE THE POTENTIAL FOR ENHANCED POLICY DIALOGUE WITH THE HOST GOVERNMENT. IT SHOULD DESCRIBE THE CURRENT STATUS OF AND POTENTIAL FOR GROWTH IN THE PRIVATE SECTOR. IT SHOULD ANALYZE THE ADEQUACY OF EXISTING TECHNOLOGY, THE CAPACITY AND PERFORMANCE OF DEVELOPMENT-ORIENTED SET INSTITUTIONS IN RELEVANT SECTORS AND POTENTIAL FOR AND RECEPTIVITY TO TECHNOLOGICAL CHANGE IN THESE SECTORS. IT SHOULD DESCRIBE THE MAJOR INSTITUTIONS WHICH WILL INFLUENCE AID'S PROGRAM. FURTHER, MAJOR POLICY ISSUES TO BE ADDRESSED BY THE P.L. 480 PROGRAM (TITLES I AND III) SHOULD BE IDENTIFIED, AS WELL AS THE PRINCIPAL SELF-HELP MEASURES TO BE NEGOTIATED.

.....3. PROGRAM ALTERNATIVES AND STRATEGY.

THIS SECTION SHOULD DESCRIBE SUCCINCTLY THE PROGRAM INTERVENTIONS THE MISSION IS RECOMMENDING. IT SHOULD FOLLOW LOGICALLY FROM THE PRECEDING DISCUSSION. THIS SECTION SHOULD DESCRIBE IN SPECIFIC TERMS THE OBJECTIVES THE MISSION HOPES TO ACCOMPLISH BY FY 1989. IT IS NOT NECESSARY FOR THESE OBJECTIVES TO BE QUANTIFIABLE, BUT THEY SHOULD BE SUFFICIENTLY WELL DEFINED SO THAT AN INDEPENDENT OBSERVER WILL BE ABLE TO DETERMINE WHETHER OR

~~TOGETHER THE PRESENT FY 1984 PROGRAM WITH WHAT IS
PROPOSED FOR FY 1986 AND BEYOND.~~

THIS SECTION SHOULD DESCRIBE ONLY PROGRAM INTERVENTIONS WHICH THE MISSION FEELS ARE FEASIBLE, GIVEN THE LEVEL OF RESOURCES, INCLUDING STAFF, WHICH THE MISSION IS LIKELY TO HAVE AVAILABLE. IN ALL PROPOSED PROGRAMS, THE FOUR PRIORITY AREAS SHOULD INFUSE THE ENTIRE MISSION STRATEGY.

THIS SECTION SHOULD ALSO DESCRIBE THE SECTORS IN WHICH THE MISSION INTENDS TO WORK, I.E., IT SHOULD RELATE THE PROGRAMMING ALTERNATIVES IN TERMS OF THE PRIORITY AREAS TO SPECIFIC SECTORS, SUBSECTORS AND LOCAL PRIVATE AND GOVERNMENTAL INSTITUTIONS. IT SHOULD ALSO DESCRIBE HOW THE PROPOSED PROGRAM RELATES TO THE RESEARCH PRIORITIES INITIATIVE. THIS SECTION SHOULD PROVIDE AN ASSESSMENT OF HOST-COUNTRY CAPACITY AS IT WILL DIRECTLY AFFECT OUR ASSISTANCE STRATEGY, THE NEED FOR PARTICIPANT TRAINING TO ENHANCE THAT CAPACITY, AND THE POTENTIAL FOR DRAWING OTHER DCONRS INTO A COORDINATED EFFORT.

IN PREPARING THE CDSS, ESPECIALLY THE STRATEGY SECTION, MISSION SHOULD SOLICIT THE VIEWS OF U.S. PVOS OPERATING IN THE COUNTRY. AID WISHES TO INVOLVE PVOS IN THE AGENCY'S PLANNING AND PROJECT DEVELOPMENT PROCESS. TO HELP MEET THIS OBJECTIVE, MISSIONS SHOULD DISCUSS THEIR PROGRAMMING IDEAS WITH A FAIR SELECTION OF THE PVO'S WORKING IN THEIR RESPECTIVE COUNTRIES.

EACH MISSION, WHETHER SUBMITTING AN UPDATE OR A NEW CDSS, SHOULD INCLUDE A SECTION ON ANY PEACE CORPS ACTIVITIES WITHIN THE COUNTRY. THE SECTION SHOULD COVER THE LOCAL COORDINATION WHICH EXISTS BETWEEN AID AND THE PEACE CORPS, AND HOW PEACE CORPS ACTIVITIES RELATE TO AID'S AREAS OF EMPHASIS AND COUNTRY AND REGIONAL STRATEGIES. MISSIONS ARE REQUESTED TO DISCUSS THE CDSS SUBMISSION WITH THE LOCAL PEACE CORPS DIRECTOR AND TO CONTINUE TO EXPLORE WAYS IN WHICH THERE MIGHT BE INCREASED COOPERATION IN DEVELOPMENT ACTIVITIES BETWEEN OUR TWO AGENCIES TO MEET U.S. INTERESTS AND ASSIST MOST EFFECTIVELY IN DEVELOPMENT OF THE HOST COUNTRY--FULLY RECOGNIZING THE INDEPENDENT NATURE OF EACH ORGANIZATION AND THE MULTIFACETED OBJECTIVES OF THE PEACE CORPS.

.....4. RESOURCE REQUIREMENTS

THE FINAL SECTION OF THE CDSS SHOULD DESCRIBE THE RESOURCES WHICH WILL BE REQUIRED TO ACHIEVE THE OBJECTIVES OF THE STRATEGY. MISSIONS SHOULD CONTINUE TO BE ALERT TO OPPORTUNITIES TO INTEGRATE P.L. 480, ESF AND LOCAL CURRENCY INTO A PROGRAM WHICH CONTRIBUTES TO ACHIEVEMENT OF CDSS OBJECTIVES. AS A GENERAL RULE, MISSIONS SHOULD EXPECT THAT THE EXISTING APPROVED ASSISTANCE PLANNING LEVELS (AAPLS) REPRESENT THE UPPER LIMIT OF DOLLAR RESOURCES WHICH WILL BE AVAILABLE. HOWEVER, IF MISSIONS CAN IDENTIFY SOLID PROGRAM ALTERNATIVES RELATED DIRECTLY TO ONE OF THE FOUR PRIORITY

AREAS AND ALSO PROMISING A VERY HIGH PROBABILITY OF SUCCESS AND RESULTING IMPACT ON DEVELOPMENT IN THE RECIPIENT COUNTRY, THEN AID/W IS PREPARED TO CONSIDER AND SUPPORT PROGRAM LEVELS ABOVE THE AAPL AMOUNTS. (IF SUCH LEVELS ARE ULTIMATELY APPROVED, THEY WILL ALMOST CERTAINLY HAVE TO COME FROM REPROGRAMMING FROM OTHER COUNTRIES. PROSPECTS THAT OVERALL BUDGET LEVELS WILL INCREASE ABOVE THE TOTAL OF THE AAPLS ARE EXTREMELY REMOTE.) ANY SPECIAL STAFFING REQUIREMENTS SHOULD ALSO

~~BE DISCUSSED IN THIS SECTION.~~

III. STRUCTURE OF THE CDSS UPDATE

MISSIONS NOT SUBMITTING A FULL CDSS WILL BE REQUIRED TO SUBMIT A BRIEF CDSS UPDATE RELATING THE EXISTING STRATEGY TO THE OBJECTIVES OF THE REGIONAL STRATEGIC PLAN, TO PROGRESS IN THE FOUR PRIORITY AREAS, AND TO RELEVANT AGENCY SECTOR STRATEGIES. IN THIS BRIEF SUBMISSION, MISSIONS THAT HAVE NOT RESPONDED TO THE RESEARCH PRIORITIES INITIATIVES OR ARE NOT PARTICIPATING IN RESEARCH NETWORKS SHOULD EXPLAIN THEIR PLANS TO DO SO OR WHY THEY CANNOT. ADDITIONAL BRIEF NARRATIVES ON CRITICAL PLANNING PROBLEMS WILL ALSO BE REQUESTED FROM SOME OF THESE MISSIONS. COUNTRY SPECIFIC GUIDANCE WILL BE PROVIDED SHORTLY.

IV. SOURCES OF POLICY GUIDANCE

IN PREPARING FY 1986 CDSS DOCUMENTS, MISSIONS SHOULD REFER TO POLICY DIRECTIONS INCLUDED IN THE AGENCY POLICY PAPERS. THESE PAPERS, WHICH NOW COVER AN EXTENSIVE RANGE OF TOPICS, WILL BE OUR BENCHMARK FOR ASSESSING CONSISTENCY OF MISSION PLANS AND OVERALL ADMINISTRATION POLICY.

IN ADDITION, AID/W HAS PROVIDED EXTENSIVE GUIDANCE FOR EACH SECTOR AND FOR SELECTED PRIORITIES WITHIN SECTORS, SUCH AS ORAL REHYDRATION THERAPY. THE AGENCY'S RESEARCH PRIORITIES AGRICULTURAL, FUELWOOD, BIOMEDICAL AND CONTRACEPTIVE RESEARCH, HAVE BEEN PROMULGATED, AND IMPLEMENTATION PLANS HAVE BEEN PREPARED FOR THESE PRIORITIES BY TEAMS WORKING WITH MISSIONS IN EACH REGION. I ALSO EXPECT SECTOR STRATEGIES AND RESEARCH PRIORITIES TO BE REFLECTED IN FY 1986 CDSS'S.

FOR YOUR REFERENCE, A LIST OF BASIC AGENCY POLICY GUIDANCE IS PROVIDED BELOW.

....BASIC AID PROGRAMMING GUIDANCE

1. POLICY PAPERS

BUREAU FOR PRIVATE ENTERPRISE MAY 1982
DOMESTIC WATER AND SANITATION MAY 1982
FOOD AND AGRICULTURAL DEVELOPMENT MAY 1982
NUTRITION MAY 1982
PRIVATE ENTERPRISE DEVELOPMENT MAY 1982
RECURRENT COSTS MAY 1982
POPULATION ASSISTANCE SEPTEMBER 1982
PRIVATE AND VOLUNTARY ORGANIZATIONS SEPTEMBER 1982
WOMEN IN DEVELOPMENT OCTOBER 1982
PRICING, SUBSIDIES, AND RELATED
POLICIES IN FOOD AND AGRICULTURE.....NOVEMBER 1982
APPROACHES TO THE POLICY DIALOGUE..... DECEMBER 1982
BASIC EDUCATION AND TECHNICAL TRAINING...DECEMBER 1982
HEALTH ASSISTANCEDECEMBER 1982
INSTITUTIONAL DEVELOPMENTMARCH 1983
CO-FINANCINGMAY 1983

2. POLICY DETERMINATIONS

PI NO. 1 NARCOTICS AUGUST 5, 1982
PI NO. 2 MIXED CREDITS SEPTEMBER 29, 1982
PI NO. 3 VOLUNTARY STERILIZATION SEPTEMBER 1982
PI NO. 4 TITLE XII OCTOBER 5, 1982
PI NO. 5 PROGRAMMING P.L. 480
LOCAL CURRENCY GENERATIONS..FEBRUARY 22, 1983
PI NO. 6 ENVIRONMENTAL AND NATURAL
RESOURCE ASPECTS OF
DEVELOPMENT ASSISTANCE ... APRIL 26, 1983
PI NO. 7 FORESTRY POLICY AND
PROGRAMS MAY 16, 1983
PI NO. 8 PARTICIPANT TRAINING JULY 13, 1983
PI NO. 9 LOAN TERMS UNDER P.L.
480 TITLE 1..... SEPTEMBER 27, 1983

3. SECTOR STRATEGY AND DISCUSSION PAPERS

APPROVED AND DISTRIBUTED TO THE FIELD:
HEALTH
POPULATION

IN DRAFT:
AGRICULTURE
DEVELOPMENT ADMINISTRATION DISCUSSION PAPERS
EDUCATION
ENERGY
ENVIRONMENT
FORESTRY
NUTRITION
RURAL DEVELOPMENT
TRAINING DISCUSSION PAPERS

4. RESEARCH PRIORITIES

AGRICULTURE
FUELWOOD
CONTRACEPTIVE RESEARCH
BIO-MEDICAL RESEARCH ON TROPICAL DISEASES

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PAGE 01 OF 03 STATE 365159
ORIGIN AID-08

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LAEM-02 LACE-03 LASA-03 LADR-03 AAHE-01 NENA-03 PDPR-01
GC-01 GCFL-01 FM-02 PERS-05 ASTR-02 STAG-02 STHE-01
STN-03 SAST-01 ENGR-01 NEE-03 NEME-03 PVC-02 STEN-01
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SUBJECT: REPORT ON ANNUAL MEETING OF AGENCY
ENVIRONMENTAL STAFF, DEC. 13-16, 1983 AT MANRESA,
ANNAPOLIS, MD

REF: (A) STATE 329267 (B) STATE 321072

1. IN RESPONSE TO REQUESTS FROM THE FIELD, THE FOLLOWING IS A SUMMARY REPORT OF THE SUBJECT MEETING. ADDITIONAL INFORMATION INCLUDING BACKGROUND DOCUMENTS AND THE REPORT OF THE MEETING CAN BE OBTAINED FROM ST/FNR. THE NEXT MEETING WILL BE HELD IN EARLY DECEMBER 1984.

2. BACKGROUND: THE FIRST MEETING OF AGENCY ENVIRONMENTAL STAFF WAS HELD IN SEPTEMBER 1982 TO PREPARE THE AGENCY ENVIRONMENTAL STRATEGY. IT ALSO RECOMMENDED THAT ANNUAL MEETINGS BE HELD TO DISCUSS PROGRESS AND ISSUES RELATED TO STRATEGY IMPLEMENTATION AS WELL AS TO EXCHANGE EXPERIENCE AND INFORMATION AMONG REGIONS. THE SECOND MEETING IN DECEMBER 1983 FOCUSED ON (1) STRATEGY IMPLEMENTATION AS IT RELATES TO THE ADMINISTRATOR'S NOVEMBER CABLE ON AGENCY INITIATIVES IN ENVIRONMENT AND NATURAL RESOURCES (REF B) AND (2) INTEGRATION OF ENVIRONMENTAL AND NATURAL RESOURCES MANAGEMENT WITH OTHER SECTOR ACTIVITIES. OTHER TOPICS DISCUSSED INCLUDED COOPERATION WITH OTHER DONORS, THE AGENCY ENVIRONMENTAL PROCEDURES AND PROFESSIONAL STAFF REQUIREMENTS, CAREER PATHS AND TRAINING.

THE MEETING WAS ATTENDED BY ALL THE REGIONAL ENVIRONMENTAL OFFICERS IN THE FIELD, FULL TIME PROFESSIONAL STAFF IN AID/W INCLUDING NATURAL RESOURCES IDIS, AS WELL AS REPRESENTATIVES FROM OTHER SECTORS (AGRICULTURE, HEALTH, FORESTRY, ENERGY, RURAL DEVELOPMENT) FROM S AND T, PPC, REGIONAL BUREAUS AND APPROPRIATE CONTRACTORS AND CONSULTANTS. IT IS USEFUL TO NOTE THAT AMONG THE TOTAL OF 68 PEOPLE INVOLVED IN

THE DISCUSSIONS, ONLY 9 HAD FULL TIME, -TENURED DIRECT-HIRE JOBS IN THE ENVIRONMENT AND NATURAL RESOURCES AREA (NOT INCLUDING FORESTRY). ONLY TWO OF THE NINE ARE FOREIGN SERVICE, BOTH ON LOAN FROM OTHER BACKSTOPS. ELEVEN ADDITIONAL POSITIONS ARE FILLED THROUGH P.T. GS, AD AND CONTRACTS (GSA'S-2 AND PSC'S-7).

IT WAS GENERALLY CONCLUDED THAT THESE ANNUAL EXCHANGES OF INFORMATION, EXPERIENCE AND IDEAS PROVIDE REINFORCEMENT AND PEER ANALYSIS WHICH IS CRITICAL TO THE SMALL GROUP OF PROFESSIONALS WHO HAVE RESPONSIBILITY FOR THIS AREA OF THE AGENCY'S PROGRAMS AND THAT MORE PROFESSIONALS FROM OTHER TECHNICAL DISCIPLINES SHOULD BE INVITED TO PARTICIPATE.

3. MAJOR FINDINGS AND RECOMMENDATIONS:

- A. ENVIRONMENTAL STRATEGY IMPLEMENTATION

- (1) PRIORITY SHOULD BE GIVEN TO ADDRESSING INTERSECTORAL RESOURCE CONFLICTS CAUSED BY DEVELOPMENT. GOOD INFORMATION ON EACH COUNTRY'S NATURAL RESOURCES AND ITS CRITICAL ENVIRONMENTAL PROBLEMS SHOULD BE OBTAINED THROUGH PREPARATION OF COUNTRY ENVIRONMENTAL PROFILES (CEP), NATURAL RESOURCE SECTOR ASSESSMENTS (NRSA), NATIONAL CONSERVATION STRATEGIES (NCS) OR OTHER METHODS. WHATEVER METHOD IS SELECTED, IT IS THE "PROCESS" INVOLVING BOTH THE HOST COUNTRY AND THE MISSION, CAN HAVE A GREAT OR GREATER VALUE THAN THE PRODUCT. THESE ANALYSES SHOULD BE TAILORED TO THE PRIORITIES AND INTERESTS OF THE HOST COUNTRY.

- (2) FOLLOWING UP ON THE ADMINISTRATOR'S CABLE TO THE FIELD, FUNDING SHOULD BE IDENTIFIED FOR THESE STUDIES BY REGIONAL BUREAUS AND MISSIONS AS WELL AS FOR PERIODIC UPDATING OF THE INFORMATION THROUGH CONTINUING ACTIVITIES.

- (3) DISSEMINATION, TRANSLATION, PRINTING AND MARKETING OF THE PRODUCT SHOULD BE CAREFULLY PLANNED AT THE BEGINNING OF THE EFFORT.

- (4) IT IS IMPORTANT THAT BUREAU AND MISSION STRATEGIES FOREMERGING "MIDDLE INCOME" COUNTRIES GIVE PRIORITY TO THIS EFFORT AS THEIR ENVIRONMENTAL AND NATURAL RESOURCE PROBLEMS ARE OFTEN A RESULT OF ECONOMIC PROGRESS. THE DOCUMENT CAN PROVIDE APPROACHES FOR INTEGRATED PLANNING OF BOTH PUBLIC AND PRIVATE SECTOR ACTIVITIES AND CAN BE USED BY THE COUNTRIES AS A BASIS FOR DISCUSSION WITH OTHER DONORS. IMPLEMENTATION OF THIS RECOMMENDATION MAY REQUIRE PROVISION OF ADDITIONAL FUNDS TO REGIONAL OR BILATERAL PROGRAMS.

- (5) HOST COUNTRY COMMITMENT TO ENVIRONMENTAL SOUNDNESS IS CRITICAL IN ASSURING SUSTAINABLE ECONOMIC DEVELOPMENT. MISSIONS SHOULD WORK WITH COUNTRY OFFICIALS TO ESTABLISH STANDARD ENVIRONMENTAL ASSESSMENT CRITERIA FOR USE WITH ALL DEVELOPMENT ACTIVITIES, BOTH DOMESTIC AND DONOR-FUNDED.

(6) IN THE FUTURE AID/W IS GOING TO NEED TO CONSIDER GREATER USE OF REGIONAL FUNDS TO INITIATE PROGRAMS IN THIS AREA PARTICULARLY WHERE COUNTRIES ARE UNABLE OR UNWILLING TO COMMIT SCARCE BILATERAL FUNDS AND DOMESTIC RESOURCES.

B. CDSS AND ABS GUIDANCE.

(1) IN THE PREPARATION OR UPDATING OF CDSS'S,

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PAGE 02 OF 03 STATE 365159

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MISSIONS SHOULD USE THE KNOWLEDGE GAINED THROUGH COUNTRY ENVIRONMENTAL PROFILES OR OTHER DOCUMENTS TO DEVELOP NATURAL RESOURCES AND ENVIRONMENTAL PROGRAMS IN THE FOUR AGENCY PRIORITY AREAS: POLICY FRAMEWORK; PRIVATE SECTOR; TECHNOLOGY TRANSFER AND RESEARCH; AND INSTITUTIONAL DEVELOPMENT.

(2) IN THE PREPARATION OF FY 86 ABS GUIDANCE, PPC SHOULD (A) UNDERLINE IMPORTANT COMMON THEMES AMONG REGIONS INCLUDING:

- SUSTAINABLE AGRICULTURE WHICH INTEGRATES CONCERNS FOR RENEWABLE NATURAL RESOURCES AND ENERGY
- WATERSHED AND INTEGRATED RIVER BASIN PLANNING
- INTEGRATION OF FORESTRY IN AGRICULTURAL ACTIVITIES
- COASTAL RESOURCES MANAGEMENT

AND (B) REMIND MISSIONS THAT SECTION 103 FUNDS ARE APPROPRIATE FOR PROGRAMS IN THESE AREAS.

C. NEW INITIATIVES...

(1) THE AGENCY MUST MOVE QUICKLY TO PREPARE A STRATEGY ON BIOLOGICAL DIVERSITY TO IMPLEMENT THE NOVEMBER 1983 AMENDMENTS TO THE FAA WHICH ADD A NEW SECTION 119 ON ENDANGERED SPECIES. GUIDANCE AND INFORMATION WILL BE OBTAINED FROM THE FIELD TO ASSURE STRATEGY COMPATIBLE WITH DEVELOPMENT:

(2) DUE TO THE GREAT INTEREST EXPRESSED BY MISSIONS AND HOST COUNTRIES IN PARTICIPATING IN THE NEWS&T COASTAL RESOURCES MANAGEMENT (CRM) PROJECT, MEANS SHOULD BE FOUND TO ENABLE A LARGER NUMBER OF COUNTRIES TO PARTICIPATE IN A CRM NETWORK.

(3) THE AGENCY SHOULD EARMARK RESOURCES TO PROMOTE CASE STUDIES, TRAINING AND DISSEMINATION OF INFORMATION ON NEW TECHNIQUES OF INCORPORATING ENVIRONMENTAL VALUATION IN ECONOMIC COST-BENEFIT ANALYSIS. ONE APPROACH WOULD BE TO COLLABORATE WITH THE EAST WEST CENTER WHICH IS DEVELOPING A METHODOLOGY.

D. INTEGRATION OF ENVIRONMENT AND NATURAL RESOURCES WITH OTHER SECTOR ACTIVITIES.

PRACTICAL STEPS NEED TO BE TAKEN BY AID/W AND THE FIELD TO INTEGRATE NATURAL RESOURCES AND ENVIRONMENTAL CONCERNS WITH OTHER SECTORAL ACTIVITIES IN PROJECT PLANNING DESIGN AND IMPLEMENTATION SUCH AS:

(1) IN AID/W, THE ENERGY AND NATURAL RESOURCES SECTOR COUNCIL SHOULD PLACE INCREASED EMPHASIS ON COORDINATION WITH THE AGRICULTURAL SECTOR COUNCIL. JOINT MEETINGS SHOULD BE HELD TO IDENTIFY AREAS OF COOPERATION INCLUDING TRAINING, TECHNICAL MEETINGS, AND JOINT PROJECTS.

(2) IN THE FIELD, MISSIONS SHOULD USE INTERDISCIPLINARY TEAMS FOR THE DESIGN OF PROJECTS INVOLVING CHANGES IN THE USE OF LAND AND WATER. THESE TEAMS SHOULD INCLUDE EXPERTISE IN NATURAL RESOURCES, HEALTH, AGRICULTURE, ENGINEERING, AND SOCIAL SCIENCES SUCH AS ECONOMICS, DEMOGRAPHY, ANTHROPOLOGY, ETC. TO FACILITATE CROSS-SECTORAL ANALYSIS AND TO DEVELOP THE MECHANISMS FOR SIMILAR DIALOGUES AMONG HOST COUNTRY PROFESSIONALS.

(3) PROJECT DESIGN SHOULD ALSO TAKE INTO ACCOUNT THE NEEDS, CONSTRAINTS AND MOTIVATIONS OF TARGET POPULATIONS, THEIR PATTERNS OF RESOURCE UTILIZATION AND THE POTENTIAL FOR COMMUNITY RESOURCE MANAGEMENT. NEW TECHNOLOGIES AND APPROACHES SHOULD BE TESTED ON A SMALL SCALE, AND THEIR INTRODUCTION BASED ON A BROAD UNDERSTANDING OF BOTH THE SOCIO-ECONOMIC AND BIOPHYSICAL SYSTEMS. AS INTERSECTORAL EFFORTS SELDOM FIT NEATLY INTO TRADITIONAL FIVE-YEAR PROJECT FRAMEWORK, IT SHOULD BE RECOGNIZED THAT A 10-20 YEAR TIME FRAME MAY BE REQUIRED TO ACHIEVE RESULTS.

(4) THE AGENCY SHOULD RECONCILE THE INCONSISTENCIES THAT NOW EXIST BETWEEN THE ENVIRONMENTAL STRATEGY ON THE ONE HAND AND THE FOOD AND NUTRITION AND REGIONAL BUREAU STRATEGIES ON THE OTHER. THE LATTER SHOULD ADDRESS THE ROLE OF ENVIRONMENTAL AND NATURAL RESOURCES MANAGEMENT IN PROVIDING SUSTAINABLE DEVELOPMENT SO THAT CLEAR AND CONSISTENT GUIDANCE IS PROVIDED TO AID/W AND THE FIELD.

(5) A TRAINING MODULE ON NATURAL RESOURCES MANAGEMENT FOR SUSTAINABLE AGRICULTURE SHOULD BE PREPARED BY THE SECTOR COUNCILS IN COOPERATION WITH THE AGENCY TRAINING OFFICE FOR USE IN AGENCY WORKSHOPS, CONFERENCES AND OTHER TRAINING PROGRAMS.

E. COOPERATION WITH OTHER DONORS

(1) EFFECTIVE DONOR COORDINATION IS NEEDED TO STRENGTHEN THE ROLE OF ENVIRONMENTAL AND NATURAL RESOURCES MANAGEMENT IN CAPITAL INTENSIVE DEVELOPMENT ASSISTANCE. AID SHOULD ENCOURAGE U.S. REPRESENTATION TO MULTILATERAL AND BILATERAL DONOR-AGENCIES TO PROMOTE THIS CONCEPT AND SHOULD INTENSIFY EFFORTS THROUGH THE TREASURY DEPARTMENT TO ENSURE THAT ENVIRONMENTAL ASPECTS ARE ADDRESSED WITHIN INTERNATIONAL LENDING INSTITUTIONS.

(2) FORMAL MECHANISMS FOR FACILITATING COMMUNICATION AND COOPERATION AMONG DEVELOPMENT DONORS SHOULD BE EXPANDED AT THE INTERNATIONAL AND COUNTRY LEVEL AND INITIATED ON A REGIONAL BASIS.

(3) A CONCERTED EFFORT SHOULD BE MADE BY FVA/PVC TO EXPLAIN AND PROMOTE THE CONCEPT OF SUSTAINABLE DEVELOPMENT AMONG THE PRIVATE VOLUNTARY COMMUNITY AND TO USE THE CAPABILITIES OF PRIVATE U.S. ENVIRONMENTAL GROUPS TO BUILD THE INSTITUTIONAL CAPACITY OF SIMILAR GROUPS IN HOST COUNTRIES.

F. ENVIRONMENTAL PROCEDURES

(1) AS AGENCY FUNDING FOR PESTICIDES IS INCREASING, IT IS IMPORTANT THAT DETAILED ENVIRONMENTAL ANALYSIS OF AGRICULTURAL CHEMICALS INTENDED FOR USE IN PROJECTS SHOULD CONTINUE. GUIDELINES ARE BEING DEVELOPED BY ST/AGR AND SHOULD BE USED AS A SUPPLEMENT TO THE ENVIRONMENTAL PROCEDURES BY MISSIONS AND HOST COUNTRY COUNTERPARTS IN THE PROPER SELECTION, USE, DISTRIBUTION, PACKAGING AND STORAGE OF PESTICIDES.

(2) THE ENERGY AND NATURAL RESOURCES SECTOR COUNCIL SHOULD DESIGNATE A COMMITTEE TO RECOMMEND WAYS IN WHICH ENVIRONMENTAL REVIEW IS FORMALLY EXTENDED TO THE MONITORING AND EVALUATION PHASES OF PROJECT IMPLEMENTATION.

(3) INITIAL ENVIRONMENTAL EXAMINATIONS (IEES) SHOULD BE USED TO IDENTIFY APPROPRIATE ENVIRONMENTAL COMPONENTS OF PROJECTS (TRAINING, MONITORING, ETC.) OR DESIGN CHANGES EVEN IF NO ENVIRONMENTAL ASSESSMENT IS

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28

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PAGE 03 OF 03 STATE 365159
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C. PERSONNEL AND TRAINING

(1) THE RECENT M/PH INITIATIVE TO ELIMINATE HIRING OF CAREER FS PERSONNEL UNDER BACKSTOP 75 (NATURAL RESOURCES, SCIENCE AND TECHNOLOGY, ENERGY, ETC.) CREATES SERIOUS CONCERN ABOUT THE AGENCY'S ABILITY TO MANAGE EFFECTIVELY THE GROWING PORTFOLIO OF NATURAL RESOURCE ORIENTED PROJECTS AND TO IMPLEMENT POLICY AND STRATEGY OBJECTIVES APPROVED BY THE ADMINISTRATOR. A FULL EVALUATION OF PRESENT AND FUTURE DEMAND FOR EMPLOYEES WITH THESE SKILLS SHOULD BE UNDERTAKEN BY THE SECTOR COUNCIL AND DISCUSSED WITH M/PH BEFORE A FINAL DECISION IS REACHED.

- (2) WHATEVER THE OUTCOME OF THAT ANALYSIS, THERE SHOULD BE RECOGNITION THAT THE AGENCY NEEDS TO RECRUIT AND RETAIN A BALANCED RANGE OF FS AND GS TECHNICAL AND MANAGERIAL SKILLS INCLUDING EXPERTISE IN ENVIRONMENT AND NATURAL RESOURCES. PEOPLE RECRUITED WITH TECHNICAL SKILLS SHOULD HAVE THE POTENTIAL FOR MID-LEVEL AND SENIOR MANAGEMENT ASSIGNMENTS AND SHOULD BE PROVIDED THE OPPORTUNITY TO QUALIFY IN OTHER BACKSTOPS IN ORDER TO FACILITATE ROTATIONAL ASSIGNMENTS.

- (3) THE SECTOR COUNCIL SHOULD REVIEW THE POSSIBILITY OF CREATING A NEW BROADLY DEFINED CAREER BACKSTOP IN NATURAL RESOURCES WHICH WOULD ENCOMPASS THE AREAS OF ENERGY, FORESTRY, NATURAL RESOURCES MANAGEMENT, WATER RESOURCES, FISHERIES AND WILDLIFE, PEST MANAGEMENT, AND ENVIRONMENTAL SCIENCES AND WOULD REPLACE THE CURRENT MORE NARROW BACKSTOP 75.

- (4) IN ORDER TO IMPROVE THE STATUS AND EFFECTIVENESS OF MISSION ENVIRONMENTAL OFFICERS (MEO'S), A GENERALIZED COLLATERAL POSITION DESCRIPTION SHOULD BE JOINTLY AGREED TO BY THE SECTOR COUNCIL AND THE OFFICE OF PERSONNEL MANAGEMENT AND APPENDED TO THE PRIMARY POSITION DESCRIPTION OF THE MEO. THIS WOULD PERMIT MEO'S TO OPERATE WITH CLEARLY DEFINED FUNCTIONS AND TO BENEFIT FROM BEING EVALUATED FOR A RECOGNIZED SECONDARY JOB FUNCTION IN THEIR ANNUAL PERFORMANCE EVALUATION RATING.

(5) THERE IS A GENERAL NEED TO MAKE INVESTMENTS IN THE TRAINING OF MISSION ENVIRONMENTAL OFFICERS (MEO'S) TO DEVELOP A UNIFORM LEVEL OF PROFESSIONAL SKILLS TO CARRY OUT THE REQUIREMENTS OF 22 CFR 216 "AID ENVIRONMENTAL PROCEDURES" AND TO IMPLEMENT SECTIONS 118 AND 119 OF THE FAA. ADVANCE IDENTIFICATION OF MEO'S PRIOR TO FIELD ASSIGNMENT WOULD PROVIDE ONE OPPORTUNITY IN AID/W FOR PRE-DEPARTURE TRAINING BY PROFESSIONAL STAFF IN THE REGIONAL BUREAUS, PPC AND S AND T.

- (6) THE SECTOR COUNCIL AND THE TRAINING OFFICE SHOULD DEVELOP A SERIES OF MODULES ON ENVIRONMENT AND NATURAL RESOURCES FOR INCLUSION IN ESTABLISHED TRAINING COURSES (DSP AND IDI) AND FOR SELF-STUDY BY MEO'S AND PROFESSIONALS IN OTHER SECTORS IN THE FIELD. EAGLEBURGER

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29

Report on Profiling/Assessment Activities
in the Four Regions

AFRICA

The region is reviewing its experience with Phase I profiles, Sector Assessments and identifying countries for Phase II profiles.

Sudan: Undertook Natural Resources Sector Assessment
Kenya: East Africa: Regional Profiles under ETMA project
Somalia: profile and regional (Juba Valley) assessment. Includes Socio-economic assessment tied to Phase II profile
Zaire: Phase II Profile completed; discussions concerning updating progress
Upper Volta: Phase II Profile planned
Cameroon: Phase II Profile planning discussions in progress
Senegal: Phase II Profile planning in progress
Niger: Phase II Profile planning in progress
Rwanda: Profile activity being coordinated with ETMA Regional activities

ASIA

There has been a diverse array of responses to Natural Resources and environmental issues in the region, depending on Mission Director interest, and access to other organizations. The Asian Development Bank is attracted to the concept of Natural Resource Sector Assessments, which they have done in Burma and Thailand

Indonesia: AID supports government's "Environmental Sector Review" to identify alternative approaches for the 5-year development plan. There is interest in a Phase II Profile, but it is wrapped up with the issue of information systems for Population and Natural Resources Ministry
Thailand: Mission is looking at Agriculture & Natural Resources as a major Program emphasis; interest in Phase II profile may follow
Philippines: PVO has developed a preliminary National Conservation Strategy outline; government has not yet internalized interest
Sri Lanka: Can be considered the "showplace" of Asia with respect to environmental and natural resource concerns. Coastal Conservation Division is developing an Atlas of the Coastline leading to a National Coastal Plan. The Central Environment Authority is interested in a National Conservation Strategy
Nepal: interest in National Conservation Strategy in connection with RCU project
Pakistan: some disappointment with Phase I profile, declining interest in Phase II
Burma: Environmental Assessment of oilseed extraction process and some pesticide issues; Agriculture, Health and Nutrition are first areas of focus for Mission
India: Natural Resources activity is part of work on Social Forestry, possibly some interest in Profiles. India is one of the first countries to assess its in-country expertise. Mission needs will focus on regional profiles as opposed to whole country

LATIN AMERICA

Profiles have been done in all but three countries

- Bolivia: Profile done by consulting firm, Mission closed shortly after, so there was no follow up. Mission has since reopened and is reviewing ways to begin using Profile
- Ecuador: Profile done by PVO, (Fundacion Natura) under OPG
- Peru: Profile just now getting underway as element of the ONERN project
- Panama: Profile done by consulting firm, took two years to reach publication because political events had made institutional analysis obsolete and re-editing was necessary
- Costa Rica: Profile done by consulting firm, recently published
- Honduras: Profile done by IQC, very successfully solidifying activity within Mission. Honduran Ecology Foundation will distribute Profile
- Belize: Phase II profile is underway as base for country development plan, by local consulting firm, with AID filling in a few holes with technical expertise
- El Salvador: Profile was Mission-funded, used local people
- Guatemala: Profile is being Mission-funded, using local expertise from Landivar University
- Dominican Republic: Profile was done by consulting firm, is now in third printing

NEAR EAST

All countries receiving AID assistance in the region, with the exception of Israel, have had Phase I Profiles prepared. Given the high level of institutional development and the breadth of technical expertise within the majority of countries served by the Bureau for Near East, it is anticipated that Phase II Profiles or equivalent documents will be prepared by host country organizations and personnel.

- Turkey: Phase II profile prepared by Turkish PVO, The Environmental Problems Foundation of Turkey, in 1981, and updated it in 1983.
- Egypt: Beginning work on either Phase II Profile or National Conservation Strategy anticipated during 1984.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project: 5 years
From FY 82 to FY 86
Total U.S. Funding: 3,500,000
Date Prepared: Feb 2, 1982

INSTRUCTIONS: THIS IS AN OFFICIAL FORM WHICH CAN BE USED AS A BASIS TO OBTAINING DATA FOR THE FINAL REPORT. IT SHOULD NOT BE REPRODUCED OR SIMULATED.

Project Title: Environmental Planning and Management 936-5517

IMMEDIATE OBJECTIVE	GOVERNMENT VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS																
<p>Program or Strategy Goal: The major objective is to assist LDCs to better manage and conserve their natural resources and environment.</p> <p>Project Purpose: (B-1)</p> <p>To mobilize and make available technical advisory services to Missions and LDCs in the field of environmental planning and management.</p>	<p>Measures of Goal Achievement: (A-2)</p> <p>Improved land-use planning and natural resource management capabilities in Missions and LDCs.</p> <p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)</p> <p>A focal point for expert advisory services and information will exist and the Missions and LDCs will be provided the assistance they need in planning activities to improve conservation and management of natural resources.</p>	<p>(A-3)</p> <p>Project review and evaluation of activities initiated.</p> <p>(B-3)</p> <p>The number of LDCs which have received assistance through this project, and the number of country projects planned or initiated as a result of the advisory services.</p>	<p>Assumptions for achieving goal targets: (A-3)</p> <p>Short to medium term technical advisory services are needed and will be given priority and support by Missions and LDC governments.</p> <p>Assumptions for achieving purpose: (B-4)</p> <p>1. Funds will be available to meet the requests from Missions.</p> <p>2. Missions will provide the necessary support to the advisors.</p> <p>3. Sufficient top-level expertise can be mobilized to address the problems on which Missions request assistance.</p>																
<p>Project Outputs: (C-1)</p> <p>1) Short-medium term advisory services on environmental issues related to: natural resource surveys and assessments, national planning, project design, environmental profiles, legislation, and institutional support- provided in form of field visits or information. 2) Pilot project for assisting one or more LDC in developing national or regional strategy for sustained development and environmental management. 3) Occasional reports and analyses of advisory services and LDC problems.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>Planning and Mobilization of experts and performance of requested advisory services (estimated):</p> <table border="1"> <tr> <td>FY 82</td> <td>10 missions</td> </tr> <tr> <td>FY 83</td> <td>27 missions</td> </tr> <tr> <td>FY 84</td> <td>40 missions</td> </tr> <tr> <td></td> <td>10 assessment plans</td> </tr> <tr> <td>FY 85</td> <td>48 missions</td> </tr> <tr> <td></td> <td>10 assessment plans</td> </tr> <tr> <td>FY 86</td> <td>10 assessment plans</td> </tr> <tr> <td></td> <td>155 Total</td> </tr> </table>	FY 82	10 missions	FY 83	27 missions	FY 84	40 missions		10 assessment plans	FY 85	48 missions		10 assessment plans	FY 86	10 assessment plans		155 Total	<p>(C-3)</p> <p>Communications related to mobilization of experts or information. De-briefing and trip reports from experts. Reports from Bureaus and Missions. Mid-project and end-of-project evaluations. Pilot activity documents and the strategy itself.</p> <p>Evaluations</p>	<p>Assumptions for achieving outputs: (C-4)</p> <p>Bureaus and Missions request assistance and provide needed backstopping. Assistance accurately defined and competently performed. Effective contractor management. Expertise available. An A.I.D. Mission and host country are desirous of the pilot project; international coordination is effective.</p>
FY 82	10 missions																		
FY 83	27 missions																		
FY 84	40 missions																		
	10 assessment plans																		
FY 85	48 missions																		
	10 assessment plans																		
FY 86	10 assessment plans																		
	155 Total																		
<p>Project Inputs: (D-1)</p> <p>1. A.I.D. Management S&T/FNR: 1 professional</p> <p>2. Obligations (S&T/FNR)</p> <table border="1"> <tr> <td>FY 82-83</td> <td>FY 84</td> <td>FY 85</td> <td>FY 86</td> </tr> <tr> <td>900,000</td> <td>750,000</td> <td>500,000</td> <td>350,000</td> </tr> </table>	FY 82-83	FY 84	FY 85	FY 86	900,000	750,000	500,000	350,000	<p>Implementation Target (Type and Quantity) (D-2)</p> <p>155 Advisory Missions, including 30 assessment planning missions</p> <p>2 National or Regional environment and Development Strategies</p> <p>3-5 State-of the art reports and studies</p>	<p>(D-3)</p> <p>Internal reports and vouchers.</p>	<p>Assumptions for providing inputs: (D-4)</p> <p>Suitable contractor (or contractors) and appropriate contractual arrangement(s) secured.</p>								
FY 82-83	FY 84	FY 85	FY 86																
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Best Available Document