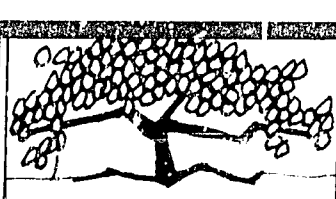
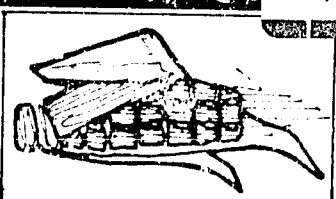
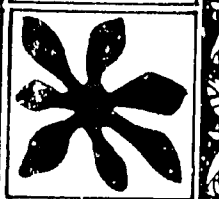
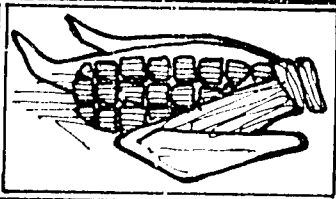
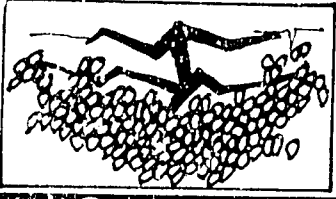
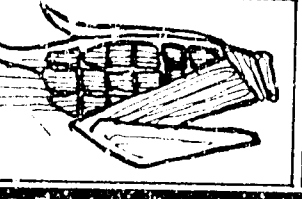


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**Africa Bureau
Agriculture, Natural Resources and
Rural Development Officers
Workshop**



**AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP**

**THE ROLE OF AGRICULTURE, NATURAL RESOURCES
AND RURAL DEVELOPMENT OFFICERS IN THE FUTURE
AFRICA BUREAU DEVELOPMENT PROGRAMS**

Workshop Report

**U.S. Agency for International Development
Nairobi, Kenya
September 21-23, 1987**

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EXECUTIVE SUMMARY

INTRODUCTION

Over 100 persons participated in the fifth Africa Bureau Agriculture, Natural Resources and Rural Development Officers Workshop held in Nairobi, Kenya on September 21-23, 1987.

Representatives included field missions, AFR/TR, AFR/TR/ARD, AFR/PD, AFR/DP, AFR/PRE, PPC/CDIE, PPC/PDPR, PPC/WID, M/PM/FSP, BIFAD, REDSO/ESA, S&T/AGR, S&T/RD and S&T/FENR. The Directors of AFR/TR and AFR/PD fully participated. Non-A.I.D. organizations participating included USDA/OICD, U.S. House Committee on Agriculture staff, U.S. Peace Corps, International Agriculture Research Centers, Regional and/or Kenya-based development centers, several NGOs/PVOs and U.S. universities.

The workshop received uniformly high evaluation ratings on the overall dimensions assessed. Ratings averaged largely from 4.0 to 4.5 on a 5.0 scale.

WORKSHOP THEME, SUB-THEMES AND OBJECTIVES

The workshop theme was "The Role of Agriculture, Natural Resources and Rural Development Officers in the Future Africa Bureau Development Programs."

Sub-themes, objectives and presentations were as follows:

Sub-theme I focused on "U.S. Public and Congressional Interest in A.I.D.'s Agriculture, Natural Resources and Rural Development Programs in Africa." Participants were asked to examine and assess planned Africa ANRRD programs and influencing legislation. The objective was addressed by a panel, including the Directors of AFR/TR and AFR/PD along with a representative from AFR/DP and a senior staff member from the U.S. House Committee on Agriculture.

The ARDN Focus Statement presentations and discussions under Sub-theme I included:

- Defining how ANRRDOs can participate in A.I.D. development communication;
- Defining needs for data and use of evaluation and monitoring systems;
- Discussion of ANRRD program focus implications; and
- Identification of ANRRDO skills needed for the future.

Resource persons involved in stimulating discussions represented the Agriculture Sector Council, External Affairs, PPC/CDIE, AFR/DP, AFR/PD and AFR/TR.

In line with these objectives, workshop participants were brought up-to-date on two recent African reports: Management of Agricultural Development in Africa (MADIA) and the Low Resource Agriculture in Africa Report by the Office of Technology Assessment (OTA). Information on the Special Program for African Agriculture Research (SPAAR) was shared.

Four discussion groups were formed to identify the problems and issues related to the four sub-theme objectives and were asked to develop specific operational recommendations, which are presented at the end of this summary.

Sub-theme II set out "Priorities of A.I.D.'s Agriculture, Natural Resources and Rural Development Programs." A.I.D./W and field perspectives were shared and contrasted as participants assessed roles and strengths of PVOs, the Private Sector and Public Institutions with particular reference to Agricultural Research, Faculties of Agriculture and Natural Resources.

Sub-theme III, "Organizing A.I.D.'s Personnel Resources for Program Implementation," created awareness of current A.I.D. personnel issues and incorporated views from A.I.D. Foreign Service Personnel (FSP), as well as representatives from large and small field missions.

Other workshop highlights included a field trip to the International Council for Research on Agroforestry (ICRAF) field station and headquarters and an evening of Interaction with 19 International Organizations.

Final workshop recommendations were developed through a synthesis of the plenary and discussion group inputs and are as follows:

PLENARY RECOMMENDATIONS

1. With increasing emphasis on sector programs as opposed to project assistance, long-term experienced professional expertise is crucial. We recommend that the Africa Bureau carefully plan for the necessary expertise while assisting the host country to develop institutional capacity to analyze, plan and implement.
2. The workshop recognizes that the elements of the Agricultural Rural Development Nutrition (ARDN) "focus statement" (Ref C) stressing income growth of the poor majority, increasing the availability and consumption of food, and maintaining/enhancing the natural resource base and the Bureau's private sector development strategy are intimately linked and mutually reinforcing. Almost all agricultural development and natural resources efforts have policy reform components as well as the need for attention to private sector development. Since the rural sector resources offer the best opportunity to redirect market forces, we recommend attention be given to this interrelated collaboration and that ADGs be increasingly involved in the design, implementation, and monitoring of private sector and policy reform activities.

3. Workshop participants express concern about a program approach that emphasizes short-term policy targets without considering the implementation implications. The participants note that sustainable policy reform is a complicated process and this must be fully recognized in future programming. We recommend that this issue be carefully reviewed and discussed at the planned December Africa Bureau Mission Directors Conference.
4. Workshop participants express concern that the AIDS disease is negatively affecting the assignment process for A.I.D. Direct Hire staff and contractors and has long-term development implications for host countries. Officers from Africa Bureau and other regions are having trouble obtaining life insurance while posted in the field where AIDS is endemic. We recommend that A.I.D./W personnel investigate problems (such as life insurance) which are negatively affecting A.I.D. Direct Hires and contractors, develop approaches to overcome these problems, and report actions taken within six months.
5. A.I.D./W should develop a strong case for Africa's exclusion from the effect of the Bumpers' Amendment and other restrictive legislation.

DISCUSSION GROUP FINAL RECOMMENDATIONS

Group A: The ANRRDC Role in Educating the Public About the Bureau's ANRRD Program

1. Field officers are encouraged to visit congresspersons and congressional staff. Such visits should follow established Agency procedures. Such procedures should be clarified and communicated to the field by the Africa Bureau.
2. The Hill and A.I.D./W request anecdotal reporting (success stories). A.I.D./W should develop a clear model for such reporting. This should not be an additional reporting requirement; rather, existing reporting should be modified.
3. A.I.D./W should provide to field personnel guidance and mechanisms to inform and educate the public.

Group B: How Evaluations of Bureau ANRRD Programs Can be Improved, and Indicators to be Used.

1. The Agency's agricultural, rural development and nutrition focus statement should be used as a basis for evaluation.
2. Data will be required to measure progress in achieving the objectives of the focus statement. The Africa Bureau evaluation working group should identify low-cost data collection and analysis methods, with an emphasis on existing information, host country data bases and the use of proxies.

3. Because of an identified lack of clear information on A.I.D.'s development activities, particularly that received by the Hill, the Africa Bureau should develop a system to coordinate, share and maintain information currently being provided from the field.

**Group C: Institutional Problems of Integrating Natural Resources
in Agriculture and Rural Development Programs**

1. Missions should encourage donor coordination and increased multidisciplinary analysis, planning, programming and advocacy, including NGO involvement.
2. Missions should help to develop sustainable host country public and private institutional structures and human resources through selective training, appropriate technical assistance and funding.
3. A.I.D. should increase its capacity to analyze, plan, implement and coordinate cross-sectorally, leading to more sustainable agricultural development programs and projects.

Group D: ANRRDO Skills Needed for Future Programs

1. New hire candidates should be informed, at recruitment time, of ANRRDO real-life job responsibilities and requirements in order to reduce false expectations. Successful candidates should have technical, management, communication and negotiation skills.
2. Each ANRRDO with M/PM/FSP assistance should develop a career short- and long-term training plan. Long-term training or a Reverse Joint Career Corps (RJCC) assignment could be scheduled upon rotation to A.I.D./W. Planning for long-term training or RJCCs normally requires at least 18 months lead time. In-service training is needed to be able to analyze, plan and manage A.I.D. programs. Needs include state-of-the-art technical, management, negotiation and communication skills.

I. INTRODUCTION

Over 100 persons participated in the fifth Africa Bureau Agriculture, Natural Resources and Rural Development Officers Workshop, held in Nairobi, Kenya on September 21-23, 1987. Participants included field missions, AFR/TR, AFR/TR/ARD, AFR/PD, AFR/DP, AFR/PRE, PPC/CDIE, PPC/PDPR, PPC/WID, M/PM/FSP, BIFAD, REDSO/ESA, S&T/AGR, S&T/RD and S&T/FENR. The Directors of AFR/TR and AFR/PD fully participated. Non-A.I.D. organizations participating included USDA/OICD, U.S. House Committee on Agriculture staff, U.S. Peace Corps, International Agricultural Research Centers, Regional and/or Kenya-based development centers, several NGOs/PVOs and U.S. universities.

WORKSHOP THEME AND SUB-THEMES

The workshop was focused around "The Role of Agriculture, Natural Resources and Rural Development Officers in the Future Africa Bureau Development Programs."

Three sub-themes with complementary workshop objectives are shown below:

Sub-Theme One: U.S. Public and Congressional Interest in A.I.D.'s Agriculture, Natural Resources and Rural Development Programs in Africa

- Objectives:
1. To examine and assess planned Africa ANRRD programs and influencing legislation;
 2. To define how ANRRDOs can participate in A.I.D.'s development communication;
 3. To define needs for data and use of evaluation/monitoring systems;
 4. To discuss implications of the ARDN program focus; and
 5. To identify ANRRDO skills needed for future ANRRD programs.

Sub-Theme Two: Priorities of A.I.D.'s Agriculture, Natural Resources and Rural Development Programs

- Objectives:
1. To discuss A.I.D./W and field perspectives of Bureau programs with reference to roles and relative strengths of PVOs, private sector and public institutions; and
 2. To examine ICRAF's program, recent research and potential links with Africa Bureau Mission programs and projects, as a key resource to help integrate natural resources and agriculture.

Sub-Theme Three: Organizing A.I.D.'s Personnel Resources for Program Implementation

Objective: To become aware of current A.I.D. personnel issues.

WORKSHOP PARTICIPATION/ORGANIZATION/STRUCTURE

In addition to the broadbased participation and timeliness of the workshop content, the organization and structure of the workshop contributed to its success. The overall conference ratings ranged largely between a 4.0 and 4.5 on a 5.0 scale (see Section VI and Appendix F for evaluation summary and complete report). Interaction and participation were stressed in the workshop design. Short panel presentations (often with visuals to stimulate thinking) were followed by questions, answers and open discussion from the floor. Kenneth Prussner and Norm Sheldon, AFR/TR/ARD provided overall workshop direction, leadership and coordination. Janet Poley of USDA/OICD facilitated the meeting. She helped in establishing work and procedural norms, briefed and assisted facilitators and moderators, oversaw workshop administration and assembled this report. Millie Konan, USDA/OICD contractor to AFR/TR/ARD, provided organization and communication services in A.I.D./W prior to the meeting.

Four discussion groups, mixing A.I.D./W, USAID field and other organization attendees brainstormed issues and problems and narrowed possible solutions to specific recommendations for presentation to the plenary on the final day.

The addition of an Open Plenary Session, with frank and direct sharing and contrasting of views, contributed to the collegial learning environment that characterized the meeting.

Workshop administration and logistics were ably handled through the assistance of USAID/Kenya, particularly with the help of John Thomas prior to and during the workshop and the competent secretarial staff in the USAID Agricultural Development Office. Ruth Singer, contractor hired by the USAID/Kenya, ably handled a variety of administrative and logistic details.

TABLE 1: SUMMARY WORKSHOP SCHEDULE

SEPTEMBER 21-23, 1987

Saturday (Sept. 19)	Sunday (Sept. 20)	Monday (Sept. 21)	Tuesday (Sept. 22)	Wednesday (Sept. 23)	Thursday (Sept. 24)
<p><u>A.M.</u></p> <p>Finalize Agenda</p> <p>Prepare Notebooks</p> <p>Pre-workshop Administration</p>	<p>Workshop Registration</p>	<ul style="list-style-type: none"> • <u>Opening</u> • <u>Africa Bureau Programs: Future Directions and Challenges</u> (Plenary) • <u>Welcome by Ambassador</u> • <u>ARDN Program Focus</u> (Plenary) • <u>Discussion</u> 	<ul style="list-style-type: none"> • <u>Africa Bureau ANRRD Program: Regional/Field Perspectives</u> (Plenary) • <u>Questions/Answers</u> • <u>Discussion</u> 	<ul style="list-style-type: none"> • <u>Organizing A.I.D.'s Personnel Resources for Program Implementation</u> (Plenary) <p>(Simultaneous sessions for contractor/PASA COPs)</p> <ul style="list-style-type: none"> • <u>Open Plenary</u> 	<p>Cable Preparation (Transmission on Friday, Sept. 25)</p> <p>Complete Administration, Finances, Logistics</p>
<p><u>P.M.</u></p> <p>Finalize Agenda</p> <p>Prepare Notebooks</p> <p>Pre-workshop Administration</p>	<p>Workshop Registration</p>	<ul style="list-style-type: none"> • <u>Update</u> • <u>Questions/Answers</u> • <u>Discussion Groups</u> • <u>Reports from Discussion Groups</u> (Plenary) 	<ul style="list-style-type: none"> • <u>Field Trip to ICRAF</u> 	<ul style="list-style-type: none"> • <u>Discussion Groups</u> • <u>Summary, Recommendations, Evaluation</u> (Plenary) 	<p>Cable Preparation</p> <p>Complete Administration, Finances, Logistics</p>
<p><u>EVENING</u></p>	<p>Moderators and Rapporteurs Meeting</p> <p>Informal Reception</p>	<ul style="list-style-type: none"> • <u>Interaction with Organizational Representatives</u> 			

II. SESSION SUMMARIES

Summaries for each workshop session were prepared by the rapporteurs and include speakers' remarks, questions, answers, and key discussion points from Plenary Sessions.

Discussion groups met twice with the same participants attending both sessions. The first meeting was to brainstorm key problems and issues related to the particular topic. The second meeting included formulating recommendations for the final report. Rapporteurs again captured the essence from both meetings.

WORKSHOP OPENING

The workshop opening was conducted in three phases.

Following participant registration on Sunday, an informal reception was held in the evening to allow people to meet with old and new colleagues without a formal program.

Due to the schedule of the U.S. Ambassador to Kenya, the official Washington workshop opening was conducted first by Kenneth Prussner, Chief, AFR/TR/ARD, and Norm Sheldon, Head, Field Support Branch, AFR/TR/ARD. The official Kenyan Mission welcome followed later in the morning.

Sheldon as Workshop Coordinator from the A.I.D./W perspective, reviewed the theme and sub-themes for the session and explained the rationale for their selection. He noted that workshop attendance was broadened to include a variety of Agency and non-Agency representatives.

Prussner extended his welcome and stressed the importance of the recommendations that the group had an opportunity to make. He said that the timing was such that workshop recommendations could play a real role in shaping future directions for A.I.D. Africa Agriculture, Natural Resources and Rural Development Programs. He followed this introduction with a brief review of actions taken on the 1985 Workshop Recommendations.

Janet Poley, USDA/OICD Workshop Facilitator, explained the meaning of a facilitated session and clarified participant and presenter roles and responsibilities.

Later in the morning the group was officially welcomed to Nairobi, Kenya in a short address by the U.S. Ambassador to Kenya, Elinor G. Constable, who was introduced by the USAID Mission Director, Steven W. Sinding.

SUB-THEME ONE: U.S. Public and Congressional Interest in A.I.D.'s Agriculture, Natural Resources and Rural Development Programs in Africa

SESSION ONE: SUB-THEME ONE: Africa Bureau Programs: Future Directions and Challenges

OBJECTIVE: To examine and assess planned Africa ANRRD programs and influencing legislation

Moderator: Norm Sheldon, AFR/TR/ARD
Rapporteur: William Faught, REDSO/ESA

Panel:

Speaker One: Steve Brent, AFR/DP
Topic: Major Current Concerns

HIGHLIGHTS

Brent outlined three current major A.I.D. concerns:

1. The Presidential Initiative to End Hunger in Africa is intended to stimulate economic growth through policy reform and private sector development. The Initiative emphasizes coordination with other donors, working with the U.S. private sector, and outreach to the American public on Africa's problems.
2. The Fund for African Development is intended to provide greater flexibility in U.S. Africa programs. The Fund will provide \$450 to \$500 million that will not be restricted by the present functional accounts (although there may be a 30% earmark within the fund for population, health and environment).
3. Understanding of Africa ANRRD programs is a key issue between Congress and the Agency. Congress favors programs supportive of environmental concerns, closer consultation with PVOs, and more grass-roots focus. The Agency leans more to program/sector assistance and promoting private institutions in the ANRRD sector.
4. The importance of outreach is also an issue the Agency must address.

RECOMMENDATIONS

Outreach efforts must be strengthened to build public and congressional understanding of Africa's problems and A.I.D. programs. ANRRD officers must play a role in explaining A.I.D. agricultural programs.

Speaker Two: Anita Brown, Congressional Staff Assistant,
House Committee on Agriculture
Topic: House Committee on Agriculture--Views and Attitudes

HIGHLIGHTS

The shared jurisdiction of House Agriculture and Foreign Affairs and Appropriations Committees leads to a very convoluted relationship. However, these groups are supportive of efforts to develop assistance programs in African LDCs but do not support assistance in producing a commodity that competes in world markets with U.S. products. At the urging of commodity groups, legislation has been introduced barring funding for research and development projects for production of agricultural commodities for exporting, if it would harm U.S. exports, i.e., Bumpers' Amendment and appropriation bill language. The commodity groups think the Agency is indifferent to effects on U.S. agriculture and feel that A.I.D. should bring benefits to the U.S. through improved trade.

CONCLUSIONS

The House Committee on Agriculture does not agree entirely with the commodity groups but is not familiar with the work that is being done. The Committee needs contacts in the field to learn of validity of implications for U.S. agriculture. Congress must have good information to write good laws.

RECOMMENDATIONS

It is important for ANRRDOs to help inform staff and members of Congress of development programs and verify successes.

Speaker Three: Carol Peasley, AFR/PD
Topic: Program Versus Project Assistance

HIGHLIGHTS

There is a growing trend toward program assistance that is likely to accelerate. Program assistance is thought to be:

1. More responsive to macroeconomic problems;
2. More directly concerned with policy reform;
3. More responsive to host country priorities; and
4. Less management intensive for A.I.D., although this is far from certain.

It is also the logical outgrowth of a growing skepticism about project assistance in the agriculture sector. Possible reasons for this shift include:

1. The percentage contributions of agriculture to GDPs are low or declining in many countries;
2. Agricultural research sometimes seems to be a bottomless pit. It costs a lot, with few achievements and a seemingly constant need for more and more research; and
3. Agricultural growth is most rapid if proper marketing policies are in place--policy, not technology is viewed by many as the major constraint.

CONCLUSIONS

A new approach is needed. It is important now to: 1) think in more sectoral terms--policy constraints and sustainability must be dealt with, as well as technology; 2) take a hard look at institutional constraints and whether TA is really the most appropriate solution; and 3) do a better job of demonstrating the effectiveness of agricultural programs, i.e., through their impact on production and incomes, not simply inputs and outputs.

RECOMMENDATIONS

ANRRDOs must keep natural resources in perspective. They should not respond to this new program priority solely with traditional, small-scale project approaches. A.I.D. must continue broad sector projects that can influence broad goals of production and income.

Speaker Four: Keith Sherper, AFR/TR
Topic: New Directions for ANRRD Technical Officers

HIGHLIGHTS

ANRRDOs (particularly agriculturalists) are the largest group of technical expertise. They can provide more influence on what A.I.D. does. To do so, increasing attention needs to be given to attaining project and program purposes and broad goals, articulating successes and how these successes relate to achieving the objectives set out by the preceding speakers. These efforts need to be characterized in terms of contribution to financial stability and economic growth, making policy reforms, broadening equity and expanding exports. Trends that we see in the Bureau for achievement of objectives include: 1) coordination of efforts with that of other donors; 2) shift toward program assistance; 3) stimulation of private sector; and 4) new funding approaches.

CONCLUSIONS

The Africa Bureau needs better indicators of change. ANRRD programs are having an impact on policy changes. Institutional development is closely linked to basic objectives being set for sustainable agricultural development. These facts and this story can best be told by the agricultural people involved. They are critical in helping to shape the programs of the future.

RECOMMENDATIONS

Get involved to a greater degree in the overall mission program process and inform others of the congruence of ANRRD programs with overall country objectives and steps that would better align programs with these objectives.

PARTICIPANTS' REACTIONS TO PANEL'S MESSAGE

Questions were raised from the floor as to whether the failure to inform the public and Congress was the fault of field staff or an effort by A.I.D./W to pass the buck. In response it was pointed out that success in outreach is dependent upon Washington and field working together. It was agreed that at present there is deficient organization in Washington designed to help the field people do a more effective job of informing Congress, but that this should be considered. Some efforts are underway to improve and expand reporting. Concern was expressed by some of what appeared to be abandonment of institution building objectives and technology transfer as pillars of A.I.D. programs.

It was expressed that other components of A.I.D. programs could not be successful except in a suitable policy environment. The interrelatedness of technology development and transfer and policy reform was reiterated, but participants recognized that the nature of these relationships must be more validly established.

SESSION TWO: SUB-THEME ONE: Agriculture, Natural Resources and Rural Development Program

OBJECTIVES:

1. To define how ANRRDOs can participate in A.I.D.'s development communications.
2. To define needs for data and use of evaluation and monitoring systems.
3. To discuss implications of the ARDN program focus.
4. To identify ANRRDO skills needed for future ANRRD programs.

Moderator: Kurt Fuller, USAID/Chad
Rapporteur: Fenton Sands, USAID/Uganda

Panel:

Speaker One: Kenneth Prussner, Vice Chair, Agriculture Sector Council
Topic: Status of ARDN Program Focus

HIGHLIGHTS

Prussner suggested that all workshop participants should read the notebook material entitled "The Agricultural Focus--Some Background." He outlined the activities of the Agricultural Sector Council since September, 1986 when the ARDN Program Focus began. One of these activities is to work with the three regional bureaus to better explain what is going on with A.I.D.-financed ARDN efforts.

He indicated that this has been a collaborative effort with help of people from the Office of External Affairs, Capitol Hill, farm commodity groups, NGOs and PVOs.

CONCLUSIONS

This working relationship has set up an excellent process of communication between professionals.

Participants should not continue thinking in project modes, but in terms of ways in which ARDN can be better explained and establish itself.

PARTICIPANTS' REACTIONS TO SPEAKER'S MESSAGE

Question: Why didn't the Statement have a time frame? This is important in understanding development.

Answer: The Statement was not meant to have a time frame but to have indicators of progress and develop improved evaluation and monitoring techniques.

Speaker Two: Gordon Murchie, External Affairs (XA)
Topic: ANRRDO Role in Development Communications

HIGHLIGHTS

1. Changes have been taking place in A.I.D./W to increase communications:
 - A. Domestic Communications: Front Lines is trying to become more reflective of what A.I.D. is doing for U.S. public and Congress and they have started doing short radio and TV spots to give the field more exposure.

- B. International Communications: There is a new Office of International Development Communications which will be working with missions on international development communications strategies in each country along with USIA.
2. Outside A.I.D./W there is only one audiovisual capacity in sub-Saharan Africa to develop media packages which is in Cameroon.
 3. The Africa Writers project has just started to write in-depth stories about A.I.D.'s activities overseas.
 4. XA is working to develop a system to help foreigners get more information about the U.S. U.S. universities offer a unique capability to assist in this effort.

CONCLUSIONS

1. A.I.D. should become more involved in public affairs.
2. International Development Communications will become increasingly important and A.I.D. will be working with USIA to produce country communications strategies.

RECOMMENDATIONS

1. Participants should contact USIA and get involved in the development of the Country Development Communications Strategies to help relate what A.I.D. is doing in the field.
2. In doing the above, think about what people in the U.S. need to know and what types of programs can be developed to communicate with these audiences.

PARTICIPANTS' REACTIONS TO SPEAKER'S MESSAGE

Perhaps we in the field need a clearer picture of what Congress, the public, etc., are asking and how decisions are made in Congress before we (the field) can provide good feedback.

Speaker Three: Paula Goddard, PPC/CDIE
Topic: Evaluation and Monitoring

HIGHLIGHTS

1. The Agency is interested in getting better information for decision-making which involves the strategic use of information, going beyond standard monitoring and evaluation.
2. Emphasis is now being placed on evaluation as a management tool.

3. The strategic use of information means a slightly different approach to monitoring and evaluation, especially in terms of what, where and how data is gathered with a critical focus on assessing project or program effectiveness.
4. Improving the gathering and use of information as suggested before and how to articulate in new handbooks will not be easy.

CONCLUSIONS

The need to change information/communications in A.I.D. is becoming greater, not only for management decision-making, but we have to "tell our story" better to marshal more resources for development.

RECOMMENDATIONS

Field people should review CDIE's improved capacity to gather and disseminate information.

PARTICIPANTS' REACTION TO SPEAKER'S MESSAGE

Question: Can CDIE look at the history of A.I.D.'s development strategy phases to help us plan for the future? What can we learn from these initiatives? This is important to know before we start a new phase.

Answer: CDIE has done reports on some of these phases such as integrated rural development, but has not done a cross-phase analysis. CDIE could do such a study.

Speaker Four: Gerry Cashion, AFR/DP
Topic: AFR Bureau ANRRD Monitoring/Indicators

HIGHLIGHTS

1. Evaluation is becoming increasingly more important.
2. A.I.D./W's problem is they often do not have the information on hand to respond to the great number of questions asked about A.I.D. development activities.
3. "Indicators" may become the new buzzword but there is no agreement yet on what they should be.
4. What is happening is that much more reporting will have to be done on assessing how our foreign assistance is helping people by use of indicators.

5. A few new actions have been taken in A.I.D./W:

A. USDA/ERS is doing an inventory and assessment of all household surveys to establish a baseline for comparison.

B. Cornell University has a Cooperative Agreement to look at what effect policy reforms have on people.

CONCLUSIONS

We cannot avoid the fact that A.I.D. will be required to report more and more on the impact of its programs and projects on people, and not just report on the outputs of these activities.

RECOMMENDATIONS

A.I.D./W needs input on how evaluation can be made better.

PARTICIPANTS' REACTIONS TO SPEAKER'S MESSAGE

People were concerned that criteria for indicators may be developed to suit other than development objectives. The response was that the criteria have not been developed, but indicators must be measurable, assessable and comparable.

SESSION THREE: SUB-THEME ONE: Update

Moderator: Barry Hill, USAID/Lesotho
Rapporteur: D.A. Smith, USAID/Kenya

Panel:

Speaker One: Keith Sherper, AFR/TR
Topic: MADIA and OTA Studies

HIGHLIGHTS

OTA: The Office of Technology Assessment

OTA is, in effect, Congress' evaluation office. It is important in that it influences Congress and legislation.

OTA recently prepared a paper on "Low Resource Agriculture in Africa." The report is expected to be out in November.

A.I.D., including Africa Bureau, has commented on the draft report. A major concern identified the unbalanced emphasis on local development without adequate consideration of national needs and constraints.

With regard to the study, everyone agrees that village development, PVOs and reduced dependence on imported agricultural inputs are important, but we must also address some additional macro issues, including, but not limited to, institutional development, adaptive research and policy change.

MADIA: Managing Agricultural Development in Africa

The World Bank analyzed the efforts of eight donors' (including the U.S.) agricultural assistance programs in six countries. It examined the effectiveness of two decades of donor assistance.

Uma Lele is doing a synthesis this year with a follow-up conference planned in April.

Findings include: 1) the necessity of sustained support; 2) the need for technical competency; and 3) identification of a U.S. comparative advantage in participant training.

CONCLUSION

Studies and assessments are important in assisting us to improve our performance.

MADIA was particularly useful in that it provides information on comparative donor approaches to development and A.I.D.'s own patterns over time.

PARTICIPANTS' REACTIONS TO SPEAKER'S MESSAGE

A.I.D. needs to do its own analytical work; don't rely on others like the World Bank to do it.

While MADIA was useful, it did not measure impact; it did not go beyond output.

Speaker Two: Carol Peasley
Topic: Women in Development

HIGHLIGHTS

The Africa Bureau has had a poor reputation on Women in Development accomplishments.

- A Working Group was created in April, 1987.
- An Action Plan was approved on May 19, 1987.
- The plan is focusing on four areas:
 - Training to sensitize and strengthen skills, including importance cable, Gender Workshop, continued training, Mission Directors conference;
 - Program development and review (developing guidelines based on LAC Bureau publication by the International Center for Research on Women);
 - Research/monitoring and evaluation (identify high priority research agenda, including impact of policy reform on people); and
 - Project initiatives (small enterprise women's activities, target of 35-40% for human resource development).

CONCLUSIONS

Africa is making progress.

RECOMMENDATIONS

More is happening in Africa than is known and the Bureau must report accomplishments more effectively.

Speaker Three: Cal Martin, AFR/TR
 Topic: Special Program for African Agricultural Research

HIGHLIGHTS

1. In October, 1985 the World Bank began an initiative to strengthen national agricultural research through networking.
2. Members are: World Bank, ADB, CEC, FAO, IDRC, IFAD, UNDP, U.S., France, U.K., Canada, Belgium, Australia, Denmark, Federal Republic of Germany, Italy, Japan, The Netherlands, Norway, Sweden, and Switzerland. Ford and Rockefeller Foundations also participate.
3. Semiannual meetings are held in Paris and Washington.
4. There are currently 68 research networks in Africa (14 are informational, 20 scientific collaboration, 34 collaborative research).
5. Fourteen of the collaborative research networks were selected for possible supplemental funding.

6. Network Coordinator (donor-financed) and Steering Committee (actual researchers) are responsible for developing requests for possible supplemental funding.

CONCLUSIONS

Research is important and networking allows less developed systems to participate in achievements.

PARTICIPANTS' REACTION TO SPEAKER'S MESSAGE

Issues were raised about the buy-in opportunities and returns and whether coordinator will be continued. Bureau plans to continue support for networking and coordinator.

SUB-THEME TWO: Priorities of A.I.D.'s Agriculture, Natural Resources and Rural Development Programs

SESSION ONE: SUB-THEME TWO: Africa Bureau ANRRD Program: Regional and Field Perspectives

OBJECTIVE: To discuss A.I.D./W and field perspectives of Bureau programs with reference to roles and relative strengths of PVOs, private sector and public institutions.

Moderator: Jim Beebe, USAID/Liberia
Rapporteurs: William Faught, REDSO/ESA
Peter Weisel, USAID/Kenya

Panel:

Speaker One: Keith Sherper, AFR/TR
Topic One: Overview Issues: Washington Perspective

HIGHLIGHTS

The House Bill emphasizes equity, income distribution, women in development, maintaining and restoring natural resources in ways that increase agricultural production. It includes not only what to do, but how to do it:

1. Small-scale, affordable, resource conserving, low-risk and appropriate technology;
2. Developed in close consultation with local people;
3. Carried out using African NGOs and U.S. PVOs; and

4. Concentrate activities on agroforestry, small-scale farms and gardens using regenerative techniques.

Training is to focus on primary education and basic literacy. It directs that 10% be earmarked for natural resources, 10% for population and 10% for child survival/health.

AFR/TR underwent organizational changes in June, 1986 and began making further changes in June, 1987, including abolishment of the Engineering Division (the function now rests with REDSOs and contractors). The Office of Emergency Operations was abolished and locust control and FEWS activities shifted to TR. A third branch, called Natural Resources, was created in ARD. ARD will become Agriculture and Natural Resources.

The trends outlined under Sub-theme One and State 276529-Assistance to Small Countries are being reviewed.

CONCLUSIONS

There will be a continued emphasis on paring down, fewer new starts and greater focus. There will be continued efforts to improve management of PL 480 and local currency generation. There will be a greater effort to work with PVOs and continued emphasis on drought preparedness and child survival, particularly in countries where targets have been established and results reported to Congress. The AIDS disease will be a critical element and will absorb some resources.

Speaker Two: John Balis, USAID/Cameroon
Topic One: Overview Issues: Field Perspective

HIGHLIGHTS

There is slow but positive progress evidenced by returning trained participants, improved knowledge of resource base, established system for generating improved varieties, improved data bases and area sample frames in some countries, as well as better economic analyses.

ADOs' limited time is wasted by requests for repetitive reports and uninformed "experts" giving directions on how development should be done. In spite of established guidelines for successful development, ADOs have been forced to take action and have made progress.

Speaker One: Cal Martin, AFR/TR
Topic Two: Agricultural Research: Washington Perspective

HIGHLIGHTS

The Plan for Supporting Agricultural Research and Faculties of Agriculture in Sub-Saharan Africa was adopted in May, 1985. Countries are categorized

as technology producing or technology adapting and work is focused on eight commodities. Assistance is proposed in developing established networks. Research has to be a long-term effort and although policy reform and input and marketing services are necessary, research is an essential complement for agricultural development. Resources for developing research include:

1. Bilateral programs;
2. Faculties of Agriculture in selected countries;
3. Collaborative research networks; and
4. International Agricultural Research Centers.

CONCLUSIONS

Some efforts are beginning to pay off. Bilateral support is essential and is required for:

1. In-country research;
2. Producing guidance to national scientists, including experts with whom they can discuss problems;
3. Travel to regional and international meetings; and
4. Developing models for the private sector.

RECOMMENDATIONS

ADOs should provide information on outcomes of research activities for peer review and congressional consideration.

Speaker Two: Donald Brown, USAID/Zaire
Topic Two: Agricultural Research: Field Perspective

HIGHLIGHTS

Policy reform, economic stabilization and infrastructure development are necessary for sustained economic growth. In developing countries, growth comes from agriculture and agricultural growth requires an availability of acceptable technology. Basic technology was available in Zaire for adaptation and refinement and major increases in yield have been achieved. However, sustainability is the final issue. Research must continue as a public sector activity. Weak governments and economies necessitate donors choosing:

1. To develop cost-effective systems complete with ironclad guarantees that governments will continue to fund at PACD;

2. To develop cost-effective systems and fund as long as possible; or
3. To do no research and hope some other source of technology can be found.

CONCLUSIONS

Research cannot be looked at as a simple technical issue. There is a need to consider fundamental relationships and policies, including fiscal policy and donor coordination.

RECOMMENDATIONS

To deal with research, ADOs must become involved in fiscal and budgetary policy reform.

PARTICIPANTS' REACTIONS TO SPEAKER'S MESSAGE

Question: How can U.S.-sponsored research programs get other donor support?

Answer: The collaborative program in Cameroon was noted where the World Bank, the French and Belgians along with direct support from the Canadians is ongoing for several regional networks.

Question: What is the potential role of the private sector in research?

Answer: In most LDCs, there is little current opportunity for profit-making research activities and research must continue primarily as a public activity.

Question: What are the roles for hybrids and biotechnology?

Answer: The absence of a viable hybrid seed producing organization eliminates this possibility in most countries; biotechnology studies are underway, but benefits will not be realized for 20 years.

Question: What is the role of livestock?

Answer: The U.S. has no unique or special expertise in this field, but successful development programs in most countries require incorporating livestock. The longer we delay including and addressing the livestock issue, the longer it will take to develop successful programs.

Question: How does A.I.D. set research priorities?

Answer: Priorities are often set by availability of funds or by host countries. Scientists often have little involvement.

Speaker One: Kenneth Prussner, AFR/TR/ARD
Topic Three: Faculties of Agriculture: Washington

HIGHLIGHTS

Prussner is the lead person in AFR Bureau ANRRD program planning in terms of A.I.D.'s role related to faculties of agriculture.

Two papers of significance related to this include: a) Plan for Supporting Agricultural Research and Faculties of Agriculture in Sub-Saharan Africa; and b) Strengthening African Agricultural Research and Faculties of Agriculture (SAARFA Project).

Because of the need to review A.I.D.'s experience related to agricultural universities and faculties of agriculture, PPC is funding a review of assistance including Africa which focuses on universities in Nigeria, Malawi, Sierra Leone and Morocco.

The Bureau plan differentiates between technology adapting and technology producing countries. The focus is on the latter, where emphasis is in graduate studies and narrowing in on specific disciplines.

CONCLUSIONS

The plan related to Faculties of Agriculture is an important part of the ANRRD program. Much remains to be learned and done in this area.

Speaker Two: Ken Lyvers, USAID/Uganda
Topic Three: Faculties of Agriculture: Field Perspective

HIGHLIGHTS

The Manpower for Agricultural Development Project (MFAD) in Uganda is designed to assist the Ministry of Agriculture and Makerere University to address critical constraints in institutional support and implementation of activities in research, extension and training. A principal focus has been Makerere University Faculty of Agriculture and Forestry (as well as selected research stations and university farms).

At one time, Makerere University was a center of excellence in East Africa, but this is no longer the case. During the 1960s, the University had an average of 70 postgraduate students, while today there are seven.

Recent efforts have been made to assess how A.I.D. resources can be effectively used to strengthen the faculty's training, research and extension capabilities.

CONCLUSIONS

A central conclusion of the assessment of the Uganda situation was that using A.I.D./W SAARFA funds to strengthen one department in the Faculty of Agriculture with a regional focus is a sound concept. In this context USAID/Uganda is considering assistance to either the Department of Agricultural Economics or Crop Science. Also, bilateral MFAD project funding will focus efforts on food crop research and upgrading the faculty.

Speaker One: Abdul Wahab

Topic Four: Natural Resources: Washington

HIGHLIGHTS

Wahab discussed the historical background of the Bureau's Plan for Supporting Natural Resource Management in Sub-Saharan Africa, approved in February, 1987.

The fundamental causes of environmental degradation include population growth, economic stagnation and declining per capita agricultural productivity.

With respect to the environment, there is a) a decline in biological diversity; b) soil erosion and decline in soil fertility; c) vegetation loss; d) surface and groundwater degradation; and e) coastal resources degradation.

The Plan for Supporting Natural Resources Management focuses on integrating natural resources with agricultural development and concentration of resources in soil and vegetative management, water resources management and biological diversity.

CONCLUSIONS

A.I.D./W and the Field have a joint responsibility to:

1. Continue to integrate natural resources into the portfolio;
2. Increase local currency support to natural resources activity;
3. Identify and develop projects; and
4. Increase collaboration.

Speaker Two: Marion Ford, USAID/Sudan
Topic Four: Natural Resources: Field

HIGHLIGHTS

Earlier this fiscal year USAID/Sudan authorized a major project for natural resource management. The following factors led to this initiative:

1. Most of Sudan falls under arid/semiarid subregions of sub-Saharan Africa. The environmental degradation in Sudan is a manifestation of abuse of natural resources.
2. The World Bank has taken the lead in conducting an assessment of the forestry sector--one of the main factors related to resource management. USAID supports this assessment and its conclusions. A five-year development program emphasizes the conservation of existing wood supplies through management in the efficiency of charcoal production, effective protection of existing forest resources, establishment of new fuelwood resources through low-cost technologies, and agroforestry and industrial forest management.

CONCLUSIONS

This program and other related resource management efforts are and will continue to be supported by USAID/Sudan.

Speaker Three: David Gibson, REDSO/ESA
Topic Four: Natural Resources: Regional

HIGHLIGHTS

1. Natural resources management is not new to the region or the Agency. There is a great deal of project-level natural resources activity in the region, particularly in the highlands.
2. However, A.I.D.'s involvement has been recent, but traditionally wider than the Sahel. There is no positive or negative documentation and even worse there are no CDIE case studies in natural resources.

We are just now gaining enough insight into program results, and policy is dependent on programming of project results.

3. Integrating natural resources means sustainable agriculture dependent on stable natural resource base, but also natural resources offer real potential for off-farm income generation in densely populated areas.
4. Renewed interest and congressional pressure make now an excellent time to look for opportunities and while NRMS does not finance new starts it does facilitate designs, assessments and training opportunities.

CONCLUSIONS

1. Project experience can be integrated into programs and policy.
2. We need now to analyze the results to apply in program decisions.
3. Off-farm income offers another aspect to sustainable agricultural production.
4. REDSO and NRMS can help support field efforts.

SUB-THEME THREE: Organizing A.I.D.'s Personnel Resources for Program Implementation

SESSION ONE: SUB-THEME THREE: Personnel Resources

OBJECTIVE: To become aware of current A.I.D. personnel issues

Moderator: Robert Armstrong, REDSO/ESA
Rapporteur: Cheryl McCarthy, USAID/Zaire

Panel:

Speaker One: James Falconer, M/PM/FSP
Topic: A.I.D. FSP

HIGHLIGHTS

Falconer reviewed information related to the following: EERs and role in advancement; retirement FRS deadline; tandem couples; assignment board schedules; time in class precepts; development of new FSN branch in FSP, Inspector General finding and pursuing cases of fraud, waste and management and profiles of new hires and levels.

CONCLUSIONS

FSP is concerned with the best use of existing resources, resulting in a greater burden on the flexibility of BS 10 and 14. It is currently a tighter market so A.I.D. is selecting applicants with higher qualifications (80% have PhDs, ABD or two MS). Tandem couples are faced with growing placement problems. TIC regulations are similar to State, but at grades below FS1, A.I.D. is more liberal.

RECOMMENDATIONS

Tandem couples need to give thought to career development of both and consider possibility and difficulty of obtaining LWOP approval.

Speaker Two: Kenneth Prussner, AFR/TR/ARD
Topic: AFR Bureau

HIGHLIGHTS

AFR/TR/ARD works through EMS' one vote on assignment panel. Employees need to state desired onward assignment. The Mission Director and ARD are involved in discussions.

The COAR puts request formally on record, but do not ask for an assignment which is not on the list.

Interpersonal skills and adaptability are very important to the assignment process.

FSN and other alternatives are becoming increasingly important alternatives to U.S. Direct Hires.

RECOMMENDATIONS

Advise acquaintances interested in new hire positions to send in SF 171 and keep sending revised ones. They should not assume that when openings occur the SF 171 will still be on file.

Speaker Three: Wayne Nilsestuen, USAID/Senegal
Topic: Large Mission Perspective

HIGHLIGHTS

The workload seems excessive in view of human resources, process and management concerns. Management competes with substance. Major issues revolve around the use of FS staff and alternatives. A.I.D. needs to be concerned with the existing cadre and upgrading its skills in order to adapt to continually shifting priorities (interpersonal, management, software for project management). A.I.D. needs to make better use of existing skills, maintaining precepts of flexibility and mobility between BS 10 and BS 14. There is a need for a network for Africa (non-FSO) consisting of a cadre of well-known, trusted professionals ADOs can call on. The JCC is an innovative alternative to maintaining technical expertise in U.S. Direct Hire.

CONCLUSIONS

It is important not to engage in fads in recruitment, but rather to look to long-term, mainstream needs. A.I.D. should maintain the traditional mix of technical and social skills. There is a need to recruit high quality people, stressing academic excellence and experience. Barriers should be removed between BS 30 and BS 10/14 in assignments.

Speaker Four: Arnold Radi, USAID/Malawi
Topic: Small Mission Perspective

HIGHLIGHTS

There is a limit to the amount of expertise any one officer can possess. In a small mission, other resources must be made available.

Credibility with Host Country officials is lost when one person is the ANRRD officer, WID officer, Environmental officer and Food for Peace officer, and when expectations and lack of human resources require ANRRDOs to be "expert" in areas beyond their qualifications. If the Bureau is serious about natural resources, all missions need expert assistance.

CONCLUSIONS

Although small missions can cope with increasingly broad demands by use of PSCs and PVOs with some expert help in FPP, it is insufficient for greater policy level dialogue. The field needs proper resources for new areas.

RECOMMENDATIONS

Do not make ANRRDO jack-of-all-trades and master of none. If expertise is not available we should not do it.

PARTICIPANTS' REACTIONS TO SPEAKER'S MESSAGE

Considerable floor discussion focused on JCC and reverse JCC assignments. Several participants shared their experiences in attempting to undertake reverse JCC positions as well as difficulty in getting long-term training. The panel emphasized the importance of planning well in advance (at least one year ahead) for consideration for these activities.

SESSIONS CROSS-CUTTING WORKSHOP SUB-THEMES

The Open Plenary Session and the Four Discussion Groups cut across the three sub-theme areas for the workshop.

SESSION: Open Plenary

Moderator: Mike Fuchs-Carsh, USAID/Rwanda
Rapporteur: C. McFarland, USAID/Kenya

Purpose: The Open Plenary was included in the program as an opportunity for participants to raise questions and issues not addressed in the more structured part of the program. However, issues were to relate to the main workshop theme and sub-themes.

HIGHLIGHTS

1. "Strategic Considerations Influencing International Agricultural Development to the Year 2000 and Beyond"

Dr. William Furtik, S&T/FA presented two new ideas that he felt should be included in ADO's terminology: Strategic Planning (SP) and Systems Constraint Analysis (SCA). He explained that CGIAR was using these concepts in developing their long range plans and budgets. The SP process is being used to project to the year 2000 certain general assumptions--such as the need for technical information--and includes expected trends and their use in preparing budgets and programs.

He provided the following set of Strategic Considerations for workshop thought and consideration:

General Assumptions

1. Integration toward a global economic community will continue.
2. There will be no major global interruptions.
3. New technology development/utilization will continue to require 10 years or more.
4. Trends will not affect countries and regions uniformly.

Expected Trends

1. Industrial countries will pursue global reductions in agricultural subsidies, free trade and export driven policies.
2. Agricultural production will increase more rapidly than consumption causing downward pressure on prices.

3. Increased LDC income and lower real cost of food will increase consumption of meats, fruits, vegetables, sweeteners and edible oils leading to more proportionate use of cereals for feed and fodder.
4. Technology, largely developed by the private sector--biotechnologies, information systems, simulation models, systems analysis and computer-based management systems--will increase efficiency, productivity and competitive advantage of industrial country farms more rapidly than LDCs.
5. As a result, comparative advantage and efficiency will become of paramount importance to LDCs.
6. Modernization of LDC agriculture will accelerate as predominantly elderly farmers retire and are replaced by younger, better educated and less tradition-bound successors.
7. Farm size will increase and the labor force will shift off-farm as inputs and value added products increase and as a consequence of urbanization.
8. Industrial country environmental movements will force more attention on reducing chemical inputs, desertification, deforestation, loss of wetlands, salinization, erosion and other degradation of the resource base. This will increase research and development directed at marginal lands.
9. Increased demand for petroleum-derived hydrocarbons for energy, industrial feed stocks and other uses will make plant-derived hydrocarbons cost-competitive through use of biotechnologies.
10. Cash crops will increase in importance relative to food crops.

Implications for Aid

1. Increased need for monitoring, analysis and forecast on impacts of trends for individual countries.
2. Policy dialogue will be forced to accommodate domestic desires regarding subsidies, free trade and environmental issues.
3. Greater program emphasis on livestock, feed, forage, agriculture fruits, vegetables, cash and energy crops, and private sector linkages for major crops.
4. Technological changes and diversification will result in new and increased requirements for training and institutional development.

5. Private sector dominance in technology development and diffusion for major commodities and inputs through partnerships between multinationals and local concerns will change the emphasis of public sector institutions. They will emphasize provision of physical and institutional infrastructure, testing technologies and acting as honest broker between private sector firms and farmers, as facilitators, regulators and developing site-specific production practices and minor crop technical packages.
6. USAID technical assistance will shift from long-term to developing linkages, networks and other collaboration among LDCs, DCs and the public and private sector.

Program and Budget Adjustments

1. Reduced use of long-term TA.
 2. Increased training.
 3. Proportionate increase in use of FSN staffing.
 4. Increased TDY from private sector with USAID providing more logistical than financial support.
 5. Increased analytical effort.
2. "Realism of President's Goal to Eliminate Hunger in Africa by the Year 2000"

The general view was that agricultural production could increase and therefore address the hunger issue, if the proper incentives were in place. However, weather could potentially greatly affect production and increased production technology must be transferable. The participants thought that the President's program would basically depend upon the resources the U.S. was willing to put into the initiative. The importance of fostering trade relationships and improving African country-to-country coordination were suggested as important dimensions for meeting the goal.
 3. "Role of Social Scientists in ANRRD Programs"

While there was considerable discussion of the issue, with a range of views from involving social scientists more in these programs to less, there was no consensus.

4. "Policy Reform"

The group saw policy changes as essential for institutional and country development, but suggested that the efforts should be focused on policy development and policy dialogue, not policy reform in and of itself. The group wanted it stressed that policy development is an ongoing process at all levels and not something that can be turned on and off. The importance of economic viability as a supportive floor for policy reform and dialogue was pointed out.

5. "Impact of AIDS"

The group wanted it noted that the AIDS disease is impacting programs and personal lives. Certain missions are experiencing difficulties in recruiting qualified personnel due to lack of accurate understanding of the ways in which the AIDS disease is spread. Several individuals pointed out that A.I.D. staff serving in posts with high AIDS rates, are experiencing difficulties in obtaining insurance and are often required to pay considerably higher rates.

DISCUSSION GROUPS

INTRODUCTION

Discussion groups met twice during the workshop. On the first afternoon each of the four groups explored the problems, issues, concerns and opportunities associated with their question. On day three discussion groups met again to formulate recommendations to the workshop on each topic.

DISCUSSION GROUP A

Topic: What is the ANRRDO Role in Educating the Public about the ANRRD Program?

Moderator: Day One: John Balis, USAID/Cameroon
Day Two: Wayne Nilsestuen, USAID/Senegal
Rapporteur: W. Phil Warren, USAID/Somalia

HIGHLIGHTS OF DAY ONE: EXPLORING THE ISSUES

1. Competition with other U.S. Government Agencies, as well as with other disciplines within A.I.D. makes communicating important.
2. There is a need to improve communication with Congress and the general public, particularly lobby groups such as PVOs and the farm lobby. We need to identify our audiences.
3. The role/responsibility of the ANRRDO to educate the public on A.I.D.'s programs needs to be defined.
4. Clear communication requires defining the message we need to communicate to each audience-anecdotes vs. present reports.
5. The question of "how" to reach these audiences effectively is important.

AGREEMENTS REACHED ON DAY THREE

Two issues require attention:

1. Define who is responsible for communicating the message.
2. Define the message(s)
 - Africa is unique
 - A.I.D. development assistance is working.

RECOMMENDATIONS TO THE CONFERENCE

1. Field officers should be encouraged to visit their congresspersons and staff.
2. A.I.D./W should develop a clear model for anecdotal reporting.
3. A.I.D./W should assess the consequences of the Bumpers' Amendment (restrictions in the legislation) and develop an answer for the case in Africa.
4. A.I.D./W should provide guidance on how/what field personnel can do to inform/educate the public.

DISCUSSION GROUP B

Topic: How Can Evaluation of African ANNRD Programs be Improved and What Indicators Should be Used?

Moderator: Donald Brown, USAID/Zaire
Rapporteur: Tom Hobgood, USAID/The Gambia

HIGHLIGHTS OF DAY ONE: EXPLORING THE ISSUES

1. Missions need a strategic information plan.
2. Information should be viewed as input and output: we are building capacity within host countries to develop and manage information systems for decision-making.
3. Monitoring and evaluation is not academic research.

The goal should be to develop a multipurpose, multiaudience information system, if possible.

If we want to measure impact, primary data collection is still needed which takes time and is expensive.

The following ideas were discussed as possible solutions:

1. Do not select too many indicators--choose the ones that provide the most information, are reasonable and can be used.
2. Use the Agricultural Focus Statement as a guide.
3. Use existing sources of information--statistical services of host countries, World Bank, FAO, etc.

4. Draw on the work PPC has done on low-cost information systems. Methods exist, but are not being used by the field.
5. Use proxies to measure some of the indicators.

Other issues discussed included:

1. What indicators can be used to measure A.I.D.'s effectiveness when other activities are going on in the same environment?
2. The importance of evaluation to A.I.D. goes through phases--sometimes important, sometimes not. This has made it difficult to effectively trace lessons learned.
3. The quality of evaluations vary and different approaches and methods are used. The evaluation plans submitted to A.I.D./W are often only a schedule with no discussion of why they are being done or how they contribute to knowledge about the mission's strategic objectives. Evaluation officers often provide little guidance as to how evaluation process should be undertaken.

RECOMMENDATIONS TO THE WORKSHOP: DAY THREE

1. Agricultural and Natural Resource Sector assessments should be conducted in A.I.D. countries to provide baseline data and program planning information.

The Bureau, with assistance from S&T, should identify good sector assessments and synthesize methodology to recommend to other missions from these.
2. A.I.D./W and REDSOs should be staffed and prepared to provide assistance in conducting these assessments. At present, assistance available is limited, particularly from REDSO/WCA where it is nonexistent.
3. Without quality baseline data, A.I.D.'s ability to encourage continuity and systematic application of knowledge is limited.

In addition to recommendations related to their discussion group topic, Group B recommended the following to the workshop:

1. The new focus statement and the Bureau's Private Sector Development Strategy are intimately linked and mutually reinforcing. Most agriculture and natural resources activities have direct policy reform implications and are associated with policy development. ANRRDOs should continue to play a crucial role in designing, implementing and monitoring the impacts of policy reform activities.
2. Policy reform should be seen in the context of policy development. Conditioned money alone will not buy effective sustained policy change. Policy development is a long-term process and involves developing indigenous monitoring and analytical capacity.

3. A.I.D./W and Congress ask the field to undertake worthwhile activities, but often without a realistic assessment of the management implications--for example, managing numerous microprojects through PVOs, building host country capacity through ID activities and spending more time in the field. A.I.D. needs to do a better job of communicating the realities to Congress and should continue to geographically limit and focus its activities.
4. A.I.D. should establish a system for facilitating congressional visits.

DISCUSSION GROUP C

Topic: What Are the Institutional Problems of Integrating Natural Resources Into Agriculture and Rural Development Programs?

Moderators: Ernest Gibson, USAID/Niger
Mike McGahuey, AFR/TR/ARD

Rapporteur: Diana McLean, ISNAR

RECOMMENDATIONS TO WORKSHOP (COMPOSITE OF DAYS ONE AND THREE)

1. Missions should build a constituency in the host country for integrated program development. Ways to do this include:
 - Promoting donor coordination;
 - Revising education curriculum; and
 - Identifying opportunities to integrate natural resources into existing agricultural programs including development of NGO and host country advocacy capabilities.
2. Missions should help to promote host country institutional structures and develop human resources that facilitate the integration of natural resource concerns with agricultural activities. Ways to do this include training, technical assistance and funding.
3. A.I.D. should increase its capability for the analysis of issues, programs, project development and management. This includes:
 - Training A.I.D. in cross-sectoral disciplines;
 - Identifying where linkages lead to sustainable agricultural development; and
 - Promoting project coordination.

DISCUSSION GROUP D

Topic: What ANRRDO Skills are Needed for Future Programs?

Moderator: Tracy Atwood, USAID/Mali

Rapporteur: John Thomas, USAID/Kenya

RECOMMENDATIONS (INCLUDING DAYS ONE AND THREE)

1. Candidates should be informed at recruitment time of ANRRDO job responsibilities, requirements and frustrations. A.I.D. recruiting should help candidates understand what is required. Highly trained technical persons should understand they may not be able to pursue their scientific interests.
2. Recognizing that agricultural development is a dynamic field, it is recommended that ANRRDOs be entitled to long-term training.

Personnel Management should prepare a detailed career development training plan. A.I.D./W should explore adding the long-term training entitlement to the personnel precepts that mandate a Washington tour after eight years. In the context of long-term training, A.I.D./W should promote/facilitate opportunities such as RJCC.

3. In-Service Training Needs for Existing Staff to Manage A.I.D. Programs include:
 - Management skills;
 - Expanded state-of-the-art technical review;
 - Updates on current Agency thrusts or topical issues, i.e., policy reform/institutional reform, private sector, natural resources;
 - Communication skills to improve writing and presentation;
 - Management information skills for quantitative analysis; and
 - Long-term training in appropriate skills.
4. For the long term, A.I.D. needs to recruit ANRRD officers who have skills in the following areas:
 - Technical skills; and
 - General skills (managerial).

The technical skills are needed to decide what to do and how to do it. The managerial skills are needed to administer what is decided.

Managerial skills are the most important of the two. Technical skills are important, but it is more important in A.I.D. to be able to manage technical people and programs. Basic technical skills are a prerequisite to entry.

An ANRRD Officer must use flexibility in applying his/her skills in these two areas.

I. Technical Skills

- General background and experience in agriculture/rural development and/or natural resources.
- Basic scientific background (knowledge of scientific methods).
- Ability to relate this process to the client--application.
- Ability to think in a systems perspective.
- Socioeconomic skills to assess trade-offs.

II. General Skills (These skills are highly desirable. The candidates who grade highest in these skills should be hired.)

- Interpersonal skills.
- Communication skills, i.e., information management (collect, analyze, package and communicate information), ability to write and speak articulately and also to listen.
- Resource management skills.
- Evaluation skills.
- Conceptualization skills (vision) and the ability to articulate these ideas.
- Computer skills.
- Negotiating skills.
- Cultural awareness.
- Flexibility and ability to deal with complex and changing priorities, situations and inordinate detail (survival skills).

III. INTERACTION WITH ORGANIZATIONAL REPRESENTATIVES

Rapporteur: Greg Booth, AFR/TR/ARD

INTRODUCTION

A feature of the 1987 ANRRDO Workshop was an evening session providing an opportunity for participants to interact individually and/or in small groups with key representatives of a number of international organizations with services to offer Africa Programs.

SESSION OBJECTIVE

To provide an opportunity for ANRRD Officers to meet: 1) Kenya-based NGOs and PVOs; 2) Kenya-based International Organizations; and 3) other International Programs and Organizations relevant to ANRRD development programs in Africa.

ORGANIZATIONS PARTICIPATING

Twenty organizations were represented and provided visual displays, handouts and organizational representatives to interact with participants during the (more than two-hour) session.

INTERNATIONAL RESEARCH CENTER PARTICIPANTS

1. International Council for Research in Agroforestry (ICRAF).

Headquarters are located in Nairobi, Kenya. (See Chapter IV of this proceedings for more detailed description of ICRAF mission, activities and services.)

Contact: Dr. Bjorn Lundgren
ICRAF
P.O. Box 30677
Nairobi, Kenya
Telephone No. 29867
Telex No. 22048

2. Centro Internacional de Mejoramiento de Maiz Y Trigo (CIMMYT).

Headquarters are located in Mexico. The field liaison office is based in Nairobi, Kenya. Other offices are in Lilongwe, Malawi and Harare, Zimbabwe.

As an international research center, CIMMYT offers its own services to national and mission programs within the region. These include:

- Specialists in agricultural economics, plant breeding and agronomy.
- Coordinates exchange of technology and germplasm with respect to wheat and maize.
- Monitors and evaluates maize and wheat research.

Contact: Dr. P. Ananda
CIMMYT Economics Program
East and Southern Africa
P.O. Box 25171
Nairobi, Kenya
Telex No. 22049 ILRAD
Telephone No. 5920654, 592206

3. International Potato Center (CIP).

Headquarters are located in Peru. Aims to improve potato cultivars and adapt them to tropical regions, developing genotypes resistant to environmental stress, pests and diseases. Targets of CIP research are propagation of potatoes from seeds rather than tubers and reduction of storage problems and postharvest losses. Its germplasm bank is a major resource for scientists from collaborating national programs.

Contact: Dr. Sylvester Nganga
CIP Regional Director
Tropical Africa Region
P.O. Box 25171
Nairobi, Kenya
Telex No. 22040 ILRAD
Telephone No. 592054/592206

4. International Center for Tropical Agriculture (CIAT).

Headquarters are located in Colombia. Supports bean research aimed at identifying cultivars with superior resistance to diseases and pests, plus high yielding potential. Establishes research links (networks), supports research with FSR perspective and supports short- and long-term training.

Contact: Dr. Roger Kirkby
Regional Coordinator
East African Bean Research Program
P.O. Box 67
DEBRE ZEIT
Ethiopia
Telex No. 2121207 ILCA ET

5. International Institute for Tropical Agriculture (IITA)

Headquarters are located in Ibadan, Nigeria. Provides training; collection, evaluation, maintenance and exchange of genetic materials; multiplication and management of healthy planting materials; screening of crop varieties for pests and drought resistance; testing of appropriate cropping systems and postharvest technologies and information exchange among root crop researchers.

Contact: (Network Coordinator)
Dr. M.N. Alvarez
Chitedze Research Station
P.O. Box 158
Lilongwe, Malawi

6. International Service for National Agricultural Research (ISNAR)

Headquarters are located in The Hague, Netherlands. Offers technical assistance in program planning, policy, organization and management. ISNAR works mainly to strengthen institutional capacity of national agricultural research programs. Services include planning, training and designing research projects and facilities.

Contact: P.O. Box 93375
2509 AJ
The Hague

7. African Cooperative Savings and Credit Association (ACCOSCA)

Provides training, financial management support and leadership for the credit union movement in Africa.

Contact: Mr. Vincent Lubasi
ACCOSCA Executive Secretary
P.O. Box 43278
Nairobi, Kenya
Telephone No. 721944
Telex No. 23176

8. International Center for Insect Physiology and Ecology (ICIPE)

Carries out research related to insect pests, including: ticks and control measures against tick-borne diseases; effect of vaccinations against east coast fever on tick populations; and extension of research on the transmission of theileria parva.

Contact: Director General
ICIPE
P.O. Box 30772
Nairobi, Kenya
Telephone No. 43235

These organizations may also be contacted through REDSO/ESA with respect to assistance with the regional agricultural research networking projects.

Other Nairobi-Based Exhibitors

9. International Union for Conservation of Nature (IUCN)
10. African Wildlife Foundation
11. KENGO
12. Regional Remote Sensing Facility

Other Projects/Programs

13. NIFTAL - Biological Nitrogen Fixing Project--Hawaii-based.
Contact: Dr. Paul Singleton
14. Center for Holistic Resource Management
Arizona, USA

S&T Bureau

15. Office of Nutrition
16. Office of Agriculture
17. Office of Rural Development
18. Office of Energy and Forestry

(Informed ANRRDOs of centrally-funded projects relevant to the African environment.)

U.S. Department of Agriculture/Office of International Cooperation and Development (OICD)

19. Technical Assistance, Training & Research Divisions

Provides full range of agriculture, rural development and natural resources TA and training under RSSA and PASA agreements. Also includes assistance in nutrition economics, food technology and development management.

The International Research Division is involved in worldwide collaborative research activities.

Contacts: Technical Assistance: Arlene Mitchell
Training: Vel Mezaines
Research: Ken Swanburg

Robert Wilson
Africa Program Leader
Office of International Cooperation
and Development (OICD)
U.S. Department of Agriculture
Washington, DC 20250

RAPPORTEUR'S SUMMARY

The rapporteur distributed a short questionnaire to all organizations participating asking them to rank the top priorities as they see them for A.I.D. Eight respondees ranked the following three areas of A.I.D. Africa program topics in priority order: 1) resource management and conservation; 2) technical/agronomic state of the art; and 3) institutional development and socioeconomic concerns.

The questionnaire respondents indicated that A.I.D. could improve its relationship with other development organizations by:

- Continuing to have information exchange "fairs";
- Cooperating with international development agencies;
- Adopting farming systems which include the African farmer;
- Continuing dialogue and interaction with organizations;
- Developing a statement of intent, regarding natural resources use and conservation, followed by clearly identified individuals as contacts; and
- Making a specific effort to critically evaluate the resources available from other development organizations.

IV. FIELD TRIP TO INTERNATIONAL COUNCIL FOR RESEARCH ON AGROFORESTRY (ICRAF)

On Tuesday afternoon, September 22, the workshop participants visited both the ICRAF Field Station at Machakos, as well as the new headquarters building. At the Machakos station D.V. Nair, Agronomist/Soil Scientist provided an introduction and background to the station's history, development and activities. Participants then toured the facilities in four subgroups with individual ICRAF guides.

FIELD STATION AT MACHAKOS

Work at the station includes establishment of research methodology, training, trials and demonstrations. Pure research is not an objective. Extension is not a declared purpose, but, as of last year, researchers have extended technology to surrounding farmers and are learning from them. The station is located on the interface of the semiarid and subhumid regions.

SELECTED TOUR HIGHLIGHTS

The groups visited several trial sites to see and observe the following:

- Work on Living Hedges: This is conducted on specie trials and management techniques. Farmers appreciate both the soil-enriching properties and quality of browse for animals.
- Work on Soil Conservation: Focus here is on improving bench terrace technologies of surrounding farmers. Station has shown that establishment of trees and grasses on contour is longer-lasting and more productive than traditional systems. Trees and grasses are a multipurpose part of the farm enterprises, providing wood and forage.
- Developing Research Methodology: Given limited resources in developing countries for agroforestry research, ICRAF is determining minimum parameters and numbers of measurements required to give reliable research data.

Participants had an opportunity to informally ask questions about the experiments being conducted, and observe developments in this relatively new discipline, including the evolving methods, concepts and approaches.

VISIT TO HEADQUARTERS

Dr. Bjorn Lundgren welcomed the group to the new ICRAF headquarters building located directly outside Nairobi. In his presentation, including slides, he emphasized that ICRAF is a research organization with a global mandate. It conducts work through collaboration with other agencies. ICRAF initiates, stimulates and supports research leading to more sustainable and productive land use in developing countries through integration of better management of trees into land-use systems. Agroforestry is viewed as a tool used in conjunction with crops and livestock for improving LDC farming systems.

ICRAF's work is conducted through a steering committee made up of representatives of various ministries.

Training is carried out as part of the ICRAF's Agroforestry Research Networks for Africa (AFRENA). The AFRENA program has two overall aims:

- To generate agroforestry technologies which address major diagnosed problems of farming systems; and
- To strengthen the capability of national and regional institutions through training in agroforestry research and development methods.

ICRAF emphasizes collaboration, not only with national agriculture research programs, but also with other international agricultural research centers in Africa and other regions, including ICRISAT, ILCA and CIMMYT.

Lundgren concluded by urging each USAID Mission to keep in touch with ICRAF through getting to know ICRAF activities in the countries where ADOs are located and through incorporation in ICRAF's direct mail system.

V. WORKSHOP SUMMARY AND RECOMMENDATIONS

A general plenary discussion followed the presentation of Discussion Group Recommendations to the Workshop. The following summarizes the general discussion leading up to the final workshop Plenary and Discussion Group Recommendations.

FINAL RECOMMENDATION DISCUSSION

AFR/PRE: The focus statement is supportive of private sector involvement. We should reinforce the fact that ANRRDOs often identify the policy reforms that need implementing.

FIELD/Liberia: Two additional points need to be made, that Africa is a unique case, and why in Africa we need exceptions when it comes to programming agricultural assistance, and we need to document the negative implications of certain regulations, including the Bumpers' Amendment and the ocean freight statute.

FIELD/Zaire: A.I.D./W should go to the Hill and point out that additional congressionally-imposed requirements are manpower-intensive. This can be included under Group B regarding the management implications of working with PVOs, etc.

FIELD/Zaire: The call for project officers to spend more time in the field is virtually impossible given the manpower constraint. This strengthens the earlier point.

FIELD: We have "bureaucratized" the training process for host country trainees, and as a result we are not going to get the kind of training we want; there is too much red tape. For example, one trainee needed two training plans.

AFR/TR/ARD: The point is well-taken. People have to want to be part of the structure. This is Group C related where it is supposed to be captured under the second recommendation.

S&T/FA: It is hard to implement cross-disciplinary programs in the U.S.; it will be equally hard in host country ministries.

AFR/TR: We need to make sure the recommendations can be made operational. For example, how feasible is it to recommend that long-term training be required every seven years? Also, what is the demand for this, in view of only 15 people in long-term training now?

A.I.D./W-FSP: The basis for this recommendation was to insure that training did not cease to be made available. Also, the group wanted training to be part of the ADOs' path in the Agency.

FIELD/Mali: This would also provide a basis for negotiation with A.I.D. management.

AFR/TR/ARD: However, do we really think there will be enough interest? Also, remember that it takes more than one year to apply and get accepted.

FIELD/Burundi: It is difficult to do long-term training when you have a family. The recommendation should be more flexible, and not be framed as a requirement.

AFR/TR/ARD: We could perhaps marry the suggestion with the idea that one rotates to A.I.D./W after eight years, and that is the time to take long-term training.

S&T/RD: Long-term training is possible only on a rotation assignment.

FIELD: Nobody should be permitted to refuse an assignment because the country of assignment has AIDS. AIDS has already become another reason for some people not being willing to come to Africa.

FIELD/Lesotho: I have two recommendations: a) S&T/AGR should provide standardized guidance on how to carry out a sector assessment; and b) REDSO staff should be strengthened in order to carry out agricultural sector assessments.

FIELD/Cameroon: We do not want guidance; we want to see good models that we can adapt.

ISNAR: Supported idea of using REDSO staff, rather than contractors, to do sector assessments. This is very important for continuity, which is something impossible with contractors.

FIELD/Zaire: Are we assuming that sector assessments are required?

FIELD/Cameroon: Also, there is no common definition of sector assessment.

AFR/PD: In view of the shift toward relatively more program assistance, we need to think in terms of a broader framework. In this vein, analytical requirements are needed. We look to REDSOs to meet this analytical need, and if we value continuity, we need to use people who are not contractors.

FIELD/Rwanda: The analytical requirement should rest with the host country, not A.I.D.

AFR/DP: There are only about 15 missions that need to do CDSs, so sector assessments are not that widely needed.

FIELD: On the other hand, one could argue that you need a sector assessment simply to be active in a country.

S&T/AGR: S&T will be pleased to collaborate as needed.

FINAL PLENARY SESSION RECOMMENDATIONS

1. With increasing emphasis on sector programs as opposed to project assistance, long-term experienced professional expertise is crucial. We recommend that the Africa Bureau carefully plan for the necessary expertise while assisting the host country to develop institutional capacity to analyze, plan and implement.
2. The workshop recognizes that the elements of the agricultural, rural development, nutrition (ARDN) focus statement stressing income growth of the poor majority, increasing the availability and consumption of food, and maintaining/enhancing the natural resource base and the Bureau's private sector development strategy are intimately linked and mutually reinforcing. Almost all agricultural development and natural resources efforts have policy reform components as well as the need for attention to private sector development. Since the rural sector resources offer the best opportunity to redirect market forces, we recommend attention be given to this interrelated collaboration and that ADOs be increasingly involved in the design, implementation and monitoring of private sector and policy reform activities.
3. Workshop participants are concerned about a program approach that emphasizes short-term policy targets without considering the implementation implications. The participants noted that sustainable policy reform is a complicated process and this must be fully recognized in future programming. We recommend that this issue be carefully reviewed and discussed at the planned December Africa Bureau Mission Directors Conference.
4. Workshop participants are concerned that the AIDS disease is negatively affecting the assignment process for A.I.D. Direct Hire staff and contractors and has long-term development implications for host countries. Officers from the Africa Bureau and other regions are having trouble obtaining life insurance while posted in the field where AIDS is endemic. We recommend that A.I.D./W personnel investigate problems (such as life insurance) which are negatively affecting A.I.D. Direct Hires and contractors, develop approaches to overcome these problems and report actions taken within six months.
5. A.I.D./W should develop a strong case for Africa's exclusion from the effect of the Bumpers' Amendment and other restrictive legislation.

FINAL DISCUSSION GROUP RECOMMENDATIONS

Group A: The ANRRDO Role in Educating the Public About the Bureau's ANRRD Program

1. Field officers are encouraged to visit congresspersons and congressional staff. Such visits should follow established Agency procedures. Such procedures should be clarified and communicated to the field by the Africa Bureau.

2. The Hill and A.I.D./W request anecdotal reporting (success stories). A.I.D./W should develop a clear model for such reporting. This should not be an additional reporting requirement; rather, existing reporting should be modified.
3. A.I.D./W should provide to field personnel guidance and mechanisms to inform and educate the public.

Group B: How Evaluations of Bureau ANRRD Programs Can be Improved, and Indicators to be Used

1. The Agency's agricultural, rural development and nutrition focus statement should be used as a basis for evaluation.
2. Data will be required to measure progress in achieving the objectives of the focus statement. The Africa Bureau evaluation working group should identify low-cost data collection and analysis methods, with an emphasis on existing information, host country data bases and the use of proxies.
3. Because of an identified lack of clear information on A.I.D.'s development activities, particularly that received by the Hill, the Africa Bureau should develop a system to coordinate, share and maintain information currently being provided from the field.

Group C: Institutional Problems of Integrating Natural Resources in Agriculture and Rural Development Programs

1. Missions should encourage donor coordination and increased multi-disciplinary analysis, planning, programming and advocacy, including NGO involvement.
2. Missions should help to develop sustainable host country public and private institutional structures and human resources through selective training, appropriate technical assistance and funding.
3. A.I.D. should increase its capacity to analyze, plan, implement and coordinate cross-sectorally, leading to more sustainable agricultural development programs and projects.

Group D: ANRRDO Skills Needed for Future Programs

1. New hire candidates should be informed, at recruitment time, of ANRRDO real-life job responsibilities and requirements to reduce false expectations. Successful candidates should have technical, management, communication and negotiation skills.

2. Each ANRRDO with M/PM/FSP assistance should develop a career short- and long-term training plan. Long-term training or a Reverse Joint Career Corps (RJCC) assignment could be scheduled upon rotation to A.I.D./W. Planning for long-term training or RJCCs normally requires at least 18 months lead time. In-service training is needed to be able to analyze, plan and manage A.I.D. programs. Needs include state-of-the-art technical, management, negotiation and communication skills.

VI. EVALUATION SUMMARY

The overall workshop assessment rating by the total group (45% return) completing the evaluation was 4.0 on a 5.0 scale. Balance of A.I.D./W and A.I.D. Field Concerns also received a 4.0 total group rating. The workshop organization and administration was rated 4.3 and the performance of the facilitator was 4.5. The only overall assessment factor below a 4.0 was workshop timing and pacing, which received a 3.8. A number of participants indicated they would like to have had more days for the workshop.

As can be seen in the complete evaluation report in Appendix F the A.I.D./W staff rated the workshop slightly higher than A.I.D./Field staff and A.I.D./Field staff rated it slightly higher than Others (largely contractors). The differences between A.I.D. Direct Hire staff and Others became more pronounced for the sessions most explicitly focused on A.I.D. Programs and Issues. The differences were less pronounced in the Discussion Groups, ICRAF Field Trip and the Interaction with International Organizations.

Total group ratings on the individual workshop objectives are shown below in descending order (complete breakdowns by participant type appear in Appendix F):

- Increase awareness of current information on legislation and implications for Africa ANRRD Program: 4.0
- Demonstrate ICRAF's Program: 4.0
- Provide a sharing and comparison of AFR/TR and Field perspectives on Bureau Programs: 3.9
- Define important A.I.D. personnel issues: 3.9
- Increase understanding of the implications of the ANRRDO Program Focus: 3.7
- Define issues and make recommendations important to the "future" Africa Bureau Development Program: 3.5
- Define needs for data and use of evaluation and monitoring systems: 3.2
- Identify ANRRDO skills needed for future ANRRDO programs: 3.0
- Define how ANRRDOs can participate in A.I.D.'s public education: 3.0

Total group ratings on the Individual Workshop Components were as follows in descending order:

- Field Trip to ICRAF: 4.2
- Panel on A.I.D. and U.S. Legislation: 4.0

- Discussion Group II--Refining Issues/Making Recommendations: 4.0
- Interaction with International Organizations: 3.9
- Panel on Africa Bureau ANRRD Program--Regional and Field Perspectives: 3.9
- Panel on Current A.I.D. Personnel Issues: 3.9
- Discussion Group I--Exploring the Questions/Issues: 3.8
- Panel on MADIA, WID, OTA, SPAAR: 3.5
- Panel on Implications of ANRRD Focus Statement: 3.4
- Welcome, Keynote, Review of 1985 Workshop Actions: 2.8

When asked to identify the Best thing about the workshop 46% of the participants indicated "sharing ideas and problems with colleagues"; 32% said "the meaningful program and well-organized workshop"; 32% mentioned "the honest, open, informal, flexible atmosphere"; 21% said "being updated on concerns and directions in A.I.D./W"; 14% said "having the Hill point of view, even if grim" and another 14% said "the Open Plenary Session."

When asked to identify the Worst thing about the workshop 18% of the participants said "there were none"; 18% said "time was too short"; 14% said "the focus, particularly of some of the discussion groups, should have been clearer"; 11% indicated "more time should have been allocated for discussion groups and less to A.I.D./W presentations"; 11% said "there were not enough concrete examples and practical suggestions"; and 11% mentioned "the poor public address system."

There was no consensus view of where to hold next year's conference, with a variety of places suggested.

APPENDICES

- APPENDIX A: SUMMARY CABLE REPORTING WORKSHOP RESULTS
- APPENDIX B: WORKSHOP PAPERS AND HANDOUTS DISTRIBUTED
- APPENDIX C: WORKSHOP AGENDA AND GLOSSARY
- APPENDIX D: LIST OF WORKSHOP PARTICIPANTS

APPENDIX A

SUMMARY CABLE REPORTING WORKSHOP RESULTS

SUMMARY CABLE REPORTING WORKSHOP RESULTS

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WIO-01 STRO-01 BIFA-01 PM-07 STAG-02 STFN-02 AFPE-07
ACRI-01 RELO-01 DO-01 /043 A3 826

ORGANIZATIONS PARTICIPATING INCLUDED USDA/DICD, U.S. HOUSE AGRICULTURE COMMITTEE STAFF, U.S. PEACE CORPS, INTERNATIONAL AGRICULTURAL RESEARCH CENTERS, REGIONAL AND/OR KENYA BASED DEVELOPMENT CENTERS, SEVERAL NGO'S/PVO'S AND U.S. UNIVERSITIES. THE THREE WORKSHOP SUB-THEMES WERE: (A) U.S. PUBLIC AND CONGRESSIONAL INTEREST IN AFRICA ANRRO PROGRAMS. (B) PRIORITIES FOR AFRICA ANRRO PROGRAMS. (C) ORGANIZING A.I.D.'S PERSONNEL RESOURCES FOR IMPLEMENTING AFRICA ANRRO PROGRAMS.

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AMEMBASSY DAR ES SALAAM
AMEMBASSY DJIBOUTI
AMEMBASSY FREETOWN
AMEMBASSY GABORONE
AMEMBASSY HARARE
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AMEMBASSY LUSAKA
AMEMBASSY MAPUTO
AMEMBASSY MASERU
AMEMBASSY MBABANE
AMEMBASSY MOGADISHU
AMEMBASSY MONROVIA
AMEMBASSY NDJAMENA
AMEMBASSY NIAMEY
AMEMBASSY NOUAKHOTT
AMEMBASSY OUAGADOUGOU
AMEMBASSY PRAIA
AMEMBASSY YAOUNDE

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AIDAC

AIDAC FOR ALL USAID/AFRICA BUREAU MISSION DIRECTORS
AND ADOO/ROSO/MROS

E.O. 12356: N/A
SUBJECT: AFRICA BUREAU AGRICULTURE, NATURAL RESOURCES
AND RURAL DEVELOPMENT (ANRRO) WORKSHOP, NAIROBI, KENYA
SEPTEMBER 21 THRU 23, 1987

REF: (A) STATE 14259, (B) STATE 142836, (C) STATE 131187

1. INTRODUCTION

OVER 100 PERSONS ACTIVELY PARTICIPATED IN THIS HIGHLY SUCCESSFUL FIFTH WORKSHOP. REPRESENTED WERE MOST FIELD MISSIONS, AFR/TR, AFR/TR/ARO, AFR/PO, AFR/OP, AFR/PRE, AFR/CAA, PPC/CODIE, PPC/POPR, PPC/MIO, M/PH/FCP, BIFAD, REDSO/ESA, CI/AGR, CI/RO, AND CI/FEMR. THE DIRECTORS OF AFR/TR AND AFR/PO FULLY PARTICIPATED. NON-AID

A FINAL WORKSHOP REPORT WILL BE PUBLISHED AND DISTRIBUTED BY AFR/TR/ARO O/A NOVEMBER 1, 1987. CONDENSED RECOMMENDATIONS ARE LISTED BELOW UNDER GENERAL PLENARY RECOMMENDATIONS AND WITHIN THE FOUR WORKSHOP DISCUSSION GROUPS.

2. PLENARY RECOMMENDATIONS

A. WITH INCREASING EMPHASIS ON SECTOR PROGRAMS AS OPPOSED TO PROJECT ASSISTANCE, LONG TERM EXPERIENCED PROFESSIONAL EXPERTISE IS CRUCIAL. WE RECOMMEND THAT THE AFRICA BUREAU CAREFULLY PLAN FOR THE NECESSARY EXPERTISE WHILE ASSISTING THE HOST COUNTRY TO DEVELOP INSTITUTIONAL CAPACITY TO ANALYZE, PLAN AND IMPLEMENT.
B. THE WORKSHOP RECOGNIZES THAT THE ELEMENTS OF THE AGRICULTURAL RURAL DEVELOPMENT NUTRITION (ARDN) QUOTE FOCUS STATEMENT UNQUOTE (REF CI) STRESSING INCME GROWTH OF THE PDR MAJORITY, INCREASING THE AVAILABILITY AND CONSUMPTION OF FOOD, AND MAINTAINING/ENHANCING THE NATURAL RESOURCE BASE AND THE BUREAU'S PRIVATE SECTOR DEVELOPMENT STRATEGY ARE INTIMATELY LINKED AND MUTUALLY REINFORCING. ALMOST ALL AGRICULTURAL DEVELOPMENT AND NATURAL RESOURCES EFFORTS HAVE POLICY REFORM COMPONENTS AS WELL AS THE NEED FOR ATTENTION TO PRIVATE SECTOR DEVELOPMENT. SINCE THE RURAL SECTOR RESOURCES OFFER THE BEST OPPORTUNITY TO REDIRECT MARKET FORCES, WE RECOMMEND ATTENTION BE GIVEN TO THIS INTERRELATED COLLABORATION AND THAT ADO'S BE INCREASINGLY INVOLVED IN THE DESIGN, IMPLEMENTATION, AND MONITORING OF PRIVATE SECTOR AND POLICY REFORM ACTIVITIES.

C. WORKSHOP PARTICIPANTS EXPRESSED CONCERN ABOUT A PROGRAM APPROACH THAT EMPHASIZES SHORT TERM POLICY TARGETS WITHOUT CONSIDERING THE IMPLEMENTATION IMPLICATIONS. THE PARTICIPANTS NOTED THAT SUSTAINABLE POLICY REFORM IS A COMPLICATED PROCESS AND THIS MUST BE FULLY RECOGNIZED IN FUTURE PROGRAMMING. WE RECOMMEND THAT THIS ISSUE BE CAREFULLY REVIEWED AND DISCUSSED AT THE PLANEE DECEMBER AFRICA BUREAU MISSION DIRECTORS CONFERENCE.

D. WORKSHOP PARTICIPANTS EXPRESSED CONCERN THAT THE AIDS DISEASE IS NEGATIVELY AFFECTING THE ASSIGNMENT PROCESS FOR AID DIRECT HIRE STAFF AND CONTRACTORS AND HAS LONG TERM DEVELOPMENT IMPLICATIONS FOR MOST COUNTRIES. OFFICERS FROM AFRICA BUREAU AND OTHER REGIONS ARE HAVING TROUBLE OBTAINING LIFE INSURANCE WHILE POSTED IN THE FIELD WHERE AIDS IS ENDEMIC. WE RECOMMEND THAT AID/W PERSONNEL INVESTIGATE PROBLEMS (SUCH AS LIFE INSURANCE) WHICH ARE NEGATIVELY AFFECTING AID DIRECT HIRES AND CONTRACTORS, DEVELOP APPROACHES TO OVERCOME THESE PROBLEMS, AND REPORT ACTIONS TAKEN WITHIN SIX MONTHS.

E. AID/W SHOULD DEVELOP A STRONG CASE FOR AFRICA'S EXCLUSION FROM THE EFFECT OF THE BUMPER'S AMENDMENT AND OTHER RESTRICTIVE LEGISLATION.

3. DISCUSSION GROUP RECOMMENDATIONS

A. WHAT IS THE ANRRO ROLE IN EDUCATING THE PUBLIC

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ABOUT THE BUREAU'S ANRRO PROGRAM

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TRAINING IS NEEDED TO BE ABLE TO ANALYZE, PLAN AND
MANAGE AID PROGRAMS (DETAILS IN FINAL REPORT) NEEDS
INCLUDE STATE OF THE ART TECHNICAL, MANAGEMENT,
NEGOTIATION AND COMMUNICATION SKILLS.
CONSTABLE

(1) FIELD OFFICERS ARE ENCOURAGED TO VISIT CONGRESSMEN
AND CONGRESSIONAL STAFF. SUCH VISITS SHOULD FOLLOW
ESTABLISHED AGENCY PROCEDURES. SUCH PROCEDURES SHOULD
BE CLARIFIED AND COMMUNICATED TO THE FIELD BY THE AFRICA
BUREAU.

(2) THE HILL AND AID/W REQUESTS ANECDOTAL REPORTING
(SUCCESS STORIES). AID/W SHOULD DEVELOP A CLEAR MODEL
FOR SUCH REPORTING. THIS SHOULD NOT BE AN ADDITIONAL
REPORTING REQUIREMENT; RATHER, EXISTING REPORTING SHOULD
BE MODIFIED.

(3) AID/W SHOULD PROVIDE TO FIELD PERSONNEL GUIDANCE
AND MECHANISMS TO INFORM AND EDUCATE THE PUBLIC.

B. HOW CAN EVALUATIONS OF BUREAU ANRRO PROGRAMS BE
IMPROVED AND WHAT INDICATORS SHOULD BE USED

(1) THE AGENCY'S AGRICULTURE, RURAL DEVELOPMENT AND
NUTRITION FOCUS STATEMENT SHOULD BE USED AS A BASIS FOR
EVALUATION.

(2) DATA WILL BE REQUIRED TO MEASURE PROGRESS IN
ACHIEVING THE OBJECTIVES OF THE FOCUS STATEMENT. THE
AFRICA BUREAU EVALUATION WORKING GROUP SHOULD IDENTIFY
LOW-COST DATA COLLECTION AND ANALYSIS METHODS, WITH AN
EMPHASIS ON EXISTING INFORMATION, HOST COUNTRY DATA
BASES AND THE USE OF PROXIES.

(3) BECAUSE OF AN IDENTIFIED LACK OF CLEAR INFORMATION
ON A.I.C.'S DEVELOPMENT ACTIVITIES, PARTICULARLY THAT
RECEIVED BY THE HILL, THE AFRICA BUREAU SHOULD DEVELOP A
SYSTEM TO COORDINATE, SHARE AND MAINTAIN INFORMATION
CURRENTLY BEING PROVIDED FROM THE FIELD.

C. WHAT ARE THE INSTITUTIONAL PROBLEMS OF INTEGRATING
NATURAL RESOURCES IN AGRICULTURE AND RURAL DEVELOPMENT
PROGRAMS

(1) MISSIONS SHOULD ENCOURAGE DONOR COORDINATION AND
INCREASED MULTIDISCIPLINARY ANALYSIS, PLANNING,
PROGRAMMING AND ADVOCACY, INCLUDING NGO INVOLVEMENT.

(2) MISSIONS SHOULD HELP TO DEVELOP SUSTAINABLE HOST
COUNTRY PUBLIC AND PRIVATE INSTITUTIONAL STRUCTURES AND
HUMAN RESOURCES THROUGH SELECTIVE TRAINING, APPROPRIATE
TECHNICAL ASSISTANCE AND FUNDING.

(3) AID SHOULD INCREASE ITS CAPACITY TO ANALYZE, PLAN,
IMPLEMENT AND COORDINATE CROSSSECTORALLY, LEADING TO
MORE SUSTAINABLE AGRICULTURAL DEVELOPMENT PROGRAMS AND
PROJECTS.

D. WHAT ANRRO SKILLS ARE NEEDED FOR FUTURE PROGRAMS

(1) NEW HIRE CANDIDATES SHOULD BE INFORMED, AT
RECRUITMENT TIME, OF ANRRO REAL-LIFE JOB
RESPONSIBILITIES AND REQUIREMENTS TO REDUCE FALSE
EXPECTATIONS. SUCCESSFUL CANDIDATES SHOULD HAVE
TECHNICAL, MANAGEMENT, COMMUNICATION AND NEGOTIATION
SKILLS (DETAILS IN FINAL REPORT).

(2) EACH ANRRO WITH M/PM/FP ASSISTANCE SHOULD DEVELOP
A CAREER SHORT AND LONG-TERM TRAINING PLAN. LONG-TERM
TRAINING OR A REVERSE JOINT CAREER CORPS (RJCC)
ASSIGNMENT COULD BE SCHEDULED UPON ROTATION TO AID/W.
PLANNING FOR LONG-TERM TRAINING OF
RJCCS NORMALLY
REQUIRES AT LEAST 18 MONTHS LEAD TIME. IN SERVICE

UNCLASSIFIED

APPENDIX B

WORKSHOP PAPERS AND HANDOUTS DISTRIBUTED

WORKSHOP PAPERS AND HANDOUTS DISTRIBUTED

The following papers were distributed in the notebooks provided to participants at registration, or given to all participants during the Plenary Sessions. Many other papers, leaflets, catalogues and books were distributed during the meeting and particularly during the "Interaction with International Organizations Session" to specific subgroups on both a need-to-know and interest basis.

1. "Status of Issues and Recommendations from 1985 ADO Workshop in Lome, Togo," AFR/TR/ARD, 1987

FOCUS STATEMENT

2. "Identification of Effective Programs," D. Acker, S&T/FA, August, 1987 (Memorandum)
3. "The Agricultural Focus," July, 1987 (Background Paper)
4. "Focus for Agency's Agricultural Programs," A.I.D. Administrator to Mission Directors, Cable State 333918, October 28, 1986 (Cable)

AFRICA PROGRAMS

5. Africa Programs, AFR/DP, 1987 (Overview of Assistance by USAID to Sub-Saharan Africa)
6. "The President's Initiative to End Hunger in Africa," USAID Highlights, Vol. 4 No. 3, Summer 1987 (A.I.D. Public Education Newsletter)

EVALUATION

7. CDIE Information Packet (Well-Designed A.I.D. Communication Tool Explaining Information and Evaluation)
8. "Africa Bureau Evaluation Initiative," State Cable 12356, 9/16/87

AGRICULTURAL RESEARCH AND FACULTIES OF AGRICULTURE

9. "Special Program for African Agricultural Research (SPAAR), Technical Working Group on Networking," Cal Martin, AFR/TR/ARD, 1987
10. "Strengthening African Agricultural Research and Faculties of Agriculture (SAARFA)" (Special paper prepared for 1987 ANRRDO Nairobi Workshop)
11. "Agricultural Research and Faculties of Agriculture in Africa," AFR/TR, Sept., 1987 (Paper for Workshop)

12. "Faculty of Agriculture Development: Uganda Perspective," K. Lyvers, Sept., 1987 (Paper for Workshop)
13. "Agricultural Research in Zaire: USAID/Kinshasa's Role," Don Brown, Sept., 1987 (Paper for Workshop)

NATURAL RESOURCES

14. "Africa Fund Authorizing Legislation Definition of the Natural Resource Base Ten Percent Earmark," Babcock, April, 1987 (Memorandum plus Attachment)
15. "Integrated Natural Resources and Biodiversity Activities in Sub-Saharan Africa," ABS Submission from USAID Missions in June, 1987
16. "Overview of USAID Natural Resource Management Projects in East and Southern Africa," AFR/TR/ARD (Computer Printout)
17. "Impacts of Natural Resource Initiatives on Sustainable Agricultural Production in Semiarid West Africa," M. McGahuey, AFR/TR/ARD, 1987 (Workshop Paper)
18. "Sudan and Natural Resources Management," M. Ford, USAID/Sudan, 1987 (Conference Paper)
19. "Environmental and Natural Resource Aspects of Development Assistance," April, 1983 (USAID Policy Determination)

OTHER

20. Multiple publications from ICRAF during International Organizations Evening and Field Trip
21. REDSO/ESA Publication on Agricultural Research Projects: Distributed to ESA countries only
22. "Increase Cassava Yields with Biological Control of Cassava Mealybug and Cassava Green Spider Mite," AFR/TR/ARD, 1987 (Technical Summary and Attachments)

APPENDIX C

WORKSHOP AGENDA AND GLOSSARY

WORKSHOP AGENDA

AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

September 21-23, 1987

Nairobi, Kenya

THEME:

The Role of Agriculture, Natural Resources and Rural Development Officers
in the Future Africa Bureau Development Program

SUNDAY, SEPTEMBER 20

10:00 - 10:00	Registration - Foyer of Taifa Room
7:00 - 8:00	Moderators and Rapporteurs Meeting with Facilitators (J. Poley) Meta Meta Room
8:00 - 10:00	Cash Bar: Meet your Colleagues Ivory Lounge

* All workshop meetings, unless otherwise indicated, will be held in the
TSAVO ROOM

AFRICA BUREAU
 AGRICULTURE, NATURAL RESOURCES and
 RURAL DEVELOPMENT OFFICERS
 WORKSHOP

MONDAY, SEPTEMBER 21

SUB-THEME:

U.S. Public and Congressional Interest in A.I.D.'s Agriculture, Natural Resources and Rural Development Programs in Africa

- 8:30 - 8:45 Opening: N. Sheldon, AFR/TR/ARD
- Review of Actions on 1985 Workshop Recommendations:
 K. Prussner, AFR/TR/ARD
- Workshop Procedures: N. Sheldon and J. Poley,
 USDA/OICD
- 8:45 - 9:45 Africa Bureau Programs: Future Directions
 and Challenges
- Objective: To examine and assess planned Africa
 ANRRD programs and influencing
 legislation
- Moderator: N. Sheldon, AFR/TR/ARD
 Rapporteur: W. Faught, REDSO/EDSA
- Panel
- S. Brent, AFR/DP
 A. Brown, House Committee on Agriculture Staff
 C. Peasley, AFR/PD
 K. Sherper, AFR/TR
- Questions and Answers
- 9:45 - 10:00 Introduction of Ambassador: Mission Director,
 Kenya
- Welcome: U.S. Ambassador, Kenya
- 10:00 - 10:15 Refreshment Break

AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

10:15 - 12:00

ANRRD Program

Objectives: (Pertain from 10:45 - 5:00)

- a) To define how ANRRDOs can participate in A.I.D.'s development communications
- b) To define needs for data and use of evaluation monitoring systems
- c) To discuss implications of the ANRRD program focus
- d) To identify ANRRD skills needed for future ANRRD programs

Moderator: K. Fuller, USAID/Chad
Rapporteur: F. Sands, USAID/Uganda

Panel

- *Status of ARDN Program Focus
K. Prussner, VC Ag Sector Council
- *ANRRDO Role in Development Communications
G. Murchie, XA
- *Evaluation and Monitoring
P. Goddard, PPC/CDIE
- *AFR Bureau ANRRD Monitoring/Indicators
G. Cashion, AFR/DP

Plenary Discussion: 45 Minutes

12:00 - 1:30

Lunch

1:30 - 2:45

Update

Moderator: B. Hill, USAID/Lesotho
Rapporteur: D.A. Smith, USAID/Ker.ya

- *MADIA and OTA Study: K. Sherper, AFR/TR
- *WID: Action Plan: C. Peasley, AFR/PD
- *SPAAR (Networks): C. Martin, AFR/TR

Questions and Answers: 40 Minutes

2:45 - 3:00

Refreshment Break

AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

- 3:00 - 3:15 Discussion Group Organization and Objectives:
 J. Poley, USDA/OICD
- 3:15 - 4:30 Discussion Groups - Session I
- A. What is the ANRRDO Role in Educating the Public
 about the ANRRD Program?
- Moderator: J. Balis, USAID/Cameroon
 Rapporteur: L. Dominessy, USAID/Burundi
- B. How Can Evaluations of African ANRRD Programs
 be Improved and What Indicators Should be Used?
- Moderator: D. Brown, USAID/Zaire
 Rapporteur: T. Hobgood, USAID/The Gambia
- C. What Are the Institutional Problems of
 Integrating Natural Resources into Agriculture
 and Rural Development Programs?
- Moderator: M. Fuchs-Carsh, USAID/Rwanda
 Rapporteur: D. McLean, ISNAR
- D. What ANRRDO Skills Are Needed for Future ANRRD
 Programs?
- Moderator: T. Atwood, USAID/Mali
 Rapporteur: J. Thomas, USAID/Kenya
- 4:30 - 5:00 Plenary Session
- Moderator: J. Gingerich, USAID/Kenya
 Rapporteur: S. Fee, USAID/Sudan
- 5:00 - 7:00 Dinner Break
- 7:00 - 9:00 Interaction with Organizational Representatives
- Rapporteur: R. McColaugh, REDSO/ESA
 G. Booth, AFR/TR/ARD

AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

TUESDAY, SEPTEMBER 22

Sub-Theme II:
Priorities of A.I.D.'s Agriculture, Natural Resources and Rural
Development Programs

8:00 - 9:30 Africa Bureau ANRRD Program: Regional and Field
Perspectives

Objective: To discuss A.I.D./W and field
perspectives of Bureau programs with
reference to roles and relative
strengths of PVOs, private sector, and
public institutions

Moderator: J. Beebe, USAID/Liberia
Rapporteur: P. Weisel, USAID/Kenya

Panel

*Overview Issues: K. Sherper, AFR/TR
J. Balis, USAID/Cameroon

Questions and Answers

*Agricultural Research: C. Martin, AFR/TR
D. Brown, USAID/Zaire

Questions and Answers

9:30 - 9:45 Refreshment Break

9:45 - 11:15 *Faculties of Agriculture: K. Prussner, AFR/TR/ARD
K. Lyvers, USAID/Uganda

Questions and Answers

Natural Resources: A. Wahab, AFR/TR
M. Ford, USAID/Sudan
D. Gibson, REDSO/ESA

Questions and Answers

11:15 - 11:30 Plenary Discussion

11:30 - 1:00 Lunch

AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

1:00 - 6:00

Field Trip to ICRAF Station and Headquarters

Objective: To examine ICRAF's program, recent research and potential links with Africa Bureau Mission Programs and projects, as a key resource to help integrate natural resources and agriculture

Rapporteurs:

M. Mullei, USAID/Kenya; A. Moustafa, USAID/Lesotho;
M. McGahuey, AFR/TR/ARD; P. Daly, USAID/Botswana

AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

WEDNESDAY, SEPTEMBER 23

Sub-Theme III:
Organizing A.I.D.'s Personnel Resources for Program Implementation

8:30 - 10:30	Personnel Resources Objective: To become aware of current A.I.D. personnel issues Moderator: R. Armstrong, REDSO/ESA Rapporteur: C. McCarthy, Zaire <u>Panel</u> *A.I.D. FSP: P. Askin Questions and Answers *AFR Bureau: K. Prussner Questions and Answers *Large Mission Perspective: W. Nilsestuen, USAID/Senegal Questions and Answers *Small Mission Perspective A. Radi, USAID/Malawi Questions and Answers
8:30 - 10:30	Operational Issues for Contractors (If sufficient interest)
10:30 - 10:45	Refreshment Break
10:45 - 12:00	Open Plenary Session Topics and Issues Relevant to Discussion Group Objectives Moderator: P. Warren, USAID/Somalia Rapporteur: C. McFarland, USAID/Kenya
12:00 - 1:30	Lunch

AFRICA BUREAU
AGRICULTURE, NATURAL RESOURCES and
RURAL DEVELOPMENT OFFICERS
WORKSHOP

1:30 - 3:15

Discussion Groups - Session II

(Moderators and Rapporteurs same as Session I)

Objective: To refine the identified important issues of Session I in order to develop recommendations:

- A. What is the ANRRDO role in educating the public about the ANRRD program?
- B. How can evaluations of African ANRRD programs be improved and what indicators should be used?
- C. What are the institutional problems of integrating natural resources into agriculture and rural development programs?
- D. What ANRRDO skills are needed for future programs?

3:15 - 3:30

Refreshment Break

3:30 - 5:00

Plenary Session

Summary, Evaluation, Final Announcements, Wrap-Up

Moderator: K. Prussner, AFR/TR/ARD

Rapporteur: D. McClelland, PPC

GLOSSARY

AA	- Assistant Administrator
ADB	- African Development Bank
ADO	- Agricultural Development Officer
AFR/DP	- Africa Bureau, Office of Development Planning, A.I.D.
AFR/PD	- Africa Bureau, Office of Project Development, A.I.D.
AFR/PRE	- Africa Bureau, Private Enterprise Staff, A.I.D.
AFR/TR/ARD	- Africa Bureau, Office of Technical Resources, Agriculture and Rural Development Division, A.I.D.
A.I.D./W	- Agency for International Development/Washington
ANRRD	- Agriculture, Natural Resources and Rural Development program, Africa Bureau, A.I.D.
ARDN	- Agriculture, Natural Resources and Nutrition program
ANRRDO	- Agriculture, Natural Resources and Rural Development Officers, A.I.D.
ASC	- Agricultural Sector Council
BIFAD	- Board for International Food and Agricultural Development
CEC	- Commission of the European Communities
CGIAR	- Consultative Group for International Agricultural Research
CIMMYT	- Centro Internacional de Mejoramiento de Maiz y Trigo
FAO	- Food and Agriculture Organization
FEWS	- Famine Early Warning System
FSP	- Foreign Service Personnel
ICRAF	- International Council for Research on Agroforestry
IDRC	- International Development Research Center
IFAD	- International Food and Agricultural Development
IITA	- International Institute for Tropical Agriculture
ILCA	- International Livestock Center for Africa

ISNAR - International Service for National Agricultural Research

JCC - Joint Career Corps

LDC - Less Developed Country

MADIA - Managing Agricultural Development in Africa, A.I.D. portion of World Bank Study

M/PM/FSP - Bureau for Management, Office of Personnel Management, Foreign Service Personnel, A.I.D.

NGO - Non-Government Organization

NRMS - Natural Resources Management Support project, A.I.D.

OTA - Office of Technology Assessment, U.S. Congress

PPC/CDIE - Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, A.I.D.

PPC/PDPR - Bureau for Program and Policy Coordination, Office of Policy Development and Program Review, A.I.D.

PPC/WID - Bureau for Program and Policy Coordination, Office of Women in Development, A.I.D.

PVO - Private Voluntary Organization

REDSO/ESA - Regional Economic Development Services Office, Eastern and Southern Africa

REDSO/WCA - Regional Economic Development Services Office, West and Central Africa

RJCC - Reverse Joint Career Corps

SAARFA - Strengthening Agricultural Research and Faculties of Agriculture project

SADO - Supervisory Agriculture Development Officer, A.I.D.

SPAAR - Special Program for African Agriculture Research

S&T/AGR - Bureau for Science and Technology, Office of Agriculture, A.I.D.

S&T/FA - Bureau for Science and Technology, Directorate for Food and Agriculture, A.I.D.

S&T/FENR - Bureau for Science and Technology, Office of Forestry, Environment and Natural Resources, A.I.D.

- S&T/RD - Bureau for Science and Technology, Office of Rural and Institutional Development, A.I.D.
- TA - Technical Assistance
- TDY - Temporary Duty
- UNDP - United Nations Development Programme
- USDA/ERS - United States Department of Agriculture, Economic Research Service
- USDA/OICD - United States Department of Agriculture, Office of International Cooperation and Development
- USIA - United States Information Agency
- WID - Women in Development, A.I.D.
- XA - Bureau for External Affairs, A.I.D.

APPENDIX D

LIST OF WORKSHOP PARTICIPANTS

LIST OF WORKSHOP PARTICIPANTS

Botswana

1. Paul Daly
ADO
USAID/Gaborone
2. Binkie Ramaologa
APCD
Peace Corps/Gaborone

Burundi

3. Larry Dominessy
ADO
USAID/Bujumbura
4. M. Moussie
Project Team Leader
Bujumbura

Cape Verde

5. Robert Pierce
Chief of Party
Praia

Gambia

6. Thomas Hobgood
ADO
USAID/Banjul
7. Harvey Metz
Ag Advisor
USDA/FASA

Cameroon

8. John Balis
Chief of Ag and RD
USAID/Yaounde
9. Charles Eno
Chief of Party
Yaounde
10. E.A. Atayi
Chief of Party
Yaounde

Chad

11. Kurt Fuller
ADO
USAID/N'Djamena

Ghana

12. Wisdom Nutakor
A/ADO
USAID/Accra

Kenya

13. James Gingerich
ADO
USAID/Nairobi
14. John Thomas
D/ADO
USAID/Nairobi
15. Peter Weisel
RDO
USAID/Nairobi
16. D.A. Smith
Ag Economist
USAID/Nairobi
17. Cecil McFarland
ADO
USAID/Nairobi
18. Maria Mullei
Project Officer
USAID/Nairobi
19. Sam Carlson
Intern
USAID/Nairobi

Liberia

20. James Beebee
ADO
USAID/Monrovia

Lesotho

- 21. Barry Hill
ADO
USAID/Maseru
- 22. Abdel M. Moustafa
ADO
USAID/Maseru

Malawi

- 23. Arnold Radi
ADO
USAID/Lilongwe
- 24. Marikos Alvarez
IITA - ESARRN Coord.
Malawi
- 25. Trent Bunderson
Agroforester
Malawi

Mali

- 26. Tracy Atwood
ADO
USAID/Bamako
- 27. S.K. Reddy
Senior Ag Advisor
USAID/Bamako
- 28. Noel Beninati
Sorghum Breeder
ICRISAT

Mauritania

- 29. Mark P. Lynharm
Chief of Party
Nouakchott

Niger

- 30. Ernie Gibson
ADO
USAID/Niamey
- 31. Albert Sollod
Chief of Party
Niamey

Niger (cont'd)

- 32. Frank Casey
Univ. of Michigan
Contractor
Niamey

REDSO/ESA

- 33. Robert Armstrong
ADO
REDSO/Nairobi.
- 34. William Faught
Ag Economist
REDSO/Nairobi
- 35. Robert McColaugh
RADO
REDSO/ESA
- 36. Dave Gibson
Reg. Forestry Advisor
REDSO/ESA
- 37. John Gaudet
Environmental Advisor
REDSO/ESA

Rwanda

- 38. Michael Fuchs-Carsch
ADO
USAID/Kigali
- 39. Valens Ndoreyaha
Ag Advisor
Kigali

Senegal

- 40. Wayne Nilsestuen
ADO
USAID/Dakar

Somalia

- 41. W. Phil Warren
ADO
USAID/Mogadishu

Sudan

- 42. Marion (Tex) Ford
ADO
USAID/Khartoum
- 43. Sharon Fee
ADO
USAID/Khartoum

Swaziland

- 44. Gene M. Love
Chief of Party
Mbabane

Tanzania

- 45. Joel Strauss
Food & Ag Officer
Contractor
USAID/Dar es Salaam
- 46. Hedwiga Mbuya
WID Officer
USAID/Dar es Salaam

Uganda

- 47. Ken Lyvers
S/ADO
USAID/Kampala
- 48. Fenton Sands
Ag Economist
USAID/Kampala

Zaire

- 49. Donald Brown
ADO
USAID/Kinshasa
- 50. Cheryl McCarthy
ADO
USAID/Kinshasa

Other Organizations

- 51. Paul Singleton
NIFTAL Project
Hawaii

Other Organizations (cont'd)

- 52. Ron Cantrell
Maize Program
CIMMYT/Mexico
- 53. Diana McLean
Research Officer
A.I.D./ISNAR
Amsterdam
- 54. Richard Guthrie
Home Campus Coordinator
FSR/Mali Project
- 55. W. Steele
Director Int'l Cooperation
Nigeria (IITA)

A.I.D./W
AFR/TR

- 56. Keith Sherper
Director
AFR/TR
- 57. Kenneth Prussner
Director
AFR/TR/ARD
- 58. Norm Sheldon
Chief Field Support Bureau
AFR/TR/ARD
- 59. Abdul Wahab
Chief Planning & Analysis
AFR/TR/ARD
- 60. Cal Martin
Asst. Dir. Research
AFR/TR
- 61. Greg Booth
Natural Resource Advisor
AFR/TR/ARD
- 62. Minnie Sebsibe
Program Analyst
AFR/TR

A.I.D./W

AFR/TR (cont'd)

63. Mike McGahuey
Agroforestry Advisor
AFR/TR/ARD

A.I.D./W-AFR

64. Carol Peasley
Director
AFR/PD

65. Gerry Cashion
Social Science Advisor
AFR/DP

66. Buck Buchanan
AFR/PRE

67. Steve Brent
Coordinator
End Hunger Initiative
AFR/DP

A.I.D./W-PPC

68. Paula Goddard
Deputy Director
PPC/CDIE

69. Don McClelland
Economist
PPC

A.I.D./W-XA

70. Gordon Murchie
Director
XA

A.I.D./W-S&T

71. David Bathrick
Director
Office of AGR/S&T

72. Jack Vanderryn
Director
FENR/S&T

A.I.D./W-S&T (cont'd)

73. John Grayzel
Division Chief
RD/S&T

74. Bill Furtik
Deputy Director
FA/S&T

75. Carl M. Gallegos
Chief Forester
FENR/S&T

A.I.D./W-M/PM/FSP

76. Jim Falconer
PERS Specialist
M/PM/FSP

House Committee on Agriculture

77. Anita Brown
Congressional Staff
Assistant
House Committee on
Agriculture

U.S. Department of Agriculture

78. Susan Scheyes
Agricultural Attache
FAS/Kenya

79. Dave Winkelmann
OICD/USDA

80. Janet Poley
Development Program
Mgt. Center (DPMC)
USDA/OICD/TAD

81. Bob Wilson
Africa Program Leader
USDA/OICD/TAD

82. Don Anderson
Contractor
International Research
USDA/OICD/IRD

A.I.D./W-BIFAD

83. J. Oweis
BIFAD

A.I.D./W-WID

84. Paul Carson
Contractor
WID

85. Luis Crouch
Contractor
WID

86. Ron Grosz
Trainer
WID

A.I.D./W-WID (cont'd)

87. Ginnie Caye
Trainer
WID

88. Tim Frankenburger
Trainer
WID

89. Jennifer Breinar
Trainer
WID

Int'l Organizations Participating in Organization Night Only

90. African Wildlife Foundation
91. International Center of Insect Physiology and Ecology (ICIPE)
92. International Union for Conservation of Nature (IUCN)
93. International Council for Research in Agroforestry (ICRAF)
94. Regional Remote Sensing Facility (Nairobi)
95. Center for Holistic Resource Management
96. African Confederation of Cooperative Savings and Credit Associations (ACCOSCA)
97. KENGO (Nairobi)
98. International Center for Tropical Agriculture (CIAT)
99. International Potato Center (CIP)