

-PN-ABD-333 112255-

1990
1991
1992
1993
1994
1995
1996
1997
1998
1999

Responding
to the Challenge:
Agricultural and Rural
Development Strategies
for the 1990s

Agricultural and Rural
Development Officers'
Conference

Proceedings

Agency for International Development
Asia and Near East Bureau

Hassan II
Agronomic and Veterinary Institute
Rabat, Morocco

February 19-24, 1989

AGENCY FOR INTERNATIONAL DEVELOPMENT
ASIA AND NEAR EAST BUREAU

**RESPONDING TO THE CHALLENGE:
AGRICULTURAL AND RURAL DEVELOPMENT STRATEGY FOR THE 1990s**

AGRICULTURE AND RURAL DEVELOPMENT OFFICERS' CONFERENCE

FEBRUARY 19-24, 1989

INSTITUTE AGRONOMIQUE VETERINAIRE, HASSAN II

RABAT, MOROCCO

CONFERENCE PROCEEDINGS

Prepared by: Patricia Isman, Development Program Management Center, Office of International Cooperation and Development of the U.S. Department of Agriculture, with Marcus Ingle, International Development Management Center, University of Maryland.

Edited by: Peter A. Muscato, U.S. Agency for International Development, Asia and Near East Bureau, Office of Technical Resources, Agriculture and Rural Development Division.

FOREWORD

Approximately two years ago, ANE's senior agricultural and rural development officers urged the ANE Bureau to pursue the development of a region-specific articulation of the Administrator's "Focus Statement." The results of that effort, "A Rural Economic Growth Strategy for the 1990s," have exceeded the expectations of Bureau management for a draft strategy document. In fact, the enthusiasm generated by the document, which was drafted primarily by two agricultural economists in ANE/TR/ARD, has established leadership for the Bureau in reassessing agricultural development strategies on the eve of the 1990s. The "Proceedings" attempts to convey the stimulating character of the exchanges among Rabat conference participants: senior Mission ARDO personnel, senior-level AID/W officials, international agricultural research center directors, and internationally renowned university practitioners and researchers.

Much of the relevance of the strategy derives from the experience of field ARDOs who, themselves, have sought to make sense of the dramatic changes of the past decade and the implications of those changes for development planning. In addressing these issues, the draft strategy provides a coherent conceptual framework for understanding how program emphases must evolve as we grapple with the development challenges of the 1990s. In listening to senior ARDOs debate the merits of the draft strategy in February 1989, I was struck by their highly positive responses to the document and by their commitment to make it even better. Succeeding drafts have been enriched by these inputs.

Special thanks are due the Director General and the Secretary General of the Institut Agronomique et Vétérinaire (IAV) for providing the facilities, superb administration and logistics support, and proverbial "Moroccan hospitality," all of which contributed to the quality of conference outcomes. The senior staff of the ANE Bureau, Carol Adelman, William Fuller, Tom Reese, Barbara Turner, and Richard Cobb, all provided tremendous support for this effort. Finally, I would like to acknowledge the full collaboration of the Administrator's Office, as well as the Administrator himself, in emphasizing the important contribution which the agricultural sector makes to broadly-based, sustainable economic growth. We look forward to getting back to the Administrator in June 1989 with our "vision" of the future.



James B. Lowenthal
Chief, Agriculture and Rural Development Division
Office of Technical Resources
Asia and Near East Bureau

EXECUTIVE SUMMARY

Asia and Near East Bureau's (ANE) 1989 Agriculture and Rural Development Officers' (ARDO) Conference was held in Rabat, Morocco February 19-24, 1989. Seventy-five participants attended, including representatives from fifteen ANE Missions, ANE's Assistant and Deputy Assistant Administrators, senior AID/W staff from the ANE, Program and Policy Coordination (PPC) and Science and Technology (S&T) Bureaus, and resource specialists from leading American and foreign universities and international agricultural research centers. Conference activities were hosted by the Institut Agronomique et Vétérinaire Hassan II (IAV), one of ANE's leading institutions of higher agricultural education and research.

"Responding to the Challenge: Agricultural and Rural Development Strategies for the 1990s" was the central theme of ARDO '89, a biennial event during which the senior agriculture and rural development officers of the ANE bureau debated the critical issues which bear upon their effectiveness in the field. Two years ago in Bangkok, ANE's ARDOs called for a bureau-specific strategy to provide guidance in programming increasingly scarce resources for a dramatically changed development context. ANE's Division of Agriculture and Rural Development (ANE/TR/ARD) was charged with drafting a strategic framework to provide broad regional guidance and to also allow for country and Mission-specific articulation of issues in light of the tremendous diversity represented by ANE Missions.

The framework, "A Rural Economic Growth Strategy for Asia and the Near East," which responds to that charge, is the product of almost a year of analysis conducted in collaboration with the Harvard Institute for International Development, The University of Maryland's International Development Management Center, and the U.S. Department of Agriculture's Development Program Management Center. Part of that analysis included a series of studies (managed by the Harvard Institute for International Development) on major current and projected developmental issues and opportunities in the ANE region. Also, a symposium was held in September 1988, involving AID/W, Mission ARDOs and top level U.S. academics and development practitioners to discuss the studies and suggest strategic themes for the 1990s. The symposium highlighted income-led structural transformation in the rural sector as both the predominant phenomenon and growth opportunity in the coming decade. The symposium also identified continued support to staple food production as a major topic of concern.

The primary objective of the conference was to reach consensus on the draft strategy, which adopts a demand-driven paradigm for rural transformation and concentrates on rural income and employment as the key determinants of the process. The strategy recommends that allocation decisions be made, "depending on the performance of the country in achieving sustained economic growth." ANE countries are grouped into one of three categories based on per capita income and the relative contribution of agriculture to GDP. The categories include Low-Income Agriculture Economies (e.g., Bangladesh), Low-Income Transitional Economies (e.g., Morocco), and Middle-Income Industrializing Economies (e.g., Thailand).

The strategic analysis suggests that investments will be made in six priority areas, depending on category and situation-specific considerations: Agricultural Innovation, Natural Resources Management, Human and Institutional Capital, Trade and Market Development, Agricultural Business, and Planning and Infrastructure.

Participants expressed strong agreement with the strategy's emphasis on employment and income as the central organizing principle. After two days of debate, ARDOs defined areas in which the strategy could be improved, including broader integration of natural resources management and institutional capital, better presentation of the role of cereal production in promoting growth, and more detailed explanation of the mutual trade benefits of growth and the relationship of the draft strategy to overall agency goals.

Strengths of the strategy were highlighted, particularly its emphasis on continued attention to maintenance agronomic research, a focus on second generation institutional sustainability issues, explicit integration of natural resources and trade considerations with agricultural programs, and a much higher priority for agro-enterprise.

In addition to exploring the fit between the draft strategy and actual country experience, participants addressed the issues of integrating food aid in development, state of the art developments in microcomputers, AID personnel and financial resource trends, proposals for AID's reorganization, and the role of trade and U.S. agricultural interests. The draft natural resources and science and technology strategies were discussed in an evening session. A special session addressed the strategic role of agricultural universities in the coming decade.

As the final conference activity, participants discussed strategy implementation implications and proposed next steps. Next steps included obtaining feedback from the Mission Directors, Field Missions, and AID/W; then preparing an abridged version of the strategy for dissemination. Additional suggestions included establishing a liaison to work on the development of a training and career plan for ARDOs based on the revised strategy, creating a pool of resources for Mission use in preparing upcoming Country Development Strategy Statements, and updating Mission ARDOs on implementation progress.

ANE ARDO 1989 CONFERENCE PROCEEDINGS

TABLE OF CONTENTS

FOREWORD	i
EXECUTIVE SUMMARY	ii
OPENING REMARKS	1
KEYNOTE ADDRESS	2
CONFERENCE ORGANIZATION	2
MODULE I	3
STRATEGY PRESENTATION	3
GENERAL AND COUNTRY-SPECIFIC REACTIONS TO THE DRAFT STRATEGY	6
MODULE II	9
AID ORGANIZATIONAL ISSUES	9
FINANCIAL RESOURCES	9
HUMAN RESOURCES	9
FOOD AS A DEVELOPMENT RESOURCE	9
AGRIBUSINESS AND THE PRIVATE SECTOR AS A RESOURCE	10
DEVELOPMENT COMMUNICATIONS IN THE ELECTRONIC AGE	10
FOOD AND AGRICULTURE TASK FORCE REPORT	11
MODULE III	12
HIGHER AGRICULTURAL EDUCATION INSTITUTIONS	12
RELATED ANE/TECHNICAL RESOURCE STRATEGIES	12
MODULE IV	13
RECOMMENDATIONS	13
NEXT STEPS	13
CLOSING COMMENTS	15
APPENDICES	16
AGENDA	17
EXECUTIVE SUMMARY OF THE STRATEGY	21
ARDO CONFERENCE PARTICIPANTS	24
RESOURCE PAPER ABSTRACTS	30
EVALUATION RESULTS	36

OPENING REMARKS

Via a video-tape, Administrator Woods welcomed the participants to the conference. Two years ago at this same conference, a new Agency "focus" statement for agricultural programs was being discussed. Woods agreed with that statement, which is:

To increase the income of the poor majority and expand the availability and consumption of food while maintaining and enhancing the natural resource base.

Remarking on the diversity among countries in the Asia and Near East region, Woods emphasized that his first goal for all countries that receive assistance from AID remains unchanged: sustainable, long-term development through economic growth. Protecting the world's natural resources is an essential part of sustaining this growth. Without natural resources, sustaining growth is impossible. If economic growth isn't sustainable, it isn't development. In achieving this goal we will go a long way towards ending poverty, by creating jobs and income and giving people a choice. Woods commented that President Bush is as committed to economic growth through free enterprise and open markets in developing countries as he is. President Bush supports what AID is trying to do.

Woods referred to studies that conclude that expansion of agribusiness in developing countries is an area of opportunity for AID and stated he agrees with their conclusion.

Woods requested comments on Duane Acker's recent report on "Food and Agriculture Goals, Directions, and Operations for the 1990s," and related that the November Report that Cliff Lewis and others are working on would be available soon.

While noting that the gap in the stages of development from least to most developed nations is substantial and that he feels it has become impossible to develop a regional game plan, Woods challenged participants to look at how they can become more target specific in their programs in Asia and the Near East. He could not promise additional funds to accomplish this, but suggested what can be done is to redirect funds.

Woods emphasized that the more we can keep our eye on ways to get sustained economic growth, the better off we will all be. We can help the poor, the extremely disadvantaged, have hope, have income, have choices.

The video-tape also featured an informal question and answer session with Alan Woods and three senior agency agriculturalists, ANE's Jim Lowenthal and Richard Cobb and S&T/Agriculture's David Bathrick. In this session, Woods provided his view on recent reports on the future of U.S. development assistance, the role which the agricultural sector will play in promoting sustainable economic growth, and the resources which ARDOs will have available to meet the challenges of the 1990s.

Participants also were welcomed by Moustapha Faris, the Director General of Morocco's National Bank for Economic Development, Michael Ussery, the recently named U.S. Ambassador to Morocco, and Charles Johnson, the USAID/Rabat Mission Director. Participants were encouraged to provide solutions to the pressing issues of economic growth in the region.

ANE Assistant Administrator Carol Adelman officially opened conference deliberations. She commended the draft strategy for its emphasis on economic growth, which she sees as a means of expanding the realm of choice and opportunity for citizens of developing countries. While supporting the typology advanced in the draft strategy, she also underscored the need to tailor interventions to specific field situations and discussed some of the nutrition, population/employment and agribusiness ramifications of the draft strategy.

KEYNOTE ADDRESS

Robert Paarlberg, Harvard Center for International Affairs, directed his remarks toward the means of building U.S. political support for overseas development. He noted that AID's success in food production abroad has created consternation in the U.S. farm community and consequent negative pressures on the foreign aid program. U.S. farmers, actually suffering from the impact of global and national macro-economic changes and looking for a scapegoat, usually find one in AID. This has brought us the Bumpers Amendment and the Foreign Agriculture Investment Reform Bill. Explanations that increasing food production abroad increases income and effective demand that results in increases in import of U.S. farm products falls on deaf ears, putting AID in a difficult position. But, he argued there is a sensible way out. Do not fight the legitimate concerns of U.S. farmers. Focus on basic food grain production only in the poorest countries where Bumpers recognizes a food security imperative and U.S. farmers understand and are sympathetic with the hunger issue. Elsewhere, focus on income, employment and dietary quality, not on cereals self-sufficiency and exports. These priorities irritate U.S. farmers, and they have a point. Let others worry about food grains in the transitional and middle income countries. Adjustments to the strategy were suggested in line with the points above: e.g., why not cast agro-processing in terms of imports rather than in the context of export promotion, give more attention to animal meat production, and make AID's proper concern for social justice more evident--we know that rural social justice can improve production and incomes.

CONFERENCE ORGANIZATION

Planning for this conference began in June 1988. ANE/TR/ARD staff formed a planning committee and requested the services of the Development Program Management Center, U.S. Department of Agriculture, and the University of Maryland's International Development Management Center for assistance on conference design and management. Draft agenda topics and proposed speakers' names were passed to the field for comment. The field and Washington staff were kept informed of progress and issues as the draft strategy was developed. An advisory committee was formed with membership of four senior ARDOs from the field and three TR/ARD staff members. The advisory committee reviewed and advised on the agenda and session designs prior to and on a daily basis during the conference. The committee members were the moderators and synthesizers for conference sessions and took responsibility for working with rapporteurs on reports for the sessions. The committee met immediately after the conference to prepare a reporting cable on the conference. The conference agenda is provided in Appendix A.

The conference had three objectives:

- (1) Discuss the draft ANE strategy and arrive at consensus on its use as a guideline for action.
- (2) Explore the human, financial and organizational resources available to support implementation of the strategy.
- (3) Make specific recommendations (targeted, actionable) for implementing the ANE strategy in AID/W and the field.

The conference was organized around four modules and the body of the proceedings follows that format. They are:

- | | |
|-------------|---|
| Module I: | Asia Near East Strategy Implementation Modalities and Implications for Country ARD Programs |
| Module II: | Resources for Responding to the Strategy |
| Module III: | Special Topics |
| Module IV: | Recommendations for Action |

**MODULE I: ASIA NEAR EAST STRATEGY IMPLEMENTATION
MODALITIES AND IMPLICATIONS FOR COUNTRY ARD PROGRAMS**

STRATEGY PRESENTATION

Jim Lowenthal, ANE/TR/ARD, provided an update on the development context and described trends envisioned into the 1990s. Using the most recent data available from FAO and USDA, Lowenthal pointed out population, income, and employment trends would be major factors in the development strategies of ANE countries. Lowenthal also reviewed the resources associated with productivity and production increases, including irrigation infrastructure, spread of high yielding varieties, and fertilizer application, as well as the availability of high potential agricultural land (as examples of statistics presented, see Figures 1 and 2). ANE/TR/ARD will continue to update statistical reports that relate to the analytical underpinnings of the strategy.

Figure 1

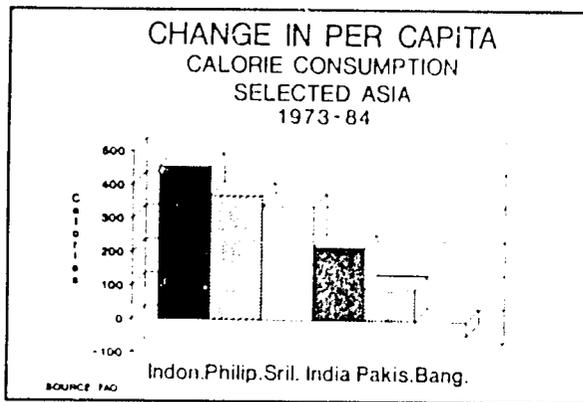
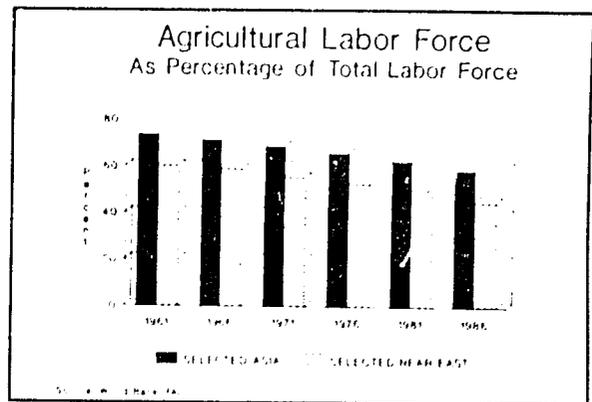


Figure 2



John Flynn, ARDO USAID/Colombo, commented on the strategy from the field perspective. Many of his comments were echoed in small group discussion, results of which are presented starting on page 6. Martin Hanratty, ANE/TR/ARD, presented an overview of the strategy. The key principles of the strategy are:

- * Increase in basic cereals productivity is a major source of income and employment;
- * Productivity of basic cereals must be maintained and improved;
- * Crop diversification will be determined by economic comparative advantage and market demand;
- * Growth in higher value agriculture processing and marketing will lead to increased employment and income in rural areas;
- * Government and private roles will be transformed;
- * Natural resources management is of critical importance;
- * Stock and efficiency of human capital must be increased.

A summary of the strategy is presented in Appendix B. The full text is available from ANE/TR/ARD.

Five speakers addressed priority areas of the draft strategy. Papers were prepared to support their remarks; abstracts of the papers are presented in Appendix D.

Richard Goldman, Harvard University, addressing price stabilization, employment, income and consumption, remarked that the population in the Asia and Near East countries continues to grow and that new labor entrants will be employed. The challenge is how to employ new entrants productively, at positive real wage rates. He noted that price stabilization can have positive effects on the poor through improved consumption and reduced production risk and variability, but is very management intensive. Stabilization is one part of the picture, but it can result in destabilizing other parts, e.g., budget, stocks.

No homogeneous pattern in growth in calorie consumption (e.g., from oilseeds, food grains, vegetables) exists among countries. Income is important to increased consumption, but other forces, particularly prices, also seem to have significant influences. Understanding policy linkages in regard to agriculture is essential. Indirect policies, i.e., exchange rates, industrial policies, often have negative impacts on agriculture which outweigh gains from direct agricultural policies. Price stabilization schemes should be focussed on wage goods, i.e., major commodities. The role of price policies in shaping consumption demand should be addressed.

Derek Byerlee, International Maize and Wheat Improvement Center, spoke about the future technological challenges confronting Asian agriculture. He emphasized that basic food grain production should be stressed. In the future there will be less emphasis on research infrastructure, input supplies and high yielding varieties (HYVs) and more emphasis on maintaining existing systems, research management, crop/resource management, private sector, research networks/linkages and the like. He pointed out that the "green revolution" sources of cereal production growth in the 1965-1985 period--area expansion, HYVs, irrigation and fertilizer--will make up less than 10% of total growth in the 1985-2000 period.

He suggested that the ability of food grain production to fuel ANE economies through the year 2000 depended on a reduction in the "yield gap" and improvements in the efficiency of exploiting available technology. Plant breeding will have to stress special environments and maintenance research, and look to biotechnology for the 2000 and beyond period. National research systems will have to strengthen their links to extension and input supply and their problem and client orientations in order to sustain resource levels. The private sector will be expected to conduct research on hybrids (e.g., maize, sorghum, and oilseeds) and to transfer technology and inputs to farmers. Finally, he indicated that agricultural production/sustainability was contingent upon a strong research base, long-term monitoring and a strategy emphasis on favored rather than marginal areas.

Theo Panayotou, Harvard University, whose remarks focused on natural resources, stated that maintenance and management of the resource base is the very foundation of sustainable agricultural growth. Aspects of the current situation include: degraded watersheds, deteriorating irrigation systems, expansion of saline and waterlogged soils, soil erosion, destruction of natural predators, loss (and narrowing) of genetic base. The problems become greater over time and will offset current technological gains. In many cases, changes are irreversible. Two key issues were raised: 1) How do we make a compelling case for effective natural resource management as a major source of, rather than an alternative to, agricultural growth? 2) How do we integrate natural resources management as an important consideration into each of the major strategy components?

Tony Garvey, Irrigation Support Project for Asia and the Near East/Technical Support Center, addressed infrastructure and water management. He noted that the contribution of irrigation to agricultural growth from physical expansion has greatly dropped off. The contribution to future growth will be from investments in existing systems, improving performance and productivity, expanding effectively irrigated areas, and increased flexibility in operations and maintenance for more intensive and diverse cropping

systems. Current programs are using a complex mix of approaches, such as new technology, strengthening irrigation organizations, improving operations, maintenance and drainage, and participation of farmers in management/decision making. In spite of encouraging pilot scheme results experience, we don't know enough about how these gains can be sustained and spread, and the potential for increasing productivity and time needed to realize benefits. Intensification and diversification strategies place greater demands on existing systems, especially more reliable water supply and water delivery in new time patterns and quantities.

Marcus Ingle, University of Maryland, discussed human and institutional development. He indicated that the origins of the human and institutional development focus in the strategy stem from the 1987 ARDO Conference: "Human capital and institutional agility will determine the pace of development in the 90s." Human and institutional development opportunities are different (and cross-cutting) for each of the three groups in the strategy's typology. Human and institutional development activities should be prioritized according to clear criteria, such as their capacity for continued support of key agricultural functions, including policy analysis, research and development, leadership, etc. He presented two matrices as proposed guidelines for identifying the appropriate objectives, target individuals/institutions, and approaches for human and institutional development activities. The matrices were organized by the typology of ANE countries and the six strategic themes in the draft ANE strategy. Four key issues were raised:

- (1) Why are human and institutional concerns central to ANE agriculture and rural sector growth during the 1990s;
- (2) Where are AID's agricultural-related human and institutional development strengths;
- (3) What should AID's strategic response be to ANE's human and institutional development needs, both overall, and within each grouping of ANE economies; and
- (4) How should AID proceed with the implementation of the human and institutional development dimension of the strategy?

The presentation concluded with three guidelines:

- (1) Human and institutional development initiatives can either be handled as discrete activities or as integral elements of the other five agricultural thematic areas;
- (2) For "human development initiatives" different implementation modes should be considered for each country economic grouping with continued emphasis on management action-training; and
- (3) For "institutional development initiatives" increased emphasis should be given to organizational and interorganizational capital development efforts.

GENERAL AND COUNTRY-SPECIFIC REACTIONS TO THE DRAFT STRATEGY

Small groups were formed according to the three categories in the typology: Low Income Agricultural Economies, Low Income Transitional Economies, and Middle Income Industrializing Economies, to discuss reactions to the draft strategy. Economic parameters of the three categories are presented in Table 1. See Table 2 for examples of countries which fall into each category.

Table 1

ECONOMIC CHARACTERISTICS OF ANE SUB-REGIONS			
Economic Parameters	Low Income Agriculture	Low Income Transitional	Middle Income Industrializing
Per Capita Income (1985)	\$161	\$321	\$978
GDP Annual Growth '65-'85	1.6%	2.6%	4.3%
Contribution Ag to GDP '85	51%	27%	15 %
Change in Ag Contribution 1965-1985	1.5%	- 16.9%	- 20.8%

The general consensus was that the strategy is both conceptually sound and programmatically useful, specifying clear parameters for future programming while providing for adequate flexibility at the Mission level. Participants found the three-stage typology based on per capita income and relative contribution of agriculture to gross domestic product useful in formulating and defending programs. The general emphasis on employment and income, as opposed to production or productivity per se, was roundly endorsed. Participants generally agreed on the need, from both income/employment and natural resource conservation perspectives, to concentrate scarce AID resources on ensuring the continued productivity of the higher potential agricultural areas, with the understanding that this implies reduced levels of programming for marginal, rainfed areas in many countries.

Problems and suggestions for improving the strategy included:

- (1) Relate the strategy more closely to agency and sector goals and objectives, most especially, to the agricultural focus statement.
- (2) Articulate a vision which relates to longer-term social welfare objectives. Be more explicit about how the strategy will benefit the poor.

(3) Further refine the analytical basis regarding cereal production, more carefully define terminology, point out the different role of cereals at the different stages of the typology, and specify the extent to which agency programming should support cereals production (the point at which a country's comparative advantage disappears, i.e., domestic production costs become greater than border prices.)

(4) On trade, more directly consider domestic U.S. agricultural trade sensitivities and emphasize the complementarities, where they exist, between rural structural transformation in developing countries and U.S. commercial interests. Paarlberg and others pointed out that in the Low Income Transitional (LIT) and Middle Income Industrializing (MII) economies, open trade based on comparative advantage would lead to increased U.S. export opportunities and increased role of the private sector (both formal and informal). Further analyze and clarify the role of food price stabilization programs relative to the trade and cereals issues.

- (5) Adopt an integrated systems approach to development. Such an approach could help transcend the rural-urban conceptual dichotomy, addressing constraints wherever they exist in the food and natural resource systems, from farmers' fields to ultimate consumers.
- (6) Most participants endorsed the need for closer integration of P.L. 480 with agricultural and rural sector programs. How to treat this is still to be resolved, but a careful look at P.L. 480 programming, with the goal of simplifying procedures and rendering P.L. 480 a more flexible and dependable instrument, is definitely needed.
- (7) More tightly integrate human resource development and natural resource development/conservation with other strategic program themes. However, because of their importance, perhaps treat them as distinct themes.
- (8) Discussion and some disagreement occurred concerning the extent and breadth of support for agricultural research under the proposed strategy. In view of the urgency of continued productivity increases in basic cereals in most countries, the agency should clearly support food grain research and the development of well-managed, efficient and sustainable research institutions that are responsive to changes in domestic and international market demand.

Table 2

AGRICULTURE-INCOME TYPOLOGY OF ANE ECONOMICS	
Low Income Agricultural Economies	
Afghanistan	Nepal
Bangladesh	Burma
Low Income Transitional Economies	
Egypt	Indonesia
India	Pakistan
Sri Lanka	Philippines
Yemen	Morocco
South Pacific	
Middle Income Industrializing Economies	
Thailand	Jordan
Tunisia	Oman

Following this discussion, individuals prepared and posted charts which illustrated each country's and each bureau's response to the strategy using a matrices as illustrated in Table 3.

Table 3

MATRICES OF COUNTRY AND BUREAU RESPONSES TO STRATEGY

STRATEGY THEMES	RELEVANT EXPERIENCE TO SHARE	SPECIAL CONCERNS & RESOURCES IN THE 1990s
Trade & Marketing		
Agribusiness		
Technical Innovation		
Natural Resources		
Planning & Infrastructure		
Human & Institutional Development		

STRATEGY THEMES	1989-1990		1990s		Comments
	Priority Activities	Priority	Possible Changes	Priority	
Trade & Marketing					
Agribusiness					
Technical Innovation					
Natural Resources					
Planning & Infrastructure					
Human & Institutional Development					

MODULE II: RESOURCES FOR RESPONDING TO THE STRATEGY

AID ORGANIZATIONAL ISSUES

Deputy Assistant Administrator William Fuller summarized various recent reports and conferences on U.S. foreign assistance including the Hamilton Report, Michigan State University Symposium, Overseas Development Council Report, Phoenix Report, and Administrator Woods' February Report. Dr. Fuller noted that the depth of external and internal interest in increasing the effectiveness of foreign assistance suggests that some modifications in AID operating structure and/or procedures are quite probable. Greater flexibility and more focus on results are hoped for features of any changes.

FINANCIAL RESOURCES

Leonard Rogers, ANE/Development Program, related that the prevailing view was that current financial levels are the maximum which can be expected. There will be continuing downward pressure on ARD financial levels because of perceived past success (a world awash in food, which negatively affects U.S. agricultural exports), influence of interest groups in other sectors, and new agency interests such as urbanization. No significant increase in operating expenses (OE) is foreseen, although there are efforts underway to increase travel funds. Elimination of functional accounts is being considered. Rogers suggested ARDOs should increase the impact of resources by stretching grants farther, increasing donor coordination, including food aid as a factor and obtaining no-year funds to allow accumulation and ease obligation pressure. He sees the income and employment theme of the draft strategy as an approach which will strengthen agriculture's position. The strategy's departure from a limited production focus should further generate support.

HUMAN RESOURCES

Richard Meyer, Personnel Analysis Consultant (see Appendix for paper abstract) and Laurance Bond, Office of Personnel Management, reported that during the 1990s, ARD staff levels and composition are unlikely to change significantly, reflecting low rates of staff turnover and hiring. Agricultural and rural development related backstop categories will be combined. ARDOs will need an even broader range of skills to function effectively in new strategy areas, but in-depth technical expertise in new areas such as agro-enterprise, natural resources and trade will come largely from outside of AID. Creative ways of securing these skills need to be formulated. Training opportunities for ARD staff are not expected to expand significantly, although a review of training is underway. Participants endorsed suggestions from Meyer and Bond for a central OE training fund (especially for Development Studies Program) and for broader training opportunities, both within and outside the agency, to better prepare ARDOs to deal with the new priority areas.

FOOD AS A DEVELOPMENT RESOURCE

Duane Acker, Assistant to the Administrator for Food and Agriculture, and Gerald Wein, Food for Peace Coordinator, ANE Bureau, discussed food assistance and P. L. 480. They related that Woods, from a management and policy improvement standpoint, favors the use of food aid as a development tool. Development of a multi-year strategy, for policy reform or other development objectives, at the Mission level, is viewed as a positive step in linking food aid to development assistance. Wein's position was established to improve field-AID/W communications on food aid issues and concerns. The Food and Agriculture Task Force Report recommends that food aid be handled in a parallel manner to

Development Assistance and Economic Support Funds for budgeting and planning purposes and that food aid be fused with the ARD offices in Missions.

AGRIBUSINESS AND THE PRIVATE SECTOR AS A RESOURCE

Mark Newman, ABT Associates, Inc. discussed recent ANE experience in agribusiness and identified critical considerations in assessing and developing agribusiness activities. He noted that policy reform and paying attention to domestic and regional markets should be important considerations. He also suggested that ANE should coordinate with other AID bureaus, such as Private Enterprise, as well as with other U.S. government agencies that are involved/interested in international business development (e.g., Trade and Development Program, Overseas Private Investment Corporation, U.S. Department of Agriculture, U.S. Department of Commerce).

DEVELOPMENT COMMUNICATIONS IN THE ELECTRONIC AGE

ARDOs will clearly need to access more sophisticated technologies and a much wider range of technical expertise under the new strategy. New modalities available for this were demonstrated. Robert Blumberg, Information Systems Specialist, demonstrated networking with CGNET, which promises rapid and direct access to a broad range of technical specialists, exchange of documents, and setting up roundtable discussions on technical problems. Samuel Daines, SRD Research Group, Inc., demonstrated state of the art video and microcomputer based technology for assessing markets for high-valued commodity exports from ANE countries. This is an important strategic theme under the draft strategy and one in which in-house expertise is presently quite limited.

The importance of communicating the strategy was stressed throughout the conference. External Affairs' Gordon Murchie suggested how to go about this. His office can assist ARDOs in improving their program of public relations with speakers' materials and audio visual aids.

He encouraged ARDOs to develop stories about successful program activities for both in-country press placement (via U.S. Information Service) and for forwarding to his Washington office for possible **Front Lines** and other U.S. usage. Submission to External Affairs of positive local press slips which feature USAID program activities for usage in the agency's daily news slips bulletin was encouraged.

FOOD AND AGRICULTURE TASK FORCE REPORT ("Acker Report")

Duane Acker briefed participants on the genesis of the Food and Agriculture Task Force Report, also referred to as the Acker Report, its goals and recommendations. In small groups, participants reviewed three recommendations in particular (numbers 2, 6 and 7 in the draft report, see Table 4) and reported back on advantages and disadvantages of each and suggested adjustments or alternatives.

Table 4

SELECTED ACKER REPORT RECOMMENDATIONS

2. The Agency establish a single, central unit for food and agriculture, to provide coordinated leadership and support focus for the sector and also a personnel advancement cone for professionals.

6. In Missions, those food aid functions that relate to agriculture and rural development be either consolidated with agriculture and rural development in a single office, perhaps identified as Food and Agriculture, or that there be specific provisions for mutual involvement by food aid, agriculture, nutrition, and natural resources staff in planning development use of food aid, for coordination of related programs and policy efforts, and for utilization of generated local currency.

7. In AID/W, the Food for Peace regional divisions be linked in some way with the agricultural, nutrition, rural development and natural resources divisions of each regional bureau, perhaps incorporated in a Food and Agriculture office in the regional bureaus. This could help simplify and make consistent Mission communication with AID/W and would help provide for parallel handling of the development features of food aid projects and those financed by Development Assistance (DA) or the Economic Support Fund (ESF). The budget responsibilities of a regional bureau Development Program (DP) office are recognized, and these would remain with DP, as it is true for DA and ESF.

Results are summarized below.

- (1) An overriding concern was that before any changes should be considered seriously, the AID Administrator should meet with the Secretary of Agriculture to insure that the food aid subcommittee of the Development Coordination Committee simplify procedures so that maximum development impact from food aid can be achieved (recommendation 13).
- (2) Missions need more authority to determine the commodity mix and level of food aid.
- (3) The responsibility for personnel assignments and evaluation should remain with the regional bureaus.
- (4) Any central food and agriculture unit:
 - (a) needs to have access to additional resources to provide the training and travel necessary to insure the professional effectiveness of the agency's ARDO cadre.
 - (b) should be the focal point for professional enhancement and speak for agricultural disciplines within the agency.
 - (c) runs counter to the decentralization trend in the agency.
 - (d) will not work unless there are strong Mission-oriented people in the unit.
- (5) Combining food and agriculture will not work unless there is no net loss of food and agriculture staff.

MODULE III: SPECIAL TOPICS

HIGHER AGRICULTURAL EDUCATION INSTITUTIONS

AID's experience in developing institutions of higher education in agriculture was highlighted as a special topic. Professor Larry Busch, Dean Richard Bawden (see paper abstracts in Appendix D) and IAV Secretary General Larbi Firdawcy discussed a wide range of issues related to the role of institutions of higher education in the broad context of the draft strategy. Dr. Bawden argued that universities are key organizations in the evolution of new paradigms of development and in their translation into effective persistent strategies. Dr. Busch pointed out the need to build universities that can effectively mold their own environments.

It is clear that the human resources found in these institutions will be vital to development in the 1990s and that the job of building these institutions has not been completed throughout the region. Because the environment within which these institutions have grown is constantly changing, they must come to understand the changes and adapt if they are to remain relevant. Dr. Firdawcy provided an example of such a process wherein IAV students are required to substantively interact with farmers at four points in their learning program. This mutual learning process has translated into changes in the way the institute develops its curriculum and plans its research and development programs.

RELATED ANE/TECHNICAL RESOURCE STRATEGIES

Robert Ichord, Chief, ANE/TR/Environment and Natural Resources brought participants up to date on the Environment and Natural Resources Strategy Project for ANE. The process of developing a strategy involves preparing a variety of analyses and working papers undertaken during the period January-July 1989. These are being coordinated by the Center for International Development and Environment of the World Resources Institute.

Ichord, along with Richard Cobb, Deputy Director, ANE/TR, updated ARDOs on the status of ANE's Strategy in Science & Technology. ANE/TR has been assessing the role of science and technology, broadly defined, in the economic growth of ANE countries. The relationship between science & technology and economic growth is a complex one. To begin to understand and test the relationship, we have sponsored work by Dr. Charles Weiss on a framework that links stages of technological development and mastery with characteristics of the human resource base, the productive sector, the institutional and technical infrastructure, technology policy, and financial development.

MODULE IV: RECOMMENDATIONS FOR ACTION

RECOMMENDATIONS

After a summary of conference deliberations by Charles Uphaus and Marcus Winter, and a presentation on the use of indicators for strategy implementation by Paula Goddard, PPC/CDIE (Center for Development Information and Evaluation), participants formed small groups to provide input regarding the strategy's implications for program, personnel, resources, organization and implementation modalities. Comments and suggestions were:

- (1) Changes in country programs stemming from the strategy will likely be most pronounced in the Low Income Transitional countries. Most Middle Income Industrializing and Low Income Agriculture country programs are already close to what is suggested in the strategy, while Low Income Agriculture countries are generally too constrained financially and institutionally to undertake major changes. Any modification of portfolios should be at a pace and in a mode that relates to the country's unique agricultural setting and anticipated resource availability.
- (2) ARDOs will require significantly expanded skills in order to effectively address the new themes in the strategy. The additional training should result in a cadre with a more complete understanding of the linkages of policy, trade and political economics, and of how to program resources to effectively utilize the private sector in the development process.
- (3) Except for the resources needed to provide the training mentioned above, the resources required to implement the new strategy should not differ significantly from current levels.
- (4) The modalities of resource transfer will require significant modification for the new strategy to be implemented successfully. Specifically, assistance will need to move increasingly from project to program modes. This will require revisions in AID's procedures to accommodate increasing non-project activities in the rural sector in the 1990s. New procedures are a prerequisite for successful implementation of the draft strategy, and will involve strengthening the decentralization process already underway in the ANE Bureau.
- (5) Participants from Low Income Agriculture countries expressed a need for more country-specific expertise and consistency in AID/W backstopping, while those from other countries expressed a desire for a more thematic and professional rather than geographic focus. Participants noted the need for reorganization within some Missions to reflect the new strategy's requirement for greater integration of food and private sector activities.

NEXT STEPS

Recommendations for follow-up to the conference included finalization and communication of the draft strategy, continuing participation of field ARDOs in the strategy development process, and ARDO training in priority areas identified in the strategy.

Recommended steps, implementors and dates are illustrated in Table 5.

Table 5.

CONFERENCE FOLLOW-UP STEPS			
	<u>ACTION</u>	<u>ACTOR</u>	<u>DATE</u>
I.	FINALIZING THE STRATEGY		
	Revise and circulate draft of strategy	ANE/TR/ARD	March
	Receive comments	ANE/TR/ARD	Mid April
	Abridged version of strategy ready for review at Mission Directors' early May conference *	ANE/TR/ARD, AA/ANE, XA	Late April
	Feedback from Mission Directors' Conference, field Missions and ANE incorporated in finalized abridged version	ANE/TR/ARD, AA	June
II.	COMMUNICATING THE STRATEGY		
	Reporting cable to all ANE Missions and key AID/W offices	ANE/TR/ARD	Early March
	Senior Mission personnel briefed	Mission ARDOs	March
	Dissemination plan for finalized strategy developed	ANE/TR, LEG, Adm. Spec. Asst. on Food and Ag.	Mid May
	Dissemination plan initiated	ANE/TR/ARD	June
	Alan Woods conference video disseminated to all Missions	ANE/TR/ARD	March
	Explore producing a video to present and explain strategy	ANE/TR/ARD	July
III.	CONTINUING FIELD INVOLVEMENT		
	Update Mission ARDOs via cables, CGNET, Networking, on implementation progress	ANE/TR/ARD	Ongoing
	Organize briefings in conjunction with events which bring ARDOs to AID/W, e.g., natural resources course	ANE/TR/ARD	Ongoing
IV.	PROGRAMMING/IMPLEMENTATION MODALITIES		
	Establish a pool of resources which can be tapped to assist Missions in integrating strategy into upcoming CDSS and related programming and implementation	ANE/TR/ARD	July
	Establish liaison with AID/W groups working on new programming and implementation	ANE/TR/ARD	July
V.	TRAINING AND PERSONNEL		
	Establish liaison to work with PM in developing a training and career development plan for ARDOs on basis of Meyer Report and revised strategy	ANE/TR/ARD	August

* Now scheduled for Fall 1989.

CLOSING COMMENTS

William Fuller, Deputy Assistant Administrator of the ANE Bureau, in his closing remarks, noted strengths of the draft strategy: the emphasis on income and employment, continued attention to research and institutional sustainability, explicit integration of natural resources and trade considerations with agricultural programs, the emphasis on agro-enterprise. He also raised issues for further consideration:

- (1) The need to better understand economic and political ramifications of food stabilization programs.
- (2) Regarding cereals, we need a better understanding of how to deal with "transitional systems," i.e., those moving away from primary emphasis on cereals production.
- (3) How do we stimulate off-farm employment and improve our understanding of the informal sector.
- (4) How do we look at development in an extra-national rather than strictly national context, more explicitly considering trade and international markets.

In terms of strategy implementation, Dr. Fuller highlighted the need for a staff able to carry out a more complex, demanding role and the need to move immediately to build an evaluation and impact assessment system into the strategy.

In wrapping up the conference, Jim Lowenthal reviewed the development of the strategy, emphasized the critical nature of the subject as well as the timing in light of various proposals for reformulating the foreign assistance program, and set forth the challenge for both AID/W and field personnel to "get the message out." The communication of a coherent vision of the role of the agricultural sector in promoting broadly-based, sustainable economic growth can be one of the most stimulating, motivating goals of senior ARDOs in the next two years. Lowenthal concluded by drawing the attention of the ARDOs to the career dilemma of balancing senior management aspirations with the professional drive to pursue technical excellence in implementation of field programs. The strategy, which integrates both program and technical considerations, provides the basis on which senior ARDOs can have a greater voice in Mission investment decisions.

APPENDICES

APPENDIX A: AGENDA

APPENDIX B: EXECUTIVE SUMMARY OF THE STRATEGY

APPENDIX C: ARDO CONFERENCE PARTICIPANTS

APPENDIX D: RESOURCE PAPER ABSTRACTS

APPENDIX E: EVALUATION RESULTS

APPENDIX A

AGENDA

- THEME:** Responding to the Challenge: Agricultural and Rural Development Strategies for the 1990s
- OBJECTIVES:**
1. Discuss the draft ANE strategy and arrive at consensus on its use as a guideline for action.
 2. Explore the human, financial and organizational resources available to support implementation of the strategy.
 3. Make specific recommendations (targeted, actionable) for implementing the ANE strategy in AID/W and the field.

Sunday, February 19, 1989

- 5:00 pm Registration and reception
- 7:00 pm Welcome
- Conference overview
Logistics
- M. Faris
M. Ussery
C. Johnson
J. Lowenthal
M. Korin

Monday, February 20, 1989

- 8:30 am Welcome to IAV Hassan II
- Opening and welcome new arrivals
- Opening comments
- Keynote address: "Building Agricultural Support at Home for Agricultural Development Abroad"
- M. Sedrati
J. Lowenthal
C. Adelman
- R. Paarlberg

Continued . . .

MODULE I: ASIA NEAR EAST STRATEGY IMPLEMENTATION MODALITIES AND IMPLICATIONS FOR COUNTRY ARD PROGRAMS

	Moderator:	P. Peterson
10:30 am	Update: development context/trends Field view Description and rationale of ANE strategy	J. Lowenthal J. Flynn M. Hanratty
12:00	Lunch	
1:30 pm	Discussion of strategy elements: Price stabilization, employment, income and consumption Technical change Natural resources	R. Goldman D. Byerlee T. Panayotou
3:15 pm	Reactions to draft strategy from field perspective	Sub-groups
4:45 pm	Wrap-up	
8:00 pm	Dinner	

Tuesday, February 21, 1989

	MODULE I continued Moderator:	C. Uphaus
8:00 am	Schedule review and announcements	
	Discussion of strategy elements continued: Infrastructure and water management Human and institutional development	T. Garvey M. Ingle
9:00 am	Reactions to draft strategy from field perspectives	Sub-groups
11:30 am	Reports from sub-groups	
12:30 pm	Lunch	

Continued . . .

MODULE I continued

	Moderator:	M. Korin
2:00 pm	Assessment of country status and response to draft strategy	Missions/ Bureaus
3:30 pm	Poster session, review of strategy responses and mid-conference review	M. Korin/ M. Hanratty

Wednesday, February 22, 1989

8:00 am	Schedule review and announcements	
	MODULE II: RESOURCES FOR RESPONDING TO THE STRATEGY	
	Moderator:	M. Winter
8:30 am	Structure of AID/organization resources Human resources and personnel	W. Fuller R. Meyer/ L. Bond
	Financial resources	L. Rogers
11:00 am	Programmatic resources panel: Food assistance and P.L. 480	D. Acker/ G. Wein
	Resources for strategy implementation with emphasis on agribusiness	M. Newman
12:30 pm	Lunch	
	MODULE II continued	
	Moderator:	R. Ehrich
2:00 pm	Networking/telecommunication opportunities Communication strategies/skills Market intelligence software	R. Blumberg G. Murchie S. Daines
	MODULE III: SPECIAL TOPICS	
	Moderator:	R. Ehrich
3:30 pm	Higher agricultural education in ANE	L. Busch R. Bawden L. Firdawcy
6:15 pm	Wrap-up	
8:30 pm	Draft natural resources strategy Draft Science and Technology Strategy	R. Ichord/ R. Cobb

Continued . . .

Thursday, February 23, 1989

8:00 am	Schedule review and announcements	
8:10 am	Discussion and feedback on "Acker Report"	Sub-groups
	MODULE IV: RECOMMENDATIONS FOR ACTION	
	Moderator:	A. Hurdus
9:45 am	Summary of deliberations	Advisory Committee
10:15 am	Use of indicators for strategy implementation	P. Goddard
10:45 am	Recommendations to implement strategy	Sub-groups
1:30 pm	Reports from sub-groups and discussion	
2:45 pm	Next steps	J. Lowenthal
3:00 pm	Discussion and recommendations	Sub-groups
4:15 pm	Closing and next steps	W. Fuller/ J. Lowenthal
7:30 pm	Banquet	

Friday, February 24, 1989

Field trip to Kenitra agroprocessing facilities

APPENDIX B

EXECUTIVE SUMMARY OF THE STRATEGY

During the past two decades, countries in the ANE region have witnessed varying but significant changes in their economic structures, especially agriculture. These changes and the problems associated with them, many of which transcend ANE's traditional agricultural production program orientation, dictate a reexamination of ANE's agricultural strategy. Such a review is timely, complementing Congressional review of current foreign assistance legislation and other evaluations initiated by the AID Administrator, Board for International Food and Agricultural Development, Michigan State University and the S&T Bureau of AID.

This report describes major economic and agricultural changes that have occurred in the ANE region over the past decade, aggregates ANE client countries into three types based on these past growth trends, discusses the major constraints to future growth in each type of economy, spells out ANE objectives and prioritizes possible investment options for each group, and recommends adjustments in ANE's structure and operations required to implement the strategy.

The analysis suggests the following conclusions:

- (1) The countries in the ANE region are not homogeneous, with per capita incomes ranging from \$150 per annum in Bangladesh to over \$6700 in Oman, and with a relatively smooth distribution up to at least \$1400 a year.
- (2) As per capita income increases, the relative importance of the agricultural sector as a source of income declines and the strategic role of industry becomes increasingly apparent. The relationship between per capita income and changes in economic structure suggests that strategic planning based on economic structure rather than geographic location would be a more effective overall approach.
- (3) Based on a structural analysis of agriculture in ANE client countries, three economic groups of countries are identified as the analytic basis of an ANE strategy. These groups are:
 - (a) Low-Income Agricultural Economies (Bangladesh, Burma and Nepal), with per capita income of less than \$250 a year, and where agriculture produces more than 50 percent of income and industry less than 20 percent
 - (b) Low-Income Transitional Economies (India, Sri Lanka, Pakistan, Indonesia, Yemen, Morocco, the Philippines and Egypt), with per capita incomes ranging from \$251 to \$750 per year, and where agriculture contributes less than 35 percent and industry more than 25 percent to per capita income; and
 - (c) Middle-Income Industrializing Economies (Thailand, Tunisia, Jordan and Oman), with per capita incomes above \$751 per year, and where agriculture provides less than 20 percent of income and industry more than 30 percent
- (4) Countries within these groups are at different stages in the development process. The normal development path starts with the introduction of new, high yielding cereal varieties complemented by improved rural infrastructure (roads and irrigation) and favorable government input and output price policies. Productivity increases and the associated grain surpluses find their way into other sectors through lower real food prices and increases in the demand for manufactured goods and services which result

from higher agriculture incomes. As yield increases begin to slow, labor (particularly better educated young labor) begins to move out of agriculture and into faster growing sectors. Increases in urban and rural incomes, which continue to be supported by low food prices, increase rural demand for manufactured goods and lead to shifts in consumer demand away from basic cereals and toward processed and higher quality food. During this process the source of growth in agriculture shifts from production to processing, marketing and transportation for both domestic and ultimate export markets.

- (5) Since each of these groups are at different stage in the development process, they face different constraints to future growth.

In Low-Income Agricultural Economies, growth in cereals production, a major determinant in rural incomes employment and nutrition, has failed to keep pace with population growth; per capita caloric consumption remains nine percent below recommended levels; the intensity of agriculture production is low and the agriculture sector continues to absorb new labor, but at a rate below that in transitional economies. Here the major development objective are increasing basic cereals production and increasing the efficiency and effectiveness of the support services required for intensification. Investment in these countries would focus on:

- (a) improving the development, testing and diffusion of more productive cereals technologies;
- (b) improving the availability and efficiency of input supply markets, irrigation and transportation services; and
- (c) strengthening governments' analytical capacity to design, implement and monitor interventions and to determine the environmental consequences of production-related investments.

In Low-Income Transitional Economies, growth in overall agricultural cereal production exceeds population growth; per capita caloric intake is approaching recommended levels, labor absorption has begun to slow as increases in cereal production become more difficult to achieve; increased per capita incomes are leading to diversification in diets and growing demand for higher protein commodities, processed foods and fruits and vegetables; and interest in development of the industrial sector as a new source of income and employment is growing. Here the major development objectives are maintenance of sustained growth in cereals production combined with rapid expansion of the industrial sector, especially agro-processing, as an additional source of rural income and employment growth. Potential areas for ANE involvement include:

- (a) strengthening government capacity to identify and change high cost policies which were adopted to increase cereal production but are no longer needed;
- (b) continued support for agricultural research to increase the efficiency of the research system and assure continued sustainable growth in cereals production;
- (c) programs to assist governments to withdraw from direct involvement in agricultural markets in favor of the private sector;
- (d) efforts to encourage private sector investment in agro-processing to meet changes in domestic demand;

- (e) efforts which liberalize domestic and international trade to lower the high costs regimes now faced by domestic agro-processors;
- (f) improved watershed management, to assure sustained growth in agricultural production; and
- (g) human and institutional capital formation, to provide the domestic skills and systems required to sustain the above initiatives.

In Medium-Income Industrializing Economies, growth in non-cereal agriculture is growing rapidly, new employment in agricultural-related industries continues to expand drawing more people out of agriculture, per capita caloric consumption is above minimum recommended levels and governments have redefined their position from controller of critical agricultural and food markets to facilitator of private sector investment and trade. Here the major development objectives are to strengthen domestic institutions involved in the agricultural sector and assure that they are self-sustaining, and to link these institutions domestically and internationally in scientific and technical networks to assure the interchange of information, ideas and technologies required to deal with new development problems as they arise. Potential areas of ANE involvement might include:

- (a) Strengthening the links between domestic institutions involved in agricultural research, market management, agribusiness investment promotion, and international market promotion;
 - (b) strengthening contacts between domestic institutional networks and international centers of excellence in areas such as environmental protection and monitoring, international trade, and technology research and development.
- (6) An analysis of these investment options with respect to their direct and indirect impact on income and employment, their compatibility with U.S. political interests, and U.S. comparative advantage results in the following rank ordering of investment themes:
- (a) Increased staple cereal production
 - (b) Growth in agro-processing
 - (c) Trade and market development
 - (d) Human capital development
 - (e) Agriculture and infrastructure planning and management
 - (f) Natural resource management

Each of these theme areas is discussed in more detail, and suggestions provided regarding specific investment options by theme and type of economy.

- (7) Focusing ANE program investments around these themes will require adjustments in ANE objectives and financial resource flows, in staffing patterns and skill areas, in Mission and Bureau structure and organization, and in the types of program modalities available. Specific recommendations in each of these areas will be formulated following development of an ANE consensus on the Strategy and major areas of emphasis.

APPENDIX C

ARDO CONFERENCE PARTICIPANTS

ACKER, Duane

Asst. to the Administrator
for Food and Agriculture
A/AID Rm. 5881 NS
Washington, D.C. 20523
Phone: (202) 647-9660
Fax: (202) 647-1770

ADELMAN, Carol

AA/ANE
Rm. 6724 NS
Washington, D.C. 20523
Phone: (202) 647-9223
Fax: (202) 647-4958

AFFLECK, Richard

USDA/OICD/TAD/AME
Washington, D.C. 20250-4300
Phone: (202) 653-7346
Fax: (202) 653-8715
Telex: 717400956(OTTO UC)

ALISON, Kathy

ISPAN
1611 N. Kent St. Rm. 1001
Arlington, VA 22209
Phone: (703) 243-7911
Fax: (703) 525-9137
Telex: 276532 ISPAN UR

ANDERS, Glen

USAID/New Delhi
Washington, D.C. 20520-9000
Phone: 91-11-608-480
Fax: 91-11-677-012
Telex: 95303165207 (ASOK IN)

AZAR, Munther

USAID/Amman
Washington, D.C. 20520-6050
Phone: 962-6-604-171
Fax: 962-6-604-858
Telex: 92521510

BATHIRICK, David

S&T/AGR
Rm. 409 SA-18
Washington, D.C. 20523
Phone: (703) 875-4300
Fax: (703) 875-4394

BAWDEN, Richard

Dean, Hawkesbury
Agricultural College
Richmond, NSW, Australia 2753
Phone: 61-45-701-374
Fax: 61-45-783-979

BECKER, John

USAID/New Delhi
Washington, D.C. 20520-9000
Phone: 91-11-608-480
Fax: 91-11-677-012
Telex: 95303165207 (ASOK IN)

BLUMBERG, Andrea

5619 North 8th St.
Arlington, VA 22205
Phone: (703) 228-6002

BLUMBERG, Robert

5619 North 8th Street
Arlington, VA. 22205
Phone: (703) 228-6002

BOND, Laurance

Director, PPM/PM
Rm. 1418D SA-1
Washington, D.C. 20523
Phone: (202) 663-1309
Fax: (202) 254-5519

BURGETT, Ans

USAID/Tunis
Washington, D.C. 20520-6360
Phone: 216-1-781-947
Fax: 216-1-789-719
Telex: 93414182

BUSCII, Larry
Professor of Sociology
University of Kentucky
3 Rue Francois Mouthon
75015 Paris, France
Phone: 48-28-93-74

BUSCII, Larry (after 6/30)
Dept. of Sociology
University of Kentucky
Lexington, KY 40546
Phone: (606) 272-2297

BYERLEE, Derek
Program Director
CIMMYT
Apdo. Postal 6-641
Mexico 6, D.F.
Phone: (52) 761-3311, ext. 1211

CARMACK, William J.
USAID/Cairo
Washington, D.C. 20520-7700
Phone: 202-354-8211 ext 3208
Fax: 202-356-2932
Telex: 92793773 (AMEMB)

CHETWYND, Eric
S&TRD
Rm. 608C SA-18
Washington, D.C. 20523
Phone: (703) 875-4710
Fax: (703) 875-5490

COBB, Richard
Deputy Director
ANE/TR Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-9134
Fax: (202) 647-6962

CUMMINGS, Ralph Jr.
S&T/FA
Rm. 513 SA-18
Washington, D.C. 20523
Phone: (703) 875-4285
Fax: (703) 875-5490

CUMMINGS, Randall
USAID/Amman
Washington, D.C. 20520-6050
Phone: 962-6-604-171
Fax: 962-6-604-858
Telex: 92521510

DAINES, Samuel
SRD Research Group
880 East 1800 North
Logan, Utah 84321
Phone: (801) 753-6633

DELGADO, David
USAID/Bangkok
APO San Francisco 96346
Phone: 66-2-252-8191
Fax: 66-2-255-3730
Telex: 78887058

DICKHERBER, Harry
USAID/Islamabad
P.S.C. Box 4
APO New York 09614
Phone: 92-51-824-071
Fax: 92-51-820-486
Telex: 95254270 (USAID PK)

EHRICH, Rollo
USAID/Rabat
Washington, D.C. 20520-9400
Phone: 212-7-62265
Fax: 212-7-68279
Telex: 93331005M

EMMERT, Jan
USAID/Colombo
Washington, D.C. 20520-6100
Phone: 94-1-21271
Fax: 94-1-549070
Telex: 95421305

FIRDAWCY, Mohammed L.
General Secretary and
Professor
IAV Hassan II
BP 6202
Rabat, Morocco
Phone: 212-7-743-52
Fax: 212-7-798-85
Telex: 31873 AGROVET

FLASPOHLER, Richard
USAID/Cairo
Washington, D.C. 20520-770
Phone: 202-354-8211 ext.3327
Fax: 202-356-2923
Telex: 92793773(AMEMB)

FLYNN, John
USAID/Colombo
Washington, D.C. 20520-6100
Phone: 94-1-21271
Fax: 94-1-549070
Telex: 954-21305

FULLER, William P.
DAA/ANE
Rm. 6724 NS
Washington, D.C. 20523
Phone: (202) 647-6050
Fax: (202) 647-4958

GARVEY, Tony
ISPAN
1611 N. Kent St. Rm. 1001
Arlington, VA. 22209
Phone: (703) 243-7911
Fax: (703) 525-9137
Telex: 276532(ISPAN UR)

GODDARD, Paula
PPC/CDIE
Washington, D.C. 20523
Phone: (703) 875-4919
Fax: (703) 875-4394

GOLDMAN, Richard
Professor of Economics
Harvard Institute for
Int'l Development
One Eliot Street
Cambridge, MA 02138
Phone: (617) 495-9778
Fax: (617) 495-0527

GOLDMAN, Richard
USAID/Islamabad
Washington, D.C. 20520-8100
Phone: 92-51-824-071
Fax: 92-51-820-486
Telex: 95254270(USAID PK)

GROSZ, Ron
PPC/WID
Washington, D.C. 20523
Phone: (202) 647-3994

HALE, JOANNE
USAID/Jakarta
Box 4 APO
San Francisco 96356
Phone: 62-21-360-360
Fax: 62-21-360-694
Telex: 79644218

HANRATTY, Martin
Economist, ANE/TR/ARD
Room 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-7315
Fax: (202) 647-6962
Telex: 62032386

HANSEN, Gary
PPC/CDIE/PPS
Rm. 220B SA-18
Washington, D.C. 20523
Phone: (703) 875-4853
Fax: (703) 875-4394

HELLYER, Robert
USAID/Rabat
Washington, D.C. 20520-9400
Phone: 212-7-62265
Fax: 212-7-68279
Telex: 93331005M

HURDUS, Alan
Deputy Chief, ANE/TR/ARD
Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-7307
Fax: (202) 647-6962
Telex: 62032386

ICHORD, Robert
Chief, ANE/TR/ENR
Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-8274
Fax: (202) 647-6962

INGLE, Marcus

Director, International
Development Management Center
University of Maryland
College Park, MD 20742
Phone: (301) 454-7657
Fax: (301) 454-1869
Telex: 716502768401

ISMAN, Pat

Development Program
Management Center
USDA/OICD
Washington, D.C. 20250-4300
Phone: (202) 653-7389
Fax: (202) 653-8715
Telex: 7400235 DPMC UC

JOHNSON, Twig

S&T/EN
Rm. 509, SA-18
Washington, D.C. 20523
Phone: (703) 875-4362
Fax: (703) 875-4394

KORIN, Michael

Chief Asia Branch
ANE/TR/ARD
Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-7308
Fax: (202) 647-6962
Telex: 62032386

KUX, Molly

ANE/DP
Rm. 3319 NS
Washington, D.C. 20523-0053
Phone: (202) 647-9933
Fax: (202) 647-4958

LEVENSON, Burton

USAID/Kathmandu
Washington, D.C. 20520-6190
Phone: 97-7-211-144
Fax: 977-1-523-737
Telex: AMKTMP2381

LEWIS, Gary

USAID/Islamabad
PSC 2
APO, NY 09614
Phone: 92-51-82-6161 ext. 2318
Fax: 92-51-824-086
Telex: 95254270(USAID PK)

LOWENTHAL, James B.

Chief, ANE/TR/ARD
Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-8262
Fax: (202) 647-6962
Telex: 62032386

McCLELLAND, Donald G.

PPC/PDPR/RP
Rm. 3893-C NS
Washington, D.C. 20523-0053
Phone: (202) 647-7028
Fax: (202) 647-8518

MEYER, Richard

6525 Waterford Circle
Sarasota, FL 34238
Phone: (813) 921-5743

MURCHIE, Gordon

Director, Office of Int'l
Development Communications
Bureau of External Affairs
AA/XA/IDC, Rm. 4889 NS
Washington, D.C. 20523
Phone: (202) 647-3723
Fax: (202) 647-3028

NEUFVILLE, Mortimer

Dean, School of
Agricultural Sciences
University of Maryland
Eastern Shore
Princess Anne, MD 21853
Phone: (301) 651-2200, ext. 632
Fax: (301) 651-2270

NEWMAN, Mark D.

Director, Int'l Trade and
Agribusiness Research
ABT Associates Inc.
4250 Connecticut Ave., N.W.
Suite 500
Washington, D.C. 20008
Phone: (202) 362-2800
Fax: (202) 686-0263
Telex: 312636

NOVICK, Paul

ANE/TR/AID
Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-7217
Fax: (202) 647-6962
Telex: 62032386

PAARLBERG, Robert

Harvard Center for
Int'l Affairs
1737 Cambridge Street
Cambridge, MA 02138
Phone: (617) 495-1294

PANAYOTOU, Theo

Nat. Resources Economist
Harvard Institute for
Int'l Development
One Eliot Street
Cambridge, MA 02138
Phone: (617) 495-4248
Fax: (617) 495-0527

PESSON, Lynn L.

BIFAD/S
Rm. 5314-A NS
Washington, D.C. 20523-0053
Phone: (202) 647-9048
Fax: (202) 647-4958

PETERSON, Pat

USAID/Islamabad
PSC Box 4
APO, NY. 09614
Phone: 92-51-822-802
Fax: 92-51-820-406

PROCTOR, Harry

USAID/Cairo
Washington, D.C. 20520-7700
FPO NY 09527-0008
Phone: 202-354-8211 ext. 3206
Fax: 202-356-2932
Telex: 927937733(AMEMB)

PRUSSNER, Ken

USAID/Manila
APO San Francisco
96528-5000
Phone: 632-521-7116
Fax: 632-521-5241
Telex: 72227366

ROGERS, Leonard

ANE/DP
Rm. 6851 NS
Washington, D.C. 20523
Phone: (202) 647-9246
Fax: (202) 647-8557

SANDS, Fenton

USAID/Rabat
Washington, D.C. 20520-9400
Phone: 212-7-62265
Fax: 212-7-68279
Telex: 93331005M

SCHAMPER, John

USAID/Sanaa
Washington, D.C. 20520-6330
Phone: 967-2-231-213
Fax: 967-2-251-578
Telex: 9482797(EMBASANYE)

STAINS, Ed

AMEMB/USAID, Box 1
FPO New York 09527-0008
Phone: 202-355-4396
Fax: 202-356-2932
Telex: 92793773

STRYKER, Ron

USAID/Rabat
Washington, D.C. 20520-9400
Phone: 212-7-55192
Fax: 212-7-68279
Telex: 93331005M

SWANSON, John
USAID/Sanaa
Washington, D.C. 20520-6330
Phone: 967-2-231-213
Fax: 967-2-231-578
Telex: 9482797(EMBASANYE)

THURSTON, Rob
USAID/Kathmandu
Washington, D.C. 20520-6190
Phone: 977-211-144
Fax: 977-1-523-737
Telex: (AMKTMP)2381

TUNSTALL, Dan
World Resources Institute
1709 New York Ave., N.W.
Suite 700
Washington, D.C. 20006
Phone: (202) 662-2583

UPIHAUS, Charles
Chief Near East Branch
ANE/TR/ARD
Rm. 4440 NS
Washington, D.C. 20523-0053
Phone: (202) 647-7061
Fax: (202) 647-6962
Telex: 62032386

VON DER OSTEN, Alexander
Director General
ISNAR, P.O. Box 93375
2509 AJ The Hague
Netherlands
Phone: 31-070-496100
Fax: 31-070-496188
Telex: 33746

WARD, Thomas
PFM/PM/FSP/CD
Rm. 129 SA-1
Washington, D.C. 20523
Phone: (202) 663-1368
Fax: (202) 254-5519

WEIN, Gerald
Food for Peace Coordinator
ANE/DP
Rm. 6851 NS
Washington, D.C. 20523
Phone: (202) 647-9704
Fax: (202) 647-9130

WINTER, Marcus
USAID/Jakarta
USAID Box 4
APO San Francisco 96356
Phone: 62-21-360-360
Fax: 62-21-360-694
Telex: 79644218

WITT, Eric
USAID/Suva
Washington, D.C. 20520-4290
Phone: 679-311-399
Fax: 679-300-075
Telex: 7922647(USAID FJ)

APPENDIX D

RESOURCE PAPER ABSTRACTS

BUILDING AGRICULTURAL SUPPORT AT HOME FOR AGRICULTURAL DEVELOPMENT ABROAD

Robert Paarlberg

Inside AID, Agricultural and Rural Development Officers have a most difficult job. They must swim against the political tide both at home and abroad. Abroad, they often must struggle against privileged rural elites who have little interest in change, and against "urban-biased" host country officials (and perhaps other AID officials as well) who give low priority to development in the countryside. Then, if they succeed against these odds in promoting successful agricultural development abroad, their reward may only be harsh criticism at home, from powerful U.S. domestic farm lobby organizations, who see aid to farm producers abroad as aid to their "foreign competition." In brief, while the politics of agricultural development abroad makes success for ARDOs difficult, the politics of farm policy at home makes success sometimes dangerous.

Is there any way to escape this difficult political double-bind? Is there any way to build greater support among agricultural groups at home for the legitimate task of agricultural development abroad? I will argue that this double-bind is not, in fact, such a difficult one to handle. For both assistance givers abroad and for U.S. farm groups at home, agricultural development -- especially in Asia -- can be a double benefit rather than a double-bind. U.S. farm groups need to learn more about how this double benefit can work. Agricultural and rural development officers, for their part, need to become more sensitive to U.S. farm group concerns.

Sensitivity to U.S. farm group concerns will not only strengthen AID's fragile political base at home. It will also, I believe, help ARDOs do a better job serving their real clients -- the hundreds of millions of destitute farmers and landless rural laborers who have yet to escape poverty throughout Asia and the Near East. Paradoxically, by listening a bit more closely to the gripes of farmers in the U.S., you will be better able to serve the real needs of poor farmers abroad.

EMPLOYMENT, PRICE STABILIZATION, AND CONSUMPTION DIVERSIFICATION IN THE ANE AGRICULTURAL STRATEGY

Richard H. Goldman

This paper calls attention to three of the themes highlighted in the draft ANE agricultural strategy paper--generating employment, stabilizing staple food prices, and diversification of food consumption patterns. The draft strategy reflects an awareness that ANE countries represent a broad spectrum of agricultural and economic structures and development processes. The focus of particular country development strategies and donor economic assistance programs in the coming decade will also reflect this diversity. Nevertheless, in all of these countries the ability of the economy to generate employment with stable or increasing real wages, the capacity to stabilize staple food prices, and the degree to which national resource allocation accommodates or retards the tendency toward more diversified consumption patterns are important standards against which development policies will be judged. While these three themes play independent roles in the growth process, there are important interactions among them as well.

FOOD FOR THOUGHT: TECHNOLOGICAL CHALLENGES IN ASIAN AGRICULTURE IN THE 1990s

Derek Byerlee

This paper outlines the emerging challenges for Asian agriculture in the 1990s. First, is a brief recapitulation of the major sources of growth in Asian agriculture in recent decades--that is, the spread of modern varieties accompanied by increased use of fertilizer and improved irrigation water supplies. The argument is presented that the contribution of these factors to increased food production in the future will be much smaller compared to recent decades, and that to sustain growth into the 1990s and beyond, we need to seek new sources of growth. Indeed the current prognosis is that without a renewed effort in food grain production, the 1990s will be a period of increasing food grain deficits in the major countries of Asia and the Near East, even countries such as India and the Philippines which have been self-sufficient for much of the past decade. The major ingredients of a strategy to reverse these trends are discussed with respect to both the technical-scientific issues and the institutional issues in technology development and transfer.

Given the size and complexity of agriculture in the region, this review is necessarily restricted. It focuses more on food grains, especially wheat and rice, and on the favorable areas of South and Southeast Asia which have made the major contribution to rapid increases in food grain production over the past two decades.

NATURAL RESOURCES AND THE RURAL ECONOMIC GROWTH STRATEGY FOR ASIA AND THE NEAR EAST IN THE 1990s

Theodore Panayotou

The mere inclusion of natural resource management in the agricultural strategy is a major step forward, a pioneer step that one hopes will have a catalytic impact on developing countries and other development assistance agencies such as Japan and the multilaterals. Yet, one fears that as the 1990s draw to a close, it may turn out that the inclusion of natural resource management as an "important," yet low in priority, component rather than an integral part of the strategy was too little, too late and for the wrong reason.

Too little, because the attainment of other objectives and priorities, such as increased staple cereal production, intrinsically depend on the health of the resource base. How is the staple cereal production to increase on a sustainable basis if the irrigation systems continue to deteriorate and siltate, if soil erosion and flooding accelerate, if pesticide-resistant pests proliferate and if the genetic base of crops continues to narrow? Certainly, the development of flood-, drought-, and pest-resistant crop varieties is part of the answer. This is why it is critical that agricultural production technology remains a top priority of the strategy. Yet, one fears that technological improvements may not be sustainable or may be offset by losses in area and productivity if the resource base continues to be eroded.

Too late because the strategy seems to suggest that the emphasis of the natural resources component would be in middle-income industrializing economies, not in low-income agricultural economies (or even low-income transitional economies) because "governments in low-income agricultural economies do not view natural resource conservation investments as matters of high priority. Officials often regard objectives of increased production and natural resource conservation as conflicting at least in the short-run" (draft agricultural strategy, p. 12). Evidence, however, from both Asia and Africa strongly suggest that the poorer the country, the more interdependent are agricultural production and resource conservation, even in the very short run. Java, for instance, almost lost half of its crop to the brown

planthopper because of heavy pesticide use encouraged by generous pesticide subsidies. The decline of agricultural production in Africa is due in no small measure to the degradation of the resource base.

A second difficulty with the adopted approach is that it seems to assume that the environmental degradation is reversible. At least in the tropics, land degradation is often irreversible because of the poverty of the soils, the heavy rainfall and high temperatures. But even in the Near East, desertification is thought to be largely an irreversible process. Thailand is a prime example from the tropics. Reforestation and land rehabilitation are becoming formidable tasks.

Lastly, and perhaps more importantly, although it is true that agricultural production and natural resource management are perceived by host governments as competing with each other for limited resources, AID could play a catalytic role in changing this perception, as it has done in countless other cases in the past.

While the increased power of special interest groups, particularly environmental, and the pressures from U.S. Congress are good reasons for including natural resource management in AID's agricultural strategy, there is an even more fundamental reason: without protection and rehabilitation of agriculture's deteriorating resource base, the other objectives and activities of AID's agricultural strategy might be in jeopardy. Moreover, AID has a unique opportunity to be a pioneer and a catalyst in a critical area of development and it can do this with very limited resources. It is a unique opportunity that should not be left unexploited.

STRATEGIC CONCERNS IN INFRASTRUCTURE AND IRRIGATION DEVELOPMENT FOR THE 1990s

Tony Garvey

Substantial investment to expand water resource development, improve its utilization, and rehabilitate and modernize aging and poorly performing systems will be needed through the 1990s. The extent of irrigation coverage remains low in many countries; it is only about 22% in Bangladesh, 20% in Thailand, 26% in India and Sri Lanka, and 18% in the Philippines (WRI, 1988). These represent large gaps in access to new technology and opportunity to increase productivity.

Closing these gaps further is being made more difficult and costly by newly emerging constraints: the resource base may not support significant expansion in many areas; negative environmental impacts and rising costs increasingly constrain new resource development; and the capacity to manage resources to their full potential is not yet well developed in many areas. Hence, rather than creating new irrigation infrastructure the principal component of future growth in the irrigation sector is likely to be improvements in performance and productivity of existing systems, improvements in the management of resources to expand the effective irrigated area, and increased flexibility in operating and managing systems to enable farmers to intensify cropping and adopt new technology in response to markets. Expanding the effective irrigated area (which is generally much less than the present nominal area) expand access, and broadly improve productivity.

The past decades have seen enormous investment in infrastructure and irrigation and water resources development facilities. Over six billion dollars have been invested by the principal donors (USAID, IBRD, ADB and Japan) in irrigation in the ANE region since the mid-1970s (Levine et al, 1988). The earlier pace of investment and the high priority given to physical facilities and systems left insufficient time and resources to create or improve the institutional capacity to manage these systems. Hence there remains a very large backlog of institutional and human resource development needs associated with the systems that have been, and are being, created. Older institutions have not evolved to meet new

responsibilities and requirements at an adequate pace, and the mostly ad hoc investments in human resource development and skill training have not had the anticipated positive impact on the public sector agencies. Many new institutions were created and major responsibilities thrust on them quickly.

The very high level of donor involvement, approaching 90 percent funding today, has been accompanied by proportionately high levels of foreign technical assistance that has until recently carried out most of the planning, design and construction management for infrastructure development. As a consequence, critical organizational arrangements and technical capabilities in such areas as management, planning, analysis and evaluation, and design skills have not fully developed. Accelerating this institutional and human resource development process is one of the principal opportunities and challenges facing AID in the 1990s.

ANE's HUMAN AND INSTITUTIONAL DEVELOPMENT IN THE 1990s: STRATEGIC CONSIDERATIONS FOR AID

Marcus Ingle

In his remarks to the recent AID/ANE Agriculture Symposium, Jim Lowenthal characterized the 1990s as "...the decade of sustaining technical and institutional excellence in support of economic development." The theme of sustaining institutional excellence was initially and rather unexpectedly embraced as a key challenge in many ANE countries during the 1987 ANE ARDO Conference in Bangkok. Participants of the 1988 Agricultural Symposium also identified human capital formation and institutional capacity enhancement as themes that would characterize the 1990s in noting,

"Although the relative need will vary among countries, in general AID would seem to have a comparative advantage in developing and supporting programs which enhance resource productivity. This notion would suggest an AID program focused on:

- (1) Promoting human capital formation in areas relating to resource management and development in the agricultural sector;
- (2) Enhancing the capacity--in the United States and in the ANE region--for understanding the management of the macroeconomic and food and agricultural policy;
- (3) Playing a greater role in donor coordination of country programs and in assisting other donors in the design of development programs.

As AID enters the 1990s, one strategic focal area is clear--strengthening and maintaining the reservoir of human capital and the institutions that mobilize agricultural and rural sector resources for productive developmental purposes.

While this strategic focus is clear, and is an integral part of the Draft ANE Agricultural and Rural Development Strategy in the 1990s paper, several issues remain about the nature of the human and institutional development needs in the different groupings of ANE economies, and the specific characteristics of a politically acceptable and administratively feasible response for AID. The major issues include:

- (1) Why are human and institutional concerns central to ANE agriculture and rural sector growth during the 1990s?
- (2) Where are AID's agricultural-related human and institutional development strengths?

- (3) What should AID's strategic response be to ANE's human and institutional development needs, both overall, and within each grouping of ANE economies?
- (4) How should AID proceed with the implementation of the human and institutional development dimension of the Strategy?

This Resource Paper is an initial attempt to address these issues.

**A RURAL ECONOMIC GROWTH STRATEGY FOR ASIA AND THE NEAR EAST IN THE 1990s
THE IMPACT ON AID'S AGRICULTURAL DEVELOPMENT OFFICERS
Phase II Report**

Richard C. Meyer

The development interventions outlined in the Strategy are very diverse and constitute a significant change from traditional agricultural research and small farm production programs. Given the broad range of those interventions, even the impressive credentials of the existing agricultural and rural development cadre will not be sufficient to deal with the diversity of the subjects to be addressed.

In implementing this Strategy, ANE must make the best possible use of the technical resources at hand starting with the expertise available in-house in the other Regional Bureaus, the Bureaus for Science and Technology and Private Enterprise, and the Trade and Development Program. Other governmental agencies offer strong possibilities as collaborators. Linkages with the university and private and voluntary communities are well established, but must be utilized to the fullest. Linkages with the private sector, particularly the agribusiness community, are practically non-existent and must be established and cultivated quickly.

Operating Budget constraints will hold agricultural personnel levels at a straight line replacement of losses. This means that both the number of employees and the skill mix available are essentially static.

Even with the best use of Agency and other governmental talent, much of the technical expertise required by the projections of the Strategy will have to be acquired from outside the Agency. AID is no longer a full service organization with all the needed skills and expertise available internally.

The outstanding AID Technical manager of the future will be one with strong analytical skills who is a master of the art of networking with a broad range of individuals and institutions and accurately analyzes the problem or opportunity at hand, identifies the type of expertise needed, knows where and how to engage the expertise, and sees that it is well used to further AID's goals.

AID staff training is not and will not be a vehicle for large numbers of employees to acquire new technical skills, but it can and should be used to update development concepts, keep current on technical innovations and acquire sound management techniques.

A number of key elements to be considered by Agriculture and Rural Development Officers as they consider career development are:

- (1) seek periodic Washington assignments to understand the headquarter's operation and become known in the system.
- (2) make best possible use of Washington assignments as training hours.

- (3) engage in continuing education to keep professionally current.
- (4) negotiate training plans and time away from the job.
- (5) develop analytical skills.
- (6) seek opportunities for cross training and on-the-job experience beyond traditional areas of expertise (backstop).
- (7) participate in supervisory and management training courses.
- (8) network! network! network!

APPENDIX E

EVALUATION RESULTS

Evaluation results of the conference were very positive. Two of the three conference objectives were generally achieved: arriving on consensus on the strategy as a guideline for action and making recommendations for implementing the strategy. The objective of exploring the human, financial and organization resources available to support implementation of the strategy was not fully met. In line with this judgment, about a quarter of the participants felt too little time was devoted to the topic of resources for responding to the strategy, although what was covered was considered very useful. Time for developing recommendations for action also could have been expanded according to participant ratings, while time for the special topic session might have been reduced.

The keynote speaker, Robert Paarlberg, was rated by far the most useful speaker. Comments included praise for providing new and useful insight on a very relevant topic. Positive mentions were given to many others as well, with Drs. Fuller, Acker and Panayotou particularly well received. Written comments strongly pointed to the strategy sessions as the most useful; Sessions on infrastructure/water management and personnel as least useful. In general, the most useful sessions were rated so because they covered new information, were considered relevant, generated excitement and were well presented; sessions were less useful than others because they lacked these traits.

The mix of small groups and formal presentation was considered about right. However, comments were made that the groups were too large, plus more time for group discussion would have been desirable.

The organization of the conference was quite positively rated. Comments do indicate though that the agenda was too ambitious and additional time for discussion would have been appreciated. Some suggestions for the future include: have coffee available at the start of each day, provide a breather in the middle of the conference or time for reflection so that new ideas could be tossed around informally, and use hotel facilities to reduce transit time.

A variety of topics were suggested that people felt should have been addressed. ANE will reference them when planning for the next conference. Most topics were suggested only once, but three that occurred at least three times were natural resources, bio-technology and trade issues.

EVALUATION RESULTS*

ASIA NEAR EAST ARDO CONFERENCE EVALUATION

February 19 - 24, 1989

Rabat, Morocco

1. General Impressions (Check Correct Response)	Poor	Passable	Good	Excellent	NR
Location	2% (1)	9% (5)	28% (16)	61% (34)	
Time of Year	5% (3)	9% (5)	36% (20)	50% (28)	
Duration	5% (3)	66% (37)	29% (16)		
Facilities	18% (10)	53% (30)	29% (16)		
Logistical Support	3% (2)	45% (25)	52% (29)		
Costs	2% (1)	16% (9)	46% (26)	25% (14)	11% (6)
Content	3% (2)	45% (25)	52% (29)		
Format	2% (1)	43% (24)	53% (30)	2% (1)	

2. Were the conference objectives met? (Check one)

	No	Almost	Yes
1. Discuss the draft ANE strategy and arrive at consensus on its use as a guideline for action.	2% (1)	18% (10)	80% (45)
2. Explore the human, financial and organizational resources available to support implementation of the strategy.	78% (4)	48% (27)	45% (25)
3. Make specific recommendations (targeted, actionable) for implementing the ANE strategy in AID/W and the field.	4% (2)	25% (14)	71% (40)

* Note: 56 questionnaires were completed.

NR = no response

When someone responded between categories (7 responses), the rating was included in the lower category.

5. Which sessions (or speakers) were least useful to you and why?

SEE EVALUATION RESULTS SUMMARY

6. In the future, would you prefer a different mix of formal presentations and small group work?

I would like: (Circle one)	Less Small Group Work	About the Same Mix	More Small Group Work	NR
Other Suggestions:	9% (5)	80% (45)	9% (5)	2% (1)

SEE EVALUATION RESULTS SUMMARY

7. Are there additional major topics you strongly feel should have been addressed but were not? (Circle one)

	Yes	No	NR
If yes, please list topic(s).	41% (23)	46% (26)	13% (7)

SEE EVALUATION RESULTS SUMMARY

8. Other comments:

(e.g. regarding items listed in question # 1 or how the conference was organized... anything you would like to add.)

SEE EVALUATION RESULTS SUMMARY