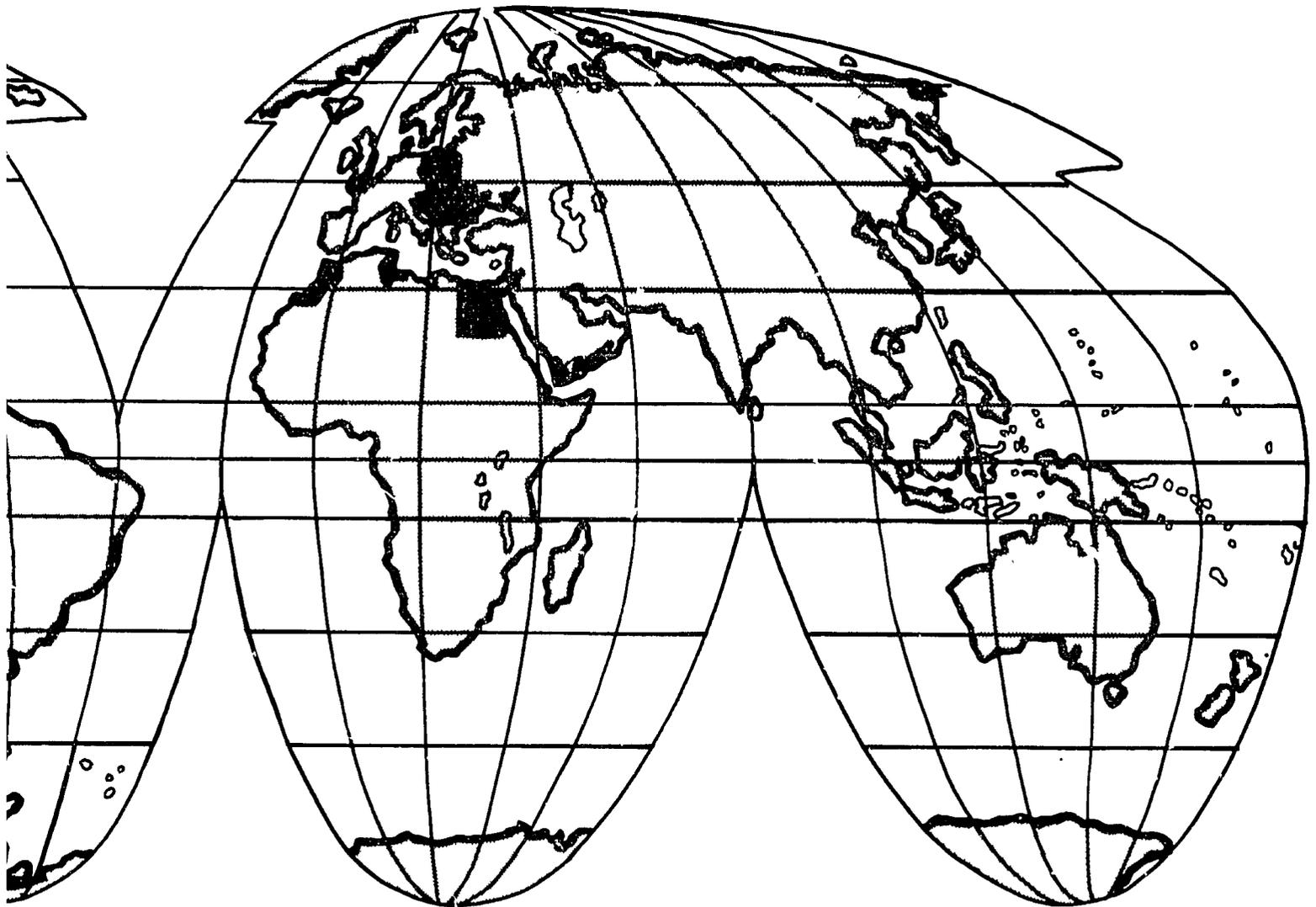


**Implementing A.I.D.'s  
Initiatives and Strategies in  
Europe and Near East:  
Agriculture, Environment,  
and Natural Resources**

Agriculture, Environment, and Natural  
Resources Officers' Conference

4-8 August 1991  
Annapolis, Maryland



AGENCY FOR INTERNATIONAL DEVELOPMENT  
EUROPE AND NEAR EAST BUREAU

Implementing A.I.D.'s Initiatives and Strategies  
in Europe and the Near East:  
Agriculture, Environment and Natural Resources

CONFERENCE PROCEEDINGS

AUGUST 4 - 8, 1991  
ANNAPOLIS, MD

Prepared By  
International Development Management Center  
Maryland Institute for Agriculture and Natural Resources  
University of Maryland System

## FORWARD

The Implementing A.I.D.'s Initiatives and Strategies in Europe and the Near East: Agriculture, Environment and Natural Resources Conference and its results are the next building block in a process that started with the 1987 and 1989 agricultural and rural development officers conferences. There was a realization then that there needed to be a comprehensive strategy from which mission programs could be articulated -- programs consistent with the needs of both the host countries of the region and future oriented programs designed to utilize the skills and capabilities of not only A.I.D., but other U.S. governmental partners, universities, and the private sector. From the comprehensive Food Systems Strategy came a commitment for expansion in two areas: agribusiness and the environment. Workshops, draft strategies and regional projects were created to focus on the issues and approaches for the Bureau.

This work has been completed within an agency that is undergoing program, structural and philosophical changes. Six new Initiatives were created as Agency-wide framework for bureau and mission programs. Technical areas were stressed, such as business and the environment, but commitments were made to stress the family in development, to enhance democratization world-wide, to improve management, and to be more accountable. An agency reorganization was announced in May 1991 which proposed new offices and working arrangements, including the division of the Europe and Near East Bureau into a Europe Bureau and a Near East Bureau. This reorganization was implemented on October 1, 1991, shortly after the conference.

The planning and implementing of this conference occurred during many of these changes, presenting the ENE Bureau with both opportunities and challenges for the conference content. Mission personnel needed information about the new Initiatives, reorganization, and ENE Bureau strategies. The Bureau required feedback from the Missions to set the post reorganization-period course. The conference achieved these objectives. The information on the following pages is a useful record of the discussions and conclusions of the participants.

Without the help of many individuals, this conference would not have been possible. Special recognition and thanks go to the staff of the University of Maryland International Development Management Center (IDMC) for assisting with planning, logistics and support. The staff of ENE/DR Food Systems and Environment Divisions spent countless hours developing the program, arranging resource persons and working on presentations. Special recognition is made for the full and active participation of the Deputy Assistant Administrator, ENE, Mr. C. F. Weden.

## **EXECUTIVE SUMMARY**

The 1991 Europe and Near East (ENE) agriculture, environment and natural resources officers conference was held in Annapolis, Maryland, from August 4-8 to examine A.I.D. Initiatives and reorganization as guides to future programming. The conference built on past experiences and inputs from the Missions, AID/W, and private sector leaders, and reaffirmed the Food Systems Strategy as a guiding document for ENE's agricultural and environmental activities.

There were three objectives of the conference: (1) Review the implications of A.I.D.'s new Initiatives and the Reorganization on the agricultural, environmental and natural resource programs and staff in Europe and the Near East; (2) Share mission experiences and innovative approaches for implementing A.I.D.'s initiatives and strategies; and (3) Discuss and formulate a series of options and next steps for implementing A.I.D.'s Initiatives and Strategies in Europe and the Near East. The conference was organized in four modules to achieve the objectives.

Sixty-five participants attended, including: senior managers; agricultural, environmental, and natural resources officers from ENE field missions and AID/W; agricultural officers from Latin America and Asia missions who were attracted by the Agency-wide nature of the topics being discussed; resource specialists; and representatives from the PVOs, NGOs, consulting firms and agribusiness firms. The Conference was marked by a high degree of interaction between presenters and participants, and all participants had input into the conclusions and recommendations.

The Conference featured an opening keynote address by Thomas Fox, Director of the World Resources Institute's Center for International Development. Additionally, A/AA/NE Fritz Weden gave an opening address which presented the challenge ahead for the ENE Bureau and its field missions. Both addresses are found in the body of the conference proceedings.

### **Conclusions, Recommendations and Next Steps**

The conference participants put forth conclusions, recommendations and next steps that can be grouped in the following four areas: (1) Implementing the Initiatives and Strategies; (2) The A.I.D. reorganization; (3) Staff development; (4) A.I.D.'s leadership role in foreign assistance; and (5) Agribusiness development.

## 1. Implementing the Initiatives and the Strategies

**Conclusions:** (1) The A.I.D. Initiatives represent guideposts which allow a bottom-up approach to development rather than a call for new programs or projects; (2) Agriculture will remain an important sector in most A.I.D. countries, is one of A.I.D.'s areas of comparative advantage, is critical for broad-based development, and continues to be a central arena for implementation of the Initiatives; (3) ENE's Food System Strategy is wholly consistent with the Initiatives and continues to be a valuable document for focusing and planning agricultural and natural resource activities in the 1990s.

**Recommendations and Next Steps:** (1) A.I.D. should explicitly acknowledge agriculture, broadly conceived in the Food Systems context, as integrally tied to future success for implementation of Environment, Partnership for Business and Development and Democracy Initiatives; (2) A.I.D. should develop an agency-wide task force to evaluate and articulate the importance of the agricultural sector as a primary arena for implementing the Initiatives; (3) Missions should review the Initiatives and build them into country programs as central elements or as cross-cutting themes wherever they are appropriate.

## 2. The A.I.D. Reorganization

**Conclusion:** A.I.D.'s reorganization cannot succeed unless management and procedural reforms are implemented concurrently. Major constraints are cumbersome contracting procedures and an unrealistic and unproductive audit and evaluation system which penalize initiative. These constraints are critical bottle-necks to efficient agency management which cannot be alleviated by any reorganization of bureau and office functions.

**Recommendations and Next Steps:** (1) Senior management should review proposed plans for modifying contracting/evaluation and programming procedures with mission personnel and experienced AID/W officers who are responsible for project/program implementation before a final policy decision is made; (2) AID/W should proceed with reorganization plans to delegate project design and approval authority to field missions; (3) Field missions should delegate authority to prepare, approve and sign purchase orders, model contracts and other routine contracting/procurement documentation to agricultural, environmental and other sectoral officers who are responsible for implementing A.I.D. projects.

### 3. Staff Development

**Conclusions:** (1) A.I.D.'s agriculture, environment and natural resource officers should be thought of as "sectoral managers" and not simply as technical personnel. Sectoral managers have been an important element in A.I.D.'s personnel system and the Agency should expand the use of managers with technical specialties; (2) The personnel improvement and training program presented by the Director of the Office of Human Resource Development to support professional development of sectoral managers is fully endorsed; (3) Training to sensitize sectoral managers to the language and perspective of business and to the mentality and vocabulary of the environmental community is an important priority and is necessary to improve the effectiveness of A.I.D.'s private sector and environmental projects; (4) A.I.D.'s experienced technical staff is one of the Agency's most important resources. Sufficient resources must be secured to carry out programs for continued professional growth of the Agency's sectoral managers.

**Recommendations and Next Steps:** (1) A.I.D. should implement the program for human resource development proposed by D/HRDM to support professional development of sectoral managers; (2) A.I.D. should allocate resources for training experienced development personnel in areas which are identified as Agency priorities such as business, agribusiness or the environment.

### 4. A.I.D.'s Leadership Role in Foreign Assistance

**Conclusion:** A.I.D. risks losing its leadership and identity in foreign affairs to other federal agencies who are becoming involved in development programs. This is unfortunate since other agencies cannot really be substituted for A.I.D. in our areas of comparative advantage. Our field missions, comprised of experienced technical staff and development specialists with ready access to cooperating country leaders in government and the private sector, are A.I.D.'s primary resource for bringing U.S. Government resources to bear on critical international objectives. This resource should not be squandered because of short run budget problems. Rather, A.I.D. must safeguard this most valuable resource. We must promote and conserve our field missions, our highly motivated and experienced cadre of development specialists, and our utility as an instrument of foreign policy which can bring resources to bear upon priority problem areas in support of the U.S. international objectives.

**Recommendations and Next Steps:** (1) A.I.D. should aggressively define its role vis-a-vis other U.S. agencies involved in foreign assistance; (2) A.I.D. must ensure adequate technical staff levels in Field Missions and affirm its commitment to a strong mission presence as the centerpiece of our operational strategy.

## 5. Agribusiness Development

**Conclusion:** A.I.D. needs to develop a coherent Agency position on what we should do to implement the Business and Development Partnership Initiative with agribusiness firms. The Agency should develop more effective linkages between agribusiness activities in different Bureaus to develop coherence and utilize experiences gained from different parts of the world when developing new agribusiness activities.

**Recommendations and Next Steps:** (1) A.I.D. should establish an agribusiness working group to develop an action plan for A.I.D.'s agribusiness development activities; (2) A.I.D. should ensure that trade and investment information needed by agribusiness firms is available from the "one stop shop" which is being established as part of the Business and Development Partnership Initiative; (3) The Regional Agribusiness Support Project should be finalized to provide missions with agribusiness development assistance.

The conference received a highly favorable evaluation by the participants in terms of organization, planning usefulness, facilities, and support functions.

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## **INTRODUCTION: CONFERENCE OBJECTIVES AND BACKGROUND**

The 1991 Europe and Near East (ENE) Agriculture, Environment and Natural Resources Officers conference was held in Annapolis Maryland from August 4-8 to examine A.I.D. Initiatives and reorganization as guides to future programming. The Conference built on past experiences and inputs from the Missions, AID/W, and private sector leaders, and reaffirmed the Food Systems Strategy as a guiding document for ENE's agricultural and environmental activities.

There were three objectives of the conference - they are as follows: (1) Review the implications of A.I.D.'s new Initiatives and the reorganization on the agricultural, environmental and natural resource programs and staff in Europe and the Near East; (2) share mission experiences and innovative approaches for implementing A.I.D.'s initiatives and strategies; and (3) discuss and formulate a series of options and next steps for implementing A.I.D.'s Initiatives and Strategies in Europe and the Near East. The conference was organized in four modules to achieve the objectives.

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## SETTING THE TONE

There was a strong commitment by the Conference Committee to set the proper tone for the ENE Agriculture, Environmental and Natural Resource Conference. In planning the conference, potential challenges were noted based upon the present situation in the ENE Bureau and the Agency, and the technical and substantive foci. The ENE Bureau, based upon the May 1991 reorganization, was in the process of becoming two Bureaus: the Europe and the Near East Bureaus. This meant equal balance to program and future staffs of both. There was a question of co-starring the technical concepts of agribusiness and the environment. Although both were identified as key concepts in the 1989 Food Systems Strategy, there were conflicting issues between them. Because of limited opportunities for field staff to attend, a balance needed to be struck between the needs of the Mission staff, the ENE Bureau and the Agency as a whole. Also, there were critical questions asked from Mission agricultural officers about the future role of agriculture in the Agency, given the absence of an explicit statement about agriculture in the new Agency Initiatives and the emphasis on agribusiness and environment by the ENE Bureau. A final challenge, given the diversity of participants' experiences, was to have participants identify their experience and interests in a productive, yet time-efficient manner at the beginning of the conference.

This section provides the results to the questions above. The first piece, the paper given by Thomas Fox of the World Resources Institute (WRI), was designed to analyze the conflicts between agriculture and the environment, and suggest what role A.I.D. might play in resolving this. Doug Clark, the Senior Agricultural officer from USAID/Egypt, offered a mission viewpoint which emphasized the critical multidisciplinary role agriculture has played, and will continue to play, in the development of the region. ENE Deputy Assistant Administrator Fritz Weden offered a challenging framework of issues faced by the ENE Bureau as it undergoes reorganization, technical re-focus, competing demands, and resource shortfalls. And finally, a synthesis of participants' interests is offered as a backdrop for the quality and diversity of the participants in the conference

T. David Johnston, ENE/DR/AE Food Systems Division, served as the Moderator for the introductory sessions.

### Keynote Address

"Agriculture, Environment and Natural Resources:  
A Time of Transition and Challenge for A.I.D."

Thomas Fox, Director  
Center for International Development and Environment  
World Resources Institute (WRI), Washington, D.C.

Conference host John Flynn introduced Thomas Fox, Director of the Center for International Development and Environment, World Resources Institute (WRI), Washington, D.C. The following is an edited transcript of his remarks.

The purpose of this address is to lay out a few predictions and issues that are confronting A.I.D. and developing countries, whether they be Northern or Southern countries. I will borrow heavily in my remarks on World Resources Institute's current agenda and history. WRI is a policy research organization that considers global environmental issues. Over the years, WRI has specialized in consciousness raising about the prospect of global climate change -- there has been a great deal of computer modeling that has been so controversial to some degree, and so influential on another level. We've done a great deal of work on energy efficiency questions, and the relationship between market incentives and energy efficiency. There is a considerable agenda currently on biological diversity conservation. WRI was a co-founder of the Tropical Forest Reaction plans six years ago, and has been best known for its World Resources Report, a compendium of both data and analysis of trends dealing with the natural resource base in the environment.

The second area where WRI is best known is in the general area of resource economics, natural resources accounting, national income accounting, and the relationship between economic policies and the resource base. Studies have concentrated particularly in forest problems, with increasing investigations in agriculture. A couple of current projects worth mentioning are: (1) a program that looks at the adequacy of the United Nations system to deal with global environmental questions as they become more apparent, and as they become more cross-cutting in the agenda of the U.N.; (2) a project looking at what kind of policy framework that will best promote the development of technologies that would be environmentally benign.

The Center for International Developmental Environment used to be associated with the North American office of the International Institute for Environment and Development (IIED). It split from its parent office in London three years ago and merged into World Resources Institute. As you have heard, it works directly in developing countries, not so much as a policy research organization, but in trying to provide direct advice, consultation and technical assistance in the area of natural resources management policy. In some cases, we work directly with donors, and some cases directly with governments. We consider also the importance of community groups and non-governmental organizations; these people are not ordinarily involved in the formal planning process. We have had a more modest involvement than John Flynn described in the Administrator's retreat and in the development of the Environmental Working Group. We have also assisted with both Latin American-Caribbean Bureau and the Asia-Near East Bureau in trying to develop an introduction to a strategy in the area of natural resources management. That is the framework that I will be speaking from. We are not particularly engaged in either the Near East or in Eastern Europe, so my comments will be of a general nature.

I think the most important thing that is happening is that the term "environment" is taking on a whole different meaning. It no longer connotes people that are simply concerned with health issues, with quality of life issues, or with tree huggers. It is increasingly used synonymously with a question of examining the natural resources base, and implies linkages that have yet to be drawn fully. It implies a direct relationship with assets of all sorts, and a relationship to economic growth and development. This is good news contextually as we look at the relationship between environmental considerations and the existing portfolio and priorities of A.I.D., and of developing countries concerns. The issue linking natural resources as an asset to economic development is very important. Time is clearly running out as we deplete the resource base at virtually every level, be it atmospheric, coastal, soil, water, forest, vegetation, or biological diversity.

There are issues that need to be stressed as we approach the year 2000. Some of these might be very familiar to you, and some of them might be less so. Population growth clearly is one of the indicators well known to everybody. In the relationship with the natural resources base, the pressure of people on arable land creates untenable situations, with people migrating to increasingly fragile lands, and migrating to cities. This is clearly the most unsustainable path that the earth faces overall, and there is no immediate prospect here for optimism. We see the new category of "environmental refugees" as people leave land and go out either to very fragile land or to cities. There's every likelihood that, by the year 2010, there will be 25 new cities with over a million people.

The loss of forests is another issue that has gained enormous publicity. The consequences of forest loss is both in terms of rural development in individual countries and the global connotations of being the lungs of the earth in terms of carbon dioxide mitigation. I think it's pretty clear that unless something dramatic happens both internationally and nationally, the only natural forest left by the turn of the century will be those that are formally, legally and effectively protected.

The massive laws of biological diversity go along with that trend. Biological diversity is, in some cases, very important in economic terms, and other cases, important aesthetically. In still other cases, it is important in unknown ways given our lack of knowledge of the number of species and facts that exist. It is difficult to be optimistic about the decision making structures that will be in place ten years from now to deal with these questions. Most governments, including our own, are not adequately equipped to address environmental or natural resources issues. They are competing with other concerns in a way that is not effective; this is true of not only governments of the North, but governments of the South.

The United Nations system is increasingly being viewed as a source of resolution to these questions, and toward lending political support to countries. However, the United Nations system is not demonstrating any obvious leadership capacity despite the upcoming U.N. Conference on Environment and Development next year in Rio de Janeiro. The dramatic and profound differences between the Northern and Southern perspective about the resource base are so far apart that it seems unlikely that there will be any genuine international accords. Little resolve is expected on issues like a global climate change, forestry, or biological diversity, despite the fact that all are component parts of the planning process. The conference is most likely to come up with rather bland resolutions, with no prospect of money and little political leadership from countries that are most able to make a difference.

Clearly, there is going to be enormous continued pressure on agricultural, globally as well as regionally. The pressure of dramatically increased populations, and the fact that there is only a limited amount of arable land, is going to put increasing pressure on agriculture to produce more, and do so in a way that the soil and water will not be depleted.

The issue of energy is one that I find particularly perplexing. It is clearly a question that goes beyond energy efficiency or the use of renewables to replace the fossil fuel consumption. The real question is: if other countries are going to develop the same kind of capacity for industrialization and growth that much of the North has done,

where is the energy going to come from? How can it be afforded by countries that are so far from affording that capacity? It is a massive problem that few people are doing any serious thinking about, other than nibbling at the edges about energy efficiency.

The challenge to economists, I suspect, is not going to be fully confronted within the next ten years. There is considerable evidence that the resource economist has much to teach us about the relationship of environmental considerations as assets to economic growth. And yet, we have not devised systems that can integrate some of these asset factors into standard decision-making. That is true at the national level, as well as at the individual decision-making level by companies or local units. The figures are staggering in this regard. WRI is finishing a study with a Costa Rican organization to look at the gross national product of Costa Rica. Costa Rica loses about 2 percent of its Gross National Product (GNP) because of debt servicing. But it is losing 4 percent of its GNP if you truly value what is happening to the resource base in Costa Rica. This is double the much more publicized lost of GNP caused by debt service. This case is fully documented, and measured primarily in terms of soil, water, and forest loss -- the three things that we concentrated on in the study.

I don't think we can be too optimistic about the U.S. constituency for our foreign aid program. The indicators are no more supportive -- and perhaps less so -- than they were five years ago for playing an assistance role. I don't think the picture is a happy one. In fact, the only little piece of good news is that it is clear there is -- among groups like the major donor institutions and increasingly within pockets in governments around the world -- an increasing awareness of the relationship between the national resource base and prospects for truly long-term economic growth.

In Eastern Europe, as an example, the price of heavy industrialization has had a considerable toll on the environment. In the last ten years, Eastern Europe used between 36 percent or 40 percent more energy in raw material than Western Europe, or than the newly industrializing countries. Energy consumption in most countries of the world was declining in the 1970s and early 1980s, but in Eastern Europe it increased by 3 percent. Eastern Europe's contribution to the greenhouse gases, particularly carbon dioxide emissions, was roughly 26 percent of the global total five years ago, but it only had something like 17 percent of the global production total of the world, and only 8 percent of the population -- clearly an unsustainable path. The six Eastern European countries use double the amount of water that the twelve EEC countries currently consume. The situation is similar in agriculture as we examine the relationship between large collective farms and the increasing trend toward privatization. How are the precepts of sustainable agriculture

going to be worked out in countries where collective farms have not practiced sustainable agriculture at all?

In the Near East, the situation is somewhat different in that it does not have the same path of industrial development and dramatically rapid urbanization. Water, as a regional challenge, is paramount there. The beginnings of industrialization are taking a toll, and "environmental refugees" are a fact of life in virtually all the Near Eastern countries.

In the near east, the absence of an open society to draw attention to some of the local consequences of national decisions on the natural resource base is its own particular problem. In Eastern Europe, there is at least a tradition of local expression for those concerned about the environment which has had a major role in raising to our consciousness about their situation.

I think an important role for A.I.D. in the environment will be the primacy of policy. Policy must be looked at from the most holistic perspective possible, a perspective that relates the national resources base and the environment to agriculture, industry and urbanization. These are not separate sectors that have no relationship to each other. The history of forest loss is a reflects the problem of being treated only as a single sector, rather than as part of a larger land-use and economic reform issue. As an example, the Hungarians have tried a system to fine polluters. It has not worked because of enforcement concerns. If there are economic incentives that can be used along the lines of the polluters paying, this is going to be a far greater contribution than a more overt and forceful regulatory regime.

Policy also has to be generated and stimulated as closely as possible to the local situation. There is probably no other single area of economic or sustainable development where the primacy of the local decision-making unit is more important than that of natural resource management -- since the resources themselves are local. Thus, when a policy is set and enforced centrally, it is more likely to fail than almost any other single sector. I also cite the importance of people's groups and NGOs. The history of the U.S. environmental consciousness is directly related to the role of community groups and people's groups. As I said, this is clearly the case in Eastern Europe. They are reflecting on local concerns, local resource managers, which is the way resources are going to be sustainably managed. So not only does the decision-making and the policy setting need to be brought down to a local level as much as possible, but the process in this area needs to be more opened up to greater participation.

There needs to be an awareness and interest in the general areas of natural resources accounting. We have to learn to make project decisions and individual investment decisions, realizing that as the resource base is impacted, we need to measure and quantify impact. There is a science involved in this but the change is more a mind set for individuals to realize this is an important issue.

We have to learn to better integrate global concerns with national concerns and regional concerns, creating a web of decision-making. A.I.D. is handicapped by its responsibility to work primarily with national governments, especially when it is clear national governments are not typically practicing sustainable development and promoting sustainable agriculture. There are so many pressures on their political systems that the final result of their decisions are often not leading to sustainable development. So how can a institution, like A.I.D. that works primarily with national governments, encourage policy development and decision making at the local level? And, on the other hand, how does that relate to the increasingly perplexing global decision-making process for determining and valuing global concerns, like biological diversity or the prospect of global climate change?

Finally, how can A.I.D. encourage the involvement in planning and decision-making of an individual country of people's groups, community groups and NGOs, when in many cases those governments have no interest whatsoever in talking to NGOs and community groups? I know another concern of A.I.D. is whether it has the appropriate personnel to implement successful environmental programs. One of the principle concerns has been the absence of ecologists, environmentalists and foresters on the A.I.D. staff. I'm not certain more specific personnel will solve the problem. Rather the issue is how to better integrate some of these issues and some of these factors into A.I.D.'s broader decision-making.

We have learned that simply creating an office to solve the problem does not do it. We need to create some sort of mind set and leadership structure that permeates the decision-making process. Isn't it also possible that conventional economists can learn enough about resource economics to be effective? Isn't it also possible that trained agriculturists can broaden their sensitivity to include some of the things that are called "sustainable agriculture" or "land-use planning" or "natural resources management"? I think that is a more promising area for A.I.D. than simply adding numbers of environmentalists.

It seems to me that Eastern Europe and the Near East have a unique capacity, because of our global leadership in the Middle East and the resurgence of the US involvement in Eastern Europe, to tool the A.I.D. approach in a different way than we have done

in the past. And it is important to learn to inculcate these principles of sustainable development, of sustainable agriculture, of true natural resources management, of resource economics and holistic policy promotion, into the projects that you are considering.

I wish you well, and I am delighted in what you are doing.

"The View from the Field"  
Doug Clark, USAID/Egypt

The major presentation and discussion points of this presentation were: (1) The challenge from the field will be integrating the field projects and the new Initiatives. There has been a significant amount of progress in A.I.D. during the past 15 years which contribute to the new Initiatives, and many of the success stories come from the Agriculture and Rural Development sector. There has been progress made by the ENE Bureau from the conferences in Bangkok (1987) and Morocco (1989) which also looked at strategic elements in the Initiatives; (2) Agriculture will be a significant arena for achieving the Initiative's objectives, especially the Environment Initiative and the Partnership for Business and Development Initiative; (3) Adjusting the implementation of the Initiatives must be gradual to balance present programs important to the host countries in ENE (commercial agriculture and agricultural research, as examples); and (4) There will be pressures and trade-offs as far as agriculture and the natural resources base. One example cited was the need of host governments for food and its impact on natural resources.

Key issues and questions from the presentation were: (1) How can A.I.D. best leverage its resources to provided needed assistance to Missions and mission personnel? (2) There needs to be a clearer understanding of the linkage between Missions and the Agency, especially in terms of the Initiatives; (3) What is expected of A.I.D. professionals (especially agricultural-based professionals) as they try to implement the Agency initiatives and Bureau strategies within their on-going programs?

Mike Moran and Ron Stryker served as reporters for this section.

## "The Challenge Ahead"

Charles F. Weden, Deputy Assistant Administrator  
Europe and Near East Bureau

Conference Host John Flynn introduced Charles F. Weden, Deputy Assistant Administrator for ENE. The following is an edited transcript of his remarks.

What I want to do today is to try to set a framework for the discussions that may come up over the next several days. My perspective will look at the climate for A.I.D., how it is impacting on the Agency, and what the Agency is doing about it. I will end by thinking out loud a bit about what may be coming up in the future.

In looking at the overall planning in which A.I.D. is involved right now, I think about the first line of Dickens's Tale of Two Cities: "It was the best of times, and the worst of times." We have heard about many of the things that are taking place right now in the world. Many of them are very hopeful: the end of the Cold War, a move towards democratization around the world, and the fast pace towards market economies in countries that we never would have thought of before. Just two weeks ago, I was in Paris at the first consultative group in twelve years for Egypt. Egypt had signed a structural adjustment program with the World Bank, and those of us who had been associated with Egypt never thought this was ever going to come about. Eastern Europe is another example of the incredible changes -- these are all very hopeful.

At the same time, we are beginning to see several problems that the United States and other countries will be facing in the near future. Some of these are quite clear, I think, while others are a little bit less clear on how they are going to emerge. The environment is one we heard about last night. It is going to be a central concern of the United States and other countries for the future, and it is a world wide problem that needs to be dealt with. But I think other things that have an effect on population growth are going to manifest themselves. We are already seeing the starvation that is occurring in the Horn of Africa. There is a growing refugee problem, be they economic, social, or political refugees. And what I would call "transmigration" -- that is, the movement of peoples by quasi-legal or illegal means from the Third World off to the developed world -- will be manifesting itself more and more.

One would think that there would be a greater need for foreign assistance programs, but that doesn't seem to be the case right now. A.I.D. is probably being buffeted today more than ever before. Why is this taking place? Ironically, one of the reasons is that the end of the Cold War has taken away one of the rationales that has underpinned foreign assistance. It's been a lazy man's way of trying to justify what we're doing. When the underlining rationale was eliminated, a break up of the constituencies that underpinned A.I.D. followed.

The competitiveness of the U.S. is being challenged. One of the reasons for that is because there are unfair trade practices out there. I don't personally subscribe to this, but there are people in Congress who feel that the A.I.D. program should be used as a weapon for improving America's competitive edge. The move towards capital projects is a part of that. So now you have this growing constituency that has a vested interest in trying to see the A.I.D. program as being something that pushes American competitiveness abroad. At the same time our old constituent groups have not lost any of their interest either; they include universities, voluntary agencies and those interested in basic human needs. The thing that seems strange about this is that the groups that favor basic human needs, for example, do not seem to want to take on those people that are interested in capital projects. The end result is that all of this converges on A.I.D. at the same time.

An obvious impact on A.I.D. is the budget crunch. Eastern Europe has opened up and the U.S. Administration has come up with three or four hundred million dollars -- that's a lot of money, but is nothing compared to what the United States would have done a decade ago. The United States is in a position where we have a lot of opportunities opening up, but we are not able to move in a large way into more assistance. Related to this is the U.S. Office of Management and Budget (OMB) focusing more and more on A.I.D. OMB has never been convinced about the value-added advantage of having people overseas. They are also asking those of us in the countries (Egypt among others) where there are large trust funds, to cut back on trust funds. The idea is that they will go to Congress to try and get that replaced in our operating expense budget. I'm skeptical about that -- but it is something that we are going to face in terms of staffing abroad.

As new opportunities are offered, we are finding other federal agencies getting interested in the game. I think all of us know that EPA and USDA are already working closely with A.I.D. Other federal agencies, including Treasury, are moving in and taking some parts of what used to be the A.I.D. program. I'm not saying this is necessarily bad, but I think we're going to have to work more closely with other federal agencies than we have in the past.

Another factor which I haven't mentioned is the feeling that A.I.D. needs drastic reorganization in terms of its management and accountability. In a number of cases, reports from the Inspector General going to the Hill have pointed out poorly managed projects and activities. There is a pervasive feeling within a number of important committees on the Hill that A.I.D. is not well managed, that we need to have more accountability, and closer scrutiny of our programs. A lot of attention has been paid to the reorganization because it involves all of us who are in Washington in terms of where we sit. Less attention has been paid to other things that are going on at the same time and I think again that we will hear more about these in the next few days. Reorganization, as the Administrator said the other day, is more than just moving boxes around, and I call your attention to the very fundamental review going on which is examining just about everything we do, be it the project documentation cycle or strategy development. Many of these reviews will lead to changes that will streamline our procedures, and I think we will see a major impact on how we do business in the future. The overall message is that in the future we're going to be doing fewer things, and hopefully we are going to do them better.

Let me take a moment to talk about the Near East Bureau since many of you here are associated with it. We are effectively operating as a bureau, even though we are not yet a bureau in name. I expect that we will be formed legally, probably within two weeks time. We cover programs from Morocco through Oman in eight countries. There are not a large number of countries, but there is a lot of money and congressional interest in the program. We're a fairly lean (and I hope "lean and mean") Bureau. We have been given 63 FTEs which is about the smallest bureau. I took the position that we were not going to fight for more bodies because there is a feeling that Washington doesn't add all that much added value, and I think we need to fundamentally look at what it is we do and decide whether our activities are really necessary in the future. Along with this we will be looking at procedures -- are the present reviews really necessary, and what do they add?

What seems to be emerging is the sense that the Near East Bureau needs to act as an effective intermediary between the Missions overseas, A.I.D. management, the Congress and our various constituent groups. I don't mean our role to be a passive passing back and forth of messages; but to be active in the process, where we can explain one side to the other and help facilitate the business of what we're trying to do. As we are a new Bureau, there is some interest in our formation and using us as a guinea pig to see if we can take some of the regional projects and some of the activities we've been involved with and develop an effective partnership with the Research and Development Bureau and others in order to improve our ability to provide field missions with adequate technical and programmatic backstopping support.

Looking to the future, there are a number of trends that one can predict. It's fairly safe to say that we can expect no dramatic increase in program levels and a tightened operating expense budget. It's a safe assumption to project a continued downward pressure on staff; most of the pressure has been in Washington so far, but it will be falling increasingly on personnel in the field. We are going to have to figure out ways of doing the programs with less people. I know as a field person that comes very hard, but it's a fact of life.

We are going to hear much more about tightened management and accountability. Accountability is a very difficult thing to get a handle on for a number of reasons. For example, one project cited as a failure that I am familiar with involved four mission directors over a span of twelve years, about half a dozen project officers, and I don't know how many resident associate directors; apportioning accountability under these circumstances is obviously difficult. When one discusses accountability and the fact that we are working on projects that are probably a minimum of five years where one person comes in to design a new project and moves on, and somebody else picks up the implementation, determination of accountability will not be easy. We will see a continued focus on results, and one of the keys to this is going to be how we demonstrate that we are achieving our objectives. You are going to hear about the work which CDIE is involved with and I will simply say that the whole PRISM effort is an attempt to document in a much more convincing way what it is we do, how we do it and the type of successes we should be showing.

Regardless of how the legislation comes out this year, we are going to see an increase in capital assistance. I think that is inevitable and probably a certain amount of it is necessary. We're going to see continued emphasis on "Buy American"; this is going to cause some problems, but I think that we have to recognize this. You are going to also see increasingly an emphasis on private sector market forces. This is something the Agency has been into, but we're going to have to do more of this in the Business and Partnership Initiative, and bring U.S. business along with us.

What does this mean about the types of people and skills we will need? We will continue to need specialists, but more and more the focus will be on specialists who also serve as managers. Increasingly, we will be looking to people who not only have their specialty, but have a good sense of the language of business and finance as part of their portfolio. A knowledge of the environment is going to be an important thing -- not just for the environmental officers we bring on board, but for all of us. We are going to need to look at democratic pluralism in the same sort of terms that we look at economic development. As I look at some of the strategies that have been coming in from the Missions in the Near East, one of the things that struck me is that

they tend to be a shopping list of activities the Missions are doing in the name of democratic pluralism, rather than an analysis of the political situation in the country. The same type of analysis that we do when looking at economic circumstances is going to have to be completed for democratic pluralism.

I've talked about a number of topics about which you are probably rather pessimistic, but let me say that I am optimistic. I think the Agency is going to go through some difficult times in the next several years. But as I indicated when I started out, I feel firmly that the challenge which faces the United States in the future is going to call out for a strong foreign assistance program, and I feel confident over the next several years that we will see a continuing need for a vibrant A.I.D. program. A.I.D. may evolve, but I think there will be a very strong need for an A.I.D. program in the future.

Participant Interests for the Conference  
(summarized from individual posters)

The following are representative responses given when participants were asked for their interests relative to the theme of the conference. Responses are divided by A.I.D. Washington representatives, mission representatives and resource persons.

**A.I.D. Washington Representatives** responses included:

- \* Understand views and perspectives on how the Regional Bureaus can support and assist Missions to implement Agency Initiatives and priority programs. Related to that, how many of the initiatives are coming from the Agency and how many are coming from the field?
- \* What are the critical energy and natural resources trends in host countries?
- \* How can Missions and the Bureau help strengthen private sector strategies and action plans in agribusiness, natural resources, and environment?
- \* How will the Water Strategy be integrated with the Agency Environmental Strategy?

**Mission Representatives** responses included:

- \* Information is needed on what the current Agency reorganization will mean in terms of personnel, backstopping relationships, and Mission/office operations.
- \* What is the implementation status of the various initiatives, and how can projects be designed/implemented with reduced staff?
- \* Shared experience in implementing the agribusiness initiative is needed -- what works, what shows promise, what should be avoided, and how can we best use AID resources and procedures in working effectively with the business community?
- \* How will the reorganization affect Mission functioning?

**Resource Persons responses included:**

- \* What are issues central to ENE -- what are mission representatives' views on the meaning of the Initiatives, what issues do they raise, and how will they be addressed?
- \* What examples of complementarities should be discussed, i.e. the conflict between agriculture and environment projects, and innovative approaches for leveraging benefit continuation through multipliers?

## **MODULE I: A.I.D. INITIATIVES**

### **Introduction and Objectives for Module I**

The objectives for Module I were: (1) Understand the AID Initiatives, how they are currently being interpreted and approaches for their implementation; (2) Explore the implications of the Initiatives on projects and programs from the vantage point of the conferees; (3) Share information about the conferees in order to know what they are doing relative to the initiatives, what their expectations are for this conference, and how they might be a resource to others.

The A.I.D. Initiatives, developed in 1990 and discussed further in the April 1991 updates, are presently guiding the decisions of the Agency. It was thought that a comprehensive discussion, with questions and answers to an Agency-level panel as well as small group discussion to develop specific issues, was needed as backdrop for a discussion of the ENE Bureau's response to them.

Doug Clark, USAID/Egypt, served as the Moderator for Module I.

### Panel - A.I.D. Initiatives Progress Update

John Blackton, A/AID  
Jack Vanderryn, S&T  
Lance Marsten, ENE  
Kathy Blakeslee, S&T  
Wendy Stickle, PPC/CDIE

The major presentation and discussion points of the panel were: (1) The Initiatives are to be used as guideposts or navigational aides as A.I.D. fulfills its objectives in the 1990s; (2) There will be a focus on portfolio, process, organization, accountability and evaluation. Missions, while considering all initiatives, may not need to develop projects and programs for all of them; (3) Partnerships between A.I.D. and private business for delivery of technology for development are increasingly important; (4) Everything we do affects environment, and changes in environment and natural

resources produce greater impacts on developing countries than the U.S. economy. Key interest areas for the environment are global climate change, biodiversity and forests. Other U.S. agencies (USDA, EPA, NSF) are also taking a global focus; (5) The Family and Development Initiative approaches development to consider the impact of programs on family structures, functions and roles. The Initiative is not to impose U.S. values, or serve as a replacement for ongoing programs, and no funds are earmarked for the Initiative; (6) The Management Initiative is an effort to use evaluation as a strategic management tool in order to do fewer things better with less resources. There will be increased in-house and systematic process with field participation, development of an information system (PRISM), improved mission evaluation, and improved information flow and relations with Congress.

Key issues and questions from the panel were: (1) Given the cross-cutting nature of initiatives and A.I.D.'s limited resources, plus the increasing participation of other donors and U.S. agencies, what is A.I.D.'s role, and what will be the most efficient use of A.I.D. resources? (2) Economic and environment/natural resources policy reform is key to successful development along with strengthening human and institutional resources, and private sector participants (NGOs). How can A.I.D. resources be developed to produce impact on global issues? (3) The Family & Development Initiative needs more definition for clarity of intent and path to achievement; (4) For the Evaluation Initiative, independence and objectivity of CDIE need to be part of their baseline precepts as moving targets for evaluation will prove confusing.

Clemence Weber served as the report for this session.

### Small Group Discussion - A.I.D. Initiatives

The following are representative responses given when participant small groups were asked to react to the morning panel on A.I.D. Initiatives:

**Question A: What were the most important ideas put forward during Module I?**

1. The Initiatives represent A.I.D. "guideposts," not new programs. They allow a bottom-up approach to individual country priority setting.
2. The Initiatives are mind sets or analytical constructs for reorienting A.I.D. resource and management priorities.

3. The Initiatives are "cross-cutting."
4. The Initiatives imply a need for substantial streamlining of A.I.D.'s programming and implementation, in particular contracting, processes.
5. A.I.D. will need to concentrate its projects; doing fewer activities better.
6. A.I.D. will need to accommodate the new Initiatives without relief from O.E. and staff limitations or earmarks.
7. There is an apparent disconnection between the Initiatives and the reorganization.
8. Inconsistencies in the Initiatives include: (a) program focus versus special interests; (b) more analysis versus streamlined design.
9. A.I.D. is giving increased emphasis to program and financial accountability.
10. Linking and leveraging of scarce resources (through a strategy of "finding the multipliers") is needed for maximum impact.
11. A.I.D.'s comparative field management advantage may be jeopardized by the staff concentration implied in the Initiatives and project reduction in overseas staff.

**Question B: Given the comments by the Initiatives Panel, what are the most critical implications for your programs/projects or A.I.D.?**

1. Since A.I.D.'s current staffing mix and type is inconsistent with the thrust of the Initiatives (especially in the areas of environment and business partnership), staffing changes will be needed. This will include reductions and replacements, more versatility to handle a broader array of areas, and the use of a new language.
2. Staff development requirements include additional environmental and natural resources training (both substantive and management) for agricultural, rural and general development officers along with business development and partnership training focusing on linking with the private sector and learning the "business language."
3. Clarification is needed between the future roles of AID/W and the field in implementing the Initiatives, e.g. with respect to decentralized procedures. (Confusion exists as to whether the Initiatives represent refocusing or redirection).

4. Increased accountability, and the need to build additional impact indicators into program/project designs.
5. Better inter- and intra-agency coordination. This includes developing stronger links to the private, university, NGO, federal and international communities. There is a need for more effective communication from the field perspective, and better link between U.S. technical capacity (such as EPA) with A.I.D. in-country experience.
6. A.I.D. risks losing its leadership and identity in foreign affairs to other federal agencies who are becoming more involved in development programs.
7. Bureau and Mission staff will only be able to do fewer things better if programming and contracting procedures are streamlined.
8. The Initiatives impose additional analytical requirements at the program and project level.
9. A.I.D. will make increased use of intermediaries.
10. Implementation of the Initiatives will require: (a) strategy tasking using a traveling team with an appropriate syndrome; (b) a fast tracking time frame; and (c) an interweaving of Initiative definition and elaboration.

**Question C: Given the expectations that individual members of your group have for the conference, what are the key issues for discussion over the next several days?**

1. What complementarities and conflicts are implied by the Initiatives, specifically between the areas of agribusiness and the environment?
2. How to make the Initiatives more operational so they can be readily implemented?
3. What is AID/Washington's and the Mission's appropriate role in implementing the Initiatives?
4. How can our group obtain further clarification of the "fuzzy guideposts," especially the Family Initiative?
5. What is the timeframe for the reorganization including program and personnel decisions?

6. How can Missions be more actively involved as stakeholders in the Initiatives, specifically in the implementation and evaluation process?
7. How will A.I.D.'s programming and contracting procedures be streamlined to facilitate rapid implementation of the Initiatives?
8. Given the tendency toward the reduction of Mission staff, how can A.I.D. retain its comparative advantage of in-country knowledge and relationships.
9. How can A.I.D. maintain its creative development role (and not become overly conservative) in the face of increasing pressure for accountability and evaluation?
10. What is the relationship among the Initiatives, the mission statement principles and probable Congressional interests and earmarks?

Panel - Update on Eastern Europe

Ron Greenberg, ENE

Jim Snell, ENE

John Balis, ENE

The purpose of the panel was to share with conference participants the progress of the Eastern European programs and answer questions about future opportunities and challenges in Europe. Ron Greenberg outlined the environmental strategy for Europe and answered questions on the evolving programs in that region. Jim Snell and John Bales presented the Bureau's agribusiness strategy and discussed emergent opportunities in that area.

## **MODULE II: EUROPE AND NEAR EAST STRATEGIES AND APPROACHES**

### **Introduction and Objectives for Module II**

The objectives for Module II were: (1) Discuss the Bureau's strategies and regional projects in the areas of food systems, agribusiness, the environment, and water resources and to get reactions and suggestions from the conferees; (2) Share experience and examples of successful strategic alliances focusing on the environmental, food systems, agribusiness, and water resources sectors; (3) Give conferees hands-on experience to relevant agricultural, environmental, and natural resource issues; (4) Report on actual efforts being implemented in specific countries and what is contributing to their success; (5) Explore ways to link and leverage A.I.D. resources in a constrained resources setting.

Module II was designed to allow participants to exchange ideas about the strategies and regional projects put forth by the Bureau, and through discussions give the Bureau specific feedback on the new regional projects. The field trips and round-robin presentations gave participants additional information and resources relevant to their positions as agriculture, environment and natural resource officers.

Curt Nissly, ENE/ENR, served as the Moderator for Module II.

### Panel - Europe and Near East Strategies & Regional Projects: Food Systems & Agribusiness Panel

John Flynn, ENE  
John Balis, ENE  
T. David Johnston, ENE

The major presentation and discussion points of this panel were: (1) The ANE Food Systems Strategy areas of focus and key principals are still relevant for the ENE Bureau, and the agribusiness strategy is a sub-set of the Food Systems Strategy; (2) For the Regional Agribusiness Strategy, partnerships with the agribusiness community

should establish infrastructure to link production with markets. The value added by agribusiness should be greater than production value. Other key points for agribusiness include increased policy dialogue and analyzing consumer demand; (3) For the Regional Agribusiness Project (RASP), the project was designed to provide strategic, political, multi-sectoral, and industry-specific assistance. The pros and cons of targeting private association were reviewed. Principles of the private sector grant program include transparency, quick reference, shared risk, competition, development input, and fair play/equal opportunity.

Key issues and questions from the panel were: (1) Policy reform should enable the private sector to operate more freely. What are the policy dialogue needs and information requirements for the regional agribusiness strategy? (2) Intermediaries are needed and in fact are desirable. What are the characteristics or criteria for such intermediaries? (3) What are the key finance and banking requirements for the strategy? (4) A.I.D. officers must be well-informed of the congressional amendments which effect agribusiness policy and opportunities (e.g. Bumpers Amendment); (5) There must be consideration of the environmental implications and impact of increased agribusiness activity; (5) For the Regional Agribusiness Project, what are the implications and complementary between RASP and other (S&T & PRE) central programs?; (6) What should be the priority areas of assistance for the project?

Clemence Weber and Tom Olson served as reporters for this session.

#### Small Group Discussion - Food System and Agribusiness

The following are representative responses given when participant small groups were asked to react to the previous session on Food Systems and Agribusiness:

**Question A: What have been A.I.D.'s successful ways and means of advancing the agribusiness policy dialogue and supporting sector analysis? Who are your main counterparts in agribusiness sector assistance?**

1. Support for structural adjustment programs.
2. Carry out policy dialogue through self-help measures in food aid programs.

3. Work with Commodity Groups - Tunisia Experience.
4. T. A. from knowledgeable U.S. agribusiness professionals and USDA, e.g. Ralston-Purina in Egypt; RONCO and Abt Associates in Pakistan.
5. Counterparts: host government ministries, and chamber of commerce associations.

**Question B: What would Missions require to undertake a bolder program of assistance to the agribusiness sector? e.g. more staff, new bilateral project, AID/W or IQC TDY, or AID/W project buy-in?**

1. Additional staff/help!
2. Additional money -- bilateral funds.
3. Regional and central projects to buy into until a bilateral project can be developed.
4. Central funds for preliminary activities.
5. Importance of policy reform & implementation to project success.
6. Demonstrate to host government that the agribusiness venture is low-risk and has short-term profit potential.
7. T.A. from U.S. agribusiness sector carefully matched to products.
8. Work with government on privatization.
9. Need to understand power structure and culture of bureaucracy in host countries.

**Question C: What kinds of RASP resources would you find most beneficial, and might be useful in your programs and projects?**

1. T.A. (assistance in design) access to S/T TA
2. Market access.
3. Grades and standards.

4. Clearing house information.
5. Training technology partnerships.
6. Project design assistance.
7. Legal, regulatory, policy assistance.
8. Regional projects should do things that are difficult for Missions to do.

**Question D: What are the characteristics which private sector farmer or agribusiness associations should have to be eligible for A.I.D. assistance?**

1. Credible people for assessments.
2. Credible agribusiness types (CEO level) for policy dialogue.
3. Potential for financial viability.
4. Ability to address environmental issues.
5. Capacity to take/share risk.
6. Private, independent groups.
7. Internal controls/accountability (limit A.I.D.'s exposure).
8. Independence from government.
9. Competitiveness.
10. Management capability.
11. Representative, democratic.

Panel - Europe and Near East Strategies and Regional Projects:  
Environment and Water Resources

Curt Nissly, ENE  
Ed Stains, APRE  
Ron Greenberg, ENE

The major presentation and discussion points of the panel were: (1) The root causes of environment degradation, such as the lack of market signals to value a resource, policy distortions, institutional weaknesses, and lack of government accountability -- and how to address them; (2) An approach to setting priorities through a risk assessment model, which addresses health risks, ecological risks, and economic risks of environment degradation; (3) The ENE/Asia Bureau Water Resources Strategy, which is intended to rely heavily on Mission input and broaden from irrigation focus to address inter-sectoral issues; (4) The PRIDE project, a flexible project to support a broad range of mission action to analyze environment issues, which is expected to be contracted and operational in the near future.

Key issues and questions from the panel were: (1) Assessing economic risks and analyzing economic impact of environment degradation is a new area. It is not well documented and tested, but it is one where A.I.D. has comparative advantage; (2) A.I.D. can not force host countries to undertake or adopt environmental action plans. However, even where there is lack of interest, it is important that a Mission develop its own plan and recognize various trade-offs are being made; (3) Inter-Agency teams (i.e., collaboration with EPA) would provide additional information to use with host countries.

Selah Mahjoub and Jan Emmert served as reporters for this session.

## Agribusiness and Environmental Field Trips

The field trip were designed to offer participants a chance to visit field sites and access resources near the conference site. Three field trips were chosen based on their connection with environment, agribusiness, and natural resources.

### **1. Chesapeake Bay Foundation Clagett Farm**

The field trip to the Chesapeake Bay Foundation Clagett Farm in Upper Malboro, Maryland was designed to visit a research facility connected with sustainable agriculture, and talk to practitioners on organizational and technical aspects involved with the Farm. Steve Bunker of the Chesapeake Bay Foundation outlined the work and present activities of the Foundation. Dr. Betty Morose of the Maryland Cooperative Extension Service discussed the collaboration with the Farm on research activities, and showed participants a ridge tillage experiment. Maxwell B. Uphaus, son of USAID/Morocco agricultural officer Charles Uphaus, served as reporter. He was impressed by meeting and feeding Homer the pig, and he liked riding in the back of the pickup truck around the farm. Jim Gage (IDMC) served as the host of the field trip.

### **2. The Natural Resources Institute, USDA/ARS**

The field trip to the Natural Resources Institute, USDA/ARS in Beltsville, Maryland was designed to investigate research activities associated with the Institute. USDA/ARS has 122 research stations and laboratories in the United States, and employs 2,700 scientists -- the Beltsville station is on a 9,000 acre site. ARS develops a 6 year plan of research topics for natural resources, and the 30-person national program staff develops a plan based on information from farmer groups and universities. The Technology Act of 1986 has permitted ARS scientists to work with the private sector, and scientists get 25 percent of profit when a new product is developed. There are 130 agreements with the private sector. There are nine priority research areas in natural resources, including water quality (and problems from agricultural runoff), climate change, food safety, and sustainable agriculture. The field trip included a site demonstration on tillage benefits. Ed Stains served as reporter for the trip, and Dan Gustafson (IDMC) served as the host.

### **3. The World Trade Center**

The field trip to the World Trade Center in Baltimore, Maryland was designed to introduce participants to representatives of Maryland-based environmental industries. The World Trade Center serves as the headquarters for the Maryland Port Administration, state agencies involved in international work and companies representing international commerce. Representatives from several companies discussed their activities in Maryland and around the globe. Marcus Ingle (IDMC) served as the host.

#### Special Topic Dinner Discussions

The dinner discussions were designed to give participants an informal opportunity to exchange ideas on topics of interest.

##### **1. Agricultural Sustainability - Jim Bonner, S&T**

The presentation focused on an overview of the history of sustainable agriculture (SA) and a general definition of sustainable agriculture. Sustainable agriculture has the following characteristics: (1) Long-term maintenance of natural resources and agricultural productivity; (2) Minimal adverse environmental impact; (3) Adequate economic return to the farmer; (4) Optimal crop production with minimal chemical inputs; (5) Satisfaction of human needs for food and income; and (6) Provision for the social needs of farm families and communities. An Agency-wide panel with specific SA initiatives is underway.

Key questions and issues from the discussion were: (1) Congressional support for environment and natural resources and whether there will be a continued mandate for sustainable agriculture; (2) Scarcity of financial resources will solidify the multidisciplinary focus of SA; (3) U.S. agriculture is moving in the direction of sustainable agriculture, i.e. production responsive to environmental realities rather than attempting to alter the environment.

Bill Levine served as the reporter for this session.

## **2. Sustaining the Benefits of Project Investments - Marcus Ingle, IDMC**

The presentation focused on the sustainability of A.I.D.-financed development efforts as part of the International Development Management Center's Cooperative Agreement with the ANE Bureau to conduct systematic research. The research has culminated in a set of draft guidelines designed to ensure that sustainability is considered in all Bureau activities and projects. The guidelines focus on responsive, market-led outputs and benefits, cost effective delivery mechanisms, and recurrent cost and human resource flows. Some of the concepts in the guidelines include: (1) sustainability concerns must begin at project conception; (2) private sector mechanisms are a key factor in success; and (3) there are sustainability tasks and issues that should be considered at every stage of the project cycle.

## **3. Water Strategy Guidelines - Ed Stains, APRE**

The Water Resources Strategy and Guidelines focuses on the allocation and management of water resources for both current and future needs. The key is determining the full value of water (both direct and indirect usage). Some of the important elements noted in the guidelines were water quality, water rights, cost recovery, and management systems stressing responsibility and authority.

### Panel - Experience Integrating Initiatives and Strategies into Europe and Near East Programs

Eric Loken, USAID/Morocco  
Gary Lewis, AID/REP/Afghanistan  
Jim Snell, ENE  
Tom Olson, ENE  
Doug Clark, USAID/Egypt

The key presentation and discussion points were the following: (1) County projects of the panelists reflect primarily business and environment initiatives; (2) the Democratic Pluralism and Family and Development Initiatives can be employed in support of business and environment thrusts; (3) the broad agriculture and agribusiness programs discussed by the panelists address policy, technology, and business systems across the agriculture sector in each of county programs.

The key issues and question were the following: (1) Tunisia and Pakistan were cited as having lost their funding. The lack of continuity to programs is very damaging; (2) Missions will have to implement initiatives with very little substantive support from Central or Regional Bureaus. They could make better progress if support was forthcoming; (3) The maintenance of technical expertise in-house and on-going project work is critical to help leverage toward policy reform.

Dean Alter served as the reporter for this session.

Round Robin Presentations -  
Linking & Leveraging A.I.D.'s Resources

Conference participants attended three round-robin technical sessions of their choice. Each session was 35 minutes long, and was designed for maximum participation between the presenters and the participants. Presenters and the presentations included the following:

James Dawson	Agribusiness Leaders Seminar
Lance Marston	Center for Trade
Russell Micheloff	Environmental Policy Training Project
Ralph Smuckler	University Linkages
Gary Vaughn	Financial Markers
Richard Williams and David Goldberg	World Environment Center

**1. James Dawson - Agribusiness Leaders Seminar**

The purpose of this session was to discuss the results and next step activities from the Agri-Business Leaders Seminar. The purpose of the seminar, held in May, was to enable U.S. corporate leadership to describe their business operations and plans in countries of interest to A.I.D., and for A.I.D. and the agribusiness community to discuss the means and objectives for a closer alliance. Mr. Dawson, of the American Breeders Association, outlined such recommendations as business-related training, strengthening financial institutions, attention to further infrastructure development and the continued collaboration with A.I.D. in such similar seminars.

## **2. Lance Marston - Center for Trade**

Under the Partnership for Business and Development Initiative, the Administrator has approved a Center for Trade and Investment Services, with full time staff (6 FTEs), located in the PRE Bureau but with strong regional Bureau and Mission linkages. The Center will provide businesses with information on doing business and commercial opportunities in developing countries. This center must establish close working relationships with the US government, international sources, and private providers of trade and investment information.

The key issues for the Center are: (1) It must focus on A.I.D.'s role in foreign assistance in developing countries, especially on export-oriented developmental strategies which could involve U.S. commercial interests in trade and investment with indigenous business; (2) It must be realistic but promotional in telling business what A.I.D. trade and investment projects can and can not do for U.S. business; and (3) It should offer timely, high quality and value added information.

## **3. Russell Micheloff - Environmental Policy and Training Project**

The Environmental Policy and Training Project (EPAT) can provide services to Missions/regional Bureaus in: (1) Policy analysis; (2) Relations between economic policy, environmental quality, natural resource use and development and; (3) Support for policy dialogue, institutional strengthening and human resources development. The competitive bids for the EPAT contract and cooperative agreement have been received, and awards will be made in September. The project is authorized for \$75.5M in core funding for the life of project, and has unlimited buy-in capacity. The buy-in guidelines will be available in Fall 1991. Also discussed was the geographic focus of the project, the EPAT/PRIDE relationship, core funding for participants, the core research agenda, and the types of institutions likely to implement the project.

## **4. Ralph Smuckler - University Center**

The University Center aims to broaden and deepen the college and university community contribution to development. It combines BIFADEC and RUR at the outset and intensive organizational planning has started. The University Linkages Project is also now in process, and awards are to be made soon. The Center will consist of a "service center" plus a number of programs of benefit to both A.I.D. and universities, U.S. and developing countries. The first priority program is to help developing country institutions sustain their momentum, avoid isolation and sustain quality contributing to development.

Key issues and questions from the presentation are: (1) The discussion affirmed the high priority planned for assisting universities to maintain their momentum; (2) There was a strong interest expressed for U.S. working with U.S. university alumni in developing countries; (3) Why should universities internationalize? What is the evidence?; (4) The University Center should be more pro-active with respect to the new initiatives; and (5) The Linkage Project information should be in a Mission's hands earlier and be more comprehensive.

#### **5. Gary Vaughn - Financial Markers**

The presentation suggested programmatic areas for A.I.D. assistance in finance (i.e., macroeconomics reform, commercial lending, securities markets, accounting standards, other financial institutions and the informal sector) and stressed links between privatization trade and investment and financial markets. Noted were A.I.D. and other donor resources in financial markets, including technical assistance, training and credit/equity support, and the August, 1991 ENR/DR Regional Guidebook.

Key issues and questions from the presentation were: (1) The need to tailor the above information to apply more directly to problems and opportunities in rural financial markets; (2) How to relate financial markets and financial analysis skills to new prospective A.I.D. initiative in capital projects; (3) Where can A.I.D. get specialized financial markets expertise? and (4) What priorities should A.I.D. stress among various programmatic options?

#### **6. Richard Williams and David Goldberg - World Environmental Center**

The format of the presentation consisted of: (1) A general overview of the World Environmental Center (WEC); (2) Why environmental management issues are important in the design of A.I.D. projects; (3) How an A.I.D. project manager can access WEC services; and (4) Who at WEC can be contacted to pursue a project or obtain additional information.

WEC is an independent, non-advocacy environmental organization which contributes to sustainable development by strengthening management and industrial health and safety practices worldwide. Within WEC, the International Environment and Development Service offers environmental management expertise to industries and governments in industrializing countries. This unit works with A.I.D. on such services as technical reviews, project design and strategy planning and workshops, and can now be accessed through a new Cooperative Agreement with the Near East Bureau.

## **MODULE III: A.I.D. REORGANIZATION**

### **Introduction and Objectives**

The objectives of Module III were (1) Up-date on the progress of the Agency's reorganization with particular attention to the role of research and development and to personnel policies and issues; (2) Discuss "back-stopping" needs and reactions to the reorganization from the field perspective; and (3) Explore the implications of the reorganization on the way A.I.D. needs to do business in the future.

The Module was designed for two panels, an Agency panel and a mission panel, with question-and-answer and small-group discussion interspersed. Due to overwhelming response of participants to the panel presentations and the question and answer session, small group discussion was eliminated from the program.

Pat Peterson, S&T, served as the Moderator for Module III.

### Panel - The Agency Reorganization

Kenneth Sherper, A/AID  
Anthony Cauterucci, HRDM  
Richard Bissell, S&T  
Ross Anthony, ENE

Kenneth Sherper, A/AID, talked candidly to the participants about the elements of the reorganization. He described some of the potential changes, which included a revised mission strategy document, performance indicators, a single program/project document, and professional incentives. He responded to a question about the A.I.D. contracting system by emphasizing the need for streamlined processes, including more delegation of authority, electronic information systems, and so on. As one of the senior agriculturalists in A.I.D., he was asked about the position of agriculture in the new scheme. He responded that agriculture has changed in the last 20 years, and agricultural research and production is not as high a priority now. He emphasized the need to provide incentives for agricultural production and the critical role of agricultural policy.

Richard Bissell, S&T, described the reorganization of the S&T to R&D, and showed an overhead of the relationship of the offices in the renamed bureau. He emphasized that field support from the bureau will remain strong, and is concentrating on working out cleaner and easier mechanisms to access the Bureau's resources, including innovative contracting and the need to plan joint activities with the field. In response to questions, Dr. Bissell discussed future staffing considerations, including personnel cuts, the need to keep a critical mass of technical staff and GS/FS considerations.

Ross Anthony, ENE, described some of the changes and opportunities as the ENE Bureau splits. He will remain with the new Europe Bureau. The Europe Bureau will be different than others as procedures will be different, and the Missions will be, for the time being, in AID/W. He commented that A.I.D. needs to let Congress and others know what is going on in the field, especially in these times of budget cuts.

Anthony Cauterucci, HRDM, stated that an organization like A.I.D. is its people, and not its structure. The A.I.D. system must be able to motivate and retain quality personnel to operate effectively. He outlined a human resources development program emphasizing the need for strategic direction, performance incentives, workforce planning and training. The reinstated IDI program, he stated, will be very beneficial to the Agency, and up to 100 people will be hired in the next two years. The Agency is in need of individuals with management skills, and moving away from the technician role to a sectoral manager role.

#### Panel - A.I.D.'s Reorganization and the Challenge for Bureaus and Missions

T. David Johnston, ENE  
Gary Lewis, USAID/Afghanistan  
Charles Uphaus, USAID/Morocco

T. David Johnston, ENE, commenting on the Agency panel, stated he appreciates the focus on management, and not just structural issues with the reorganization. He voiced the following concerns: (1) Because field missions are A.I.D.'s comparative advantage, smaller field staff size will have a negative impact; (2) Agricultural officers have been the backbone of many A.I.D. Missions in the past, but it is increasingly necessary to retool their skills in other areas; (3) There are few FS-1 and SFS positions to which senior ag officers can rotate. (4) Contracting procedures are cumbersome and lengthy; and (5) The evaluation process will have to remain

somewhat flexible. In many cases, the length of the project is too short a timeframe to achieve positive results.

Gary Lewis, USAID/Afghanistan, focused on the needs of a smaller mission. It is critical that AID/W reduces the administrative requests on smaller missions, and he supports a single design document. More support needs to be forthcoming from the Bureau for backstopping in both technical and administrative areas. He also stated field missions have not received information on the reorganization, and may have many questions about it.

Charles Uphaus, USAID/Morocco, stated his concerns were in the areas of intellectual leadership, professional competence, and rational career planning. There is a lack of strong leadership in agriculture and natural resource to lend credibility in both the US academic environment and among other donors. The Agency should consider creating positions to attract top professionals. More in-service training is needed to help officers adapt to changing areas of focus and new responsibilities. Rewards and incentives will need to be strengthened for the technical positions.

## **MODULE IV: CONFERENCE SYNTHESIS AND NEXT STEPS**

### **Introduction and Objectives**

The objectives for Module IV were: (1) to highlight and synthesize the major points of the conference; (2) to identify insights and develop recommendations and actions on specific topic areas emerging from the conference; and (3) to close out the conference.

John Flynn, ENE and conference host, served as the Moderator for Module IV.

### Panel - Conference Highlights and Conclusions

Doug Clark, USAID/Egypt  
Curt Nissly, ENE  
Pat Peterson, S&T  
John Flynn, ENE

Each of the Module Moderators gave a brief synopsis of his module, emphasizing for the conference participants his observations. Participants commented on each synopsis, and added other ideas. All of the material was provided to the small groups in order to formulate the conference recommendations.

### Small Group Work and Presentations

#### Conference Findings and Agreements, Suggestions or Concerns, and Recommendations.

Participants were divided into four small groups to develop recommendations and next steps. Each group presented its results to the plenary and discussed them as a group. The following are a synthesized version of the conference findings and agreements, suggestions or concerns, and recommendations.

## **Findings and Agreements:**

- \* A.I.D.'s agricultural programs provide ample opportunities to integrate the Agency's initiatives into mission programs;
- \* AID/W support to Missions through the Project in Development and the Environment (PRIDE) and the Regional Agribusiness Support Project (RASP) is a valued and welcomed resource for field missions as they look for ways to incorporate the Initiatives into country programs;
- \* The need to integrate environmental measures and natural resource management into mission portfolios in general, and into agribusiness programs in particular, is largely understood, accepted and appreciated;
- \* Participant support reorganization plans to modify A.I.D.'s contracting, audit, evaluation, and program/project design procedures, but caution that proposed changes should be reviewed by experienced project managers before final decisions are made; and
- \* A.I.D.'s field missions are the Agency's comparative advantage as a development agency and are important for successful achievement of U.S. foreign policy objectives.

## **Participant Suggestions or Concerns:**

- \* The Agency should establish an agribusiness working group to accelerate agribusiness linkages between different bureaus/offices and draft an Agency position regarding agribusiness development;
- \* Reorganization plans to provide Missions with technical and programmatic backstopping are not clear. Personnel levels for agriculture, environment and natural resource managers in AID/W are so low that it will be difficult to provide even minimal technical support or assistance;
- \* Reorganization objectives regarding greater accountability may be in conflict with the trend toward smaller missions and fewer positions for project implementation personnel; and
- \* A.I.D. risks losing its leadership and identity in international development to other federal agencies which are becoming involved in development programs. This is unfortunate because our field missions -- with a cadre of experienced development specialists with ready access to cooperating country leaders in both government and

the private sector -- are A.I.D.'s comparative advantage and the U.S. government's primary instrument for applying U S. resources to critical international objectives.

#### Conference Recommendations:

- \* Senior management should make a statement on the role of agriculture which explicitly acknowledges that agriculture continues to be one of A.I.D.'s areas of comparative advantage and will provide important opportunities for implementation of the Initiatives;
- \* Participants strongly recommend that A.I.D. regard its agriculture, environment, and natural resource officers as "sectoral managers" instead of "technical personnel." Sectoral managers (i.e., managers with technical specialties) have been an important element in A.I.D.'s management system and the Agency should expand its use of sectoral managers as a means of improving implementation performance;
- \* A.I.D. should protect its field missions from erosion of staffing and funding levels in order to maintain our comparative advantage as a development agency;
- \* The human resources development program, which provides skill upgrading and professional development training opportunities for career foreign service officers (as outlined by Anthony Cauterucci, Director of the Office of Human Resource Development and Management), should be implemented during FY 92;
- \* Reorganization plans to streamline contracting procedures and to make the audit and evaluation systems more effective should be one of the Agency's top priorities and should be shared with mission and bureau staff as soon as possible; and
- \* Field missions should delegate authority to prepare, approve and sign purchase orders, model contracts and other routine contracting/procurement documentation to sectoral managers who are responsible for implementing A.I.D. projects.

#### Conference Closing

#### Response to the Recommendations by the DR Director and the DAA

Conference host John Flynn and DAA/NE Fritz Weden responded to the recommendations of the participants. They complemented the presenters and participants on their hard work and thanked the conference organizers for making the conference a success.

## **APPENDICES**

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## CONFERENCE PROGRAM

for

### **Implementing AID's Initiatives and Strategies in Europe and Near East: Agriculture, Environment and Natural Resources**

August 4 - 8, 1991

#### CONFERENCE OBJECTIVES:

1. Review the implications of A.I.D.'s new initiatives and organization for agricultural, environmental and natural resources programs and staff in Europe and Near East.
2. Share Mission experience and innovative approaches for implementing A.I.D.'s initiatives and strategies.
3. Discuss and formulate a series of options and next steps for implementing A.I.D.'s initiatives and strategies in Europe and Near East.

#### SUNDAY, August 4 (p.m.)

- 1:00 - 5:30      Arrival at Conference Site and Registration (Calvert House)
- 5:30 - 6:30      Welcome Reception (Calvert House Atrium)
- 6:30 - 6:45      Formal Opening (Calvert House Conference Room)  
John Flynn, ENE
- 6:45 - 7:15      Keynote Address - Agriculture, Environment and Natural Resources: A Time of  
Transition and Challenge for A.I.D.  
Tom Fox, World Resources Institute
- 7:15 - 8:15      Welcome Reception (con't)

**MONDAY, August 5**

- 7:30 - 8:30**      **Buffet Breakfast (Calvert House Atrium)**
- 8:30 - 8:50**      **Conference Opening (Calvert House Conference Room)**  
**John Flynn, ENE**
- 8:50 - 9:35**      **Conference Overview and the View from the Field:**  
**T. David Johnston, ENE**  
**Doug Clark, USAID/Egypt**
- 9:35 - 9:55**      **Operating Details and Logistics**
- 9:55 - 10:15**    **Address - The Challenge Ahead**  
**Fritz Weden, Deputy Assistant Administrator, ENE**
- 10:15 - 10:30**   **Refreshment Break**

**MODULE I: A.I.D. INITIATIVES**  
**Moderator: Doug Clark, USAID/Egypt**

- 10:30 - 10:40**   **Module I Introduction and Objectives**
- 10:40 - 12:15**   **Panel - A.I.D. Initiatives: Progress Update**  
**John Blackton, A/AID**  
**Jack Vanderryn, S&T**  
**Lance Marsten, ENE**  
**Kathy Blakeslee, S&T**  
**Wendy Stickle, PPC/CDIE**
- 12:15**    **LUNCH (Calvert House Atrium)**
- 1:30 - 1:40**      **Afternoon Opening and Agenda (Calvert House Conference Room)**
- 1:40 - 3:10**      **Small Group Discussion - Operationalizing the Initiatives (Calvert House Break-out Rooms)**
- 3:10 - 3:40**      **Refreshment Break & Poster Gallery**
- 3:40 - 5:00**      **Plenary and Closure to Module I**
- 7:30 - 9:00**      **Panel - Update on Eastern Europe (Calvert House Conference Room)**  
**Jim Snell, ENE**  
**Donna Frago, ENE**  
**Ron Greenberg, ENE**

**TUESDAY, August 6**

**7:30 - 8:30 Buffet Breakfast (Calvert House Atrium)**

**8:30 - 8:40 Opening and Agenda Review (Calvert House Conference Room)**

**MODULE II: EUROPE AND NEAR EAST STRATEGIES AND APPROACHES**

**Moderator: Curt Nissly, ENE**

**8:40 - 8:45 Module II Introduction and Objectives**

**8:45 - 9:45 Panel - Europe and Near East Strategies and Regional Projects: Food Systems and Agribusiness**

**John Flynn, ENE**

**John Balis, ENE**

**T. David Johnston, ENE**

**9:45 - 10:00 Small Group Work and Plenary: Feedback on Regional Strategies and Projects**

**10:30 - 10:50 Refreshment Break**

**10:50 - 12:20 Panel - Europe and Near East Strategies and Regional Projects: Environment and Water Resources**

**Curt Nissly, ENE**

**Ed Stains, APRE**

**Ron Greenberg, ENE**

**Hassan Tully, World Bank**

**12:20 - 12:30 Closure to the morning**

**12:30 - 1:00 Break**

**1:00 - 1:30 Working Lunch - Expectations and Objectives for the Field Trip**

**1:30 - 6:00 Agribusiness and Environmental Field Trips**

**World Trade Center in Baltimore**

**Chesapeake Bay Foundation Clagett Farm**

**Natural Resources Institute, USDA/ARS, Beltsville**

**7:30 - 9:30 Dinner Discussion on Special Topics**

**Sustaining the Benefits of Project Investments: Marcus Ingle, IDMC**

**Agricultural Sustainability: Jim Bonner, S&T**

**DESFIL Fragile Lands Project: Philip Young, DAI**

**Water Strategy Guidelines: Ed Stains, APRE**

**WEDNESDAY, August 7**

- 7:30 - 8:30** Buffet Breakfast (Calvert House Atrium)
- 8:30 - 8:40** Opening and Agenda Review (Joint Meeting Room - Maryland State House)
- 8:40 - 9:40** Panel - Experience Integrating Initiatives & Strategies into Europe and Near East Programs  
Eric Loken, USAID/Morocco  
Gary Lewis, AID/RED/Afghanistan  
Jim Snell, ENE  
Tom Olson, ENE
- 9:40 9:55** Round Robin Set-up
- 9:55 - 10:25** Refreshment Break (Return to Calvert House)
- 10:25 - 12:25** Round Robin Presentations - Linking and Leveraging A.I.D.'s Resources (Calvert House Break-Out Rooms)  
Financial Markets: Gary Vaughn, ENE  
Center for Trade: Lance Marsten, ENE  
Agri-business Leaders Seminar: James Dawson, American Breeder Assn.  
Environmental Policy Training Project: Russell Micheloff, S&T  
University Linkages: Ralph Smuckler, S&T  
World Environmental Center: Richard Williams, World Environmental Center
- 12:25 - 1:45** Open Lunch

**MODULE III: A.I.D. REORGANIZATION AND STAFFING**

Moderator: Pat Peterson, S & T

- 1:45 - 1:55** Module III Introduction and Objectives
- 1:55 - 3:25** Panel - The Agency Reorganization  
Kenneth Sherper, A/AID  
Anthony Cauterucci, IIRDM  
Richard Bissell, S&T  
Ross Anthony, ENE
- 3:25 - 3:45** Refreshment Break
- 3:45 - 4:35** Panel - A.I.D.'s Reorganization and the Challenge for Bureaus and Missions  
David Johnston, ENE  
Charles Uphaus, USAID/Morocco  
Gary Lewis, AID/RED Afghanistan
- 4:35 - 5:30** Small Group Work, Plenary & Closure - A.I.D. Reorganization & Implications for Staff
- 7:00 - 9:00** Dinner - Maryland crab feast and barbecue.

**THURSDAY, August 8**

**7:30 - 8:30**     **Buffet Breakfast (Calvert House Atrium)**

**8:30 - 8:40**     **Opening and Agenda Review (Calvert House Conference Room)**

**MODULE IV: CONFERENCE SYNTHESIS AND NEXT STEPS**

**Moderator: John Flynn, ENE**

**8:40 - 8:45**     **Module IV Objectives and Outputs**

**8:45 - 9:30**     **Moderator Panel - Conference Highlights and Synthesis**

**9:30 - 11:00**   **Small Group Work - Insights, Recommendations and Next Steps Planning**

**11:00 - 11:15**   **Refreshment Break**

**11:15 - 12:00**   **Plenary - Next Steps and Recommendations to the Agency**

**12:15 - 1:30**   **Luncheon Presentation and Conference Closing - Reflections on the Week**

**Fritz Weden, ENE**

**John Flynn, ENE**

**1:30**     **CONFERENCE ADJOURNS**

**Implementing AID's Initiatives and Strategies  
in Europe and Near East:  
Agriculture, Environment and Natural Resources**

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## **Participant Posters**

### **Mohamed N. Allam**

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**Present work relating to the initiatives:** Initiating sub-programs (irrigation cost recovery & new lands development) of a future Agriculture Policy Reform Program.

**Information or resources to share:** Cost recovery & sustainability; Policy reform programs vs. projects.

**Interests relative to this conference:** USAID environmental strategy; USAID water strategy; Future management strategy and its implications on mission activities; Lessons from the experience of the other ENE Missions.

### **Douglas Clark**

**Associate Director for Agricultural Resources, USAID/Egypt**

**Present work relating to the initiatives:** Policy reform to liberalize the agriculture/food sector as a precondition for expanding agri-business investment; Divestment of gov't. owned agricultural land to private owners; Divestment of gov't.-owned seed processing plants, and facilitation and partial financing of 3 new private seed processing plants; Water quality assessment of the Nile and development of action plan; IPM research program with 8 U.S. universities; Proposed CDIE evaluation in 1992 of the agriculture policy reform program - lessons learned for other programs; Local empowerment in water management through establishment of water user associations; Pilot private sector technology transfer activities; Private sector research and joint research ventures with U.S. private sector; Pilot private vegetables and fruit marketing/export activity.

**Information or resources to share:** Privatization/divestment; Environment & natural resource experience; Water quality & management; Private sector research; Agriculture policy reform.

**Interests relative to this conference:** Water strategy linkages; agribusiness; private technology transfers/research.

**Clemence Weber**

Irrigation and New Lands Development Office, USAID/Egypt

**Present work relating to the initiatives:** Writing of mission E/NR strategy & action plan, and development of host country E/NR strategy & action plan; Design & implementation of projects to link host country producers & processors to U.S. markets.

**Information or resources to share:** Lessons in methodologies & procedures for development of E/NR strategies; Common constraints & potential solutions to development of participation for 'business and development.'

**Interests relative to this conference:** Orientation to new AID geographic bureau; Establishment of Washington contacts & other resources; Clarification of initiatives.

**Thomas M. Olson**

Division Chief - Economic Policy Analysis Division -- ARD, USAID/Pakistan

**Present work relating to the initiatives:** Agriculture data collection (evaluation); Agriculture policy analysis; Promotion of agricultural exports.

**Information or resources to share:** Agribusiness constraints study in Pakistan; Agribusiness development in Pakistan; Experience with USAID/IG program audit and evaluation in Pakistan; IFPRI study of rural poverty in Pakistan.

**Interests relative to this conference:** How to define my new role in the ENE Bureau; Try to understand reorganization and initiatives; 'networking' - put names to faces.

**Eric Loken**

Project Officer & Mission Environmental Officer (MEO)  
USAID/Morocco, Agriculture and Natural Resources Office

**Present work relating to the initiatives:** Ensure that environmental considerations are incorporated into mission projects and program strategy; as PO, design of new mission water resources management project to ensure that all initiative concepts are incorporated into final project design, implementation, and monitoring & evaluating

**Information or resources to share:** Experience in integrating environmental concerns into AID projects and programs

**Interests relative to this conference:** Information on current agency/bureau priorities, initiatives & strategies; Information on what current agency reorganization will mean for me, i.e. personal/personnel, backstopping relationships & Mission/office operations

**Jan Emmert**

Division Chief, USAID/Pakistan. Office of ARD. Water resources division

**Present work relating to the initiatives:** Environmental and agricultural sustainability initiative; Manage project on sustainability of irrigation system (including drainage rehab, maintenance of infrastructure & financial sustainability).

**Information or resources to share:** Institutional development.

**Interests relative to this conference:** Understand the new initiatives, underpinnings, objectives; understand reorganization and how it will affect mission functioning

**Salah Mahjoub**

Food aid and agricultural policy implementation project officer, USAID/Tunisia

**Present work relating to the initiatives:** Design of an agri-business program promoting and focussed on private sector.

**Information or resources to share:** Ideas on potential agribusiness activities.

**Interests relative to this conference:** Learn more on implementation status of the initiatives; New ideas on project design & implementation.

**Charles Uphaus**

Chief, Office of Agriculture and Natural Resources, USAID/Morocco

**Present work relating to the initiatives:** In business and development, the design of an agribusiness program grant (Tunis), and the design of Morocco Agribusiness Project; In environment, developing new project in water resource conservation; In family and development, redirecting dryland agricultural research to more explicitly consider clientele concerns and priorities.

**Information or resources to share:** Experience in design of two field agribusiness initiatives - one project and one program.

**Interests relative to this conference:** Sharing experiences in agribusiness initiatives & implementation - what works, what shows promise, what should be avoided, how to use AID resources and procedures in working effectively with the business community.

**Flynn Fuller**

Agricultural Development Officer/Project Officer for Irrigation  
Research & Professional Development and Training, USAID/Egypt/Agr./ILD

**Present work relating to the initiatives:** Finalizing SOW and contracting for technical assistance to develop an action plan to address environmentally sound water use management and development in Egypt; assisting with on farm management activities which include socio/economic studies which do/will take into account family concerns

**Information or resources to share:** Development and implementation skills that can be utilized by the Mission to help focus the agricultural portfolio on the initiatives

**Interests relative to this conference:** Interested in where USAID is going in the 1990s, especially with regards to agriculture. With USAID and Egypt's interest in environment (water), it would behove me to learn as much as possible regarding USAID's direction regarding the environmental initiative

**Ron Stryker**

Chief of ANR, Agriculture and Natural Resource Office (ANR)  
USAID RDO/C, Eastern Caribbean

**Present work relating to the initiatives:** Consolidation of projects in agriculture and design of new projects with focus on three areas of project/program intervention, i.e. agribusiness (export promotion & investment), environment/natural resource management & policy; streamline management in the above context, i.e. staffing and NGO & contractor roles

**Information or resources to share:** Design of environmental programs to include community management & NGO-government partnership

**Interests relative to this conference:** Operationalize the initiatives (SOON!)

**Gary Lewis**

Private Sector, Agriculture & Rural Development Office, USAID/Afghanistan

**Present work relating to the initiatives:** Environmental (pest control, root fuel & fertilizer use); Business & Development (redirect Afghan trade from East to West, develop agriculture export program).

**Information or resources to share:** Problems developing international trade; Managing large development program with small staff

**Interests relative to this conference:** Where is AID going in the future?

**Gary Vaughan**

Branch Chief, ENE/DR/PE/FTI

**Present work relating to the initiatives:** Manage regional private enterprises; Project and backstop USAID's in private sector (focus on business and development partnership and cooperation with APRE and LM).

**Information or resources to share:** Approaches in T & I, privatization, financial markets, demonstration projects and operational guidebooks; Ideas and information regarding outside links/leverage with U.S. business, states, trade associations, and business schools.

**Interests relative to this conference:** How our office can better relate to agriculture, environment, and natural resources; Feedback on our office's activities and initiatives.

**Mohamed Cassam**

General business specialist, ENE/DR

**Present work relating to the initiatives:** Assisted USAID/Islamabad in developing an export project with U.S. company. Assisted U.S. companies in investigating joint venture projects in the Philippines. Assist USAID/Islamabad and USAID/Manila develop/design private sector investment projects. Generate interest in the U.S. for mission agribusiness projects in Tunisia and Morocco.

**Information or resources to share:** What U.S. business interests are in bureau countries in agribusiness, energy and light industry? What indigenous business seeks from the U.S. private sector.

**Interests relative to this conference:** How Missions intend to incorporate the initiatives in their programs and what support they need from AID/W in this task.

**John A. Becker**  
**Trade and Investment, ENE/TR**

**Present work relating to the initiatives:** Design of an environmental technology services import program (TEST) CIP-like program; Design of an PL480 "Stay Green" capital fund for private sector expansion in sustainable ag. products and process commercialization.

**Information or resources to share:** Design concepts.

**Interests relative to this conference:** Update on AID program and management operations for next assignment in ENE.

**Ed Stains**  
**Project officer, APRE/TR/DR**

**Present work relating to the initiatives:** Managing the \$20 million irrigation support project for Asia and Near East; Developing water resources strategy for region

**Information or resources to share:** Ways to improve (shorten) planning and design process; Ways to utilize contractors during implementation to reduce AID staff work load; Advice on when to retire from AID

**Interests relative to this conference:** Integration of water strategy with agency environmental strategy; Improve management of people

**Ron Greenberg**  
**ENE environmental coordinator, ENE/DR/AE/ENR**

**Present work relating to the initiatives:** Management of the environmental office, including agency strategy, bureau strategy, Eastern European projects (environmental initiatives, public sector, training, environment and business), P.R.I.D.E.

**Information or resources to share:** Environmental policy and price reform; private sector & environment linkages; NGOs; laws and regulations; risk assessment; program and project design; EPA, World Bank and EBRD linkages for environment; environmental action plans; staff support.

**Interests relative to this conference:** Identification of country/Mission needs; linking resources - new ideas to meet today's needs; TDY's.

**T. David Johnston**  
**Chief, ENE/DR/AE Food Systems Division**

**Present work relating to the initiatives:** Oversaw preparation of a regional agribusiness strategy which provides Missions with guidelines for preparing an agribusiness strategy or agribusiness program; currently developing a regional agribusiness support project to catalyze and support implementation of the business and development initiative.

**Information or resources to share:** Help to prepare agribusiness strategies or projects; information on agribusiness associations that are interested in working with AID; experience developing criteria for private sector grants.

**Interests relative to this conference:** Joint venture investment promotion; trade and investment; private power and energy efficiency; identifying incentives needed for change; sustainable agriculture; sustainable use of tropical forests and biodiversity.

**Dean Alter**  
**Agribusiness specialist, S & T/ agriculture**

**Present work relating to the initiatives:** Commercializing agriculture technologies which support nutrition and environment objectives.

**Information or resources to share:** Agribusiness systems approach to creating public/private sector consensus.

**Interests relative to this conference:** Partnership between AID bureaus on implementing agriculture development.

**Jim Snell**

Team leader for Agriculture and Agribusiness (EE), ENE/DR/AE

**Present work relating to the initiatives:** Designing and implementing agriculture & agribusiness program in Eastern Europe.

**Information or resources to share:** New program design on agribusiness and universities.

**Interests relative to this conference:** Better design to reduce AID staff time.

**Ralph Smuckler**

DAA & Executive Director - University Center (UC), S&

**Present work relating to the initiatives:** Establishing the U.C. means broadening and deepening the role of universities in development and as a resource for each of the four initiatives.

**Information or resources to share:** Current status of UC planning regarding expanded use of university resources such as: (1) Links with institutions abroad (2) US University alumni ties (3) Possible new reserve corps of University personnel.

**Interests relative to this conference:** Learning about needs and potential uses for University center; what suggestions are there for the services to be offered by the center and center program?

**Kathy Biakeslee**

Senior policy advisor and acting director, WID, S & T/AA

**Present work relating to the initiatives:** Chair - Family and Development Initiative Working Group.

**Information or resources to share:** Information and examples on implementation of initiative in AID; channel for input to AID/W Working Group.

**Interests relative to this conference:** Feedback from and dialogue with mission staff regarding the family and development initiative.

**John Balis**  
**Agribusiness Specialist, ENE/TR**

**Present work relating to the initiatives:** Partnership for business and development; Toward strategic management.

**Information or resources to share:** Agribusiness strategy; business contacts; impact monitoring.

**Interests relative to this conference:** Would like to build some environmental features into agribusiness strategy.

**Lance Marston**  
**Senior business advisor, ENE/Administrator Office**

**Present work relating to the initiatives:** Developing approach and implementation plan for partnership for business/development.

**Information or resources to share:** Information on plans, issues and opportunities.

**Interests relative to this conference:** Help strengthen private sector strategies and action plans in agribusiness, natural resources and environment.

**Jim Bonner**  
**Agroecologist, S & T, Office of Agriculture**

**Present work relating to the initiatives:** Design, develop and implement Sustainable Agriculture (SA) Project and program for the Bureau; assist with the design and development of agency's environmental strategy and action plan.

**Information or resources to share:** Background & information on SA with the history, programming, design implications, and future trends; manage new SA Systems CRSP which serves as resource and develop SA methodology in development context; serve as chair of SA/IPM subgroup of Agency's environmental working group.

**Interests relative to this conference:** General topic of SA and new developments & approaches; integrate SA and environmental sectors.

**Jeanne North**

**Project officer, Implementing Policy Change Project (IPC),  
Office of Rural & Institutions/Development, S&T Bureau**

**Present work relating to the initiatives:** IPC project assists LDC managers to use strategic management approaches to carry out new policies which are difficult to implement. Among these policies are: (1) Environmental/natural resource policies (2) "Democratization" policies (3) Policies which promote vitality of private enterprise; The research program of IPC develops and uses a framework and indicators for comparative analysis of implementation situations, progress and intervention strategies (relevant to evaluation initiative).

**Information or resources to share:** Can offer technical teams which combine management and sector expertise to help LDC organizations develop assessments and strategies to take action for implementation.

**Interests relative to this conference:** Institutional incentives and infrastructure for desired change.

**Dick Rortvedt**

**Senior staff officer, USDA/OICD;  
Food Industries Division (FID) (Training, trade and investment in agribusiness)**

**Present work relating to the initiatives:** Agribusiness export symposia; Agribusiness training [especially Middle Income Countries (MID), including Eastern Europe]; Agricultural Information Center (AIC) (Data and training).

**Information or resources to share:** E.Europe trainee list; U.S. agribusiness firms network (e.g. APC, mission participants, cooperators); Regulatory information etc. in AIC.

**Interests relative to this conference:** ENE PASA project identification; meet AID staff (D.C. + field); Share info about USDA resources.

**Curt Nissly**

**Sustainable agriculture and natural resources manager, ENE/ENR**

**Present work relating to the initiatives:** Env. Initiative - Participate in environmental working group (EWG); Agricultural sustainable sub-sector group; PRIDE project officer; PRIDE contractor selection.

**Information or resources to share:** PRIDE Project; EWG; Agriculture/Natural Resources in Pakistan and Southern Africa.

**Interests relative to this conference:** Sustainable agriculture initiative --> USAID's ag. portfolio; Implementation of PRIDE; ENR trends in host countries.

**Mike Moran**

Agribusiness advisor, consultant to ENE/TR

**Present work relating to the initiatives:** RASP Project development; Agribusiness leaders seminar and follow up; Agribusiness strategic implementation measures; Agribusiness work group support; Eastern Europe Project Support; ARDO Conference Planning.

**Information or resources to share:** Agribusiness, marketing and management experience, 25 years in 33 countries; Private/Public direct agribusiness involvement overseas.

**Interests relative to this conference:** Agribusiness/environment linkages; Conference meets objectives; Field input to AID/W strategic planning and evaluation effort.

**Melody J. Bacha**

Business Specialist (Project Mgr-Market & Tech. Access Proj [MTAP]),  
APRE/International Business Staff

**Present work relating to the initiatives:** For the Business & Partnership Initiative, MTAP is involved in: exploring ways to establish U.S./LDC private sector linkages in trade and investments, training, employee management exchanges, tech. transfer activities via trade associations & state offices; examining the role of indigenous business service suppliers in LDC agribusiness/natural resources private sector development; studying AID's current contracting methods to better define ways USAID can work more directly w/ LDC and U.S. private sector.

**Information or resources to share:** Knowledge of lessons learned regarding the above activities in several regions.

**Interests relative to this conference:** To more closely link MTAP activities in ENE's needs and interests.

**Abdel Moustafa**  
**ADO, ENE/DR/A&E/FS**

**Present work relating to the initiatives:** Drafting pilot for training on dairy and related agribusiness in E. Europe; Draft for strengthening credit union in Poland.

**Information or resources to share:** Too early for lessons learned.

**Interests relative to this conference:** Future trends/directions. How many of the initiatives are coming from the top and how much are coming from the field/within?

**John B. Flynn**  
**Chief, Agriculture and Environment, ENE/DR/AE (AID/W)**

**Present work relating to the initiatives:** (1) Developing agribusiness strategy and mission support project; (2) Environmental project support through regional project and staff; (3) Developing water resource management strategy; (4) Helping develop strategy for democratic initiatives

**Information or resources to share:** Regional projects in agribusiness, an agribusiness resources directory, grant with ASACI, regional environment project (P.R.I.D.E.)

**Interests relative to this conference:** Get views and perspectives on how the regional bureau can support and assist Missions, implement agency initiatives and priority programs.

**Fritz Weden**  
**DAA/NE, NE Bureau**

**Present work relating to the initiatives:** Will be overseeing design and implementation of initiatives by bureau and field missions.

**Information or resources to share:** A degree of experience in implementation of other initiatives in the past.

**Interests relative to this conference:** Understanding concerns of other recent initiatives, and teambuilding.

**Peter Koffsky**

Development resources specialist, USDA/OICD/Development Resources

**Present work relating to the initiatives:** Helping USDA agencies to implement programs directly related to business and development, and to establishment of democratic economic institutions. Eastern Europe/Egypt.

**Information or resources to share:** Access to USDA expertise in areas such as marketing, grades and standards, economic analysis, extension of information to the individual farmer.

**Interests relative to this conference:** Learning how to interpret the initiatives for colleagues at USDA, and how to increase USDA assistance in their implementation.

**Phil Young**

Senior program manager, DESFIL, Development Alternatives, Inc.

**Present work relating to the initiatives:** DESFIL is a centrally funded technical resource of S&T/RD. Currently assists AID in programs to arrest degradation of natural resources and environment (Envir. Init.) while encouraging income generation and broad-based equitable economic development (Demq. Init.) Project focuses on fragile lands - steep slopes, humid tropical lowlands; expanding to include arid & semi-arid areas. Project components include technical assistance in fragile lands management, policy, strategic approaches and incentives.

**Information or resources to share:** General and specific information on the DESFIL project services expertise in institution building, community organizations, human-environment relationships, human ecological adaption to change.

**Interests relative to this conference:** Interests are in learning about issues central to ENE countries; AID's views on the meaning of the initiatives, what issues they raise, how they will be addressed.

**Richard Williams and David Goldberg**

Project Manager and Project Director, World Environment Center (WEC)

**Present work relating to the initiatives:** WEC has Cooperative Agreements with USAID to provide environmental expertise to countries in the Near East, Asia and Eastern Europe. WEC experts are largely pro-bono. Examples of projects are: Factory

environmental assessments; Environmental training programs; Institutional strengthening; Workshops on environment.

**Information or resources to share:** (1) Access to USA private sector through Int'l Environment Forum (IEF) business community. Internships in U.S. industry. Access to USA agribusiness industry and expertise; (2) To render advice to private sector initiatives abroad, including agribusiness, trade associations, NGO's, and to public sector, and industries, and others, can send personnel to U.S. companies for free to participate in training programs and study tours.

**Interests relative to this conference:** Informing Missions in Near East and Asia about WEC services and resources, and how they can take advantage of them.

**Peter Lassoovsky**

**Environmental Engineer, U.S. EPA Office of Planning and Evaluation.**  
**Water and Agriculture Policy Division**

**Present work relating to the initiatives:** Developing agricultural/environmental initiatives and projects in Eastern Europe.

**Information or resources to share:** (1) EPA's approach to solve environmental/agricultural problems to assist ENA to accomplish mission; and (2) List of EPA's experts that can provide assistance to ENE projects.

**Interests relative to this conference:** (1) Obtain firsthand knowledge of ENE objectives; and (2) Improve communication and cooperation between ENE and OPPE WAPD.

**Marcus Ingle**

**Director, International Development Management Center (IDMC)**

**Present work relating to the initiatives:** (1) Evaluation - Development of "benefit sustainability" guidance for ENE and APRE; (2) Business - University competitiveness through internationalization and new linkages to U.S. private sector; and (3) Environment -- facilitation of AID conferences on environment-agriculture links.

**Information or resources to share:** (1) New ENE/APRE guidance document on benefit sustainability; (2) Recent paper on sustainability definitions - a policy perspective; and (3) Sustainability indicators for private sector, agribusiness and environmental assistance.

**Interests relative to this conference:** (1) Examples of complementarily - conflict between agriculture and environment projects; (2) Innovative approaches for leveraging benefit continuation through multipliers; and (3) Explore ways that ENE's cooperative agreement with IDMC can support further implementation of A.I.D.'s programs.

**Bill Levine**

**Project Director, ABT Associates, Inc.**

**Present work relating to the initiatives:** (1) Introducing agribusiness policy into Agricultural Policy Analysis Project, Phase III (APAP II) research agenda; and (2) Preparing synthesis of Central American natural resource policy.

**Information or resources to share:** (1) Project design and technical assistance information re: ENR activities; and (2) Project evaluation.

**Interests relative to this conference:** (1) Maximizing effective assistance in the areas of ENR and agribusiness policy analysis and implementation; and (2) Better understanding of Agency initiatives.

## CONFERENCE EVALUATION

### "Implementing A.I.D.'s Initiatives and Strategies in Europe and the Near East"

Numerical Rating of the Conference:

1). How do you rate this Conference overall compared to others you have attended?

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (4) (8) (high)  
(12)

2). Rate how useful each module was to you.

#### I. A.I.D. Initiatives

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (1) (4) (10) (high)  
(8)

#### II. Europe Near East Strategies and Approached

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (1) (9) (9) (high)  
(4)

#### III. A.I.D. Reorganization and Staffing

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (6) (8) (high)  
(8)

3). What is your assessment of how well the conference was designed and implemented?

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (2) (12) (high)  
(11)

**4). How well were the logistical and support functions handled?**

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (9) (high)  
(14)

**5). Comment on conference location and facilities:**

1 ----- 2 ----- 3 ----- 4 ----- 5  
(low) (3) (3) (6) (high)  
(11)

Selected comments to the tallied evaluations:

**1). How do you rate this Conference overall compared to others you have attended?**

- One of the best.
- O.K., could have been more interactive and better results.
- Serious discussions and well focussed attention.
- More involvement by the facilitator on recording to free-up participation more.
- Good team cooperation.
- Presence of DAA made this a more serious and productive session.
- ARDO's and AID/W, as well as outside resource people, had excellent opportunities to interact throughout conference. The groups were not segregated as in other conferences I have attended.
- One of 's best in pace, concentration, participation, systematic thought, exchange, inclusion, and conclusions reached - and smooth and pleasant throughout.
- Exceptionally well organized. Excellent logistics, clear definitions of objectives. Subject matter well covered. Good "time" control.
- Very serious participants and participation.
- Superb planning; facilitation and logistics.

- Great to see so many mission participants, but most didn't have a "clue" what is going on in Washington. There is a tremendous need to share info in the field.

**2). Rate how useful each module was to you.**

I. A.I.D. Initiatives

- Could have been better had the speakers coordinated their remarks. Each initiative was discussed so independent of the others. The least clear was the family initiative.

II. Europe Near East Strategies and Approached

- (No relative comments.)

III. A.I.D. Reorganization and Staffing

- Insightful to see just how unsettled everything is right now.
- This may have been too broad.

**3). What is your assessment of how well the conference was designed and implemented?**

- Need more time to formulate recommendations.
- Good daily planning with core group but not too intrusive on group dynamics.
- The interleaf of the group in the scattered hotels lead to some confusion.
- Good variety in format (e.g., plenaries, small group session, field visits, round robins, informal dinners, etc.). Also not too long.
- An extraordinary amount of information was shared on a surprisingly effective fashion in a short period of time.
- Excellent in all ways apparent to me.
- Job well done. High degree of professionalism has been demonstrated by both the organizations and participants.

- Logistics and organization were great! But too much emphasis was placed on administrative matters and not substantive matters.
- Excellent mixture of large & small group sessions, high participation, and good speakers from A.I.D.

**4). How well were the logistical and support functions handled?**

- Some of the best arrangements I've ever experienced.
- Historic Inns scheduling of rooms at times resulted in some inconvenience with other conferences.
- Exceptional.

**5). Comment on conference location and facilities:**

- Easy access to Washington helped with getting high level participation.
- Difficulty with the multi-facility environment and many competing groups.
- Support costs too high (telephones, etc) - this should be negotiated.
- Good location.
- Excellent small city. Atmosphere that contributed to minimizing the amount of tension.
- Good location. 1/2 hours from Washington. Hotel good but not excellent. Food was good.

**6). List one or two of the most important ideas/learnings you will take away with you from this conference:**

- Initiatives are "guideposts not pillars."
- How several days can be productive in a meeting setting!
- Initiatives are cross-cutting. Strong presentation of importance of agriculture in achieving AID's mission goals -initiative is essential.

- Personal contacts.
- Re-organizational Process Changes; CDSSs, PPs, etc.
- Willingness to adjust to leadership vis-a-vis initiatives.
- Need for reinforcement among Ag professionals at this stage.
- Concern about role and mission of AID for years ahead.
- Positive disposition of participants to seek workable mechanisms for AID performance.
- Level of application of initiatives in selective Missions.
- Organizational and planning techniques of conference .
- Learn about ENE and agribusiness industry strategies.
- Learn about reorganization and more about the AID/W and other Missions' personnel and programs.
- Better understanding of the resources available to Missions.
- I must do few things but do them better.
- Need for teamwork between AID/W bureaus in supporting Agriculture and ENR programs.
- Agribusiness is an important aspect of the future economic growth and the Near East
- Environment projects can assist the ENE mission officers
- Agribusiness is productive way to go.
- Extreme interest of participants in wanting to better the Agency, and the tremendous thought that may give to the issues at hand.
- Delegations of authority to mission level very positive
- Perspectives of participants on multiple issues most important
- New learning on environment/agribusiness, evaluating role of "initiatives"

- Agricultural sector officers must be more aggressive regarding their role in A.I.D. programming and operations. Understanding of initiatives and how to incorporate into program. Future role of Agriculture and Agriculture Sector Managers.
- New perspectives on initiatives and on reorganization
- The agency, as everything else, has to change by time or will be out of step/synch with the rest of society
- How destructive and disruptive reorganizations can be!
- That we are apprehensive about and apparently unwilling to forthrightly examine and define our role in the larger national public policy and international competitive environment. We are in a competitive fight for our existence and we cannot make a stronger case that a private investment in A.I.D. will provide a ROI comparable or better than other tax and public commitments to other agencies, all will continue to lose ground!
- Importance of communication and dialogue between mission technical offices and ENE tech officers.
- Extent to which sector/technical staff view their tasks as integrative and multi-disciplinary
- Discomfort with the Agency's leadership crisis
- Importance of professional (self) development, for both FSN & USDH staff
- See support to mission structure
- Importance of the initiatives in AID's mandate and their underpinnings

**7). Additional comments and observations:**

- Congratulations to the planning committee, especially David and John.
- Organizational and planning techniques of conference
- Need to continue to work on environment
- Conclusions/recommendations were rather general and perhaps could be more useful if more specific.

- Thanks to all concerned for a valuable and enjoyable experience. Good recommendations coming out. Need to be couched and forcefully presented with follow-up.
- GOOD WORK!
- I'm not sure if combining Ag & Env was a good idea. They were presented and talked about so independently of one another, especially in the recommendation sections that I didn't get the sense that participants mentally linked the two areas.