



**USAID**  
FROM THE AMERICAN PEOPLE

# ECONOMIC GROWTH, AGRICULTURE & TRADE (EGAT) BUREAU PRIMER



**A PILLAR BUREAU • 2005**

**On the cover:** A farmer in southern Rwanda works to clean her harvest of improved bean varieties. The international agricultural research center, CIAT, is being funded by USAID to work with the national research system to adapt and disseminate beans with high iron content.

COVER PHOTO CREDIT: ERIC WITTE, USAID

DESIGN BY: AUTUMN STEVENS, COMMUNICATIONS AND KNOWLEDGE MANAGEMENT TEAM

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## OUR VISION

EGAT is dedicated to reducing poverty and promoting prosperity in developing and transition countries. Our goals are to raise incomes, end hunger, protect the environment, and equip institutions and people with the knowledge and skills to build equitable and sustainable economies and societies.

EGAT is guided by a clear set of values. Foremost, EGAT is customer-driven. We support missions and other bureaus through technical resources and innovative approaches. EGAT staff use cross-sectoral thinking, technical expertise, intra-agency cooperation, and pro-active leadership to put USAID on the cutting edge of international development. EGAT also fosters and promotes

knowledge sharing and technical integration within and across disciplines and regions, so that lessons generated in one area are made available to others. EGAT's organizational culture develops and empowers staff, encourages teamwork, initiative and creativity, and rewards efforts to seek synergies across technical and organizational boundaries.

# ECONOMIC GROWTH, AGRICULTURE & TRADE (EGAT)

**A**lmost two-thirds of the world's population lives on less than \$2 per day. Families are hard-pressed, at this level of income, to meet their daily needs for food and shelter. They find it difficult to provide education for their children, build up savings for a rainy day, or improve their standard of living by making more investments in a business that can generate larger income flows.

These families live in low income countries with an average per capita gross national income (GNI) of less than \$745 per year or lower middle income countries with a per capita income of less than \$2,975 per year. USAID partners with these countries to support their efforts to improve the levels of income their citizens enjoy. Governments are responsible for adopting policies that provide a good environment for business that creates jobs and establish needed organizations and institutions of governance, such as courts, banks and

telecommunications regulators. Governments also make specific investments in public services such as education, health, and transport systems using taxes collected on trade and incomes. Private entrepreneurs and investors, if provided appropriate incentives, security and access to markets, use their ideas, knowledge, and capital to establish companies that produce a wide variety of goods and services. In developing countries, many of the businesses are very small microenterprises that employ fewer than ten people.

Trading opportunities permit business enterprises to specialize in various products and services. The process of exchanging products and services through market operations, or trade, generates more wealth than would be otherwise created if companies were less specialized. Companies generally seek to build their businesses on the basis of some local advantage—oil, gold, land that can be used to produce crops, factories that make use of the labor that

large urban populations provide, and so forth. USAID experience has shown that countries can boost the ability of the companies located in their territory to compete more effectively in trade if they pay attention to their policies and organizations of governance, the health and education of the workers, and the establishment of infrastructure such as modern energy systems, roads, airports, and seaports that enable goods to be produced and moved quickly and efficiently. Information about markets is increasingly understood to be an important element of efficient trade. Telecommunications and internet facilities are critical to trade.

USAID economic growth and trade programs provide support both to government and private sector partners. Economic growth and trade programs are closely integrated with other programs that support democracy and governance, sound management of the environment, increased agricultural output, and, of course, education and health.



# EGAT OFFICES



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## SUPPORTING OFFICES

- Agriculture
- Development Credit
- Economic Growth
- Education
- Energy and Information Technology
- Environment and Science Policy
- Natural Resources Management
- Poverty Reduction
- Women in Development
- Professional Development & Administrative Management
- Program Analysis, Implementation, Communications & Outreach

# OFFICE OF AGRICULTURE



**ABOVE: A Mexican coffee harvester picks coffee cherries in the El Triunfo Biosphere Reserve.**

The Bureau of Economic Growth, Agriculture and Trade's Office of Agriculture (EGAT/AG) works to assure that Agency's programs adequately address the challenges of linking producers to markets, developing food, feed and fiber systems, raising agricultural productivity, and ensuring sound management of the natural resource base necessary for sustainable agriculture. "Agriculture" includes all activities relating to farming, fishing/aquaculture, livestock production, and forestry as well as processing, marketing, distribution, utilization, and trade activities that link producers to consumers.

EGAT/AG assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding agriculture (food, feed, and fiber) and monitors and advises Agency leadership regarding technical developments that could have an impact on Agency performance in contributing to the Millennium Development Goals of reducing hunger and poverty.

The Office is responsible for supporting the Board for International Food and Agricultural Development (BIFAD) and the preparation of the annual Title XII Report to Congress. It manages contracts and agreements that give Missions and Regional Bureaus access to a wide range of

technical expertise for implementing both short- and long-term programs and activities.

The Office is developing assessment systems and impact indicators that enable analysis of potential impact, monitor results of activities, and inform decisions to continue, redesign, or terminate programs.

The Office works closely with the Office of Environment and Science Policy, the Office of Natural Resources Management, and the Office of Poverty Reduction to assure that there is coordination between the four offices, especially regarding the management of the natural resource base, the role of agriculture in responding to and mitigating the impact of climate change, and the shared interests of science and technology and rural poverty reduction.

The Office of Agriculture is composed of three teams and the Israeli Programs:

**THE AGRICULTURE AND RURAL POLICY/ GOVERNANCE TEAM (EGAT/AG/ARPG)** provides analytical, technical, and project assistance for programs that support the development of prudent agriculture/rural and environmental policies and regulations and of institutions that foster good governance, promote sound food, feed, and fiber systems, and result in environmentally sustainable rural growth. The Team coordinates its work with

**The Office of Agriculture (EGAT/AG) works to assure that Agency's programs adequately address the challenges of linking producers to markets, developing food, feed and fiber systems, raising agricultural productivity, and ensuring sound management of the natural resource base necessary for sustainable agriculture.**

other offices in the Bureau to assure that issues of food security, poverty and risk reduction, private sector development, trade, and economic policy incorporate agricultural and rural perspectives. The Team manages a portfolio of contract and grant instruments available for worldwide use as well as supporting policy research and overseeing the implementation of the Agency's Agriculture Strategy.

**THE AGRICULTURAL TECHNOLOGY GENERATION AND OUTREACH TEAM (EGAT/AG/ATGO)** provides analytical, technical, and project assistance focused on the improvement of yields in crop and livestock systems for purposes of reducing production costs, increasing profits, improving nutritional quality and other consumer

benefits, and reducing technical constraints including variability in output due to weather effects and pest attacks.

The Team collaborates closely with the Biotech Team regarding the use of biotechnology in plant and animal research and development efforts. The Team Leader of the Agricultural Productivity Team provides overall coordination of the Collaborative Research Support Program (CRSP). The team includes the Farmer-to-Farmer Volunteer Program which provides U.S. expertise in technology transfer, market chain development, and strengthening local organizations.

**THE AGRIBUSINESS AND MARKETS TEAM (EGAT/AG/AM)** provides assistance to promote

the growth and efficiency of local, national, regional, and global markets for the food, feed and fiber supply chains. The Team manages contract and grant instruments that enable the Team to launch and assess pilot efforts and missions to acquire technical assistance, training, and other advisory services to support country-based activities. The Team coordinates work on Sanitary and Phytosanitary (SPS) standards that affect agricultural commodities.

**THE ISRAELI PROGRAMS**

**(EGAT/AG/IP)** promote increased science and technology cooperation among Middle East and developing countries, and the utilization of U.S. and Israeli technical expertise by developing countries. The Team administers collaborative research grants, awarded on a competitive, peer reviewed basis, that demonstrate development relevance and forge links between Arab and Israeli scientific and technical institutions, and between scientists in developing countries and counterparts in the U.S. and Israel. Grants can be in any sector.

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# OFFICE OF DEVELOPMENT CREDIT



**ABOVE: Local media covers the signing of a USAID credit guarantee for water projects with USAID/Egypt's Director Kenneth Ellis (seated in foreground) and the Minister of the Environment, seated to his left.**

## DEVELOPMENT CREDIT AUTHORITY

### COMMERCIAL INTERNATIONAL BANK - LOAN PORTFOLIO GUARANTEE - \$40 MILLION

The activity is designed to expand and improve water and wastewater service delivery to underserved populations, by facilitating utilities' capacities to initiate private sector provision (PSP) of services. Through the DCA mechanism, Mission funding of approximately \$1 million will leverage the Egyptian pound equivalent of approximately \$56 million in loans from local private banks to locally-based businesses for the purpose of providing water and wastewater services on a contracted basis.

This activity is expected to offer a lower cost of septic tank evacuation services to 50,000 Egyptians living in outlying areas who currently have no piped wastewater systems. It will also lower the cost and increase the accuracy of water meters, translating to lower water bills, for 200,000 families and businesses. It will also provide cheaper and more extensive pipe maintenance and better customer service for a service area of three million customers.

**OBJECTIVE:** To promote private-sector investment for local development activities through the use of partial credit guarantees.

**FOCUS:** missions use credit guarantees to engage local financial institutions in lending their own capital for developmentally beneficial activities. The Office of Development Credit (ODC) supports missions in the design, implementation and monitoring of USAID's credit guarantees, which can be used alone, to mobilize capital for a particular activity, or as a complement to mission technical assistance.

Within the Agency, these guarantees are referred to as "DCA" (the Development Credit Authority), the tool that provides missions with the authority to transfer budget funds to issue a guarantee to private lenders.

**DEVELOPMENT CREDIT AUTHORITY:** These guarantees cover up to 50 percent of the risk financial institutions bear in lending to projects that advance USAID's development objectives. DCA can leverage a mission's budget because it has a larger financial impact as compared to a grant for the amount of budgetary funds committed.

There is a learning curve in using a new tool like DCA, but once its been done once or twice, credit guarantees are an effective way to encourage lending at a lower cost to the mission.

**OBJECTIVE: To promote private-sector investment for local development activities through the use of partial credit guarantees.**

**CONDITIONS NECESSARY:**

- 1) The operations must generate revenue,
- 2) The business must be creditworthy and non-sovereign, and
- 3) USAID must be the guarantor of last resort, in other words, the project would not be funded without a guarantee. What limitation is addressed by it?

**BACKGROUND:** The growth of any private enterprise is based largely on its ability to access local capital. In most developing countries such access is limited at best and frequently unavailable. Credit guarantees offer several distinct and attractive advantages:

- **Access to local private capital**—large reserves of untapped capital exist in developing countries. Access to these funds is limited for borrowers in certain sectors and activities, such as agriculture. The use of credit guarantees can provide financial institutions with the security to make that capital available.
- **Risk is shared to encourage lending**—USAID credit guarantees cover up to 50 percent of a lender’s risk on loan principal, creating a partnership between the public and private sector to encourage the lender’s active participation in the assessment of risk and repayment of loans.
- **Mobilization of local private capital**—credit guarantees encourage local market participants to utilize private capital to finance activities that may otherwise be cost-prohibitive or infeasible due to a lack of access to financial markets or resistance of financial institutions to lend.
- **The “Demonstration Effect”**—by providing local financial institutions with a guarantee, USAID can demonstrate that lending to new markets can be profitable.
- **Agency resources maximized**—USAID can leverage on average 35 times the per-dollar-impact of its foreign assistance by using guarantees to support the availability of credit from the private sector to finance development activities.

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# OFFICE OF ECONOMIC GROWTH



**ABOVE: American farmer/volunteer inspects auger for grain storage bin in Bulgaria**

EGAT's office of Economic Growth (EG) provides technical support and implementation services to strengthen USAID economic growth programs worldwide. We accomplish this through a broad range of activities. The office of Economic Growth manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs. We also manage the New Entry Professional (NEP) program for economists and private enterprise officers to develop the economic growth officers of the future; provide technical content and supply the teaching staff for economic growth training programs; identify best practices for all aspects of economic growth work and disseminate this information for application in programs worldwide; and design economic growth strategies for Agency-wide use and lead global and regional initiatives.

Headed by Office Director Steve Hadley, EGAT/EG supports four of the Agency's program component areas:

**Trade and Investment**— (Team Leader, John Ellis, [jellis@usaid.gov](mailto:jellis@usaid.gov))

**Economic Policy and Institutions**— (Acting Team Leader, Vic Duarte, [vduarte@usaid.gov](mailto:vduarte@usaid.gov))

**Private Sector Growth**— (Team Leader, Brad Wallach, [bwallach@usaid.gov](mailto:bwallach@usaid.gov))

**Financial Markets**— (Team Leader, Brad Wallach)

For all four of these program areas, EG provides a wide range of field support and technical leadership support services. A small sample of the

services our office provides includes:

- **Contract/Grant Mechanisms:** The EG office has a wide range of mechanisms to support missions and regional bureaus such as the **Support for Economic Growth and Institutional Reform (SEGIR)** IQCs. These mechanisms offer missions and bureaus quick, easy access to 28 consortia representing 250 contractors specializing in five technical areas: General Business, Trade, and Investment (GBTI); Commercial Legal and Institutional Reform (CLIR); Macroeconomic Policy; Privatization; and Financial Sector Support. Four of the SEGIR mechanisms have recently been re-competed and one (GBTI) has been extended. The current generation of contracts has an aggregate authorized ceiling of over \$12 billion.

The EG office manages two economic growth volunteer programs: (1) **Volunteers for Economic Growth Alliance (VEGA)**, a Leader with Associate (LWA) Cooperative Agreement that provides access to an alliance of sixteen economic growth volunteer organizations and (2) **Financial Services Volunteer Corps (FSVC)**, which provides volunteers that help build the sound financial infrastructure required by countries seeking to develop transparent, market-oriented economies.

EG also supports a number of IAAs that allow missions to buy into the specialized technical and training services of other U.S. Government agencies. IAAs are currently held with the **Security and Exchange Commission**,

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the **Federal Deposit Insurance Corporation**, and the **Federal Trade Commission**.

- In addition, EGAT/EG undertakes initiatives to promote new or innovative approaches to economic growth. These are typically implemented through task orders, managed by the Office, and at times funded on a cost-sharing basis with missions. Currently there are active task orders covering commercial law, WTO accession, trade capacity building, customs reform, and fiscal reform. A separate agreement with the International Real Property Fund provides technical assistance and diagnostic tools to help promote reforms of the real estate sector.
- **Technical Assistance to the Field:** EG is committed to provide missions with the expertise of skilled professionals to assist in the development and implementation of economic growth programs. Last year EG staff members provided almost 600 days of TDY assistance to missions in the field. Our technical staff shared expertise in fields such as microeconomic reform, enterprise development, pension reform, WTO accession, customs reform, bank management and more.
- **Training:** In the past year the EG office has provided 1500 person days of training to economic growth officers, New Entry Professionals, and other USAID professionals. Training includes an overview course for economic growth officers, as well in-depth modules in Fiscal Policy, Tax and Pension Reform, Trade and Investment, Legal and Institutional Reform, and Macroeconomic Policy.
- **Diagnostic and Benchmarking Tools:** EG has supported the expansion of the World Bank's Doing Business surveys, which are now available for 145 countries, and the World Economic Forum's competitiveness report, which will be extended to another 32 countries over the next three years. The financial markets program is developing a series of diagnostic tools that will be made available to missions to support the development and improve the

results of USAID-supported financial sector assistance programs. Diagnostic tools currently being developed and tested cover the areas of municipal finance, pension reform, and real estate finance. Another EG-supported activity is developing country economic performance assessments that can assist missions and regional bureaus identify strategic priorities for economic growth interventions. These assessments emphasize benchmarking and country trends in key USAID program areas and will be completed for 15 countries over the next year.

To find more information that can help field missions with their economic growth programs, visit our website at <http://inside.usaid.gov/eg/> where you will find:

- Detailed information on technical assistance and contracting mechanisms available to field missions.
- Sample scopes of work.
- Current news and information on EGAT/EG activities as well as topics of interest
- Training materials from the economic growth officers training course and in-depth modules.
- Research and reports such as the *Doing Business in 2005* Report

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# OFFICE OF EDUCATION



**ABOVE: A Mali classroom.**

The Office of Education works with USAID Missions in their efforts to improve access to quality education at all levels. The Office focuses a considerable amount of its resources on basic education, including programs aimed at improving early childhood development, primary education, secondary education (delivered in formal and informal settings), teacher training, and literacy and basic skills training for adults and out-of-school youth. Special emphasis is placed on improving educational opportunities for girls, women and other underserved and disadvantaged populations.

USAID's basic education activities, administered by EGAT's Education Office, aim to:

- Improve policies and resources allocated to basic education;
- Increase the number of children receiving quality educational programming;
- Increase the number of teachers with improved pedagogical techniques and skills;
- Boost the number of communities involved in their schools;
- Raise the quality and relevancy of the curricula and teaching materials;
- Provide policymakers with more

education data and other indicators of success; and

- Improve teaching and learning through greater access to educational technology.

The office also supports partnerships between U.S. colleges, universities and community colleges and their counterpart institutions in host countries. Since 1998, USAID has established and supported 295 university partnerships in 71 developing countries. The goal of the partnerships is to build the capacity of higher education, research, and training institutions in developing countries and transitional countries. The idea is that many of these institutions have the potential to contribute more fully to their own country's development by playing a more active role in solving local and national barriers to sustained development. Specifically, these partnerships seek to improve:

- The quality of teacher training at colleges and institutes;
- The administration of higher education and workforce institutions;
- Agriculture productivity while managing natural resources;
- Workforce development skills and economic productivity;
- Education and promote democratic principles;

## The Office of Education works with USAID Missions in their efforts to assist developing countries improve access to quality education at all levels.

- Health, nutrition, and reduce the impact of HIV/AIDS; and
- The use of Internet and communications technology in higher education.

The Office also administers the **Public-Private Alliance in Education**, a five-part global program that fosters creative solutions to problems in education and leverages significant non-federal resources, and a number of contracts and cooperative agreements for global field support. The mechanisms include **Basic Education and Policy Support (BEPS)**, which will be replaced in FY'06 by **Assistance to Basic Education**

**(ABE)** to help missions improve the quality, access, management and effectiveness of local education systems, and **Education Quality Improvement Program (EQUIP)**, which assists developing countries improve the quality and relevance of basic education, training and skill development practices and policies. The office encourages innovative projects using education and technology and has established the **Global Learning Portal (GLPNet)**, a web-based gateway to educational resources to support improved teaching and learning for educators worldwide. The **Education Policy and Data Center**, another online

resource administered by the office, conducts research and serves as a platform for the exchange of ideas impacting the field. The office also maintains and updates the **Global Education Database** and releases new and updated education statistics from UNESCO and from Demographic and Health Surveys.

The Office of Education also manages SEVIS and TrainNET systems for participant training, monitors compliance with Homeland Security requirements, and provides technical assistance to increase the impact of training on the performance of returned participants. In addition, the office serves as the USG representative on global education initiatives, including Education for All (EFA), Fast Tract Initiative (FTI), and UNESCO Inter-Agency Working Groups.

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# OFFICE OF ENERGY AND INFORMATION TECHNOLOGY



**ABOVE: Satellite Telecom in Rural Peru.**

The Bureau for Economic Growth, Agriculture and Trade's Office of Energy and Information Technology (EIT) is in the process of evolving into the Office of Infrastructure and Engineering (I&E).<sup>1</sup> With a mandate from the Administrator to rebuild USAID's internal engineering capacity, to integrate information technology in USAID's development programming across all sectors, and to implement key initiatives to increase access to services in the energy and water sectors, the office provides technical leadership for USAID's infrastructure programs.

Presently, EIT's infrastructure programs deal with service provision in the energy, telecommunications and water sectors. EIT supports the field missions largely through programs designed to:

- Improve both the financial viability and the reliability of services by strengthening the legal, regulatory and institutional environment and the resulting markets to enable and promote private investment and to increase the efficiency of state-owned enterprises;
- Promote the adoption of innovative technologies and approaches such as wireless broadband (e.g., the Last Mile Initiative, an Administrator's initiative);
- Increase access to infrastructure services by the underserved (e.g., slum and rural electrification activities under the Global Village Energy Partnership, a partnership under the President's Clean Energy Initiative); and

- Improve public participation in decision making to improve the quality of infrastructure services.

In summary, EIT's current infrastructure programs assist via technical assistance, training, partnerships, and complementary financing programs. The Office's involvement in the support of construction of civil works will increase with the establishment of an Engineering Services Team.

All teams within EIT are establishing close working relationships with the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), the State Coordinator for Reconstruction and Stabilization (S/CRS), post-disaster task forces, multilateral development banks, and other donors active in the area of physical infrastructure. The EIT teams are:

**THE ENERGY TEAM (EGAT/EIT/E)** provides analytical, technical and energy project assistance to improve the quality of life, increase economic growth, and promote sustainable communities by increasing access to environmentally sound energy and improved environmental management practices. The Energy Team focuses on improving policy, legal, and regulatory frameworks to establish necessary market conditions for private sector delivery of energy and environmental management services; increasing institutional (public, private, & NGO) ability to provide or deliver energy and environmental management services; and, increasing public understanding of, and participation in, decisions regarding delivery of energy and

<sup>1</sup> The reorganization plan has been submitted to the Management Bureau for final approval.

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environmental management services. The Energy Team is responsible for coordinating USAID’s implementation of the President’s Clean Energy Initiative, in particular the Global Village Energy Partnership, for which USAID is the lead USG agency.

**THE INFORMATION TECHNOLOGY TEAM (EGAT/EIT/IT)** expands access to appropriate and affordable telecommunications, information systems, and innovative applications of established and emerging new technologies. The Team works with Missions to integrate the use of Information and Communication Technologies (ICTs) into programs to support development objectives. For example, these ICTs might be applied to:

- Allow doctors to transmit complex treatment plans and instructional photographs to field nurses using handheld computer devices via low bandwidth voice and data radio links;
- Coordinate customs inspections and container certifications at port facilities

ties using radio frequency identification tags; or

- Allow farmers to retrieve critical data about distant markets through text messages on their cell phones to determine the optimal time to harvest.

The IT Team coordinates the Digital Freedom Initiative, which focuses on business development, and the Last Mile Initiative, which seeks through market mechanisms and corresponding policy reforms to extend infrastructure to underserved areas. The IT Team’s capabilities are being enhanced significantly with the addition of two staff members formerly at M/PMO (formerly IRM).

**THE ENGINEERING SERVICES TEAM (EGAT/EIT/ES)** will provide civil and mechanical engineering services in all areas of infrastructure. This includes: buildings such as schools, hospitals, and other municipal buildings; transportation such as roads, railways and terminals, seaports, and airports; water supply and sanitation; energy such as electric power and fuels extrac-

tion, processing, and transportation; and telecommunications. The ES team will provide the following engineering services to the Agency:

- First-response engineering capabilities (services and construction) in all infrastructure sectors for emergency/disaster response, and for conflict, post-conflict, and failed-state reconstruction and stabilization;
- On-demand engineering services to all USAID Bureaus and field missions to ensure effective design, management, and oversight of all significant development infrastructure projects in transformational development states; and
- Continuing education of USAID staff and host country counterparts on the role of infrastructure engineering in development, and on best engineering practices; and

The ES team will create contract mechanisms (IQC type mechanisms for Architecture and Engineering, A&E), cooperative agreements, and partnerships in the engineering field.

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# OFFICE OF ENVIRONMENT AND SCIENCE POLICY



PHOTO: CREDITS: ERIC MULLER / NYVID

**ABOVE: A farmer in southern Rwanda works to clean her harvest of improved bean varieties.**

The Office of Environment and Science Policy (ESP) in the Bureau for Economic Growth, Agriculture and Trade (EGAT), provides technical leadership on international science and environmental policy issues concerning USAID's development mission, informing U.S. participation in international environmental agreements (e.g., the UN Convention to Combat Desertification and the UN Framework Convention on Climate Change), multilateral agricultural research systems (e.g., the Consultative Group on International Agricultural Research), and biotechnology. The Office engages in the extensive inter-agency discussions that determine the U.S. position at international events, assuring that the Agency's capacity for implementation is appropriate to the level of U.S. commitments. The Office serves as a focal point for Agency involvement in environment-related science and technology and, in collaboration with the Office of Agriculture and the Office of Natural Resources Management, manages a portfolio of policy and research activities that involve U.S.-based as well as international scientists. The Office monitors and advises Agency leadership regarding scientific and policy developments that could have an impact on Agency performance in these areas.

ESP coordinates its research and implementation agendas and other activities with donors, international organizations, and other U.S. government agencies as well as within the Agency. Of particular importance in interagency coordination are the Council on Environmental Quality (CEQ), the Office of the Science and Technology Advisor at the Department of State, the National Academy of Sciences, and interagency dialogue on biotechnology policy. ESP provides oversight and financial management services to the international agricultural research system, as a member of the Consultative Group on International Agricultural Research (CGIAR) governance and oversight structures and, as appropriate, plays a similar role in other such donor coordinating bodies.

## **THE OFFICE IS COMPRISED OF THREE TEAMS:**

**The Global Climate Change Team (EGAT/ESP/GCC)** assures oversight of and reporting on the USAID Global Climate Change Program, which integrates climate change into a broad range of development assistance activities in more than 40 countries. The team represents USAID in international negotiations, such as the U.N. Framework Convention on Climate Change. Key focus areas

**The Office of Environment and Science Policy (ESP) provides technical leadership on international science and environmental policy issues.**

include: energy and mitigation technology, sustainable land use and forestry, adaptation to climate change, and climate science for decision-making. These activities are a major component of the U.S. government's international strategy on climate change.

**The International Research and Biotechnology Team (EGAT/ESP/IRB)** provides Agency representation in multilateral agricultural research, such as the CGIAR, and provides Agency technical leadership on issues of agricultural biotechnology. The Team also manages the various contract and grant mechanisms that enable USAID Missions to tap into

the expertise of the CGIAR, U.S. public research institutions, and the biotechnology industry as needed to support bilateral and regional objectives in economic growth and environment.

**The Multilateral Policy and Conventions Team (EGAT/ESP/MPC)** manages USAID engagement in major international environmental and agricultural undertakings, such as the Convention on Biological Diversity and agreements on endangered and invasive species. The Team works across the Agency and with U.S. government partners, NGOs, and international organizations to pursue approaches that are

consistent multilaterally and with USAID's own programs and experience. In addition, the Team provides technical advice to the U.S. Department of Treasury concerning the compliance of the multilateral development banks (MDBs) with Title XIII of the International Financial Institutes Act, which requires analysis of the expected impact of projects and policies on environment, natural resources, public health, and indigenous peoples.

The Office of Environment and Science Policy is home to the Bureau Environment Officer (BEO), who ensures uniform and correct application of all U.S. government environmental policies and procedures (22 CRF 216), executive orders, and Council of Environmental Quality guidelines to the assistance portfolio under the EGAT Bureau's purview.

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# OFFICE OF NATURAL RESOURCES MANAGEMENT



USAID/CYNTHIA GILL

Above: A flowering tropical tree.

**S**ustainable use and conservation of natural resources improves livelihoods and social well-being by providing income and employment, maintaining ecosystem services, and building strong, participatory and transparent governance structures around the use of natural assets. Land, water, forest, and biological resources provide the foundation for rural livelihoods and sustainable economic growth in much of the developing world.

The US Agency for International Development (USAID) Office of Natural Resources Management (NRM) works with Missions to design and implement development strategies that reflect the intrinsic linkages connecting healthy ecosystems to sustainable economies, good governance, and equitable and just societies. The NRM Office has multi-disciplinary technical experts with field experience across all of USAID's regions, organized into four teams - the Biodiversity, Forestry, Water, and Land Resources Management Teams.

The teams work together across sectors to maximize expertise available to Missions and field projects. Each team helps Missions design, implement, monitor, and evaluate natural resources programs and assists field programs with integrating natural resources management with other Agency programs such as economic growth, agriculture, democracy, conflict resolution, and humanitarian assistance. In addition, the NRM Office provides overall technical

assistance and leadership to address U.S. government foreign policy initiatives.

## **BIODIVERSITY TEAM**

The Biodiversity Team promotes in situ conservation of globally significant biodiversity through improved management of biologically rich landscapes, seascapes and aquatic systems — such as protected areas, community lands, or logging concessions. Through the Global Conservation Program, a partnership with six U.S.-based conservation organizations, the Biodiversity Team supports strategic conservation and development programs, including community-based natural resources management, protected areas management, enterprise development, and policy development. The Team also supports a cross-sectoral biodiversity initiative for innovative work in biodiversity through cross-sectoral partnerships.

For more information, see the Team's annual report at [http://www.usaid.gov/our\\_work/environment/biodiversity/pubs/biodiversity\\_rpt\\_2003.pdf](http://www.usaid.gov/our_work/environment/biodiversity/pubs/biodiversity_rpt_2003.pdf)

USAID's "Biodiversity Code" (<http://inside.usaid.gov/EGAT/off-nrm/biodiv-team/code.htm>) guides the Agency in determining what programs are included in the accounting toward the Congressional biodiversity earmark.

## **FORESTRY TEAM**

The Forestry Team promotes sustainable forest management through

## Land, water, forest, and biological resources provide the foundation for rural livelihoods and sustainable economic growth in much of the developing world.

improved forestry practices; responsible trade in forest products; expanded community-based forest management; policy and regulatory reform; reduction in illegal logging; and improved knowledge of forest ecosystems and management of forest resources. Team activities support agroforestry, biodiversity conservation, carbon sequestration, and the integration of assessment and monitoring systems for improving forest health. An agreement with the U.S. Forest Service augments the Team's technical expertise in support of Mission activities in forest management, watershed management, fire management, and environmental policy.

Forestry Team activities are detailed in their annual *Tropical Forest Conservation Report to Congress*; [http://www.usaid.gov/our\\_work/environment/forestry/pubs/forestry\\_118\\_fy03.pdf](http://www.usaid.gov/our_work/environment/forestry/pubs/forestry_118_fy03.pdf).

### LAND RESOURCES MANAGEMENT TEAM

Through improved policies and programs, the Land Team promotes sustainable productive use, restoration

and preservation of land resources as they link to poverty reduction, environmental and human health, natural hazard mitigation, conflict resolution, and democratic governance. Missions can draw on the Team's multi-disciplinary expertise to help them design and evaluate programs leading to improved governance and the sustainable use of natural resources. The Team includes experts in sustainable agriculture, soil science, integrated pest management, property rights, community-based natural resources management, natural resources based enterprise development, geospatial information technology, communications and knowledge management. Agreements and mechanisms managed by the Land Team provide access to research programs and services in the Team's areas of expertise. As an example of Land Team activities, see the website for its recent Poverty Reduction and Natural Resources Management seminar series, [http://www.nric.net/poverty\\_seminar.htm](http://www.nric.net/poverty_seminar.htm).

### WATER TEAM

The Water Team promotes improved policies, management and optimal use of freshwater and coastal resources

at the basin, aquifer and watershed scales, including the integration of land and water use, groundwater and surface water, and coastal and marine resources. The team includes experts from throughout the Agency, as well as USAID field units, and other federal agencies. The wealth of expertise provides a significant resource for field operations in all aspects of integrated water resources management, including water supply and sanitation, wastewater management and pollution control, watershed management, integrated coastal management, irrigation, fisheries and aquaculture, hydropower, and disaster preparedness activities. The Team plays a lead role in inter-agency dialogue and support of U.S. government initiatives, and manages agreements providing technical, analytical, and managerial assistance to Missions and Bureaus.

The Team's annual Report to Congress on USAID Investments in Drinking Water Supply Projects and Related Activities can be found at [http://www.usaid.gov/our\\_work/environment/water/congress\\_reports/water\\_congr\\_rpt\\_fy2005.pdf](http://www.usaid.gov/our_work/environment/water/congress_reports/water_congr_rpt_fy2005.pdf)

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# OFFICE OF POVERTY REDUCTION



PHOTO COURTESY OF ENTERPRISE WORKS WORLDWIDE

**ABOVE: Man in Guinea working with Cashews**

**T**he persistence of poverty amid plenty remains the world's greatest challenge. Although the past 50 years have witnessed great progress in reducing poverty and improving human well being, these positive trends mask significant variations in economic opportunity and social mobility among regions and within countries. Widening global disparities have further increased a sense of deprivation and injustice among the poor which threatens our national security interests in lands once considered distant and of little importance.

USAID is the main contributor to the United States Government's efforts to meet the Millennium Development goal of halving global poverty by 2015. EGAT's Poverty Reduction Office (PR) contributes to success in this endeavor by supporting initiatives that help poor households protect, develop, leverage, or acquire enduring assets, exert control over their lives and participate in their communities in meaningful ways. These initiatives are people-centered and demand-led, with poor people viewed as active agents in pursuing a more prosperous and sustainable future for themselves. Microenterprise development, property rights, poverty analysis and urban upgrading are all key elements of these initiatives.

PR promotes **microenterprise** development activities which expand the availability of business and financial

services to poorer entrepreneurs and their families. The microenterprise program focuses on three areas of strategic support: financial services, business development services, and enabling environment. To grow and prosper, businesses of all sizes and in all countries need access to financial services. Similarly, access to business development services (BDS) that help microenterprises increase revenues, build capacity, initiate new economic activities, or increase their leverage in the marketplace are of increasing importance. Lastly, a supportive enabling environment, including a favorable business and investment climate, is critical to successful, sustainable microenterprise development. The Office's approach to enterprise development focuses on integrating micro and small firms into value chains, while improving their bargaining power and access to business and financial services, and addressing their needs for a conducive enabling environment.

Property system reforms, such as those advocated by the **Institute for Liberty and Democracy (ILD)**, figure prominently in the Office's efforts. In virtually all less-developed and transition economies, greater than 50 percent of all property is informally held, and, in some countries, up to 90 percent of property is informally held. Without secure title to property, poor households are much less able to participate in and benefit from economic opportunities.

**EGAT's Poverty Reduction Office (PR) supports initiatives that help poor households protect, develop, leverage, or acquire enduring assets, exert control over their lives and participate in their communities in meaningful ways.**

PR supports ILD's efforts to promote property system reforms in numerous countries including: Mexico and Guatemala, Egypt, Tanzania, Ethiopia and Ghana, and Mongolia.

The mission of the **Urban Programs team** is to assist cities in developing countries to meet the enormous challenges of rapid urbanization and to better manage cities in order to reduce poverty and increase economic opportunity. The urban population in the developing world is growing at an unprecedented rate and is expected to increase by 2.5 billion people over the next two decades. The rapid rate of growth places tremendous pressure upon the limited resources and management capacity of most developing countries. The inability of national and city governments to manage rapid urbanization has negative repercussions: environmental degradation, harmful impacts on human health, political instability, and hindered economic growth. PR activities focus on secure tenancy, youth counseling and skills develop-

ment, health programs, and environmental improvements as well as access to municipal services that help the poor lead healthy and productive lives.

**Poverty analysis** points to the reality that poor households pursue complex strategies to ensure an adequate and steady flow of income, accumulate productive assets, and maintain control over those assets in the face of frequent shocks. These household strategies include not only participation in formal and informal markets, but the formation of social relationships that help them get ahead in good times and survive in bad times. Achieving a better understanding of how these systems work; identifying potential improvements in policies, institutions, and programs to make them work better for the poor; and supporting the implementation of such improvements are important for USAID and a central component to the office's overall programs.

PR offers missions and USAID/W technical assistance with strategy and

program design, implementation and evaluation, as well as funding mechanisms that provide access to a consortium of more than 50 NGOs, universities and consulting firms. The portfolio includes an indefinite quantity contract mechanism called the Accelerated Microenterprise Advancement Project (AMAP) designed to help field programs apply good practices to their microenterprise development activities. **AMAP** also supports an extensive knowledge generation program that is continually developing state-of-the-art tools, approaches and best practices in their technical areas. The portfolio also includes a second indefinite quantity contract mechanism referred to as Sustainable Urban Management II (SUM II). **SUM II** is available for short, medium and long-term technical assistance, training and advisory services in five main functional areas: (a) urban services; (b) improved local government; (c) improved environmental management; (d) disaster mitigation, preparedness, response and recovery; and (e) urban finance and credit systems.

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# OFFICE OF WOMEN IN DEVELOPMENT



PHOTO CREDIT: ERIC WITTE, USAID

**ABOVE: A woman in the Democratic Republic of the Congo transports cassava leaves on her head from the fields. Cassava leaves are commonly eaten in the Congo and provide a valuable source of protein and vitamins. The majority of farmers in the developing world are women. If women received the same amount of education as men, farm yields would increase by between 7 and 22 percent.**

**T**he WID Office is the focal point for technical expertise and leadership on gender issues in USAID both leading and responding to the needs of USAID field missions, USAID Washington, other U.S. government agencies, Congress, the public, and the international development community.

## THE OFFICE HAS RESPONSIBILITY FOR:

- **Technical leadership** on gender issues in all sectors
- **Promotion and support for the integration of gender concerns** in USAID programs
- **Field assistance** across sectors on gender
- **Advice on gender issues** to the Administrator and other Administration leaders, Congress, international organizations and the non-governmental organization (NGO) community
- **Representation of the Agency and the U.S. government** on high profile and often sensitive gender issues domestically and internationally

## THE OFFICE FOCUSES ON SEVERAL BROAD SUBSTANTIVE ISSUES:

- **Economic growth** including trade, agriculture, IT, and labor

- **Education** focused on promoting safe schools and equality in basic education
- **Women's legal rights** including property, inheritance and civil rights, violence against women, education on women's rights
- **Trafficking in persons**

Identification of emerging development issues that have important gender dimensions is an important and growing part of the Office's portfolio. These include trafficking in persons, impact of international and regional trade agreements on women, safety in the school environment for all, and gender-based exploitation in post conflict and disaster situations.

WID funding is used for innovative and catalytic field activities, cutting edge studies, and technical assistance for missions and USAID/Washington units.

## FIELD SUPPORT AND COLLABORATION

The WID Office provides technical assistance to missions and bureaus. This year assistance has been or is being provided to Bosnia, Mozambique, Morocco, Paraguay, Russia, Serbia and Montenegro, South Africa, and the Agriculture, Natural Resource Management, Poverty Reduction offices and Energy team of the Bureau of Economic Growth,

**The WID Office is the focal point for technical expertise and leadership on gender issues in USAID both leading and responding to the needs of USAID field missions, USAID Washington, other U.S. government agencies, Congress, the public, and the international development community.**

Agriculture and Trade (EGAT), to name a few.

The WID Office currently has an Indefinite Quantity Contract (IQC) funding mechanism with six partners. There are also five grants and cooperative agreements. This large IQC provides missions and USAID/W units access to a broad range of gender relevant technical expertise in all sectors, enabling them to execute task orders to meet their own needs. The Office provides the core support through which it will continue to address missions' needs for short-term technical assistance and innovative pilot activities and research. The WID Office also coordinates USAID's anti-trafficking activities.

## **INTERNATIONAL, U.S. GOVERNMENT, CONGRESSIONAL COLLABORATION; PUBLIC OUTREACH, CONSTITUENCY RELATIONS**

### **THE WID OFFICE:**

- Represents USAID in interagency groups, including:
  - Interagency Groups on Trafficking in Persons
  - Working groups of State Department's Office of International Women's Issues
- Represents USAID and the U.S. government in international meetings, including:
  - The OECD/DAC Working Party on Gender Equality
  - The U.S. Delegation to the annual session of the UN Commission on the Status of Women
- Participates in advisory groups for other development institutions, including the World Bank and UN specialized agencies
- Addresses NGO events on gender and development, for example, InterAction, ACVFA, Women's Edge, Women Waging Peace
- Briefs Congressional Members and Staff

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# THE OFFICE OF PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE MANAGEMENT (PDAM)



DAVE WEATHERS/POON/MICHIGAN STATE UNIVERSITY

The Office of Professional Development and Administrative Management (EGAT/PDAM) serves as advisor to the Bureau in personnel, administration, and management. The Office develops personnel policies and regulations for the Bureau and advises managers on the job specification process as well as on all aspects of organizational management (structure, size of units, etc.). EGAT/PDAM provides personnel and administrative management services such as professional development of all USAID staff working in EGAT-mandate areas; management of the Bureau direct hire and non-direct hire workforce ceilings; employee counseling; and guidance and oversight on leave policy and procedures, including family-friendly policies. EGAT/PDAM coordinates the AEF process; serves as liaison with M/HR, SEC and other USG agencies and contractors to ensure timely implementation of personnel actions; coordinates the preparation of training plans and provides oversight on their implementation; provides oversight on New Entry Professionals (NEPs) program training, mentoring and placement; and manages the Bureau awards programs. The Office oversees administrative services including travel; space planning; the procurement of Bureau supplies and equipment; the allocation of parking

permits; the Metrochek program; and the implementation of security regulations and procedures.

The Office is responsible for the professional development of all USAID staff working in the areas covered by the EGAT mandate, whether in USAID/W or in missions. In large measure, the focus will be on preparing the New Entry Professionals (NEPs), International Development Interns (IDIs), and other new hires to function well in technical positions, but EGAT/PDAM will also be responsible for the placement, mentoring, and support of these new employees as they begin their careers. This requires close working relationships with the Agency's Office of Human Resource Development as well as with regional bureau and mission personnel throughout the world. EGAT/PDAM also provides oversight on the overall FS assignment process for Bureau as well as on FS assignments in missions in Backstops relevant to EGAT. The Office supports the SMG assignment process and coordinates the GS to FS conversion process as needed.

The Office is also responsible for: preparing a consolidated staffing plan for EGAT and coordinating ceiling levels with PPC and regional bureaus as appropriate; assuring that Offices have capacity to implement (providing training as needed);

**ABOVE: Training conducted at the University of Fort Hare on market trends, grades and standards.**

**The Office of Professional Development and Administrative Management (EGAT/PDAM) serves as advisor to the Bureau in personnel, administration, and management.**

maintaining central files for both current and historical tracking of personnel actions; maintaining the database of approved positions; coordinating with IRM and others regarding appropriate directory modifications; and updating internal telephone and services and directories on website and in hard copy on regular basis. The Office develops personnel policies and regulations for the Bureau, advises managers on job specification process, as well as on all aspects of organizational management (structure, size of units, etc.).

EGAT/PDAM updates and maintains functional statements for the

Bureau and all organizational units within the Bureau. The Office supervises the grievance, complaints, and disciplinary processes; provides or arranges for employee counseling as needed; provides guidance and oversight on leave management, donations, and regulations applying to special cases; oversees implementation of family-friendly policies (AWS, telecommuting); coordinates AETA program for Bureau; supervises the AEF process; coordinates and certifies receipt of confidential statements and disclosure forms (SF-278s and SF-450s); liaises with M/HR and SEC to assure timely implementation of personnel actions (Liaison with other USG Depts. and

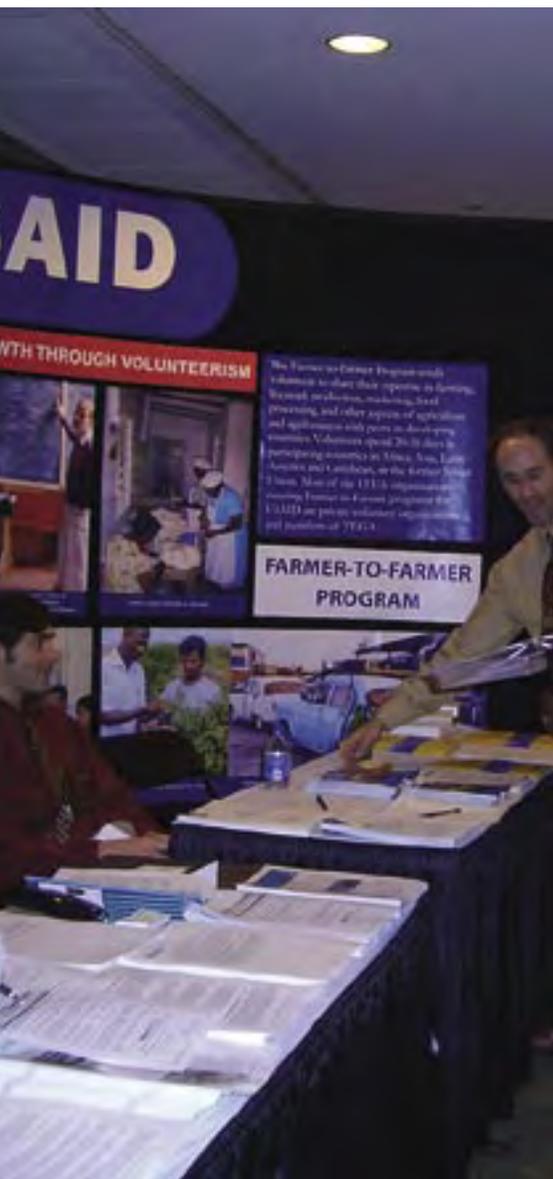
contractors as necessary); coordinates the preparation of training plans and provide oversight on their implementation; provides oversight on NEP program training and assignments; manages the Bureau awards programs; supervises the Bureau implementation of security regulations and procedures; and liaise with AS and SEC as appropriate. Working with appropriate units in the Management Bureau, the Office supervises the planning for and provision/replacement (as necessary) of IT and communications equipment, furniture, and work spaces; maintains inventories; and coordinates allocation of parking permits (handicapped, executive, carpool) and the Metrochek program.

The Director of the Office of Professional Development and Administrative Management reports directly to the Assistant Administrator, EGAT.

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# THE OFFICE OF PROGRAM ANALYSIS, IMPLEMENTATION, COMMUNICATION, AND OUTREACH



The Bureau for Economic Growth, Agriculture, and Trade (EGAT) is the largest of USAID's three technical ("pillar") bureaus charged with technical leadership and field support to USAID missions around the world. The Bureau's portfolio spans economic growth, poverty reduction, development credit, education and training, natural resources management, environment and science policy, agriculture, energy and information technology, women in development, and urban programs. EGAT's portfolio of field support, technical leadership and research activities is designed to address the multi-faceted challenge of reducing poverty and promoting prosperity.

The Director of PAICO reports directly to the Assistant Administrator, EGAT and supervises three permanent core teams, each of which is headed by a Supervisory Team Leader.

**EGAT's Office of Program Analysis, Implementation, Communications and Outreach (PAICO)** is responsible for the coordination of Agency technical leadership, field support and the \$400 million buy-in process from field missions, budgeting and financial management in areas of Bureau responsibility. The Office is organized into three teams: Program Analysis and Mission Support (PAICO/PAMS), Program Implementation (PAICO/PI), Communications and Knowledge Management (PAICO/CKM). Each team is responsible for leadership in its area of substantive responsibility and supports each technical office in the Bureau.

**PAICO/PAMS** is responsible for mission support, strategic planning and budgeting, policy development and analysis, quality assurance, and reporting and monitoring. PAMS leads the programming and reporting for support services to USAID operating units worldwide for EGAT's portfolio of responsibilities. PAMS provides leadership and quality assurance for the development of bureau, office and sector strategies, ensuring appropriate integration and quality assurance for crosscutting issues and services. The team prepares consolidated budgets for future documentation such as the annual report, the budget planning and budget submission process, and portfolio reviews. The team ensures that reporting and monitoring for external oversight is timely and effective in improving EGAT related programs, services, and constituent relationships. The PAMS Team is the primary contact with the Bureau for Policy Planning Coordination for strategy, program planning, technical services and future budget designs.

**The Program Implementation Team (EGAT/PAICO/PI)** assures that budget allocations are made in ways consistent with budget and adjusted as needed throughout the year to assure maximum opportunity for achieving objectives. The team manages the timely implementation of the program budget, staff travel, and training; oversees the development of procurement plans for both program and OE acquisitions; assure

**ABOVE: Farmer to Farmer, VEGA, and Microenterprise Development on display at the 2005 Private Voluntary Organizations (PVO) Conference in Washington, DC.**

timely completion of obligating documents (activity descriptions) with appropriate delegations, approvals; liaises with FM to assure efficient program and budget implementation; liaises with Office of Procurement to assure timely, efficient contracting and grant-making; consolidates obligation/expenditure/pipeline information for Bureau programs, using appropriate coding system and supports the Program Analysis Team efforts to use this information to improve management and reporting; provides oversight on Center-managed databases that track use of Bureau instruments, especially with regard to MSIs and SDBs; prepares annual analysis of field support process; and coordinate the annual portfolio review process for the Bureau.

EGAT/PAICO/PI also provides oversight on implementation of budgets and takes responsibility for end-of-year. PI assures that Cognitive Technical Officers (CTOs) are competent and that their training needs have been identified and met as appropriate.

**The Communications and Knowledge Management Team (EGAT/PAICO/CKM)** provides Bureauwide services for communications and knowledge management (CKM). A common Intranet site is managed by the team to provide continuously updated information on all services and schedules. PAICO/CKM is responsible for: developing communications strategy for EGAT for both administrative and program functions; managing taskers from other parts of the Agency and U.S. Government, managing flow of written communication to and from A/AID through ES; managing flow of written communication from all sources; scheduling of A/AID and AA/EGAT; preparation of speeches and presentations; preparation and editing of required reports; oversight of publications in general; liaison with LPA on Congressional and public communications; management of Bureau website, including calendaring function; maintaining files with all incoming/outgoing materials; and providing or arranging training courses as needed to improve quality of staff communications.

The CKM Team designs and develops IT-based systems to complement face-to-face communications so that real-time communications Bureau-wide, Agencywide, and worldwide create an effective EGAT community within the Agency. Different themes may be chosen to focus these communications to ensure that thematic groups or communities of practice are fostered in a coherent and useful way (e.g., youth in development, the multisectoral aspects of the HIV/AIDS pandemic). The Team may expand these systems via extranet or internet mechanisms to include partners; coordinate the Bureaus' development of training plans, publication plans, and conference/workshop sponsorship and participation plans to assure continuous development and sharing of EGAT knowledge base within and outside the Agency; provides oversight on Bureau monitoring and evaluation plans; and design/manage knowledge archiving operations for Bureau (in liaison with CDIE and others). Overall, the Team is responsible for developing and operating knowledge-sharing techniques and approaches to enhance USAID staff and contractor effectiveness in implementing EGAT vision and programs.

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# SELECTED LIST OF EGAT PUBLICATIONS

## BY OFFICE/SECTOR

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Managing International Volunteer Programs: A Farmer-to-Farmer Program Manual	By Gilbert, Navin, Alex, et. al., March 2005 USAID Library # PN-ADC-356. Further information on the Farmer-to-Farmer Program can be found at <a href="http://www.usaid.gov/our_work/agriculture/farmer_to_farmer.htm">http://www.usaid.gov/our_work/agriculture/farmer_to_farmer.htm</a> .		<i>Robert (Woody) Navin, Farmer-to-Farmer Program Advisor, USAID/EGAT, 202-712-5837</i>
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"Bringing Farmers into Global Trade", Title XII Report to Congress, Fiscal Year 2001, USAID			
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