

Regional Training Course on Environmental
and Natural Resources Management

Jakarta - March 6-11, 1983

Prepared by

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- 1 -

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The Need

Congress has charged the executive branch with a legal concern for the "... enormous, urgent and complex problems with respect to natural resources, which require new forms of cooperation between the United States and developing countries to prevent such problems from becoming unmanageable...". AID has the responsibility for implementing Congress' concern. To address this responsibility at the country level, an officer in each mission is designated as the Mission Environmental Officer (MEO). In almost all cases this is a collateral duty. Few of the officers have professional backgrounds in the Natural Sciences.

AID initially provided training to all of its engineering staff that shares environmental responsibility and to the first group of officers designated as MEOs. Today many of the engineers, who received training, have retired and all the original MEOs have rotated into other jobs. Hence, few officers acting as MEOs have the basic qualifications necessary to carry out their roles as MEOs.

The Asia Bureau, concerned about the lack of trained staff, took action to correct this discrepancy. It held a regional environmental/natural resource training program under the leadership of Mike Philley, Asia Bureau Environmental Officer, in Jakarta on March 6-11, 1983.

Organizing for the Workshop

One other regional bureau, the Near East Bureau (NE) and two central bureaus, The Bureau for Policy Program Coordination (PPC) and the Bureau for Science and Technology (S&T) joined the Asia Bureau in planning and supporting the workshop. The Training and Development Division (PM/TD) also participated in the design, execution and funding of the training course. Mike Philley, Bert Printz (PPC/E), Molly Kux (S&T/FNR), Steve Lintner (NE/PD/PS) and Dan Creedon (PM/TD), made up the nuclear group of planners and designers.

In January, Molly Kux made available the services of Peggy Lipson, an employee of the National Park Service, as an administrative manager for the conference. The National Park Service has a PASA with AID to provide Environmental Natural Resource training to developing countries.

PM/TD funded the participation of Michael Sobczak and John Roebig, employees of Tippetts-Abbott-McCarthy-Stratton (TAMS) New York, New York, provided funds for the conference site and funded the travel and per diem of instructors, Philley, Kux and Lintner.

William Knowland, the Asia Regional Environmental Advisor, handled arrangements with USAID/Jakarta and the Government of Indonesia. In addition to this vital role, he was one of the major instructor-resource persons of this workshop.

During January and February, Peggy Lipson, Mike Philley and Dan Creedon completed arrangements for the workshop, designed and published the workbook and fixed the final workshop design. Mike Philley, through a series of cables, queried the missions about the content and design of the workshop.

The Workshop - March 6-11

Attachment A provides the agenda for the workshop. For the most part, this schedule was followed. The only significant change occurred on Friday morning when an hour and a half session on a Proposed Bio-Resource System was presented and mission personnel were asked to indicate how it might fit into mission priorities. This topic was substituted for a session on country projects, portfolios, and CDSS's.

Physically, the workshop was held at the Sari Pacific Hotel in Jakarta and at the Puncak Pass Hotel. A field trip was conducted on environmental issues relating to regional growth and development along the Jakarta-Bogor axis.

The workshop was well-organized and executed. Its principal goals were to:

- Conduct a review of policies, procedures and strategies.
- Define the role of MEOs.
- Identify the desired qualification/skills of MEOs.
- Examine how we can facilitate Environmental Institutional Building and Environmental Natural Resource Projects in the host countries.
- Exchange information and share experiences.

Although all of the missions in Asia had indicated a strong desire to participate in the workshop and had nominated staff to attend, a problem developed in the last two weeks before the workshop. Apparently because of a shortage of operating expense funds, Nepal, Pakistan, India, Fiji, Burma and Bangladesh did not send participants to the workshop. (This seems to be a chronic problem in AID, a shortage of OE funds for training, travel and per diem in mid-year and a surplus at the end of the year). Lack of attendance from these missions reduced the impact of the seminar as a regional training program. On the substantive side, each of the missing missions are faced with assisting their host countries in coping with severe environmental and natural resource management problems.

The Philippine, Indonesia, Sri Lanka and Thai missions were represented. In addition, the World Bank, Ford Foundation, RI Environmental Studies Center, IIED, AIT, sent representation to the workshop. These resource personnel, who participated in the workshop, were very impressive. All were experienced in Asian environmental problems and were experts in most of the disciplines associated with the management of natural resources. Attachment B provides the name of participants, resource personnel and staff.

Summary

- A summation of participant evaluation is contained in Attachment D, as well as a copy of the evaluation questionnaire.
- Goals 1, 2 and 5 were achieved. Time and perhaps an overly ambitious agenda prevented this workshop from fully exploring goals 3 and 4. Even so, considerable attention and analysis was given to the question of "How to facilitate Environmental Institution Building and Environmental Natural Resource projects".
- As a pilot program, this workshop was very successful.
- The TAMS presentation needed more classroom time and would have benefited from a comprehensive outline of topics covered.
- MEOs gained a substantial understanding of AID's policies, procedures and strategies in the environmental/natural resource fields.
- MEOs also gained the beginning of a technical base for understanding environmental factors associated with projects.
- Attendance, punctuality and interest by all concerned was very good.
- Each instructional day averaged 10 hours with some sessions (on a voluntary basis) lasting until nearly midnight.
- As a result of participant-staff interaction, two large projects were redesigned to reflect both environmental concerns and a better focus of project purpose.

Recommendation/Action Items

- Participants reached consensus on the role of the MEO and proposed that their definition of the role be presented to the Energy/Natural Resource Sector Councils as a standard for the Agency. After Sector Council action, they proposed that the role statement be transmitted to the Overseas Division of the Office of Personnel Management. It was recommended that OPM look at career, professional, and PER issues related to the assignment of collateral duty responsibility as an MEO.

- That this design with some modifications can be used as the basis for regional workshops.

Attachment C lists the audio-visual material used or available for use during the workshop.

Attachment D provides a copy of the evaluation form used and a summary of the 19 evaluation forms completed by participants.

ASIA REGIONAL TRAINING COURSE
ON
ENVIRONMENTAL AND NATURAL RESOURCE MANAGEMENT

JAKARTA, INDONESIA
MARCH 6-11, 1983

SUNDAY, MARCH 6

12:00 - 2:00	-- Hotel Check-in
2:00 - 4:00	-- Jakarta Tour (optional)
5:30 - 7:00	-- Introductory Remarks and Course Orientation (<u>M. Philley</u> , D. Creedon)
	*Introductions/Name Tags
	*Participants' Bio-data
	*Distribution and Review and Course Outline and Course Materials
	*Explanation of Working Group Assignments
	*Fill out Training Application
7:00	-- Buffet Dinner

----- R E A D I N G F O R M O N D A Y -----

1. AID Policy Determination on Environment and Natural Resources (Revision of P.D. 63)
2. AID Draft Environmental Strategy Paper
3. Status Report on Environmental and Natural Resources Policies and Programs (June 1982)

10:30 - 12:00

-- Review of AID Policies in Environment and Natural Resources; Discussion of Agency's Strategy and Programs in Support of Policy Objectives (PANEL: M. Kux, M. Philley, S. Lintner)

*AID Policy Determination on Environment and Natural Resources (Revision of P.D. 63)

*AID Draft Environmental Strategy Paper

*Status Report on Environmental and Natural Resources Policies and Programs (June 1982)

*AID Draft Forestry Strategy Paper

-- O B J E C T I V E --

To review the recently updated AID environmental policy determination and the draft AID environmental strategy paper from the point of view of the Agency's present programmatic directions. Discussion will contribute to a better understanding of the relationship among policy, strategy, and Mission programming in the area of environment and natural resources.

7:00

-- Selected Films, Video-tapes on
Environmental Topics (D. Creedon)

-- O B J E C T I V E --

To acquaint participants with
audio-visual resources available to
them and to provide an opportunity
for viewing selected films and
video-tapes on environmental topics.

----- R E A D I N G F O R T U E S D A Y -----

1. FAA Section 118
2. EO 12114
3. Reg. 216
4. Environmental Assessment: Ensuring
Integrated Resource Management in Sri Lanka
5. Review TAMS Technical Outlines

^

11:00 - 12:00

-- Presentation by Indonesian Resource Person(s) on Specific Examples of Environmental Analysis as Applied to Development Activities (Prelude to Following Day's Field Observation Tour)

-- O B J E C T I V E --

To provide an opportunity for Indonesian resource person(s) to introduce some of the environmental issues relating to regional growth and development along the Jakarta-Bogor axis and to describe the approaches to environmental planning and management that are being undertaken. The presentation will serve as background for the following morning's field observation tour.

12:00 - 1:00

-- LUNCH

1:00 - 3:00

-- Technical Presentation on Environmental Problems and Environmental Analysis Priorities Specific to Selected Development Activities (TAMS: M. Sobczak, J. Roebig)

*Upland Agriculture and Watershed Utilization (Outline)

*Water Resources and Irrigation (Outline)

-- O B J E C T I V E --

To identify environmental impacts and issues that commonly surface during the design and implementation of projects involving upland agriculture, watershed utilization, water resources and irrigation. To review appropriate action MEOs may take in conducting IEEs or initiating EAs to ensure environmental mitigation, protection and enhancement.

3:00 - 3:30

-- BREAK/COFFEE

WEDNESDAY, MARCH 9

7:30 - 1:00 -- Field Observation Tour (Sack Lunch)

-- O B J E C T I V E --

To observe selected development activities along the Jakarta-Bogor highway from the perspective of environmental issues and Government of Indonesia approaches to environmental and natural resource management.

1:00 - 3:00 -- Continuation of TAMS Technical Presentation

*Rural Roads and Industries (Outline)
*Settlements and Environmental Health (Outline)

-- O B J E C T I V E --

-- To identify environmental impacts and issues that commonly surface during the design and implementation of projects involving rural roads and industries, settlements and environmental health. To review appropriate action MEOs may take in conducting IIEs or initiating EAs to ensure environmental mitigation, protection and enhancement

3:00 - 3:00 -- BREAK/COFFEE

THURSDAY, MARCH 10

8:00 - 10:00 -- Working Group Session on
Environmental Analysis in Project
Identification and Design; Review
and Discussion of Exemplary Scoping
Statements (3 Working Groups)

*Introductory Presentation on
Scoping (S. Lintner with
Outline/Example)

*Each Group Develops Draft Scoping
Statement Based on Selected
Project Identification Materials
(PID and/or Related Documents)

-- O B J E C T I V E --

To review some of the methods,
approaches, and practical limita-
tions of preparing scoping state-
ments for environmental assessment
process. Working groups will be
provided with selected project
identification documents and
related materials from which
exemplary scoping statements will
be prepared and presented for
discussion.

10:00 - 10:30 -- BREAK/COFFEE

10:30 - 12:00 -- Presentation of Working Group Results
(Representative(s) from Each Group)

12:00 - 1:30 -- LUNCH

7:00

- Introduction/Orientation to Following Day's Exercise
- Informal, Small Group Discussions on Topics Selected by Participants

----- R E A D I N G F O R F R I D A Y -----

1. CDSS (Not in Notebook)
2. ABS (Not in Notebook)
3. Draft Country Environmental Profile (Not in Notebook)
4. Handouts on Asia Bureau Environment and Natural Resources Sector Strategy (Not in Notebook)

10:00 - 10:30 -- BREAK/COFFEE

10:30 - 11:30 -- Presentations of Working Group
Recommendations (Representative(s)
of Each Group)

11:30 - 12:00 -- Participants' Evaluation of Course
*Evaluation Form

12:00 - 1:30 -- CLOSING/LUNCH

2:00 -- Estimated Time of Departure for
Jakarta

4:00 -- Estimated Time for Arrival in
Jakarta

(Rooms Available at Sari Pacific
Hotel Friday night)

<u>Name</u>	<u>Work Address</u> <u>Phone Number</u>
Charles E. Crowe	USAID/Manila APO San Francisco, CA 96528 Tel. 598011 Ext. 2414
Mintara Silawatshananai	USAID/Bangkok 37 Soi Somprasong 3 Off: Phetchaburi Road Bangkok 10400 Tel. 2528191-9
David E. Warner	USAID Box No. 4 APO San Francisco, CA 96356
Jaime Correa	USAID APO San Francisco, CA 96528 Tel. 59-80-11 Ext. 2424 or 2419
Steve Berwick	IIED 1319 F Street, N.W. Washington, D.C. Tel. 202-462-0900
Donald Hertzmark	Division of Energy Tech. Asian Institute of Tech. GPO Box 2754 Bangkok, Thailand Tel. 523-9300, Ext. 365/7
James A. Hradsky	USAID/Bangkok
Molly Kux	S&T/FNR USAID Washington, D.C. Tel. 703-235-2245 or -2246
Stephen F. Lintner	NE/PD/ENV Room 4440-10 NS AID/W Tel. 202-632-3043
Daniel F. Creedon	Same

<u>Name</u>	<u>Work Address</u> <u>Phone Number</u>
Mark Poffenberger	The Ford Foundation Jakarta 320 E. 43rd Street New York, NY 10017
Mike Philley	ASIA/TR/EFE Room 3311 State Department Washington, D.C. 20523
Jim Tarrant	PSLH-ITB P.O. Box 372 Bandung, Indonesia
Eric R. Loken	USAID/Sri Lanka (pouch mail) Colombo (ID) Department of State Washington, D.C. 20520
Mike Sobczak	c/o TAMS 655 Third Avenue New York, NY 10017 Tel. 212-867-1777
John Roebig	c/o TAMS 655 Third Avenue New York, NY 10017 Tel. 212-867-1777
John W. Neave	USAID/O/PES APO San Francisco, CA 96346
Peggy A. Lipson	Int'l Affairs Branch National Park Service Department of the Interior Washington, D.C. 20240 Tel. 201-343-7063
Paul Novick	USAID/Philippines APO San Francisco, CA 96528
Alex H. Sumarauw	USAID/SIE American Embassy JL. Merdeka Selatan 5 Jakarta, Indonesia Tel. 340001
Ralph M. Singleton	USAID/Sri Lanka (pouch mail) Colombo (ID) Department of State Washington, D.C. 20520

14

VISUAL AIDS

Video

1. US AID Pesticide Policy - 23 minutes
2. Haiti Rural Roads Project - 20 minutes
3. The Mahaweli Scheme - Blueprint for Development - 60 minutes
4. The Mahaweli - The Environmental Assessment - 16 minutes
5. Managing the Tropical Rain Forest - Self-Study Module - MEETS
6. Where Now Niagara Falls - short version - 28 minutes
7. Where Now Niagara Falls - full version - 50 minutes

Sierra Club Slide-Tapes

1. A Review of Fundamentals
2. Grasslands and Savannas
3. Oceans and Estuaries
4. Tropical Rainforests
5. Mangroves

Film

1. LAMTORO brings prosperity to Sikka Ipilile
2. Fragile Mountain.

EVALUATION

The March 6-11, 1983, Asia Regional Training Course on Environmental and Natural Resource Management was a pilot training program. In addition to providing your evaluation of the various components of the workshop, please give us your suggestions for improving the training program.

1. OBJECTIVES

Please rate on a 0 to 9 scale (0 being "awful" and 9 being "wonderful") the extent to which you think that the goal was achieved.

- A. Review of Policy, Procedures, and Environmental Strategy
0 1 2 3 4 5 6 7 8 9
- B. Define the Role of the Mission Environmental Officer (MEO)
0 1 2 3 4 5 6 7 8 9
- C. Define the qualifications and skills needed to be an effective MEO
0 1 2 3 4 5 6 7 8 9
- D. How to facilitate environmental institution building and environment and natural resources projects in the host country
0 1 2 3 4 5 6 7 8 9
- E. Information exchange on projects, techniques, and strategies useful to MEO's
0 1 2 3 4 5 6 7 8 9

2. TECHNICAL PRESENTATIONS

How valuable did you find the following presentations:

- A. Upland Agriculture and Watershed Utilization
0 1 2 3 4 5 6 7 8 9
- B. Water Resources and Irrigation
0 1 2 3 4 5 6 7 8 9
- C. Coastal Development
0 1 2 3 4 5 6 7 8 9
- D. Rural Roads and Industries
0 1 2 3 4 5 6 7 8 9
- E. Settlements and Environmental Health
0 1 2 3 4 5 6 7 8 9
- F. Energy Development
0 1 2 3 4 5 6 7 8 9

3. Which of these technical topics do you think should be:

- A. Expanded _____

9.

CONFERENCE SUPPORT

Please rate the following:

A. Pre-workshop information

0 1 2 3 4 5 6 7 8 9

B. Workbook format

0 1 2 3 4 5 6 7 8 9

C. Participant support structure; e.g., travel confirmation, tour, orientation packet, etc.

0 1 2 3 4 5 6 7 8 9

D. Facilitator role played by Creedon

0 1 2 3 4 5 6 7 8 9

E. Logistic/administrative role played by Lipson

0 1 2 3 4 5 6 7 8 9

F. Leadership functions performed by Philley

0 1 2 3 4 5 6 7 8 9

G. Contributions and panel work by Kux

0 1 2 3 4 5 6 7 8 9

H. Participation of Near East Environmental Advisor Lintner

0 1 2 3 4 5 6 7 8 9

I. Please provide an overall rating for the conference

0 1 2 3 4 5 6 7 8 9

10. Please provide any additional comments you would like. _____

17

Evaluation Summary

8/

Attachment D

1. OBJECTIVES

A.	3 7 7 8 8 7 8 8 8 9 9 8 7 8 7 8 4 7 6 -	7.2	-	137
B.	7 8 7 5 9 8 8 9 9 7 9 8 8 8 7 9 5 7 6 -	7.5	-	144
C.	2 5 8 3 7 7 5 2 7 7 7 7 8 7 5 7 6 1 4 -	5.5	-	105
D.	3 2 8 5 2 7 4 6 7 7 7 7 8 8 5 8 6 3 4 -	5.6	-	107
E.	7 3 7 7 8 7 7 8 8 8 9 8 8 9 7 9 6 7 7 -	7.3	-	104

2. TECHNICAL PRESENTATIONS

A.	2 5 8 - 8 - 3 2 0 7 6 8 7 7 8 6 4 3 3 -	5.1		87
B.	7 4 8 - 7 6 8 2 8 7 9 8 7 7 8 7 7 3 4 -	6.5		117
C.	6 9 7 - 4 - 7 7 8 6 9 7 7 7 6 8 8 7 3 -	6.8		116
D.	5 5 6 - 2 7 5 7 6 5 9 8 6 6 5 8 6 1 4 -	5.6		101
E.	4 4 6 - 5 6 6 8 5 6 9 8 6 6 8 8 5 2 2 -	5.7		104
F.	3 3 6 - 1 6 6 7 7 6 9 7 7 7 5 8 6 1 2 -	5.3		97

3. WHICH OF THESE TECHNICAL TOPICS DO YOU THINK SHOULD BE:

- A. Expanded:
 - None. Common problems in practice.
 - Energy development should cover small scale & industrial use. Settlements should include industrial activities.
 - Coastal Development. Settlements and Environmental Mental Health.
 - Energy and Health.
 - Upland Agriculture and Watershed Utilization. Water resources and Irrigation.
-
- Topics should be allowed enough time for presentation or critical issues should be highlighted. These mostly fell somewhere in between.
- All of them plus missing ones; e.g., combined forestry and range development, Agriculture, Health, & Energy - but not related to major dams or water impoundments, concentrate on renewable resources, such as biomass, solar, wind, etc.
- (E), (D), (B), (A) This expansion can be in the form of evaluation of ongoing projects at various levels of implementation of design.
- Probably all of them although time could never permit this in a one-week timeframe
- (F)
-
-
- Upland agriculture and related impacts.
-
-
- None. I think some of the outlines should be shortened and not so

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I think that they were all useful and relevant, however, the approach taken for such a short course was to attempt a too great a level of detail (and somewhat region/project specific). Without enough of an integrated/function format. Projects and specific examples should be more illustrative and less the main thrust. The MEO wants to know why he should be concerned with issue "X" and not how these relate to each other. Therefore, I would have presented the framework and the social/economic/instructional aspects of these more than the technical aspects which can be gotten from good references, (which should be provided), and consultants. Then by using the slide shows/movies as illustrations, one could look at examples. The particular audio/visual presentations were generally pretty good and should be stressed as a way of focusing people's attention on issues previously presented in previous presentations. As it was, the lectures recovered the same material that was presented in the A/V material.

-
B. Dropped:

Large-scale energy development (thermal power); more focus on alternative sources.

Combine rural roads with settlements.

-
Large scale industries - USAID/Asia isn't involved in this area like NE.

-
Selection of topics should be made to coincide with program priorities plus areas which need attention by Region.

Dropped or briefly mentioned - Awam Dam; chemical composition of pesticides.

None.

-
None.

-
Coastal, Industrial - not particularly relevant to USAID concerns.

-
See comment under "Expanded."
-

2

4. FIELD OBSERVATION TOUR

- A. 3 - 6 2 2 6 5 2 9 5 5 9 7 6 5 4 7 0 3 - 4.7 - 82
- B. 3 6 6 7 6 6 4 2 7 8 4 8 8 4 8 5 7 7 4 - 5.8 - 114
- C. Yes x x x - x x x x x x x x x : x x x No x x

If "yes," please suggest topics for field trips:
 FNR-related activities; both project and research oriented.
 Should see some projects in environmental area.

To coastal and settlement area.
 Deforestation, erosion mitigating land use.
 This was a pretty casual field trip, but it seemed appropriate.
 Ecological aspects of aquaculture
 Get out of car with an expert and look at items discussed within
 sectoral lectures.

If available -- Energy (wood) plantation; terraced agriculture; biomass facility.
 Sanitation and Health (solid and liquid waste site). Deforestation.
 Examples of mitigating measures rather than just problem areas where
 this is possible.

Watershed management Project Site.
 Erosion control; coastal protection.
 Places to go: Bali, Cerrita Beach, Ujung Pandang - Ocean Pollution

-
 Trip to typical, relevant USAID environmental problem area; e.g., trip
 to heavily eroded upland crop area to see locally, causation.
 Only if topic is very relevant
 Upland agricultural problem.

-
 In different format within the course, however. I would like to see
 these planned better as deliberate, in-depth, though short, site
 visits. This one was too excursive, not enough focus.

5. SCOPING EXERCISE

- A. 3 - 8 3 7 - 8 8 9 9 9 8 3 7 5 9 7 8 7 -
- B. Yes x - x - ? x x x x x x x x x - No x x x x

6. HOW USEFUL DID YOU FIND THE ENVIRONMENTAL INSTITUTION BUILDING SESSION.

2 - 7 8 2 7 5 5 6 8 6 7 6 7 5 6 5 - 8 -

W

7. BASED ON THE INFORMATION PROVIDED BY THE PANEL ON "RESOURCES AVAILABLE TO THE FIELD FROM REGIONAL AND CENTRAL SUPPORT ACTIVITIES," DO YOU THINK THAT YOU HAVE ENOUGH INFORMATION ON RESOURCES AVAILABILITY?

YES x x ? x x x x x x x x x x NO x x x x x x

PLEASE RATE THE EFFECTIVENESS OF THIS SESSION.

6 - 6 5 6 - 9 8 9 9 9 9 7 8 7 6 6 5 7 7 - 7.16 - 129

OPTION QUESTION: WHAT TYPE(S) OF RESOURCES OR SUPPORT ACTIVITIES DO YOU THINK SHOULD BE AVAILABLE FROM WASHINGTON TO SUPPORT THE FIELD?

Information - research (not just AID-supported), training opportunities (participant, USDH), assessments and management techniques.

-
-
-

TA in community-based agroforestry (not just strict forestry).
A good regional support project as proposed on the final day of the course.

-

Quick consultant referral, particularly at PID stage.

-

More timely info on training and literature available to MEO's -- more ways to influence Mission's management on environmental issues over and beyond regulation 216 -- continuity on the role of the MEO's through visits by AID/W and RED to Mission staff.

-

Concerned reports, paper, materials (related)

-
-

Soil, water conservation, into pesticide urgent, research methodology specialists, selected specialty areas (forestry, energy, solar, etc.)

-
-
-

As was mentioned in the discussion:

1. Calendar of short courses/seminars/workshops long before they take place for budget planning, obtaining visas, and selecting candidates;
2. Regular distribution of bibliographies on published resources available. Books, journals, reports, brochures. D.C. needs to tighten up its library/clearinghouse function especially the projects outside of the mission.

Centralized Training Program Document.

8. METHODOLOGY

Panels	1	4	-	2	4	1	?	MIX	1	X	3	1	-	1	4	2	-	1	3	3
Work Groups	4	3	X	4	1	2	?	MIX	X	1	2	3	X	2	3	1	X	2	1	1
Lectures	2	2	-	1	3	4	?	MIX	4	X	2	3	-	3	1	4	-	-	4	4
A/V	3	1	-	3	2	3	?	MIX	3	-	4	-	-	4	2	3	-	*	2	2

9. CONFERENCE SUPPORT

A.	6	3	6	5	2	6	-	2	9	8	7	5	7	7	8	8	6	5	1	2	5.4	-	103
B.	8	8	6	9	5	8	-	9	9	9	9	7	8	8	6	9	6	6	6	8	7.5	-	144
C.	8	7	8	8	6	7	-	9	9	9	9	9	7	8	8	8	7	8	5	9	7.8	-	149
D.	7	4	8	9	5	9	-	9	9	9	9	8	8	8	8	8	8	7	9	7.9	-	151	
E.	8	7	8	8	5	9	-	9	9	9	9	8	7	8	6	9	8	8	9	9	8.0	-	153
F.	4	5	6	6	7	9	-	9	9	9	9	7	7	6	6	7	5	6	4.5	6.8	-	130.5	
G.	6	6	7	4	7	9	-	9	8	9	9	9	6	7	6	5	8	6	5.5	6.9	-	132.5	
H.	7	5	8	9	8	9	-	9	9	9	9	8	9	8	9	9	8	9	8	8.4	-	159	
I.	6	6	7	7	7.5	7	7	9	9	9	8.5	8	8	8	8	8	8	5	7	7	7.1	-	135

10. ADDITIONAL COMMENTS

Much less panel discussions; more time allocated for participant response/ interaction. Limiting respondents individual responses so all get chance to speak up.

Conference could have been more productive if there had been more structure for some sessions. Also, we should have asked more information about individual programs and priorities to assist MEO and environ. project development.

Better organization in the future. Arrangement.

Needed list and background in writing on participants. Good mix of consultants but a couple weren't really needed. Mike Sobczak was quite good and useful.

A workshop such as this shouldn't be oriented solely toward Environmental types. To get the support of mission staff in placing emphasis on environment or natural resources mgmt, you need to reach the Ag/ Rural Dev. people. They are the ones most active in projects that have environmental impact. They are the ones that need the exposure to nat. resour. mgmt training and workshops. For

the most part MEO's are civil engineers who have little or nothing to do with Nat. Res. Mgmt. projects. They have little or no input into Mission's Energy, Ag and Rural D. Programs. So I question how much input the MEO person who has participated in this workshop will probably not have much interaction with the Ag/Rural D. offices.

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Should send readings ahead of meeting; should dissect how projects are identified in one of the sections; needs a field demo.

I think the conference was excellent, and provided great insight into the MEO role, etc. I will admit the conference (workshop) was a bit overwhelming with the environmental focus when other Mission concerns such as population (family planning) and other priority AID concerns loom large in the background. However, it was extremely useful, valuable, and should be continued periodically in the future.

To maintain momentum, we need regular meetings to review status of MEO's role and Mission needs.

The conference was well prepared and executed and the objectives of exchanging information formally and informally were fulfilled. One working group session could be devoted to deriving and evaluating specific environmental resource needs of the mission MEO's; ie, what do they really want to see happen in this sector?

It would be good if some reports/paper could be distributed to participants prior to the workshop.

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"Environmentalists" should avoid their tendency to "invade" all technical spheres - cannot know all - engineering, iron, soil., etc. - but but should make explicit their role as "natural resource manager" with system perspective so as to avoid conflicts in the other sectoral specialists and generation of counterproductive project/program analysis and correlations!

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-
-
-
If the "course" is taken on the road, it should be reformatted. It should center around technical information (TAMS type) with a policy overlay. Also, there should be more group work and field trip. Location should be more like Puncak with more free evenings for networking. Also, there should be more group "problem" solving of a practical nature.

This was an excellent course in concept and overall implementation.
Better planning and preparation including something than the brief
agenda was good. By all means, continue them because they are
good opportunities to air a lot of issues in addition to training.

25