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**BOARD FOR INTERNATIONAL
FOOD & AGRICULTURE DEVELOPMENT**

Meeting held on the 27th day of February, 2008

at 8:08 a.m.

National Press Club
529 14th St. N.W., 13th Floor
Washington, D.C.

TRANSCRIPT OF PROCEEDINGS

BEFORE

ROBERT EASTER, CHAIRMAN

BOARD MEMBERS PRESENT:

ROBERT EASTER, CHAIRMAN

WILLIAM DELAUDER

ALLEN CHRISTENSEN

TIM RABON

H.H. BARLOW III

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P R O C E E D I N G S

February 27, 2008

1
2
3 THE CHAIRMAN: We have a very full agenda
4 today, and we very much appreciate your interest in
5 being here. My name is Bob Easter, and I serve as the
6 Chair of the Board for International Food & Agriculture
7 Development, and I just very quickly want to introduce
8 the other Board members. Some of you know them from
9 long experience and others may not, President Bill
10 DeLauder, former president of Delaware State, now
11 Emeritus. He's a member of our Board just on my far
12 right. Sitting next to him the newest member of the
13 Board, H Barlow. H, if you'd raise your hand. He has
14 joined us. This is his first meeting from Kentucky just
15 appointed by the President. And Tim Rabon from New
16 Mexico at the center of the table has been on the Board
17 now for about two years, I believe. Tim, is that
18 correct? And Ron Senykoff, who is in the back of the
19 room, is staff support from USAID, our secretariat. And
20 if you have questions or issues with the room and other
21 things today as we go forward, please let Ron know and
22 we'll deal with those. The program this morning will
23 evolve beginning with some presentations to give us some
24 background for discussions that we'll have later in the
25 day. And the first of those presentations is by Steven

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1 Gale, who is Senior Advisor for USAID for Legislative
2 and Public Affairs Bureau. And the topic is one that I
3 think you'll find very intriguing. I have e-mail
4 interchanges with Administrator Fore periodically, and
5 recently she introduced the topic of the Global
6 Development Commons, and that was a new one for me. I
7 don't live in Washington so I'm not always aware of some
8 of the terms that are on the table so I Googled it and I
9 learned quite a bit in that process. And so, Steven, if
10 you would come forward we'd be delighted to hear your
11 comments and give us an introduction to Global
12 Development Commons. Thank you.

13 MR. GALE: Thank you, Bob. It's a pleasure to
14 be here before BIFAD. I'm Steve Gale, and I work in
15 Legislative and Public Affairs at USAID. And my agenda
16 this morning is really your agenda. I'd like to talk
17 for about 10 or 15 minutes and discuss what the
18 Administrator has in her mind for what we all consider a
19 very bold vision to transfer information from the
20 developed to the developing world, and then I'd like to
21 leave enough time to answer your questions and encourage
22 your questions because this Global Development Commons
23 is something that USAID is a catalyst for but is
24 something that we won't own and don't want to own. It
25 needs to be out there in the public space. Let me let

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1 the Administrator introduce the Global Development
2 Commons by way of a You Tube video. In late January of
3 this year the Administrator was at the World Economic
4 Forum in Dabas, and You Tube was a partner with the WEF,
5 and they had booths set up in a very informal way, and
6 the top leaders at WEF all decided that that might be a
7 very useful tool to introduce themselves, their
8 organizations, and their vision for the developing
9 world. So if you have a seat that gives you access to
10 the screen, that would be great. If not, feel free to
11 move around. And let me introduce Administrator Fore to
12 you by You Tube.

13 ***

14 [Video shown]

15 ***

16 MR. GALE: Well, thank you, Administrator
17 Fore, for an overview of the Global Development Commons,
18 and I would strongly encourage you to follow Bob's lead
19 and go on to usaid.gov, our public web site, and you'll
20 find the Global Development Commons. And if you happen
21 to Google the Global Development Commons, which I do
22 from time to time you'll find that it has something like
23 10,000 hits, so the Commons itself is really taking off,
24 and I want to try to add some detail to it as
25 Administrator Fore outlined the vision. And so one

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1 asks, okay, well, what is it actually? And it's a
2 virtual space. By that I mean a portal or a web site
3 and in this web site you have everyone who's involved in
4 development from farmers to ministers to bilaterals to
5 universities to NGOs. As I mentioned, it's not
6 something that we own or any of the parties own. For
7 those who are familiar with Wikipedia, it's that kind of
8 concept. It's not owned but everyone participates. And
9 the reason for the Commons is that if you think about
10 it, and many of you have been in this for a number of
11 years, if you ask yourself what's changed in the last
12 couple of years in foreign assistance, well, just about
13 everything has changed. Ten years ago bilateral donors
14 and other institutions were 80 percent of flows going
15 into developing countries, and everybody else was 20
16 percent. Well, in just a short period of time that's
17 completely flipped, and now the Bill Gates Foundation
18 and Hewlett Packard Foundation and many other
19 foundations are in fact becoming the major players. So
20 there have been dramatic changes in development
21 assistance. Think about remittances, those funds
22 flowing back to countries by workers outside of their
23 indigenous country. If you added up all of the
24 bilateral assistance and all of the foreign assistance
25 you'd find that remittances, which a couple of years ago

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1 were quite small, are now more than three times the
2 total of all foreign assistance. So the landscape for
3 development has rapidly changed, and development
4 assistance doesn't look like it did just a couple of
5 years ago. If you add on to that the notion that the
6 Internet has radically changed information, if you think
7 of those two concepts, that gives you sort of the
8 underlying core about what the Development Commons is,
9 trying to capture changes, dramatic changes in
10 development, combine those with information sharing.
11 And information sharing is not new. It's been around
12 for a while. But I think we need as a group to
13 reconsider and reposition how we use information sharing
14 to advance development. And the other core principle is
15 that if you think about all that information sharing
16 over the years a lot of it has been at the top upper
17 levels where the world bank and USAID and maybe BIFAD
18 executive are talking, but I'm not sure a lot of that
19 information is being shared with fishermen and farmers
20 and coffee growers. So here's just a couple of
21 comments. You will know this already either by yourself
22 or if you have children or nieces and nephews or
23 whatever that the Internet is exploding in use. There's
24 over a billion people using the Internet. Now what you
25 may not have realized is that more than half of those

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1 are in the developing world. That's the next big
2 market. By 2011 two out of every three users of the
3 Internet are going to be in the developing world so if
4 you want to reach people on the Internet and you want to
5 reach people in the developing world it's being shaped
6 before us. And I think the other aspect to the Global
7 Development Commons is that again there's so many new
8 players. You could -- five years you could count or
9 aggregate the number of players in development
10 assistance now. There is an explosion in public and
11 private stakeholders in development assistance which is
12 great so development assistance has changed. The
13 Internet is exploding, many, many more players. So why
14 isn't it working? Why aren't we making the kind of
15 advances that we would like to in sharing information
16 with those in the developing world? I don't know the
17 answer but I'll posit a couple of things. One is that
18 if you try to look at material and get what you need if
19 you're the end user you're going to find it's not that
20 easy. There's a lot of information out there so you
21 have these 10,000 hits on Global Development Commons but
22 you may find that what you're interested is hit number
23 2000. You're going to have wade through 8,000 hits. So
24 if you look at Google, Yahoo, some of the major search
25 engines they're interested in -- that's not their line

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1 of business, sharing development information. Their
2 line of business is speed and number of hits, et cetera,
3 not necessarily content. So they are in a different
4 business than we're in. Also, if you look at the
5 information on the Internet it's not necessarily
6 accurate, and no one claims that it is. So if you have
7 a medical issue and you want to Google you're going to
8 have to wade through a lot of web sites to find the
9 actual content, and the same thing is true for
10 development. The third reason why I think things
11 haven't come together as quickly as we would like it to
12 be is that I'm not sure we're reaching the right
13 audience, that is, we're not reaching the people who
14 could benefit most from development assistance. That
15 doesn't mean that it's always the farmer and it could be
16 a minister or an implementer of a USAID program or any
17 other program, but it's definitely been a top heavy
18 information exchange, not pushing down towards the lower
19 ends. I just make two other points about -- I don't
20 want to over emphasize and exaggerate the Internet. In
21 many countries like Afghanistan, parts of Africa, radio
22 is the big vehicle. But the point is still the same
23 that increasingly more and more people are onto the
24 Internet or relying more on radio, and where does the
25 radio content come from, often from people who are using

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1 the Internet. So I mention that point because I don't
2 want to say that we expect in five years every single
3 person to have a mobile phone that's web enabled, but
4 that's where it's going. What are the goals of the GDC?
5 Well, there's really just four. The first three have to
6 do with what we're calling Developmental Portal 2.0.
7 That's outside the Ronald Reagan Building, outside of
8 our missions in the field, that has to do with
9 accelerating real time exchange of information. AID's
10 role, we just want to be a catalyst. We don't want to
11 own it. We don't want to build a platform necessarily,
12 but what we want to do is kick the can further down the
13 road, and not assume that it's going to happen randomly.
14 We want to catalyze the development of a portal that
15 shares development information. To do that, we need to
16 build partnerships with leading public and private
17 sector organizations because, as I mentioned earlier,
18 it's not our line of business, portal development, and,
19 two, the real experts are not within USAID. We have
20 some very talented people in our organization. We have
21 many award winning web sites, but when we come to work
22 at AID we're generally focused on development
23 assistance, not on web development. So those first
24 three points are what we would to achieve, what the
25 Administrator is an achievable goal outside in the

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1 larger world. And the last one I think is relevant to
2 USAID in particular within headquarters and all are
3 missions abroad is that if we are going to be a leader
4 in information sharing then we need to work on our own
5 information and connect all of our web sites so that you
6 can easily index and search and learn about AID, and
7 surprisingly that's not as easy as you would think. So
8 there are some of the players, governments, multi-
9 lateral, academics, business, foundations, universities.
10 This is going to be a global effort and we're going to
11 need partnerships all along the way. We're going to
12 need partnerships within USAID to build that fourth
13 goal, that internal smart portal, and we're already
14 beginning to really inventory what we have with USAID
15 because without that we're unlikely to build a smart
16 portal if you don't know what exists. We think, we
17 think now we have about 300 web sites, but my guess is
18 as we look further we're probably supporting a number of
19 more web sites. We have a number of advisory groups as
20 any entity like ours would need to have to get good
21 ideas from the outside. We have a mission director's
22 working group that has told us great idea, wonderful
23 idea, Administrator Fore, but we need to do some field
24 testing on this and make sure we know the requirements
25 of the end users. Our theory is don't build it and

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1 assume they'll come. Go to the people who are the
2 potential end users and ask them if you had a mobile
3 phone what are the barriers for you getting the
4 information you need to reduce poverty and advance
5 economic growth. So we're going to do some field
6 testing of it and I think -- I think I'm really done
7 with my Power Point. Secretary of State Colin Powell
8 once made an address that said we have a lot of threats
9 in America, and the biggest threat we have is the Power
10 Point, but I succumb to using the Power Point in any
11 case. I'm done and happy to entertain questions.

12 THE CHAIRMAN: Our minutes are recorded so I
13 would appreciate it if you ask a question, and we'll
14 begin with the Board, that you identify yourself for our
15 secretary. Yes, Dr. DeLauder.

16 MR. DELAUDER: Yes. Good morning. Thanks for
17 that presentation. Three quick questions. One is has
18 it all been university people developing this concept?

19 MR. GALE: We have. Right now we are working
20 and getting ideas from universities, Michigan State
21 University, Ohio University, so our doors are open and
22 we welcome that kind of insight. Again, it's not our
23 main line of operation.

24 MR. DELAUDER: I understand. Now do you
25 expect to contract this out to someone or is this

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1 something that you're going to try in your own capacity
2 within USAID to maintain?

3 MR. GALE: I expect down the road we will need
4 additional support in terms of our contractual support
5 but those decisions have not really been made yet.
6 Really in a way this is an opportunity because you're at
7 the ground level now. We have a concept but we don't
8 have arms and legs for this yet, but I expect something
9 will come down the line.

10 MR. DELAUDER: Okay. Then the last question
11 is have you given thought to how you evaluate the
12 effectiveness once it's up and operating?

13 MR. GALE: That's an excellent question.
14 These are all excellent questions. My background is
15 monitoring evaluation and so I was always thinking what
16 are our benchmarks, is it number of hits, is it number
17 of players? So I thought about it but I haven't made
18 much progress, but it's an excellent point.

19 MR. DELAUDER: Yeah. Just going on number of
20 hits may not necessarily say that you're getting the
21 information to the people that you...

22 MR. GALE: Absolutely. I totally agree. Hits
23 we already know. They don't tell us much. They're just
24 outputs, and we're interested in impacts.

25 THE CHAIRMAN: Yes. Dr. Christensen.

1 MR. CHRISTENSEN: I'm intrigued with this. My
2 question is have you thought about more languages than
3 just English because a lot of the people that you're
4 going to be trying to reach are going to be French
5 speaking or Farsi speaking or Arabic speaking.

6 MR. GALE: Yes. We know that an English
7 language version is going to have a very limited target
8 so we're thinking of expanding it. We just saw a
9 wonderful demonstration by Michigan State University
10 yesterday on a network they built in a food network, and
11 one of the first questions that came out, that's great,
12 is it in multiple language, is it in Hindi? I guess
13 they're working in India. So, yes, we think multiple
14 languages are fundamental for the success. That's our
15 target audience. The vast majority are not going to
16 speak English, and a vast majority even in their
17 indigenous language will be illiterate so this system
18 needs to have ample video. Maybe you're handling
19 mangoes but you don't have the Hindi text capability.
20 Well, if you see the product and you see how it's
21 quality controlled and packaged maybe that's sufficient
22 so both multiple languages and video we think are
23 essential. But we're a long way from there, but we're
24 thinking along the same lines as that.

25 MR. CHRISTENSEN: Do you intend on this web

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1 site to reference other web sites where people actually
2 have this kind of information insofar as you know about
3 it?

4 MR. GALE: Yes. On the smart portal, the one
5 we're trying to build within USAID there are many cases
6 where we are not the leader surprise, surprise in some
7 area. Maybe it's water conservation, and maybe the
8 Dutch have the best web site. We're going to hyperlink
9 from us to other web sites. Again, we just see us as
10 sort of the first place to go but not necessarily where
11 you're going to end up, so yes.

12 MR. CHRISTENSEN: A lot of American
13 universities and their development organizations have
14 their own web sites where I think the information on
15 there is pretty sound by and large.

16 MR. GALE: I totally agree. The last thing we
17 want to do is invent another web site. We're not in the
18 web site -- we have a very small staff. Amy Cole [ph]
19 is sitting midway here, raise your hand, Amy, T.J., an
20 intern from LPA, you're looking at the Global
21 Development Commons staff. The three of us are not
22 going to change the world, but we think we can lay a
23 foundation to make some changes. Those are all good
24 questions.

25 THE CHAIRMAN: Other questions from the Board?

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1 Questions from the audience? I think this I incredibly
2 exciting, and if you think about some of the challenges
3 that you'll have to work through, how best to structure
4 this, how best to deliver it. It will require a lot of
5 input and effort. Is there anything that you need from
6 this Board, any perspective that we could offer to you?

7 MR. GALE: Well, what I would encourage
8 everyone here is first go on to the web site, poke
9 around, see what interests you. Shoot me an e-mail.
10 Again you're at the ground floor of I think a very
11 exciting opportunity to transfer information to the
12 developing world where like most enterprises our doors
13 are wide open. Eventually they begin to sort of close a
14 little bit as we get things done but now is the time to
15 send us your best ideas and links to other web sites
16 because we are in the building stage and very open to
17 suggestions and ideas. So if something doesn't come to
18 you now, it's too early in the morning for that kind of
19 a brainstorm, feel free to contact me. Go on the web
20 site. And I guess if there are no further questions,
21 thank you very much for your attention.

22 THE CHAIRMAN: Thank you. Back in early
23 November the Administrator was the keynote speaker at
24 NASULGC, National Association of Land-Grant Universities
25 and State Colleges, and at that meeting she announced a

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1 summit of university leaders, presidents, and
2 chancellors. And to give us a bit of background in
3 expectations from that summit, Martin Hewitt, Senior
4 Education Officer, EGAT.

5 MR. HEWITT: Good morning, everyone. Nice to
6 be here. My name is Martin Hewitt. I'm with the
7 Education Office EGAT, USAID. As mentioned actually
8 this sort of operationalizes some elements of what Steve
9 spoke about on the Global Development Commons because
10 that's what this higher education summit for global
11 development, which is scheduled for April 29 and April
12 30 this year is designed to do. So I've got a one-page
13 concept paper about this summit, and I'll leave it with
14 you. And as we speak, we're in the midst of organizing
15 the summit. So let me just give you some background.
16 Secretary of State Condoleezza Rice and Secretary of
17 Education Margaret Spellings will convene a higher
18 education summit for global development in Washington,
19 D.C. on April 29 and April 30, 2008. Extending the
20 vision of -- there was a 2006 university presidents
21 higher education summit. The goal of the 2008 summit is
22 to expand the role and impact of U.S. and foreign higher
23 education institutions in worldwide social and economic
24 development. The objectives of the summit will be, one,
25 to broaden partnerships and networks amongst U.S., other

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1 developed country and developing country, higher
2 education institutions, the private sector, and
3 foundations. The participants are U.S. higher education
4 institutions, about 110 of them, 90 foreign
5 institutions, higher education institutions, and 40 or
6 so U.S. corporations and foundations. Two, to highlight
7 and expand emerging and innovative approaches to
8 exchanges, teaching, research, technology transfer, and
9 business development. And, three, develop strategies to
10 establish new and enduring higher education
11 relationships for international development particularly
12 in science and technology, engineering, and other fields
13 that support innovative and economic growth. Now part
14 of our team consists of -- that are helping to organize
15 this consist of members from the State Department,
16 members from the Education Department, science advisor,
17 Nena Fedderoff [ph], the Administrator's science
18 advisor. So focus on innovation. The summit will
19 showcase innovative, emerging, and thought provoking
20 approaches to economic, educational, business, and
21 scientific collaboration. Showcasing these approaches
22 is intended to stimulate discussion of new ideas and
23 strategies that, one, go beyond the current practices,
24 two, overcome the obstacles that impede higher education
25 interactions and knowledge, the technology transfer in

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1 developing countries, and, three, promote new kinds of
2 collaborative partnerships that leverage contemporary
3 communications technologies. We envision the major
4 summit outcomes to be the U.S. government will advance
5 its global vision of higher education development
6 cooperation and move its shared interest with its
7 partners to a higher priority on the national agenda.
8 Specific outcomes will include an increase in the number
9 and kind and quality of strategic partnerships between
10 U.S. universities and colleges, foreign universities,
11 private sector partners, foundations that apply new and
12 innovative models and approaches particularly in
13 science, engineering, and other fields that support
14 economic growth and build capacity to solve global
15 challenges. Two, follow on a 2008 regional forums in
16 Africa and Middle East will jump start partnership
17 development and expansion so after the summit we
18 envision at least conferences in perhaps one in the Near
19 East and one in Africa. These partnerships will yield
20 measurable increases in graduate study and faculty
21 exchange programs for U.S. universities and colleges.
22 Thirdly, new approaches to technical assistance
23 programs, applied research, short and long-term training
24 programs, institutional development exchange programs,
25 and other development of curriculum and learning tools.

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1 Fourthly, expand the use of information and
2 communications technologies to support new approaches
3 including virtual teaching and learning and web-based
4 dissemination of best practices. And, fifth, creation
5 of a global university network for building capacity and
6 science and technology in developing countries. So the
7 partnership -- the participants, as I mentioned, the
8 summit will bring together higher education presidents
9 from around the world with leaders from the government,
10 philanthropy and business sectors, the Secretaries of
11 State and Education and the USAID Administrator will be
12 invited to speak, among others. The format, the summit
13 will start with an evening reception, dinner, and
14 keynote speakers on Tuesday, April 29. On Wednesday,
15 April 30, the summit will include presentations on
16 innovative partnerships and networks related to higher
17 education. Small break out groups will consider
18 strategies to expand or broaden new approaches to
19 partnerships and networks, and how best to facilitate
20 new kinds of linkages. A closing session will summarize
21 the new strategies and focus on next steps. Regional
22 USAID bureaus or other groups will organize additional
23 meetings on May 1 with leaders from developing country
24 institutions of higher education to explore relevant
25 regional initiatives and programs and plan future

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1 events. So essentially this is a two-day affair.
2 Again, I think it speaks to what Steve spoke about
3 earlier sort of operationalizing elements of the commons
4 whereby we bring in as mentioned U.S. and foreign higher
5 education institutions and leaders, as well as
6 philanthropy, corporations, and foundations, and sort of
7 generate, showcase illustrative examples of work that's
8 being done, and sort of catalyze and mobilize and
9 generate relationships to expand our work. I work with
10 the Higher Education for Development Program which we
11 operate through the U.S. Higher Education Association
12 and much of our work especially recently has engaged
13 other partners whether they're corporations or
14 foundations in the work, and I think of our work as
15 creating infrastructures of relationships that others
16 can tap into. So I think this summit, I think, could be
17 a very important event to highlight approaches and try
18 to scale them and expand them. So I think we're looking
19 forward to a very fruitful and significant event. So
20 thank you very much. Any questions?

21 THE CHAIRMAN: Any questions?

22 MR. CHRISTENSEN: How do you intend to invite
23 the presidents? This will be a blanket invitation or
24 will there be specific invitations?

25 MR. HEWITT: Well, specific. We've got 110

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1 U.S. institutions, and I should say that we are trying
2 to balance and reconcile the huge number, the demand to
3 participate in this, so we're looking for state
4 representation. We're going -- these are looking for
5 institutions that are prominent in research and
6 development. We're also looking at colleges and
7 universities. We're looking at community colleges.
8 We're looking at some private institutions. We're
9 looking at some private institutions. We're looking at
10 women-owned and minority serving institutions, and so
11 we're trying to create a balance across the spectrum of
12 U.S. higher education, and then we're also looking at --
13 through our Higher Education for Development Program we
14 have many partners that we have worked with in the
15 present agreement and so we're tapping into that. We've
16 also asked our bureaus, our regional bureaus, to provide
17 their input as to institutions that should be invited.
18 The Department of State has some institutions that they
19 have worked with that they would like to see invited.
20 The Department of Education works fairly considerably
21 with community colleges, so we're trying to strike this
22 balance and reach across the spectrum of -- so we've
23 been sending out, -- we're sending out e-mails, save the
24 date e-mails. We're following those up with calls, with
25 telephone calls.

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1 MR. CHRISTENSEN: Are you looking for
2 suggestions from this Board as to people that ought to
3 come?

4 MR. HEWITT: I think we're open to that, and I
5 would suspect that -- well, I'm not going to second
6 guess but I would suspect that many of the institutions
7 that you might suggest are probably ones that we're in
8 the midst of involving or inviting.

9 MR. CHRISTENSEN: Without getting into an
10 extensive commercial on behalf of Brigham Young
11 University, the president of that university has
12 traveled to over 100 different nations and over 70
13 percent of the students on that campus speak two or more
14 languages. So he might bring an interesting dimension
15 to that.

16 MR. HEWITT: Absolutely. Absolutely.

17 MR. DELAUDER: How do we identify the foreign
18 institutions?

19 MR. HEWITT: Well, I should say that part of
20 our challenge in terms of supporting this effort, which
21 it's a costly effort, is to -- we do have this mechanism
22 which we -- the HED mechanism before the ALO mechanism
23 where we had numbers of partners whether from Africa or
24 Asia or Latin America, we're tapping into many of those
25 partners, but we've also sought suggestions from our

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1 regional bureaus, and then we have, as I mentioned, with
2 our state colleagues and education colleagues and others
3 making suggestions. And what we're trying to do is
4 we're going to go out -- what we might say first here to
5 go out and identify those institutions, and then we know
6 that we're not going to capture everyone. So we're
7 going to have to go back to tier two but we want to
8 maintain that balance across the spectrum of those
9 institutions, so I think we're trying to be open and
10 seek suggestions and advice but we do have -- it's
11 challenging to do it.

12 MR. DELAUDER: The list that you're now
13 working with, is that available?

14 MR. HEWITT: I think it's -- we're in the
15 midst of trying to work through this so I think I'd
16 rather not probably get into those specifics at this
17 juncture.

18 THE CHAIRMAN: One of the interesting
19 developments today in education seems to be a
20 fundamental change in paradigm. My perspective is that
21 for the last several hundred years we've typically
22 viewed higher education as bringing students to campus
23 in a classroom and some relationship with an instructor.
24 And we now have this emergence globally of degree
25 offering institutions that are virtual, and our campus I

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1 not unique. We now have what we call a fourth virtual
2 campus. There are private sector firm, as you well
3 know, that are degree granting institutions. How are
4 you going to engage with that because that in reality
5 can be a very significant part of the future of
6 education and development context.

7 MR. HEWITT: I can foresee featuring as one of
8 our themes or breakouts because we're going to have at
9 least six an element of that in terms of virtual --
10 we've done some work through our program on SAMICH [ph]
11 programs. I talked to a fellow at Ohio State, but
12 anyway about some of the work that we've done, and some
13 others. Also, we've worked -- somewhat controversial,
14 we've worked with some private institutions at AID on
15 student loan program with some private for-profit
16 institutions through our Global Development Alliance,
17 which I was part of. And there's some interesting
18 dynamics about that because of the lack of access and
19 the lack of space in many countries for students so
20 there's this emergence of private institutions. Some of
21 them are reputable and others are not. That's an
22 emerging growth industry in certain regions of the world
23 and certain countries so how we're going to address that
24 -- we may address that as well.

25 THE CHAIRMAN: I guess the point, do you

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1 intend to invite the leaders from some of these
2 organizations to the meeting of presidents?

3 MR. HEWITT: I could just say possibly, yes.

4 THE CHAIRMAN: Let me ask one other question.
5 This has the potential of being a footing for a fairly
6 fundamental change in how education is engaged with in
7 development. What do you anticipate is the outcome?
8 What will be the action steps that will come out of
9 this? You know, an interesting paper would be one thing
10 but is this the beginning of something else?

11 MR. HEWITT: I think that we're hoping to --
12 what we're trying to do is seek from all the
13 participants some thoughts about -- well, some practices
14 and some thoughts in terms of highlighting some of the
15 work that's going on out there, some of which we are
16 aware of but much of which -- some of which we're not
17 aware of, and we were talking about Qual Com [ph]
18 Corporation working with San Diego State University
19 really about applying the research or commercializing or
20 applying research from the academy and to promote
21 economic growth, and so the higher education is a
22 catalyst for any number of things. Some of them are
23 pretty much dramatic sort of commercial. So I think
24 there's a lot of -- our sense is that higher education
25 is a modality that achieves any number of objectives,

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1 and we got many programs that work with MBAs or public
2 health. I think hopefully this conference will be
3 sharing and interacting with some of the institutions
4 and corporations and foundations. I would like to see
5 us really grow the work and catalyze relationships and
6 mobilize more people so that they're much more
7 appreciative of and provocative as to what can be done
8 and how it can be done. And so I see it as -- it's just
9 two days but I see it as potentially a very big event.

10 THE CHAIRMAN: Other questions from the Board?
11 The audience. Dr. Williams.

12 MR. WILLIAMS: I'm Tim Williams from the
13 University of Georgia. I'm really concerned that
14 there's a vision for something happening beyond that,
15 and what I don't see happening is some way that there's
16 a budget developed that's going to build on this. What
17 is happening inside USAID's planning process for budget
18 in 2009 for this to take off because without tying some
19 resources to it the meeting is going to be another
20 meeting and everyone is going to go home and that will
21 be it.

22 MR. HEWITT: I think there's an appreciation
23 that there has to be something that comes out of this, I
24 mean lots of things that come out of this rather than
25 just empty rhetoric and hopefully this process, I think,

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1 or this summit could I think catalyze, mobilize
2 attention. But I wouldn't get into any specifics at
3 this point but we think that this is something that
4 would be seized that we would hope to see some things
5 grow out of this.

6 MR. WILLIAMS: My point is that unless the
7 Administrator said you will plan to put this amount of
8 money into this are we going to wait two or three years
9 before anything ever materializes?

10 MR. HEWITT: Well, again I wouldn't want to
11 speculate in the near term but I can say that I think
12 this -- I think that this is a significant event and I
13 think hopefully what will come out of it will be
14 significant in many respects so again without getting
15 into the specifics, I don't think that we would be
16 putting something on like this if we didn't think that
17 this wasn't going to prompt or catalyze or put on the
18 screen the work and the relationships.

19 THE CHAIRMAN: Dr. Wilson.

20 MR. WILSON: George Wilson, USAID, EGAT, and
21 North Carolina State University. Martin, maybe you said
22 it and I missed it, but how does this relate to the
23 Global Development Commons?

24 MR. HEWITT: The Global Development Commons,
25 as I understand it, is a place where it's an outcome --

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1 the Global Development Alliance program has been ongoing
2 for a number of years. I was part of that program. And
3 it's looking at traditional and non-traditional
4 partners, looking at orchestrating comparative
5 advantages from various -- from the communities, from
6 various communities. And I mean I had a matrix that I
7 developed that looked at the image of our agency in
8 terms of missions that we have, knowledge that we have,
9 evaluating programs, other characteristics of our
10 agency. Characteristics, motivational characteristics of
11 foundations and corporations, what do they bring to the
12 table besides resources and acumen, managing and
13 resources, et cetera. And then higher education, the
14 attributes of higher education in terms of knowledge and
15 skills and language and commitment. So each one of
16 those elements in and of itself is probably limited in
17 terms of what it can do but when you combine these
18 partners each one can probably get more than each single
19 one that's putting into something. The outcomes can be
20 greater than the sum. So the Global Development Commons
21 is a place I think we're proposing to map potential
22 partners or existing partners and to then try to
23 orchestrate relationships to make activities more
24 robust, scaleable, replicable, sustainable. So I see
25 this as a way of brokering information and ideas from

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1 some partners that have already been in the dialogue but
2 others not. I mean we're hearing from some of the
3 corporations that we're inviting, we're hearing they're
4 intrigued by this and they want to participate and they
5 want to bring something to the table.

6 MR. WILSON: It just seemed to me that Steven
7 Gale just gave us the presentation about the Global
8 Development Commons and I also expected you to say and
9 now this will be a segway into building some of those
10 partnerships.

11 MR. HEWITT: Well, I'm trying to convey that
12 but I just haven't done it explicitly, but I think
13 that's kind of what it is. I think implicitly that's
14 what it is and I think it needs to be made explicit that
15 that's what this is.

16 MR. WILSON: Thank you.

17 MR. THOMAS: I'm John Thomas at USAID. I
18 wanted to follow up on Tim Williams' question and a
19 little bit on George. I think the idea of the Global
20 Development Commons is to bring in all the partners,
21 everybody involved in development, the foundations, the
22 private industry, the universities, and the idea is for
23 this higher education summit to help leverage the power
24 of the universities, mobilize the power of the
25 universities to leverage funding from other

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1 organizations. And, you're right, it is going to
2 require resources and lots of money to follow up on
3 whatever recommendations or ideas come out of this but
4 it's not going to be led entirely by USAID, I don't
5 believe.

6 MR. HEWITT: No.

7 MR. THOMAS: It's sort of catalyzing, this
8 event is catalyzing the ability of all these partners to
9 bring their resources together.

10 MR. HEWITT: Yeah, and the way to somehow link
11 them through a dialogue through either virtual or actual
12 to keep the channels of dialogue and communication open
13 so it's not just a one stop thing or an ad hoc.
14 Hopefully there's a dynamic that goes into effect.

15 MR. DEMMET: Yes. Martin, I know you're aware
16 of this but NASULGC has been very active in developing a
17 similar initiative for Africa, focused on Africa, in
18 part because it's a place of great need and often when
19 you get global programs Africa often has been left out
20 so we focused on Africa but we're doing this in a sense
21 in coordination with what you're doing at the summit,
22 and we will be working with African leaders as a
23 satellite to that after they've attended the summit.
24 And NASULGC with its member institutions is working very
25 aggressively on legislation and appropriations to

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1 support the effort in Africa. And I think I would hope
2 that there would be a similar plan that would emerge in
3 the larger university community that might support the
4 larger global initiative. But there is a portion of
5 that that's actually happening and being planned down
6 the road.

7 THE CHAIRMAN: Anything else from the Board?
8 Let me ask as we're drawing to a close on these two
9 presentations from the agency, are there any thoughts,
10 comments that we want to transmit as a board to the
11 Administrator on either of these issues? You might
12 think about that. We can come back to it at the end of
13 the day or we can have a bit of a dialogue here.

14 MR. CHRISTENSEN: Allen Christensen. I just
15 have one thought, Mr. Chairman, and that is I think this
16 is an important thing but the turnaround time for
17 getting busy presidents there is a little short. Some
18 of them may already be blocked out, and one of the
19 things if you're going to do that sort of thing you
20 really need to allow them time to get it on their
21 calendar because some of them are -- the list is not
22 even firm yet.

23 MR. HEWITT: We have a list. We have a firm
24 list. We've sent e-mails to all them and now we're
25 following up with phone calls, and so this has been in

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1 process, we've been doing this for at least a month, so
2 we know that we're -- this is a very ambitious
3 undertaking, as you know, and to get on people's
4 calendars especially the chancellors and presidents is a
5 very difficult proposition. So we're actively involved
6 with this, and we've been doing this, as I say, for at
7 least a month now. And we're going out to the foreign
8 institutions. We're setting up a web site. There's a
9 number of things that we're doing but we got our work
10 cut out for us, no doubt about that.

11 THE CHAIRMAN: I think it'd be fair to say
12 that there's a number of us in this room and this
13 community that would very much like to see our senior
14 officer, chancellors, presidents, and if we're on the
15 list I would frankly appreciate a phone call and an
16 opportunity to engage my person and encourage
17 attendance.

18 MR. HEWITT: I'll take this message back to
19 our group too to share your thoughts and questions.

20 THE CHAIRMAN: Very good.

21 MR. HEWITT: Thank you.

22 THE CHAIRMAN: Thanks, Martin. Well done. At
23 our meeting in October the BIFAD discussed several
24 issues, and came to the perspective that we needed to
25 use the rather limited resources we have available to us

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1 to bring a couple of consultants in to help us unravel
2 these issues. And the first one is Title XII, and I
3 have been involved with this Board now for a couple of
4 years and it seems that from day one there was a
5 conversation around what is a Title XII university, what
6 defines a Title XII project, and that issue is
7 fundamental to much of what we need to do as a board to
8 understand fully our mandate. And so we engaged Deborah
9 Rubin, which is Director for Cultural Practice, and
10 she's done a very thorough evaluation, and she's going
11 to present to us a summary of some of the thoughts that
12 come out of the report. Deborah.

13 MS. RUBIN: Thank you, Mr. Chairman. I want
14 before I start my formal presentation to make a comment
15 about the previous presentations because what I heard
16 after working on this Title XII activity for several
17 months now is many of the really important parts of
18 Title XII being applied in a much larger context and
19 across sectors other than the agricultural sector so I
20 think it might be helpful for people in thinking about
21 the previous statement by Martin Hewitt and the work on
22 the global summit in considering what I'm going to say
23 with Title XII. Okay. As the Chairman said, I was
24 asked to look at a number of questions surrounding the
25 implementation and definitions of Title XII and its

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1 institutions and its activities. And in doing so, I was
2 able to speak to a number of people, some of whom were
3 involved in the original formulations, some who were
4 involved in the revised formulation of the Title XII,
5 people within AID, people in university communities, and
6 I'm very grateful to all of those of you who have
7 already spoken to me and those of you who have not
8 spoken to me. Please don't feel that you're off the
9 hook because this is a partial report and I hope to be
10 able to continue talking to a number of you to get a
11 fuller picture. I also was able to review the
12 documentary record, the Title XII reports, the
13 legislation itself, and a number of evaluations that
14 have been carried out on Title XII over the years. Very
15 briefly, Title XII, as I think most of you know, is part
16 of the Foreign Assistance Act. It was originally
17 passed, the amendment, in 1975, and it was significantly
18 revised in the year 2000, passed in 2000 with three
19 accepted definitions -- not definition, I'm sorry, three
20 accepted changes, a broader definition of agriculture, a
21 wider set of eligible universities included, and also a
22 definition of the idea of partners. Well, as I worked
23 on this study, I began to feel that I was in a game of
24 Jeopardy, which I think all of you may have watched at
25 some point or another in your lives. I had two answers

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1 sitting in front of me in the legislation. One answer
2 was that of the bold vision of really mobilizing the
3 scientific expertise of the U.S. academic community as I
4 have written there and the importance, as you heard from
5 Martin Hewitt, of really working with the universities,
6 higher education to improve development. I also had the
7 answer of the creation of a federally appointed board to
8 advise on this coordinated program for agriculture, and
9 that that program would have multiple components. So
10 these were the answers that I had in front of me coming
11 from the legislation. But the sorts of things that I
12 heard as the questions struck me as the wrong questions,
13 questions that divided the communities, not questions
14 that really worked to get the answers that would bring a
15 partnership about. I heard often not only from AID but
16 also from the university community that question that
17 what AID wanted was to get the universities to act more
18 like contractors. I am a contractor, and I don't think
19 that being a contractor is necessarily the best thing
20 for providing scientific expertise to the agency. But
21 this was a question that kept coming up. I also kept
22 hearing the question not only from the university
23 community but also from those in AID. There was no
24 strict division. How can we get AID? How can we, the
25 universities or what the universities want is to get AID

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1 to fund more long-term research. Well, yes, that's part
2 of what's important but to focus only on that piece of
3 the question ignores the fact that Title XII talks about
4 a lot more than research, and that there are many ways
5 in which the universities can contribute to development,
6 not only with long-term research although that is a key
7 and very important part. So I saw those two questions
8 not so much as being unimportant questions but as being
9 inadequate questions or incomplete questions for really
10 benefiting from Title XII. So what are the right
11 questions? We're not entirely sure what the actual
12 right questions are but certainly one of them is to ask
13 what is the strength of Title XII, and in asking that
14 question you get to this importance of the vision, the
15 vision of mobilizing scientific expertise, of drawing on
16 the university community, and really being able to
17 achieve those very desirable but difficult goals of
18 preventing famine and ending hunger. And you also have
19 the question of what assistance does Title XII provide
20 to help USAID make the most effective use of the
21 academic community's contribution and that's BIFAD.
22 BIFAD is a mechanism to make that happen. As we know,
23 there have been ups and downs with the importance of
24 BIFAD in developing the coordinated program of USAID's
25 agricultural efforts but this is a moment when I think

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1 we can revisit that. So a win-win situation would be
2 one in which USAID really gains the expertise that it
3 needs, particularly at this moment when it has said that
4 its technical expertise is declining, its funding is
5 declining. It's in a difficult position of being able
6 to provide that why not draw on these universities that
7 have this kind of experience. And for the universities
8 there are so many benefits to working with AID. It's
9 not only being able to get some funding for its projects
10 which is the one point that always comes up but it's
11 also internationalizing the campus. It's influencing
12 the course of development which is a very powerful role
13 as well as creating those long-term associations with
14 students and faculty overseas. Title XII speaks to a
15 coordinated program. It's not clear to what extent the
16 agency seeks to have a coordinated program but this is
17 what BIFAD is supposed to be assisting with. And as
18 described in Title XII a coordinated program has
19 multiple components to it. It includes contract
20 research, it includes collaborative research, it
21 includes grant programs, educational exchanges, and the
22 work that's done through the IARCs [ph]. This graphic
23 tries to describe to give you a picture of the overview
24 in which BIFAD and the USAID Administrator have a
25 relationship, a dialogue, about this coordinated program

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1 which is what is contained within the bold navy blue
2 line, and the work of the universities is the core of
3 that program under Title XII, but there's also a lot of
4 work that's done by the partners that are spelled out in
5 the legislation. So BIFAD's role again is to advise and
6 assist in the development and monitoring of Title XII's
7 coordinated program. So the idea here is that there is
8 a program. BIFAD has had a role in influencing it and
9 shaping it and that then sets the stage for the work of
10 the universities as well as the other players. Who are
11 these eligible universities? The lists are spelled out
12 in the Title XII legislation. They include the land
13 grants, which is something that in my interviews
14 everyone was quite aware of, but they also include a
15 number of other possible universities. The later
16 groups, HBCUs, historically black colleges and
17 universities, the C-grant colleges, and the tribal
18 colleges listed with the appropriate legislation. In
19 addition, there's a paragraph that states that other
20 colleges and universities including private universities
21 if they have the demonstrable capacity in these areas
22 and can contribute effectively to the objectives of the
23 title are included under Title XII, and the inclusion of
24 the private universities very explicitly was one of the
25 important ways in which the revision of the legislation

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1 was changed. I would argue that the lists, and I've
2 prepared a draft list for distribution, it's been given
3 I think to members of the Boards, runs about ten pages
4 when you put together all the universities that fit the
5 different categories on the previous slide those to me
6 would be a set of eligible universities as is described
7 in the legislation. I think it becomes a second
8 question about what constitutes qualified universities
9 for particular activities under Title XII, and that's
10 something that BIFAD needs to take into consideration,
11 what would be the ways in which you can actually
12 determine whether or not a university has a demonstrable
13 capacity in these three areas that are listed. In the
14 past it seems that there was an unwritten process at
15 least for establishing whether or not a new university
16 could be added to a roster that BIFAD is tasked with
17 keeping, and it seems to me useful to re-establish that
18 roster and then re-establish this time a written process
19 so that it can be transparent so that people can know
20 what it is to join this roster of universities and a set
21 of criteria to measure these categories. You have your
22 institutions then. You have your list, what constitutes
23 a Title XII activity. To me the range of possible
24 activities is infinite and the ways in which it can be
25 described are spelled out fairly elaborately in the

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1 legislation, but I think at the core is that the
2 activity has to be carried out by the Title XII
3 university. Now of course it can't be just any
4 activity. If we go back to my earlier statement that
5 BIFAD has a role in shaping this coordinated program
6 then what the Title XII activities are have to be part
7 of this coordinated program. They have to have been
8 identified as part of the program in advance of
9 implementation. This doesn't mean every specific
10 project but it does mean the larger program such as the
11 one that we are all quite familiar with out of the CRSP,
12 so if there's a new CRSP it would be discussed by BIFAD
13 and it would become part of the coordinated program and
14 be a Title XII activity. There are other elements of
15 Title XII activities. The list actually goes on for a
16 very long -- more than I could possibly put here, but
17 from the ADS 2.16.3.9, which is the key piece of the ADS
18 speaking to Title XII. It lists these five elements
19 that characterize Title XII activities as well.
20 Finally, there's reporting on Title XII. Annually there
21 is a requirement for a report to be made about Title XII
22 activities. In my interviews there was a lot of concern
23 about what the content of that report was. In the more
24 distant past in the 1980s and early 90s the report was
25 fairly small and fairly targeted. More recently it has

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1 become, more recently meaning since the year 2000, it
2 has become a broader discussion about the agency's work
3 in agriculture, and in the last two years it has gone
4 back to being a slightly narrower report, and I think
5 that we have a copy of the 2006 one being presented here
6 today later on. I think after looking at a lot of this
7 work that there is great value to having the report
8 include information about the larger coordinated program
9 of Title XII but again I think that the university led
10 programs and the dollar level support to them need to be
11 clarified because that's the requirement in the
12 legislation to really highlight the university
13 activities. So to summarize, the preliminary
14 recommendations to BIFAD, and I do think these are
15 preliminary because I'm interested in hearing discussion
16 from the community and modifying the recommendations as
17 needed but to begin I believe that it is important to
18 re-establish the eligible university roster. I think
19 it's important to initiate a process for engaging the
20 universities and AID on this question of what would
21 constitute an application to become on the roster, to
22 join the roster, and what would it mean to take a
23 university off the roster, as well as the criteria for
24 determining the basis of this qualification. I think it
25 might be useful to develop a new guide to Title XII and

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1 BIFAD. There was one in 1983. I haven't seen one
2 since. That was actually used as part of the agency's
3 effort to enlist the missions to use the Title XII
4 mechanism, various mechanisms under Title XII as part of
5 their programs, and I think it's very important to
6 initiate a discussion between USAID and the universities
7 on the scope and content of Title XII so that we can
8 come to some agreement about what are the important
9 things to be reported to Congress. Thank you.

10 THE CHAIRMAN: First let's take questions, and
11 then I'd like to have some conversation on the Board
12 about where we might want to go with this report. So
13 questions first. Dr. DeLauder.

14 MR. DELAUDER: Yes. Thank you for a very
15 interesting report and the way you laid it out. One
16 correction as you listed the eligible institutions. As
17 I recall, first you listed the institutions -- and then
18 you listed those institutions under the second -- those
19 really should only be the 18 historically black land-
20 grant colleges and not all HCBUs. The other HCBUs you
21 should list in a separate category.

22 MS. RUBIN: Thank you. It was a way to try
23 and condense things, but you're correct.

24 MR. CHRISTENSEN: Allen Christensen. In the
25 original submittal of those Title XII university

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1 reports, I think it was the Title XII officer that had
2 the responsibility to submit those reports. My question
3 is was it the BIFAD staff then that had the
4 responsibility to correlate those reports and make the
5 final submittal?

6 MS. RUBIN: Yes. It seemed that the project
7 office, the BIFAD office, when it was in existence and
8 more fully staffed worked on the development of the
9 report, the writing of the report and the submission of
10 it.

11 MR. CHRISTENSEN: And so did the Title XII
12 university reports tend to die away when the BIFAD staff
13 tend to go into remission?

14 MS. RUBIN: There was a period of time in the
15 mid-90s when there were no reports and there was no
16 staff or very limited staff, and, yes, the short answer
17 is yes, though a longer answer is I don't have all of
18 the Title XII reports throughout the whole period. And
19 it is a work of significant effort. Those who have been
20 involved in it over the last few years have tried very
21 hard and it requires support and it requires funding to
22 be done adequately.

23 THE CHAIRMAN: Remind me, a Title XII officer
24 is at each university the individual that's designed to
25 be the Title XII contact, is that...

1 MR. CHRISTENSEN: That's correct. Is that
2 appointment required in the statute of a Title XII
3 institution?

4 MS. RUBIN: To have a Title XII officer? I
5 don't believe so.

6 MR. CHRISTENSEN: We used to have it pretty
7 well identified. In the 80s and 90s each university
8 knew who their Title XII officer was. If BIFAD or if
9 USAID staff wanted to get a hold of a university on a
10 particular matter they generally came to the Title XII
11 officer. If there were particular initiatives they
12 wanted to undertake or if they wanted to be responsive
13 to particular requests they came to the Title XII
14 officer, who was generally appointed by the university
15 president.

16 MS. RUBIN: Two points if I may. The original
17 roster that I saw from 1994 did list the Title XII
18 officer at the universities for each of the eligible
19 universities that it listed. The second point is I
20 think I misheard your question originally in asking who
21 was responsible for putting the report together. I was
22 referring to the Title XII officer within AID.

23 MR. RABON: Thank you, Mr. Chairman. Tim
24 Rabon from New Mexico. It was a wonderful report.

25 MS. RUBIN: Thank you.

1 MR. RABON: One of the items I guess that
2 struck me the most was the guide for BIFAD and Title XII
3 activity. And I have a great appreciation for that
4 because I've been on the Board for two years now and the
5 whole time we have been trying to re-establish the
6 relationship between BIFAD and USAID. A guide would be,
7 I think, a great tool for us to use to educate ourselves
8 on what our objective here is and how to best achieve
9 it. So we're going to have some additional discussion
10 later in the program this morning with the direction of
11 BIFAD and possibly we could add some discussion during
12 that time. But I would like to possibly entertain the
13 idea of an additional meeting time just to discuss the
14 guide and the implementation of it and bring it up into
15 today's time.

16 THE CHAIRMAN: I think we can hold that
17 discussion until we come to that other section. Any
18 other comments or questions from the Board? Bill.

19 MR. DELAUDER: Bill DeLauder again. You
20 talked about the concept of a coordinated program. I
21 know that we have a lot of activities, but I've never
22 seen it presented as a coordinated program.

23 THE CHAIRMAN: Underlying that question is
24 have we as we've transitioned apparently away from that
25 become less effective in the delivery of the program.

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1 Let's turn to the audience. Any questions or comments?
2 Yes. John Thomas.

3 MR. THOMAS: John Thomas, USAID. Deborah, in
4 your reading of the Title XII legislation does that give
5 BIFAD, the Board, the opportunity advise on the much
6 broader agriculture program from USAID? I'm talking
7 about the programs that we do with the NGOs that might
8 be financed with the food aid program, programs that
9 were maybe even public-private partnerships, programs
10 that don't necessarily involve the universities, but
11 it's the broader picture of agriculture. Can BIFAD have
12 the responsibility to advise the Administrator on the
13 much larger agriculture program?

14 MS. RUBIN: I think that's a really important
15 question, and I'm not a lawyer, and I think that the
16 central part of Title XII is about the universities and
17 their partnerships with their partners and the kinds of
18 activities that take place there. One of the areas that
19 has been raised in my interviews as a key and
20 controversial issue is the support to the IARCs but
21 Title XII legislation clearly discusses the work of the
22 IARCs, and recent Title XII reports have reported on the
23 IARCs. I would certainly see BIFAD's role as advising
24 on those aspects of agricultural research, training, and
25 education and outreach that include institutions such as

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1 the IARCs. I do not see Title XII speaking necessarily
2 to independent work on areas outside of the research,
3 education, training outreach and policy implementation,
4 some of which is done by some of the partners
5 independently. But I think that this is indeed a very
6 important question for BIFAD to look into.

7 MR. THOMAS: If I can follow up. That's very
8 good. The important thing is that we have a strong
9 voice that we can rally around to promote agriculture in
10 the agency and BIFAD has the opportunity to play that
11 role, and we should work on it.

12 THE CHAIRMAN: Other comments from the
13 audience? Tim.

14 MR. WILLIAMS: Tim Williams from the
15 University of Georgia. I think that the BIFAD
16 legislation doesn't mandate that the universities and
17 BIFAD will advise on agricultural implementation, but I
18 do think that this is, as John Thomas said, a really
19 important opportunity and service that the university
20 community can provide particularly given where USAID is
21 at this point in terms of its expertise. I really think
22 that this is what we have to offer in terms of a
23 partnership. We can do things and we can help them make
24 those decisions, I don't want to say for free, but for
25 close to free.

1 THE CHAIRMAN: Tim, let me follow up on your
2 comment. When you say expertise basically it refers to
3 the fact with the loss of staff in the agency there's no
4 longer in some areas the expertise to actually advise
5 and direct programs, is that the point?

6 MR. WILLIAMS: I think when you go to missions
7 now, they hold missions that have got no one that is
8 agriculturally an expert.

9 THE CHAIRMAN: Other comments from the
10 audience? Yes.

11 MR. HANSEN: David Hansen, Ohio State
12 University. Thank you very much for an excellent
13 report, Deborah. I'd like to raise one other issue here
14 that I think might be something that the Board might
15 want to look at. One goes back to the creation of Title
16 XII. It seems to me that it was relatively obvious what
17 Title XII activities were. They were the strengthening
18 grant programs for the university to better enable them
19 to participate in the development assistance overseas
20 and then secondarily there was a research objective as
21 represented through the joint research committee. And I
22 think as one looks back to the BIFAD office within USAID
23 you had regular communication there between the USAID
24 representatives and the university community to define
25 what were Title XII activities. They are relatively

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1 easily defined because it was research, as you
2 mentioned, through the IARCs. It was the research
3 programs as represented today by Tim Williams and John
4 and others, and there were the strengthening grant
5 programs. But there were also Title XII designated
6 projects which only Title XII institutions were eligible
7 to compete for. Who defined those Title XII designated
8 projects? In essence, I think that that was something
9 which emerged out of a consensus in dialogue between the
10 university community and USAID. I guess the point I'm
11 making now is that I think we've broadened the
12 definition of what Title XII is, but we really haven't
13 really grappled with what are Title XII eligible
14 activities. And I think that one of the real things
15 that needs to be looked at here is how we define those
16 activities in the future and what might be the role of
17 BIFAD or its related committees in helping to define
18 what are these Title XII activities.

19 THE CHAIRMAN: Other comments? Deborah,
20 thanks very much. This has been very helpful, and we
21 look forward to the final report and the opportunity to
22 continue this conversation. Thank you very much.

23 MS. RUBIN: You're very welcome. Our next
24 report before the break is in some sense a follow-up on
25 this conversation, the question about Title XII. And

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1 over the past year we've had a number of conversations
2 within the Board about how to engage in a very
3 substantial and significant way the deans and colleges
4 of agriculture and beyond that have an interest in these
5 topics in a conversation about how best to fulfill, if
6 you will, the obligations under the title. And to that
7 end the BIFAD board agreed in October that we should
8 pull together a Conference of Deans. That's now set for
9 April 29. And we engaged a firm to facilitate
10 preparation for and execution of that conference. And
11 Elizabeth Robinson from Encompass is here to give us an
12 update on planning for the conference. Elizabeth.

13 MS. ROBINSON: Thank you, Dean Easter. Good
14 morning. I'm Elizabeth Robinson from a company in town
15 called Encompass. We work with groups like BIFAD and
16 NASULGC to plan creative and productive meetings. And I
17 want to say to the Board that we are thrilled to be
18 working with you to help U.S. universities resume their
19 historic role in working with the U.S. government to
20 meet international ag development needs. In the last
21 three months, my colleague, Sheila Ramsey, who some of
22 the Board members met in November in Des Moines have
23 been working closely with the steering committee for
24 this program to plan the details of the conference. And
25 I want to say that the more people we talk to about it

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1 the more excited we have become about the ideas and the
2 desire that's expressed by university leaders for
3 building stronger involvement and partnership with the
4 USAID. Some of the steering committee members are here.
5 Of course, Dean Easter, Dr. DeLauder, Ron Senykoff in
6 the back there. I don't think Fred Schullic [ph], Randy
7 Wilson or Dean Oberian [ph] are here today. I haven't
8 met them. But they're also part of our committee. As
9 many of you already know, the impetus for what we're
10 calling the Conference of Deans: Universities in
11 Partnership includes the decline of federal funding for
12 international ag development and the creation of the
13 transformational development framework which minimizes
14 the role of agriculture and of university involvement.
15 BIFAD's leadership in acting now to bring the Title XII
16 community together will make sure that the community is
17 at the table to influence federal policy and
18 international ag development now and in the future. The
19 focus of the conference is to produce some new ideas and
20 thinking that can be shared with a transition team of a
21 new administration about agricultural development
22 priorities the U.S. government should be focusing on in
23 the coming years. I want to share a few quotes with
24 you, six quotes, that have become sort of the markers of
25 our objectives for the conference. They come from the

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1 steering committee members themselves and other
2 international ag leaders who we interviewed about their
3 vision for the conference. Number one, because of the
4 conference there's a better understanding of the land
5 grant system's ability to serve in an advisory role and
6 as a key actor in ag development in the 21st Century.
7 Two, BIFAD has a product or a paper to share with the
8 new administration that describes how universities can
9 use their expertise to advise the agency on global ag
10 development strategy. Three, we should identify no more
11 than three to four strategic needs the U.S. government
12 should focus on in global ag development and describe
13 how universities can leverage the work of the agency in
14 meeting these needs. Four, the conference is a catalyst
15 for empowering increased engagement with the agency.
16 Five, we must not get caught in the way we were. Six,
17 we need to be visionary and bold. So while BIFAD's
18 needs are essential to this meeting there's a lot of
19 positive energy among the people we interviewed that
20 this conference will contribute to re-energizing a wider
21 partnership and engagement with the Title XII community.
22 I can share some of the planning, the nuts and bolts
23 where we're at right now. We've set the date for April
24 30, a one-day meeting here in Washington, D.C. There
25 will be a reception the evening before on the 29th.

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1 We've worked with the steering committee to define an
2 invitation list of over 60 deans and other academic
3 leaders in international ag, people who have passion for
4 the topic who are in decision-making positions in their
5 institutions. In devising the list, we also had an eye
6 on the diversity of institutions, geography, and gender,
7 minority-serving institutions. Invitations were mailed
8 three weeks ago. Up till today we have 20 RSVPs. I
9 think we'll probably have 30 by the end of this week.
10 The steering committee is currently calling other
11 invitees that we haven't heard from just to make sure
12 everybody knows that their participation will really
13 insure dynamic process and outcome. Our target number
14 is between 20 and 30. If people start beating down the
15 doors, we could go to 40. Our aim is to get the right
16 people in the room, people who can roll up their sleeves
17 on the topic, produce new thinking and action steps, and
18 actually commit to follow through. Now that the
19 definitions for the meeting are in place some of our
20 next steps include meeting with USAID folks to get more
21 input from them about the conference, and we may start
22 that with meeting with the system administrator, Jackie
23 Schafer. By mid-March we expect to have close to a
24 final list of our participants. By the end of March
25 we'll be sending out our pre-conference materials, and

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1 we'll begin to draft our design on the specific
2 activities for the meeting. What people here who are
3 listening might do for us if you find the initiative
4 compelling you could be in touch with your deans or
5 deans that you know and encourage them to come and make
6 a difference to BIFAD and our work to position U.S.
7 universities as key actors in ag development policy. So
8 we look forward to seeing those of you are here at the
9 April 30 meeting, and to afterwards meeting again with
10 the Board to report any actual outcomes and to consider
11 what the next steps will be to keep the momentum going
12 and support the university partnership in action.

13 MR. CHRISTENSEN: Is there a list of those
14 that we could have that are on your proposed invitees?

15 MS. ROBINSON: Yes, there is a list, and I
16 think there's one in your binder. I could get Tori to
17 help me find exactly where that is.

18 THE CHAIRMAN: I might just comment that for
19 the steering committee this was one of the difficult
20 questions that we grappled with, and who should be
21 invited, should it be come all, and there was a sense
22 that if we opened it up and that we might not be able in
23 the short period of time available to really focus on
24 having productive conversations, and so there was a
25 deliberate effort within the steering committee to

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1 select leaders that were believed to be ready to engage
2 in this conversation, and that's not to suggest that we
3 were trying to eliminate anyone in the process. We
4 tried to get representation from broadly across the
5 spectrum. Dr. DeLauder, do you have any further comment
6 on that?

7 MR. DELAUDER: No. I think that is correct.
8 It was difficult. But I gather though that if there are
9 people in this room who were going to suggest others
10 that maybe we should invite that we would be open to
11 considering.

12 MS. ROBINSON: Yes, and during the break that
13 we're going to have now, I have cards if anybody wants
14 one for more information or if you want to suggest
15 someone who should be invited. I'd be glad to take
16 that.

17 THE CHAIRMAN: And we have across the
18 spectrum, I think we've invited at least one university
19 president who has real experience in this arena, and
20 we've invited some specific individuals who are not
21 necessarily deans either because of their expertise.
22 Comments from the audience or questions? Yes, Ron.

23 MR. SENYKOFF: Ron Senykoff, EGAT agriculture.
24 Just one additional point, Elizabeth. It has been
25 envisioned that on this Conference of Deans it would not

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1 be a one-time type of activity but that depending on how
2 the first one goes and the type of commitment that we
3 achieve from it the vision is to look toward a
4 repetitive thing. The dates and times and all would be
5 set of course with the conference. But to follow on so
6 that this process begins to develop a true engagement
7 with senior administration within USAID and other
8 partners throughout the community so that it opens up
9 the dialogue because there's a desperate need for that
10 and this conference can help serve that need.

11 MS. ROBINSON: Absolutely. Thank you.

12 THE CHAIRMAN: Other comments? I think if one
13 looks at the changing environment particularly today
14 with commodities prices fundamental, food, you can't
15 help but be concerned about are we going to have an
16 adequate supply in the years ahead particularly in those
17 most stressed areas of the world. And I don't think
18 it's beyond realism to suggest that there is a need for
19 a second green revolution and we've talked about that.
20 And if one things about how you engage the scientific
21 expertise broadly in the U.S. higher education community
22 particularly in colleges of agriculture the conversation
23 has to begin somewhere, and how you take that expertise
24 and advice to the Administrator and the formulation of
25 policy the conversation has to begin somewhere. And

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1 maybe we've overly ambitious, but we think this is a
2 very timely event and hopefully a start of what can be a
3 long-term and very productive conversation. I've been
4 very pleased, Elizabeth, with your organization and how
5 deliberately you've gone about this process. I think
6 some of us grew weary of those phone calls and
7 interviews but it has done a very good job to frame the
8 context of the conversation, and I think that's to your
9 credit.

10 MS. ROBINSON: Thank you.

11 THE CHAIRMAN: If there are no other
12 questions, thanks. Thanks very much. Well, we're well
13 ahead of schedule. Let's take a few minutes for the
14 Board if there's any discussion that we need to have
15 before we break. Any items that -- we've got several
16 that will come up I think afterwards fairly quickly.

17 MR. DELAUDER: To go back to the previous
18 presentation that I raised the issue of the coordinated
19 program and it would be good to sort of look at all of
20 the activities that might fit into that coordinated
21 program so that perhaps all the pieces should fit
22 together.

23 THE CHAIRMAN: I very much agree. We'll have
24 conversations about CRSP this afternoon, and as I've
25 reviewed this issue it's been very difficult for me to

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1 get around it because of not knowing what is going on in
2 other areas of the agency. You can't consider this
3 independent of the CGIAR and other areas.

4 MR. WILLIAMS: I would just like to add that
5 there is this feature of the ADS is that each mission is
6 meant to have a Title XII person that evaluates their
7 plans and programs and is able to do this. Now to my
8 knowledge that just doesn't happen, and I think that
9 that's one of the things that needs to be activated
10 through discussion and dialogue with the Administrator
11 to make this thing happen because on one side we've got
12 the university saying we want to do and help, the other
13 side we're going to have people saying where can we
14 help?

15 THE CHAIRMAN: John.

16 MR. THOMAS: John Thomas. Tim sparked a
17 thought in my mind that I wanted to share with you.
18 It's true, and you know that staffing has gone down in
19 the agency especially technical staffing but I think it
20 would be a good idea at a future BIFAD meeting to invite
21 someone from our human resources office, HR, to present
22 the plans now to upgrade to increase the staffing in the
23 agency. The Administrator has made a commitment to
24 increase staffing I think by 300 technical professional
25 staff, foreign service, and many of them will be

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1 agriculturists and specialists in economic growth, and
2 that's going to be -- that's going to help us to be able
3 to design the programs and look at the options such as
4 implementing ADS-216, which asks the missions to
5 whenever they're designing new activities to think is
6 this an activity that could be implemented by a Title
7 XII university. So I think it would be a good
8 presentation for a future meeting to hear about how the
9 agency is upgrading its technical staff.

10 THE CHAIRMAN: That would be helpful. That's
11 good news, by the way. Other comments? Before we take
12 a break, I'm going to take privilege as Chair and
13 introduce Dr. Mary Ann Lila [ph]. Mary Ann, if you'd
14 wave your hand. Illinois has been somewhat removed from
15 this scene for a number of years, and Dr. Lila has
16 agreed to serve as Director of International Activities,
17 and we're back, and I'm delighted that she's here
18 representing us. So those of you that are in similar
19 positions at other institutions, I'd appreciate it if
20 you'd introduce yourself to Dr. Lila. And Dr. Hamish
21 Gowell [ph] is with us from Michigan State. Welcome,
22 Hamish. Let's take 30 minutes, which means we'll
23 convene again at about 15 after.

24

25 [Off the record]

1 [On the record]

2

3 THE CHAIRMAN: I either need a gavel or I'm
4 going to ask Allen Christensen to bring the group to
5 order. I think many of you are aware that the BIFAD
6 ceased to exist for a period of time or existed in a
7 very minimal way in the 90s, and under Chairman
8 McPherson's leadership several years ago there was an
9 effort to re-engage and reconstruct the organization.
10 And one of the key elements of that early conversation
11 was what really should be done to implement Title XII,
12 and a gentleman by the name of Richard Bissell, Rich
13 Bissell, was commissioned to do what has now become the
14 famous Bissell Report. And many of you have seen that.
15 He delivered it to the Board in June, 2006, and it was a
16 document that talked about the legislation. It's a
17 document that talked about some of the history and made
18 a number of recommendations. And what we'd like to do
19 for the next several minutes or probably 45 minutes or
20 so is have some conversations about kind of where we are
21 in some of these. And I'd like to make a few comments
22 here at the outset, and then if the Board members have
23 some comments that they would like to offer. And if you
24 read through the Bissell Report, one of the first things
25 that's mentioned is that the Administrator should become

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1 personally engaged, and I feel that we've made very
2 significant progress in that regard. Administrator Fore
3 in her remarks at the NASULGC meeting essentially turned
4 in front of an audience of 300 university presidents and
5 said, Bob, I want you to contact me directly. And we've
6 done that, and she's responded in a very positive way,
7 and we think that we made progress on that. Another
8 comment by Bissell was that the scientific leadership of
9 the agency can be strengthened, and there is now a
10 scientific advisor, Nena Fedderoff, who also has
11 responsibilities in the State Department, but that has
12 brought a conversation about science into the
13 leadership. More attention can be given to defining
14 current development problems and challenges. From my
15 perspective quite a lot of our conversation here this
16 morning in fact has been around that. It's an area that
17 we continue to need to do development in. Build a
18 barter partnership between USAID and universities, and
19 particularly in ways that compliment the ongoing CRSP
20 and other programs. And I think one of the goals of the
21 deans conference is to dialogue about how some of that
22 might be done. So with that kind of background, I want
23 to open the floor and I'll sit down, and we'll have some
24 conversation. Who on the Board would like to begin the
25 discussion? Tim, would you like to lead this? Mr.

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1 Rabon.

2 MR. RABON: Yes, sir. Thank you. I hope you
3 all will bear with me. I'm not as polished as the
4 Chairman, and I'll do the best I can. I passed around,
5 I apologize I didn't have enough for everybody, but I
6 passed around a little handout here. I think our
7 objective here is that we have to re-establish BIFAD
8 back into its original state that it was in when it was
9 established in 1975. I think in the mid-90s BIFAD
10 became disconnected from this organization and we've yet
11 to regain that position, and that's what I'd like to
12 talk to mostly this morning. Our web site, this front
13 page is the home page for the BIFAD web site, and
14 specifically says our primary role, the primary role of
15 BIFAD is to advise the USAID Administrator on the
16 agricultural development priorities and issues. For a
17 little history the second two pages are the USAID
18 organizational charts. The current chart is the first
19 page. It indicates the make-up, the structure of USAID,
20 and if you'll notice BIFAD is not even listed on it.
21 We're not shown. Located an aide structure that dates
22 back to the 70s and 80s, and you'll see on the left-hand
23 side the BIFAD support staff is connected at the upper
24 level at the Administrator's office where I believe it
25 belongs. It's where in my belief it should be today so

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1 that will be the basis of the conversation. We have --
2 BIFAD does have a charter. If we had just a few minutes
3 it was recommended last night possibly we'd read that.
4 Could we be given the latitude to read that? I think
5 that would help kind of give everybody -- re-inform
6 everybody of where we're at. The BIFAD charter, Article
7 1, the Board's official designation is Board for
8 International Food & Agriculture Development, henceforth
9 referred to as the Board. Article 2, Board's objectives
10 and scope of activity. The primary mission of the Board
11 is to advise and assist the Administrator of the United
12 States Agency for International Development, USAID.
13 With regard to programs and activities relating to
14 agricultural and food security as set forth in Title
15 XII, Chapter 2, Part 1 of the Foreign Assistance Act of
16 1961, as amended. Article 3, Board membership and
17 appointments. The Board shall consist of seven members
18 appointed by the President, not less than a majority of
19 whom shall be selected from the universities as defined
20 by Section 296(d) of Title XII. Terms of the members
21 shall be established by the President at the time of the
22 appointment as provided by Section 298(a) of Title XII.
23 Article 4, period of time necessary for the Board to
24 carry out its purpose, indefinite. Section 298 of Title
25 XII provides for a permanent board. Article 5, agency

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1 and official to whom the Board reports. The Board shall
2 report to the Administrator of USAID as provided in
3 Section 300 of Title XII to the Congress. I think
4 that's a significant article with regard to this
5 charter. Article 6, agency responsible for providing
6 necessary support to the Board, USAID. Article 7,
7 description of duties for which the Board is
8 responsible. In discharging its duties the Board will,
9 A, consult with, provide information to, and furnish
10 advice to the Administrator of USAID in all aspects of
11 programs included under title XII and on such other
12 matters as directed by the Administrator, B, provide
13 universities with information on USAID programs and
14 activities that may be of interest to the university
15 community, C, participate on a selective basis in the
16 development and implementation of USAID policies that
17 affect programs and projects in which U.S. universities
18 are or could be involved. Article 8, subordinate units.
19 The Board is authorized to create such subordinate units
20 as may be necessary for the performance of its duties
21 and the discharge of its responsibilities. USAID
22 provides support services to the Board's subordinate
23 units subject to availability. Article 9, estimated
24 cost for the Board, work years, one staff, one total.
25 Dollars, \$250,000. Article 10, estimated number and

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1 frequency of meetings. The Board will meet at least
2 twice a year. Article 11, records availability. The
3 records, reports, minutes, agenda, and other
4 documentation of the Board shall be made available in
5 accordance with the Freedom of Information Act, the
6 Privacy Act, and other applicable laws and regulations.
7 Article 12, charter amendment. The Board may amend the
8 charter as necessary consistent with applicable laws and
9 regulations with the approval of the Administrator of
10 USAID. That pretty well explains our duties and
11 responsibilities for the Board which brings me to my
12 next point is that I feel like it's essential that our
13 representation, our staff, be relocated back to its
14 original location at the Administrator's level. And I
15 think it's going to be essential for us to carry out our
16 duties. I think we need to define the duties and
17 requirements of that staff. If the staff is going to be
18 a USAID employee that's going to be representing BIFAD,
19 I think that it's essential we have an agreement and
20 some well defined duties of that employee, that staff.
21 I feel like there's a little bit of a conflict right now
22 the way the system is set up where we have an USAID
23 employee representing BIFAD and being located in the
24 lower section in EGAT. That creates some problems. So
25 in my opinion, I think we're going to have to define

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1 those duties of that staff, get the staff relocated back
2 into the Administrator's office where we have some
3 direct lines of communication, and I think that will
4 help free us up to move this Board forward. The report
5 from Deborah was very well done, and I greatly
6 appreciate that, very informative. The Bissell Report
7 was a very good document as well. I think that we as a
8 board, part of the reason I feel like we need to move
9 the staff back to the level that it was, one of the
10 first actions that we took when I came on the Board two
11 years ago was we passed a resolution to send the Bissell
12 Report to the Administrator with the recommendation, at
13 that time it was Administrator Ambassador Tobias, to try
14 to implement the Bissell Report, the activities that
15 were recommended within it. Today, two years later, to
16 my knowledge the Board has not even received a response
17 back that that report was received to date. I may be
18 wrong, but that's my knowledge to date. I believe that
19 what we need to do as a Board is take action and
20 represent the Bissell Report now along with Ms. Rubin's
21 report and a resolution back to the Administrator and
22 ask for her consideration of those reports, and I would
23 also like to move that we engage the Administrator at
24 our earliest convenience to make the recommendation of
25 relocating the staff back to her office level to try to

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1 re-establish our link with the Administrator's office.
2 And one last -- I'm sorry. One last comment. Mr.
3 Thomas made the comment that really struck me and that
4 was that BIFAD has got to become a strong voice for
5 agriculture for all of the Title XII activities to rally
6 around, and I think that's exactly right. That was
7 right on point, that comment was, and I believe the only
8 way we're going to achieve that is for BIFAD to become a
9 viable, operational board that's plugged in at the upper
10 level of USAID.

11 MR. CHRISTENSEN: I would second that motion.

12 THE CHAIRMAN: Okay. Discussion?

13 MR. DELAUDER: I think it mentioned
14 transmitting the Rubin report. I understood that her
15 report is not complete.

16 THE CHAIRMAN: It's not at this point, but I
17 believe that's correct. But, Tim, Mr. Rabon, if I
18 understand, it would be when it's complete?

19 MR. RABON: When it's complete. I understood
20 it was nearing completion possibly before our next
21 meeting. And so we can -- I'm not sure how relevant it
22 is if the two go together. If we could re-engage the
23 Bissell Report along with the request to consider the
24 relocation of the BIFAD support staff.

25 MR. CHRISTENSEN: I really think that we could

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1 do a supplementary report and that can be transmitted
2 later if necessary.

3 MR. RABON: Yes, sir. Very good.

4 THE CHAIRMAN: Another thought would be to ask
5 Deborah to make her presentation to the Administrator.
6 That would be another way of approaching this.

7 MR. RABON: And I guess one more comment
8 there. One of the great ideas that Ms. Rubin had was
9 the BIFAD guide. I didn't even realize there was one.
10 That would be a great tool for this Board, as I
11 mentioned earlier, and I believe that we touched on it a
12 little bit last night at the meeting that if we could
13 set aside a half a day. A meeting such as this is not
14 the arena to have any form of training for the Board but
15 I think it's essential that with some new members on the
16 Board and a new direction that we're trying to move this
17 Board that we conduct some form of training, update the
18 BIFAD guide, and come to a consensus on how we're going
19 to move forward.

20 THE CHAIRMAN: That's a great idea. Other
21 comments? Mr. Barlow.

22 MR. BARLOW: Thank you, Mr. Chairman. Being a
23 new members, I'm obviously behind the learning curve
24 today but when I was interviewed for this position by
25 the White House, I was assured that BIFAD had a

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1 significant role in the past and it was their desire to
2 create a significant role in the future so I feel like
3 that Tim's comments here in his presentation is
4 absolutely essential if we get to that point again.
5 Therefore, I fully support it and I just want to go on
6 record as supporting that situation.

7 THE CHAIRMAN: Further comments? Dr.
8 Christensen.

9 MR. CHRISTENSEN: Allen Christensen. I think
10 that there is represented on this Board as there have
11 been previous boards a level of expertise and
12 understanding that could be of service to the country.
13 I think most of us have come to this particular
14 assignment with the anticipation that we would be of
15 service to the United States in terms of the overall
16 international development policy and advising and
17 assisting the Administrator. However, we do this, as
18 you know, without compensation. This is done out of
19 love of country, and in order to get things done in a
20 timely fashion, we need support staff that through the
21 Chair can be directed to certain things and this becomes
22 the priority of that person to get accomplished.
23 Because there is much that this kind of activity can do
24 to strengthen the image of America abroad, there is much
25 that the agency and the university, the Title XII

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1 university community in particular, can do to build a
2 condition that could lead to a more peaceful world in
3 face of these unsettled times, it is clear that we are
4 now facing a food crisis the likes of which we have not
5 seen since maybe the early 1970s, and so there's much to
6 be done. I don't think there's anything to be gained by
7 keeping this Board at arm's length, and I think this
8 would be a way to fully engage the talents that the
9 Board has and the Title XII community has in a more
10 meaningful way with the agency to bring about what the
11 American people feel like we're supposed to be all
12 about.

13 THE CHAIRMAN: Further comment? Let me
14 restate the motion if we're ready for the question.

15 MR. THOMAS: Can I...

16 THE CHAIRMAN: Yes. John.

17 MR. THOMAS: This is John Thomas. I think
18 there are sort of two sides looking at this. On one
19 side there's the staff that provides the follow-up to
20 implement BIFAD resolutions, to implement and carry
21 through with Title XII related activities. That staff
22 was a 12-person office that used to exist. The other
23 side, the other issue is the advisory role of BIFAD that
24 direct communication with the Administrator requesting
25 us how to get from point A to B. Right now we're at

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1 point A where there's no staff, and there's limited
2 advisory so we want to get to the point where BIFAD is
3 able to provide the recommendations to the
4 Administrator, and that there's the capacity to
5 implement those recommendations. I think we have a long
6 way to go before we have the staffing built up to do
7 that. On the advisory I think there's been progress,
8 and I know that you've had direct communications with
9 the Administrator. I think it's important that BIFAD be
10 able to go to the Administrator with an important
11 message. The Administrator has identified some key
12 issues, food price rises, bio-fuels, things that we're
13 not really working on too much right now but they're
14 important issues. And at the point where BIFAD can go
15 to the Administrator and say this is what I think, this
16 is what we think USAID should do in the area of
17 addressing these food price increases or commodity
18 prices, and it's important for BIFAD to develop its
19 message to go to the Administrator. I think the
20 Administrator is not going to say, okay, I agree that
21 BIFAD should be there but the Administrator needs to
22 have something that BIFAD brings to the agency. So what
23 I'm saying is the staffing is a separate issue. The
24 advisory is a separate issue, but we're making more
25 progress on the advisory and the staffing is going to be

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1 very difficult. It's way beyond where EGAT can
2 intervene.

3 MR. RABON: Well, I guess the biggest issue
4 that I have today, Mr. Thomas, as you know, that it's
5 very difficult for this Board to communicate with the
6 Administrator given the point of contact of our staff.
7 Ms. Fore has definitely opened some doors for this
8 Board, and we're excited about that. And she's done a
9 great job and I think she's going to be an outstanding
10 Administrator and she is going to give the opportunity
11 for this Board to get back to the level that it needs to
12 be at, that it deserves to be at because it plays an
13 important role in the overall structure of USAID. And
14 the issues that we're faced with today is having our
15 support staff whether they're USAID support or NASULGC
16 or whoever they are being so many layers down through
17 the structure, and it's been validated recently that the
18 time frame from asking a question or submitting a letter
19 and getting a response back is just -- it's
20 unacceptable. We can't take 60 days to respond to a
21 letter. We just can't function at that level. And
22 that's why it's essential, and you're exactly right,
23 we're not going to go from the lower ranks of EGAT to
24 the Administrator's office tomorrow. That's not going
25 to happen. I don't think any of us expect that to

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1 happen, but we have to start somewhere and that starts
2 today in my opinion. We're going to start today making
3 the request and asking for the consideration, and
4 hopefully within the near future we will have the BIFAD
5 staff, support staff, increased hopefully at some point
6 and relocated back where it belongs, so that is a
7 request we're making here today.

8 THE CHAIRMAN: Are we ready for any public
9 comment? Dr. Christensen.

10 MR. CHRISTENSEN: I would make one more, and
11 that is it's my perception that a Title XII community
12 and the agency itself expects this Board to give
13 leadership to the whole matter of economic,
14 agricultural, nutritional development of those
15 particular things across the broad spectrum of American
16 public policy as it is forwarded through this particular
17 agency. And this is at least a symbolic gesture that
18 we're attempting to do that by having someone who can do
19 the background work for us that needs to be done and
20 have a frequent interaction with the Administrator
21 herself so that these things get done in a more timely
22 fashion. If we forward, for example, a document
23 requesting action on a particular part the person who
24 has the responsibility in the interim to forward that
25 becomes the BIFAD staff person, and that person has to

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1 have direct access to the Administrator in order to get
2 answers to those questions in a timely fashion.

3 THE CHAIRMAN: Other comments from the Board?
4 Let's take some public comment, and then we'll bring
5 this to the floor for vote.

6 MR. WILLIAMS: This is Tim Williams from the
7 University of Georgia. I would urge that the Board
8 consider its constitution and actually request that as
9 the new office is relocated that they actually upgrade
10 the staffing so that there's at least one person
11 represented from each bureau so that you have a person
12 that is going to in that office provide the liaison and
13 the staff work for Africa, for the Caribbean, for Latin
14 America, for East Europe and so on. I think that that
15 is a minimum requirement. To try and do this with one
16 person is not realistic and it's just going to frustrate
17 the Board down the road.

18 THE CHAIRMAN: Is there other public comment?
19 Mr. Rifenbark.

20 MR. RIFENBARK: My name is John Rifenbark.
21 I'm with EGAT/AG. I was the former designated federal
22 officer for BIFAD before Ron Senykoff. And I want to
23 make sure the Board is aware of the FACA Act, the
24 Federal Advisory Committee Act, which governs the
25 structure and the procedures for the BIFAD. Every two

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1 years your charter is renewed. The charter will expire
2 in I think September of 2008, and this would provide you
3 the opportunity to revise the charter and the charter
4 needs to be approved by the Administration of AID so
5 this would offer you the opportunity to rearrange,
6 negotiate the new charter. The charter is effective
7 when filed with Congress, and that is the date that the
8 current charter will expire, two years after the date
9 that it was filed.

10 THE CHAIRMAN: That's useful information.
11 Other comment?

12 MR. DELAUDER: I wanted to ask John a
13 question.

14 THE CHAIRMAN: Please do.

15 MR. DELAUDER: But I'm going to hold it until
16 after we pass the motion. It's not needed for the
17 motion.

18 THE CHAIRMAN: Do you want to do this on voice
19 or roll call?

20 MR. RABON: I would like to add one component
21 to that if we could. I'm not sure exactly how to do
22 that but I would like to add a time frame to meeting
23 with the Administrator. I think we need to act on this
24 hopefully within the next 30 days, 30 to 45 days. I
25 think you had mentioned last night you'll be back on

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1 BIFAD business mid-March, and if we could add a
2 component in there that requested a meeting prior to the
3 end of March.

4 THE CHAIRMAN: Dr. Bolognese.

5 MR. BOLOGNESE: Kerry Bolognese, NASULGC. My
6 question is to John. There is another advisory
7 committee that advises the Administrator, the Advisory
8 Committee on Voluntary Foreign Assistance. I'm
9 wondering if John might be able to comment on its
10 position, its relationship to the Administrator, its
11 staffing as a comparison to what role BIFAD plays.

12 MR. THOMAS: John Thomas. I think if BIFAD
13 was going to be located as close as possible to the
14 Administrator -- ACVFA is now with the Office of
15 Development Partners. It's not exactly in the
16 Administrator's office, and I think realistically if
17 BIFAD wants to have -- elevate its position up to the
18 Administrator that's where you would be. I don't see it
19 on this chart because I think this is old because this
20 still includes the Bureau of Policy Program and
21 Coordination, which doesn't exist any longer. And this
22 new office, Office of Development Partners, has taken
23 some of these functions. Now this Office of Development
24 Partners not only contains the ACVFA staff but it's also
25 the Global Development Alliance, the GDA. And I

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1 believe, I'm not sure, but the presentation from Steve
2 this morning, Steve Gale, on the Global Development
3 Commons, I also think is part of that -- may be in that
4 office as well. So to answer your question, Kerry,
5 that's where I think BIFAD would be located if you were
6 successful to move up to the Administrator to get her
7 ear. It wouldn't be directly in the Administrator's
8 office.

9 MR. RABON: Then I don't believe it was
10 directly in the Administrator's office previously, was
11 it? It was close to -- I'm sure it wasn't in her office
12 but it was in the general location.

13 MR. THOMAS: Probably, yes.

14 THE CHAIRMAN: Further discussion? Let me
15 just restate the motion as I understand it, Mr. Rabon,
16 and correct me if I didn't get this -- there's three
17 elements to it. And that was re-present the Bissell
18 Report to the Administrator, present the Rubin Report to
19 the Administrator, and then request the relocation of
20 the secretariat to the Administrator's level. Those are
21 the three elements, plus you added that these actions be
22 initiated within 30 to 45 days.

23 MR. RABON: Forty-five days I think would be
24 good. That gives us plenty of latitude.

25 THE CHAIRMAN: Is that acceptable to you?

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1 MR. RABON: Absolutely.

2 THE CHAIRMAN: All in favor, aye. Opposed,
3 nay. The motion passes, and we'll proceed with that.
4 Thank you. Did you have anything else, Mr. Rabon?

5 MR. RABON: The only other thing I'd like to
6 touch on here is that once again our federal officer has
7 done us an outstanding job, and we appreciate all of his
8 hard work and support that we are getting because I
9 firmly believe it's more than one man can do, and he has
10 done a great job of keeping us informed and up to date,
11 and so, Ron Senykoff, on behalf of the Board we
12 appreciate all of your efforts.

13 THE CHAIRMAN: Yes. Dr. DeLauder.

14 MR. DELAUDER: Mr. Chairman, I just wanted to
15 ask John one other question, kind of a historical
16 question about the structure when BIFAD was first
17 created in 1975 and up to I guess about 1990 or so when
18 it was active as I understand it. And then we had a
19 period of inactivity. I don't remember how long it was
20 inactive before it was reconstituted but it appears as
21 though the change in the relationship between BIFAD and
22 within USAID occurred during that transition period. Is
23 that a fair statement?

24 MR. THOMAS: I'm going to have to ask one of
25 my colleagues who have been following this longer than

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1 me. Jerrish [ph] is here who has a good history of
2 BIFAD, how it has evolved through the agency. There may
3 be others.

4 MR. DELAUDER: As part of that there was also
5 a period when the universities were active in long-term
6 training, and we did a great deal of work in terms of
7 producing PhDs in developing countries and so forth.

8 MR. OWEIS: In 1994 the Board submitted their
9 resignation because they were appointed by a Republican
10 administration, and they resigned. Then there was a
11 period of almost one year, year and a half, the agency
12 did not have the opportunity to decide what they were
13 going to do to BIFAD. Then in 1995 BIFAD was
14 reconstituted, and the staff was located then at the
15 Bureau of Science and Technology. And the chairman was
16 Ed Chu [ph] from the University of Minnesota, and the
17 staff of the Board was located in that bureau. It was
18 one man, federal officer. The first was Ron Cummings
19 [ph] and two other persons. So that's what happened.
20 Essentially the structure of BIFAD during the Bush
21 administration and the Clinton administration was the
22 same with no significant contribution for you guys to
23 come and advise us in AID, so now this is a new ball
24 game and we want to re-establish the relationship, and
25 also the BIFAD legislation was revised in 2000, and

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1 expanded beyond the landscape of production agriculture
2 to follow what is called now the value chain, and then
3 Mr. Chu resigned when the Bush administration came, and
4 Mr. McPherson took over the chairmanship of the Board.
5 But essentially the substance, the structure, and the
6 staff is the same. It was located in the Bureau of
7 Science and Technology then, and now it's called the
8 Bureau of Economic Growth -- this is in a nutshell. I
9 don't want to go into details. We have distinguished
10 Americans like you. We have a distinguished person from
11 Illinois, the founding father of the legislation,
12 Congressman Findley [ph] and other distinguished people.
13 I don't want to go into details but the structure and
14 the staff are almost the same. And I used to have the
15 same job like Ron has but the staff was, as John Thomas
16 said, was much larger. We had staff from the university
17 community and from AID. The executive director was a
18 dean. The last one was Ralph Smutler [ph] from Michigan
19 State University, and we have the deputy mission
20 director from AID and several people, deans, and so
21 forth. They used to come and go. There was no people
22 from the university...

23 MR. THOMAS: Jerry, before you sit down, so
24 the 12-person staff that was USAID staff?

25 MR. OWEIS: Both. From the university and

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1 USAID.

2 MR. THOMAS: Plus the universities.

3 MR. OWEIS: Yeah. They come from IPA or
4 detailed from the Department of Agriculture. We had
5 people from the Department of Agriculture. And we have
6 a separate program officer, and we have a budget and so
7 forth, and it was not in the office of the Administrator
8 but it was attached to the office of the Administrator.

9 MR. CHRISTENSEN: In fact, Mr. Chairman, David
10 Hansen from Ohio State was one of those BIFAD staff on
11 an IPA if I remember correctly. And you might get an
12 interesting perspective from him.

13 THE CHAIRMAN: We've taken action on this item
14 and we'll proceed with implementation of that action.
15 The title of this section is strategic direction for
16 BIFAD in 2008, and it's an opportunity for us to give
17 some thought to what we want to address over the next
18 several months, and there are several issues that come
19 to mind. The guidelines, the 216 document, what's the
20 status of that? There was a proposed revision. Is that
21 still in process?

22 MR. THOMAS: It's still in process. There's a
23 draft and it's the same draft that I shared with you in
24 October. The changes were made to update the language
25 to be consistent with the foreign assistance framework,

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1 and it said that USAID missions should identify Title
2 XII activities as they develop their operational plans.
3 There's still opportunity for BIFAD to comment at any
4 time actually, but the text of the 216, the ADS, hasn't
5 changed since October, the draft. It's still an issue
6 really of implementing the language rather than the text
7 itself.

8 THE CHAIRMAN: Is this something we want to
9 take up in our next meeting? In anticipation of that,
10 could we ask you to have someone be prepared to engage
11 in discussion with us about that?

12 MR. THOMAS: Okay. Dr. Hansen brought up a
13 very interesting -- he made two very interesting
14 comments. He introduced himself as being from not the
15 Ohio State University but Ohio State University, and
16 that's a very important distinction, and I'm concerned
17 that when he returns to his campus he may be in real
18 difficulty because of that. So I just wanted to make
19 the point. It's still The Ohio State, isn't it, David,
20 it hasn't changed? Okay. The serious point is the
21 question of defining Title XII activities under the
22 amendment that was passed in 2000. Is that something --
23 and I would appreciate, Ms. Rubin, your comments. Is
24 that something we need to spend some time on or do you
25 think that's clear?

1 MS. RUBIN: I think it would be helpful to
2 hear what the Board has to say on this point because I
3 think there are a number of areas that are unclear,
4 whether now or if you discuss it among yourselves later.

5 THE CHAIRMAN: I think I'm not prepared to
6 discuss that at the moment. We need to have some
7 background and perhaps we can again make that an agenda
8 item.

9 MR. DELAUDER: Well, Mr. Chairman, one of the
10 questions I raised earlier when we talked about this
11 coordinated plan was to have someone before we do that
12 to identify all the activities that are now going on
13 within USAID that would be considered...

14 THE CHAIRMAN: Thoughts on how we might want
15 to proceed?

16 MR. DELAUDER: Maybe John can maybe give some
17 suggestion.

18 MR. THOMAS: How to identify all of the Title
19 XII activities?

20 MR. DELAUDER: That would be considered Title
21 XII activities that are now going on within USAID.

22 MR. THOMAS: Thank you. We tried to do that
23 in the Title XII report, and to the extent that we
24 received the information from our USAID missions we can
25 do that. Certainly we know in the central bureau what

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1 programs we fund that are Title XII, and we can list
2 those but we don't always know if a USAID mission,
3 Egypt, Afghanistan, whatever, is an activity that's
4 Title XII. One thing we can do now with the foreign
5 assistance framework and the way our budget is developed
6 is that we can have key -- we can identify key areas and
7 we could include a key area called Title XII activities.
8 And then when USAID missions develop their budgets they
9 identify specifically if this is the Title XII activity.
10 I think we have to give some education to the missions
11 so they know what a Title XII activity is. But right
12 now we don't have a good system to capture everything
13 the agency does in Title XII. It requires a lot of
14 effort just to go contact each office individually
15 explaining do you have an activity of this nature and
16 follow up to make sure you get a response.

17 THE CHAIRMAN: Mr. Rabon.

18 MR. RABON: Now are you coming up with the
19 Title XII activity list to file the Title XII report?
20 How do you gather that information?

21 MR. THOMAS: Well, last year we -- like I say,
22 in our office we know which activities that we fund that
23 are Title XII so the difficulty is finding out what's
24 going on outside of Washington. Last year George Wilson
25 contacted -- there's two ways. We can contact the

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1 missions or we can contact the universities. Last year
2 George Wilson contacted all of the universities to ask
3 them to provide information on work that they're doing
4 with USAID funds on agriculture.

5 MR. THOMAS: Is this -- maybe I'm behind the
6 curve but this funding is typically a year or two in
7 advance. Is that not -- is that funding not allocated
8 per Title XII in advance? It appears to me that it
9 should be fairly easy to come by because we're a year or
10 two ahead of the game. It almost sounds like what
11 you're saying is we're a year or two behind the game.
12 Maybe I just don't understand.

13 MR. RABON: Well, the Title XII reports are
14 always a year behind so right now we will be doing the
15 Title XII report for 2007, and that will capture the
16 money that was obligated in 2006 and implemented in
17 2007. It identifies all of the fiscal year 2007 funding
18 for agriculture that we can identify. Now we don't know
19 -- we're not able to know at this point of all the USAID
20 agriculture money how much of that is Title XII. We
21 don't have a system to capture that information.

22 THE CHAIRMAN: Let me see if I understand this
23 correctly. There's not an actual appropriation for
24 Title XII but there are various accounts that are
25 created, and when a project is established that's the

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1 point that one can determine whether or not it would go
2 under -- which makes it a bit awkward to know what is
3 actually going in the title, is that the case?

4 MR. THOMAS: We wouldn't know if it's a Title
5 XII activity until a mission designs an activity and
6 actually contracts so it does a cooperative agreement.

7 MR. RABON: And that spending is
8 discretionary? When it gets to that level they can do
9 what they want with it?

10 MR. THOMAS: Not always. Most of the Title
11 XII activities come from the development assistance
12 account. There are several accounts. There's the
13 development assistance account which is our office for
14 the CRSP activities, for example. There's the Title II,
15 which is the food aid programs, and that funds a lot of
16 agriculture activities mainly implemented by NGOs.
17 There's also the ESF, Economic Support Fund. So we look
18 in all of the accounts how much of that is used for
19 agriculture activities but we wouldn't know if it's a
20 Title XII activity. Agriculture activities more broadly
21 but within that how much of it is actually a Title XII
22 activity, we wouldn't know until a mission actually
23 implements a project and has done their contracting.

24 MR. CHRISTENSEN: I haven't seen for some
25 years now the format for the Title XII university

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1 report, but it occurs to me that universities who
2 frequently are asked to demonstrate matching
3 contributions would like to be able to report Title XII
4 like activities that have been funded through non-USAID
5 sources and the provision in that report should be made
6 for that. We heard this morning from someone earlier, I
7 don't remember exactly whom, that substantial amounts of
8 money are being poured into international development
9 from non-AID sources, and the universities themselves
10 have been able to orchestrate some of those kinds of
11 things. And many universities have committed personnel
12 time and other types of resources at this particular
13 effort to support the overall program, and there needs
14 to be provision made for reporting that. Sometimes the
15 agency has pushed for some types of matching funds that
16 universities have not been able to grant. I remember in
17 the 1990s there came a push from the agency for the
18 universities to give international students who are
19 coming on Title XII projects in-state tuition rates, and
20 the attitude of the university presidents that I was
21 acquainted with or the Consortium for International
22 Development was that that was a federal responsibility,
23 not a state responsibility, and state universities were
24 not particularly amused to be requested that they give
25 state tuition grants when they could not afford to

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1 accommodate all of the in-state students who wanted to
2 attend their universities. So that may have been one of
3 the sources of this disassociation in the 90s because
4 the AID wanted that and the university community wasn't
5 willing to give that, and I would assume now with some
6 degree of confidence that the universities would have a
7 similar feeling that certain kinds of things are federal
8 responsibilities, the state will assume others, but at
9 least the one thing that needs to be provided is there
10 needs to be a format in the protocols of this report
11 that enables the university to identify all that they do
12 and then identify which is AID funded and which is non-
13 AID funded.

14 THE CHAIRMAN: Let's take two quick comments
15 from the audience and I want to get another topic on the
16 floor before we finish this section.

17 MR. DEMMETT: Bob, I think the discussion
18 really highlights the difficulty in trying to figure out
19 what is a Title XII funded project and what is not, and
20 the fact that these are not defined, I mean I would
21 suggest that BIFAD indicate that a project when funded
22 is defined either as a Title XII project or not as a
23 Title XII project. And if you look at the report from
24 this year the only fiscal report which is \$550 million
25 is a report on the total expenditure for agriculture by

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1 the agency. It really has very little to do with what
2 is funded under Title XII, and if we know what's under
3 Title XII why isn't the amount reported in the report to
4 Congress because what happens is congressional staff are
5 looking at this 550 number, and when you ask them how
6 much is spent under Title XII, which I have done, they
7 say \$550 million. Well, the fact is that that's the
8 only fiscal report in the entire Title XII report, so
9 it's very misleading. And I think that it's important
10 that if we're going to deal with Title XII as partners
11 that, one, we define what a Title XII project is up
12 front and that it has certain characteristics and that
13 what we do is in the accounting process, then we have a
14 very easy job of producing a Title XII report that tells
15 us how much money we're spending on Title XII.

16 MR. THOMAS: That's exactly the point I was
17 trying to make is that we know how much globally USAID
18 is spending on agriculture but we haven't been able to
19 pull out the amount that's strictly Title XII until
20 hopefully this year with this new accounting system we
21 can try it out and see if we can tag amounts for Title
22 XII only.

23 MR. HANSEN: Mr. Chairman, in response to your
24 earlier comments, David Hansen, from The Ohio State
25 University, the real issue is, is it a big T or a small

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1 T, so therefore in order to avoid that it's better just
2 to say Ohio State. I appreciate you to clarify that for
3 the record so I still have a job when I get home. Thank
4 you. I would simply like to say here that again in the
5 past we used to have a BIFAD budget panel, and this was
6 a group that was put together by the BIFAD staff. It
7 was university people. We used to come in to
8 Washington, D.C. for two or three days. We used to meet
9 with the regional bureaus. We used to meet with the
10 central bureaus and define what indeed was Title XII
11 activity. And we used to look at several. We used to
12 look at the SETH [ph] program, we used to look at the
13 development assistance program, and I think that the
14 Office of the Budget -- I recall Jim Pedra [ph] saying
15 this is a really useful exercise for us as well because
16 it really helps us get our arms around what is Title XII
17 and what is not, and I don't think we have to go back
18 and reinvent the past but it seems to me that perhaps if
19 the Board were to give some attention to attempting to
20 develop a dialogue at that level it might be one way to
21 help us better define what are Title XII activities.

22 THE CHAIRMAN: I'm going to come back to out
23 of this conversation what would you like for us to be
24 our next -- how do you see us proceeding?

25 MR. CHRISTENSEN: Well, the Administrator
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1 asked for several things she'd like us to address. I
2 think we ought to early on give some attention to that
3 and prioritize those and decide which we want to tackle
4 first and give her the requested feedback. That may be
5 very helpful in building this bridge.

6 THE CHAIRMAN: But we have Dr. DeLauder's
7 request on the table as well.

8 MR. DELAUDER: Well, I think John has in part
9 answered that, and that is trying to identify the
10 activities I think was the idea and talked about the
11 difficulties with doing that. But there are some
12 activities that can be identified -- at least in part
13 identify certain kinds of programs that are in fact
14 Title XII so we have an inventory of those but then as
15 we move forward have a plan and we can engage the
16 mission to identify the activities that they have within
17 different missions to address that.

18 THE CHAIRMAN: I wanted to put two more
19 things. You've identified one and I have one other.
20 There's an opportunity for institutions, individuals, to
21 bring to our attention areas that should in our view be
22 considered for research and activity, and I was
23 contacted by Marsh Whittaker [ph] at Utah State a couple
24 or three weeks ago and asked for an opportunity for just
25 briefly, and I think Dr. McKee is going to make the

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1 presentation about a possible interest and need for work
2 in the area of water. Dr. McKee.

3 MR. MCKEE: Thank you, Mr. Chairman. I
4 appreciate just a few minutes of the time of the Board.
5 I'm Mac McKee. I'm the Director of the Utah Water
6 Research Laboratory at Utah State University. We for a
7 number of years now have been concerned about what we
8 perceive to be going prices in water and agriculture.
9 Population growth and increased food demand, especially
10 in areas of the world, North Africa, the Middle East,
11 the -- and others, IFPRI and other organizations have
12 targeted these areas as areas of concern over the next
13 20 to 30 years where there is likely to be a collision
14 in terms of demand for water between agricultural
15 demands to support food production and urban demands to
16 support increased population growth in urban centers.
17 And since 2005 the Congress has consistently expressed
18 an interest in support for a Water CRSP to more
19 seriously and scientifically explore the implications of
20 this growth in water demand, and the implications
21 especially for food production, IFPRI and FAO have both
22 concluded that in the future we're likely to see
23 decreases in food production as a result of this pending
24 water crisis. I know that there are plans from CGIAR
25 and other organizations to address some pieces of this.

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1 We think those plans are incomplete and that they do not
2 offer the best design for engaging the best and
3 brightest U.S. research institutions in addressing this
4 pending crisis. We would like to propose that BIFAD
5 consider as a regular agenda item for some future
6 meeting at the earliest possible time to consider a
7 planning grant for a Water CRSP for addressing these
8 issues. I have made available to eh Board a short
9 three-page summary of some of our concerns on some of
10 the issues, and we'd certainly be available between now
11 and whenever this might come up to offer more
12 information and thought.

13 THE CHAIRMAN: Thank you very much, Dr. McKee.
14 We will consider that as an item for discussion at a
15 future Board meeting. The other item that I wanted to
16 bring to your attention, and I think the Board is very
17 much aware of this because we had earlier received
18 copies of this, I wrote to the Administrator a couple
19 weeks ago and asked if there are issues that she would
20 seek our advice on, and just for the audience to be
21 aware of what the response was it's a daunting list,
22 science programs, public-private partnerships, the GMO
23 issue as it relates to food aide and also as it relates
24 to food production. The consequences of the Farm Bill,
25 which most are aware is in negotiation at the moment,

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1 and there are significant elements of that that have to
2 do with food assistance and other things that may have
3 impact. Another area that was mentioned a moment ago
4 was this question of Global Development Commons, and
5 also the issue of rising costs of commodities and the
6 impact that has on food prices. So we'll consider that
7 hopefully later on our agenda today. We've been joined
8 by Assistant Administrator of USAID, Jackie Schafer.
9 Thank you, Jackie, very much. I know this is a busy
10 day. The Administrator is on the Hill testifying. Any
11 word on how that's going? Not yet. We'll find out
12 soon. Okay. And we've asked you, and you very
13 graciously agreed to come and spend some time with us
14 discussing budget and other issues that you may want to
15 bring to us. For those that don't know, Ms. Schafer is
16 responsible for EGAT, and has direct responsibility
17 currently for a lot of agricultural activities, and
18 that's where the BIFAD is managed. So welcome.

19 MS. SCHAFFER: Good morning, Chairman Easter,
20 and members of the BIFAD Board. For the record, my name
21 is Jacqueline E. Schafer. I'm the Assistant
22 Administrator for the USAID Bureau for Economic Growth,
23 Agriculture, and Trade. I have been in this
24 presidentially appointed position for a little over two
25 years now. I originally joined USAID in 2002 as a

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1 Deputy Assistant Administrator with responsibility for
2 four programs, only one of which is actually named in
3 our title. Those include the Offices of Natural
4 Resources, Management, Environment, and Science Policy,
5 Agriculture, and Infrastructure and Engineering. We
6 also are responsible to the agency for technical
7 leadership and field support in those areas as well as
8 the areas of economic growth, development credit, micro-
9 enterprise development, and interestingly enough
10 education, both basic education and higher education.
11 The bureau came about as a result of reorganization plan
12 implemented by the previous Administrator by two terms,
13 Mr. Andrew Natus [ph]. So our work has evolved over
14 this past five years and one way to look at how that has
15 changed, and it's been quite significant, is to look at
16 our budget which after all is a plan, an expression of
17 policy, and although it's a bit dry and sometimes very
18 confusing if you look at the way the foreign assistance
19 budget is put together, which is what we're going to try
20 to do this morning, I hope that I don't leave the Board
21 members, the audience, and especially the new members,
22 in a more voluted state than they might have been before
23 we started this exercise. But there have been some very
24 significant changes in the way that the Administration
25 has aligned its foreign assistance budget, and I hope

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1 that I'll be able to illuminate that for you so that as
2 further discussions take place in the field in which
3 you're interested you have this bigger picture of the
4 foreign assistance framework to have as a reference.
5 I'm going to walk through some slides here, and I'm
6 going to do it a little bit slowly because we do have
7 the time to just give you an opportunity to let this
8 sink in. I guess not all the -- can others see the
9 slide? Oh, you can. Okay. Very good. Thank you. Let
10 me just -- could you go to the next slide, please? This
11 is not as big as I had hoped and so the members have a
12 handwritten -- but for you all that's still an eye test,
13 and you have a set of those slides in the folder in
14 front of you. If you look at the biggest, biggest
15 picture the international affairs budget for fiscal year
16 2009, which begins October 1, 2008, the official start
17 of our fiscal year, October 1, and what's called the
18 international affairs function or function 150 account,
19 the budget for foreign affairs agencies, all of them, is
20 about \$39.5 billion. Of that foreign operations and
21 related agencies, and a related agency might be, for
22 example, the Challenge Corporation, the total budget
23 according to the -- when the State Department puts
24 together its fact sheet is \$26.1 billion. If you look
25 at foreign assistance though the foreign assistance

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1 number as testified by Secretary Rice on the Hill on
2 February 13, shortly after the President's budget came
3 out, the foreign assistance budget for fiscal year 2009
4 is \$22.7 billion. These funds support the strategic
5 purposes of diplomacy and development securing peace,
6 supporting democracy, advocating our principles and
7 ideals, meeting global challenges, and aiding our
8 friends and allies. This chart in front of you, bar
9 chart in front of you, is intended merely to illustrate
10 the very great number of accounts that we have to
11 account for as our budget is put together and explained
12 to the Congress. And I want to draw your attention
13 because we're going to go from -- we're going to funnel
14 down and go from sort of the biggest, broadest picture
15 right down to agriculture and eventually down to the
16 budget for our bureau. But I want to call your
17 attention to the first bar, the orange bar, which is
18 development assistance. The third one over, which is
19 kind of a cream-colored, which is economic support
20 funds, and moving over almost to the light green you'll
21 see a dark blue bar which is Public Law 480. There's a
22 key at the bottom of this for the members to look at,
23 but as you can see the largest accounts in the overall
24 foreign operations budget are the economic support
25 funds, military financing, which is the yellow, and the

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1 Global HIV/AIDs Initiative, and that's in the light
2 green. That is an important program which really was
3 developed during this Administration. Several years ago
4 that might have been a very slim bar on a chart like
5 this but it's grown in increasing importance, and the
6 President is truly committed to wiping out this scourge,
7 particularly in the focus countries and particularly in
8 Africa so that's a reflection of the Administration's
9 policy. The next slide, please, is another way to
10 display the same information but what it does is focus
11 on the major accounts, and we define major here as those
12 accounts that account for more than 5 percent of the
13 total budget. The largest accounts, therefore, are the
14 economic support funds, which are mainly deployed in the
15 Middle East and strategic countries in the Asia Near
16 East region although there is some money like this, this
17 color of money, as they say, spent in strategic places
18 in Africa. The Sudan comes immediately to mind.
19 Foreign military financing is also a very large share of
20 the overall foreign assistance budget, and you can see
21 also that the HIV/AIDs program is right up there with
22 that form of military financing. Child survival and
23 health, my colleagues in the Global Health Bureau are
24 mainly responsible for implementing or for the
25 leadership in implementing programs in that account.

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1 It's very large. Public Law 480 comes to us for
2 implementation but it comes through the Department of
3 Agriculture to our bureau and then out to the field, but
4 that's important for agriculture so I wanted to include
5 that in the picture that you're seeing here.
6 Development assistance, which is the key account for
7 agriculture in Africa, Latin America, and my own bureau.
8 It is the development assistance account that we mostly
9 think about when we construct our budget in my bureau.
10 The next slide is actually a reference to the foreign
11 assistance framework, and there are copies of the
12 foreign assistance framework. Many of you have seen
13 this because you have been briefed before on the foreign
14 assistance framework that was devised almost three years
15 ago now. There is a handout that really shows how we
16 are trying to deploy all of our foreign assistance
17 resources to carry out the major objectives of foreign
18 assistance to meet the over arching goal, which is the
19 Secretary's articulated goal of foreign assistance which
20 is to help build and sustain democratic well-governed
21 states but respond to the needs of their people, reduce
22 widespread poverty, and conduct themselves responsibly
23 in the international system. And this slide is merely
24 an attempt to show you that all of those accounts, those
25 21 different accounts that I showed you on the first

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1 slide are deployed or used to meet the objectives that
2 fall into five categories. The five objective
3 categories from left to right on this chart and also
4 reflected on the one that's projected on the screen are
5 peace security, governing justly and democratically,
6 investing in people. That's mainly health and
7 education. Economic growth, there are eight program
8 areas in economic growth. I'm going to run through
9 those because it's extremely important to us in EGAT and
10 I think in the agriculture community as well and
11 humanitarian assistance. Economic growth includes eight
12 program areas and they range from the Macro Economic
13 Foundations for Growth, which in this day and age we
14 don't spend a lot of money on because we solved most of
15 those problems 20, 30 years ago, 20, 25 years ago, but
16 in economies or in countries that are rebuilding getting
17 the fundamental Macro Economic Foundations for Growth in
18 place is still an issue and we still find ourselves
19 spending money in that area. Trade and investment is
20 extremely important from the point of view of the
21 Administration's overall approach to economic growth and
22 globalization and we are in support of trade capacity
23 building efforts to support the U.S. trade
24 representatives initiatives to secure free trade
25 agreements wherever possible. And we've had quite a bit

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1 of success during the Administration in doing this, and
2 that's an important effort for us. Financial sector
3 reform is included in the economic growth program areas.
4 Infrastructure, we have not done as much infrastructure
5 in recent years as we had done in the past although
6 there are pockets of that and particularly in rebuilding
7 countries such as Afghanistan, Iraq, Sudan. They have
8 large infrastructure programs, and you'll see that
9 reflected in one of the budget charts that's coming up.
10 Agriculture, program area of 4.5, you'll be learning to
11 talk in that kind of language, is where the agriculture
12 funding is located. Private sector competitiveness,
13 economic opportunity which is our micro enterprise
14 programs largely and related programs to that, micro
15 finance, business development services, the enabling
16 environment to bring people out of the informal sector
17 and into the formal sector of an economy. And finally
18 the environment funds are also included under the
19 economic growth rubric, the economic growth objective.
20 Again, if you look down at the country types, the
21 countries are categorized into five main categories,
22 rebuilding countries. Those are states that are
23 emerging from and rebuilding after internal, external
24 conflict. Developing countries, those are states with
25 low income or lower middle income but not yet meeting

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1 the millennium challenge corporations performance
2 criteria to be included in that program. Transforming
3 countries, these are states with low or lower middle
4 income meeting MCC performance criteria and criteria
5 related to political rights as well. Sustaining
6 partnership countries, these are the states with upper
7 middle income or greater and which support -- U.S.
8 support is provided to sustain the partnership's
9 progress in peace. These are full partners with us as
10 we craft our relationship with the set of countries.
11 Restrictive countries or states of concern where there
12 are significant governance issues. An example of that
13 might be Cuba or Zimbabwe or North Korea. And then we
14 have global or regional activities that are cross
15 cutting. The countries that actually...

16 MR. DELAUDER: Can I ask a question?

17 MS. SCHAFER: Yes, certainly, Dr. DeLauder.

18 MR. DELAUDER: I don't see military financing
19 on that chart. I don't know if I missed it.

20 MS. SCHAFER: Let's see. I was thinking it
21 was the first one under peace and security. If it
22 didn't get put up there then we made a mistake on that
23 chart, but you'll see it on this chart. If you look...

24 MR. DELAUDER: Under peace and security?

25 MS. SCHAFER: Yeah. It's under peace and

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1 security, and it says accounts within state USAID. The
2 very first one under peace and security is FMF, foreign
3 military financing. And there is also in your material
4 if you want to take a look at the definitions every one
5 of these 21 accounts is listed and defined. This comes
6 out of materials that are available of course on a web
7 site having to do with the foreign assistance framework.
8 One more word, most of the countries that are in this
9 taxonomy are developing countries. The next largest is
10 our sustaining partnerships although we don't have a
11 presence in many of these countries. The transforming
12 countries would be the next and rebuilding would be the
13 last, would be the smallest subset. The identity of
14 those countries was last published as part of the FY
15 2007 operational plan guidance, and I have a list of
16 those if anyone is interested. However, that may change
17 over time and we're waiting for announcements of any
18 changes that the Secretary chooses to make and how to
19 characterize those countries. The reason it's important
20 is it affects how we do our programming. You can do
21 different things when you have a country that has a
22 fairly significant level of governance and stability
23 than you can say in a place like Liberia that is almost
24 starting from scratch where you got excellent leadership
25 and governance that really wants to move ahead and

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1 really improve the lives of their people and has the
2 right policies in place but really has almost nothing on
3 the ground to work with as they try to rebuild their
4 education programs and economic programs and
5 infrastructure. So what we do will change depending on
6 the level of sophistication of the country. Moving on
7 to the next slide budget by objective. This is an
8 attempt to look at the entire DA account. That's all
9 accounts. I got my DA account, which is the next slide,
10 out of order here. That's all accounts, so what that
11 should show you if I'm seeing it correctly is the entire
12 request for FY 07 at 22.7 million. Is that right? Can
13 you see that? Billion, excuse me. 22.7 billion. My
14 own slide is out of order. Again, this gives you a very
15 good picture of how significant peace and security is in
16 the overall foreign assistance budget. Most people
17 speak of foreign assistance as humanitarian assistance.
18 That's out there on the far right but you can see that
19 it's a relatively small part of the overall foreign
20 assistance budget. Peace and security in particular in
21 the light blue, and that's dominated by the HIV/AIDS
22 program, our health and education programs are an
23 extremely robust part of our foreign assistance effort.
24 If you take out the President's emergency plan for AIDS
25 relief just to give you a little bit of flavor for what

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1 our more regular programs are this is the picture you
2 have. Actually the way the math works it actually shows
3 that peace and security is an even larger proportion of
4 our foreign assistance budget. And again the second
5 group is democratic governance. The light blue is
6 health and welfare -- health and education, and some
7 welfare programs. Economic growth would be humanitarian
8 assistance and the program support is out there on the
9 right side in red. Now looking at the development
10 assistance account, which is the one that mainly EGAT,
11 this bureau, is involved very little of the money is
12 spent on peace and security. Much of it is spent on
13 economic growth and democracy and governance, and that's
14 what that illustrates. And then by program area this is
15 a little hard to follow but I did this for a reason so
16 that you could see these are major accounts, the ones
17 that are mostly concerned with agriculture and economic
18 growth. And the first, if you look at the color the
19 solid bar is development assistance. The hatched bar is
20 economic support, and then there is one checkered bar
21 out on the right there with the light green, agriculture
22 activities, so this is the major accounts, these three
23 major accounts that have to do with economic growth and
24 agriculture are displayed here and you can get a sense
25 that our agriculture effort is smaller than

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1 infrastructure but infrastructure is almost always going
2 to a relatively few number of countries. In this case,
3 probably that middle bar for FY 08 is Afghanistan.
4 Again displaying the major accounts by regions, and our
5 functional units, which we call our agency or bureau
6 functional unit or pillar bureau which strikes me as
7 very significant having a pillar bureau be presented in
8 a room that is dominated by pillars, so I hope all of
9 you can see this. First is the Africa bureau, the
10 second is the Asia Near East bureau, the third one is --
11 you can't see it. There's almost an imperceptible line
12 in there for the Eurasia bureau. It's not shown because
13 their source of funds is segregated to FSA and seed
14 money which were accounts devised to help us provide
15 assistance after the fall of the Soviet Union and in
16 Eastern Europe so they do not use for the most part
17 development assistance funding. The yellow is the Latin
18 America Caribbean bureau. And you also aren't going to
19 see much there for democracy conflict and humanitarian
20 assistance. That's an imperceptible line. The next one
21 to the right of that is the Bureau for Economic Growth,
22 Agriculture, and Trade, and then there's some State
23 Department programs that are also displayed on there
24 that compliment our programs because they get funds from
25 ESF. Climate change programs come to mind in particular

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1 that would account for the State Department's activity.
2 So when you put ESF into the picture, economic support
3 funds, some of that money, as I mentioned, goes to
4 places in Africa but the vast majority of it goes to the
5 Middle East and the key security countries, Pakistan,
6 Afghanistan, Iraq, and that accounts for why those
7 numbers are so large, and they tend to have large
8 infrastructure programs as well.

9 MR. CHRISTENSEN: A question.

10 MS. SCHAFER: Yes, sir.

11 MR. CHRISTENSEN: Allen Christensen. I look
12 at this and have a question, I suppose, that you won't
13 be able to answer, but you may, and perhaps there's been
14 thought given to it, but one of the things that's
15 constantly on the political agenda is the illegal
16 immigration problem. One of the reasons in my
17 observation that we have an illegal immigration problem
18 from Latin America into this country is they can't feed
19 their families at home, and they're leaving. I'm not
20 sure that I understand a rationale that overlooks the
21 fact that we need to be vitally engaged in Latin America
22 to improve the health of that because that would
23 represent in my judgment a major stepping stone to
24 addressing a problem that is constantly on everyone's
25 mind in this current political conversation that

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1 occupies our country.

2 MS. SCHAFER: Our support to the Latin
3 America-Caribbean region is dominated by our work in
4 Colombia, as a matter of fact. One-quarter of the funds
5 spent in Latin America and the Caribbean region is spent
6 in Colombia. Part of that is security and anti-drug
7 work, but it also is a country that is very promising
8 and emerging as a major economic player in Latin America
9 and in the Western Hemisphere generally. Our main focus
10 in Latin America, and I don't pretend to be an expert so
11 I won't say too much about it, is in strengthening
12 democracy and governance in Latin America. Generally
13 the income is there and some places anyway are higher
14 than they may be, for example, in Africa and some other
15 parts of Asia. But they have a well-rounded program
16 there. I'm not sure I can explain all of the reasons
17 for immigration but clearly if an economy is able to
18 grow, I remember famously President Fox when he was
19 elected said Mexico needs all Mexicans to be in Mexico
20 working for the growth and development of our country.
21 So to the extent that there are opportunities for reform
22 that will stabilize the economy, stabilize the financial
23 markets, expand growth opportunities which we are trying
24 to do through the North America Free Trade Agreement
25 first, the Central America-Dominican Republic Free Trade

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1 Agreement, the free trade agreements that we're entering
2 into in Peru and Colombia, and integrating Latin America
3 more with the global economy that should allow the
4 continent to grow, and people will be able to find jobs
5 at home. Meanwhile, we do have a significant amount of
6 fund transfers from the United States back to Latin
7 America and other developing countries. India probably
8 is actually the largest which accounts for a very
9 different but a change in the way that foreign
10 assistance has evolved over the past 20 years. Twenty
11 years ago as I have mentioned to people before, and
12 you've heard this from previous administrators, perhaps
13 70 to 80 percent -- U.S. resource flows to the
14 developing world came from official development
15 assistance, foreign assistance. Today that picture is
16 very, very different. Official development assistance
17 using numbers in 2003, I was trying to get some more up-
18 to-date ones to bring to this meeting, but it shows that
19 15 percent of flows to the developing world come from
20 official U.S. government development assistance. The
21 U.S. private capital flows to the developing world,
22 foreign direct investments and net capital markets, is
23 45 percent, much larger, three times as large as
24 development assistance. U.S. civil society that gives
25 grants and otherwise engages through foundations or

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1 faith-based organizations in providing assistance to the
2 developing world accounts for 15 percent, just about
3 equal to domestic -- to U.S. assistance. And finally
4 getting to your point a surprising number is that
5 personal remittances from the United States to the
6 developing world account for 25 percent of the overall
7 \$113 billion of financial flows from the U.S. to the
8 developing world. I'm not saying how much of that is
9 legal versus illegal but it's certainly an important
10 picture in terms of financing development in the
11 developing world.

12 MR. CHRISTENSEN: Well, my point is simply
13 that it seems to me that there ought to be some strategy
14 for addressing economic development across the broad
15 spectrum of Latin America. A lot of the illegal
16 immigration flow in my experience, in my observation,
17 particularly the last six years, is because people are
18 leaving there and coming here most illegally because
19 they can't survive and take care of their families
20 there. And if we began to address that, and in terms of
21 the opportunities with those particular people, we could
22 take care of what's becoming a major social political
23 emergency in the United States that is causing a great
24 deal of anything but compassionate conversation about
25 people who are not here legally.

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1 MS. SCHAFER: Thank you, Mr. Christensen. And
2 on that, Mr. Chairman, if the Board would make time at
3 its next meeting, I would like to come back and make a
4 presentation or have some of my staff, some of them are
5 much better presenters than I, make a presentation on an
6 economic growth strategy that we are about to present to
7 the Administrator that's been under development which I
8 think you will find very interesting and on point to
9 some of the comments that Mr. Christensen had made.
10 We're almost finished with these slides here. So again
11 why don't we go to the next one. This is the next
12 slide. I'm sorry. This just takes the agriculture
13 program budget and also displays it in these three
14 combined accounts, and gives you some idea regionally
15 where we actually do our agriculture work, and as you
16 can see that is mainly in Africa and it is also in Asia
17 and the Near East as well. But the President's
18 initiative to end hunger in Africa, the Africa Global
19 Competitiveness Initiative, which is very much oriented
20 to the agriculture sector are areas that we are working
21 very closely with our Africa bureau on. We have some
22 representatives here from the Africa bureau today, and
23 certainly most of the work that is relevant to the --
24 the advice that you're giving to us would be deployed in
25 that area. It's the area where we need the next

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1 revolution, and we're certainly making an effort to
2 deploy funds in that sector in Africa. Just a couple of
3 slides that give the picture for the Bureau of Economic
4 Growth Agriculture and Trade. As I mentioned earlier,
5 our bureau is largely concerned with eight program areas
6 in economic growth, and the green bars there describe
7 that. We do also the place that houses the leadership
8 programs for basic education, higher education. The
9 Higher Education for Development Program is managed out
10 of that bureau. We do have some -- our Women in
11 Development Program accounts for the two left-hand slim
12 bars on the peace and security and the governing justly
13 and democratically. Also, a small amount of urban money
14 would be under governing justly and democratically.
15 Primarily we are concerned with those eight program
16 areas that I described earlier. The next slide should
17 show you how the -- this is just the DA account, and
18 this is by program area. What this shows you for those
19 eight areas is in green we show you agriculture. I
20 didn't say this at the outset but now maybe it's time to
21 take a little bit a look about the differences between
22 the three bars. The FY 07 is the actual and EGAT
23 bureau's budget for FY 07 ended up being \$155 million.
24 For FY 08 the request for EGAT -- the request for 07 was
25 139 million, by the way and we ended up with 155. Let

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1 me step back a minute or two here. When I first came
2 into the agency the bureau received about \$183 million.
3 In 2004, 2005, we were at about 165 million, 155
4 million. We tended to be about 10 percent of the
5 development assistance account. In 2008 the President's
6 request was cut significantly in development assistance.
7 The overall request to the Congress in 2008 was 1.041
8 billion, so EGAT's request of 104 million was about 10
9 percent. However, it did mean that we really had to
10 start taking some serious measures to make our program
11 to fit the budget that we had been given. In 2008
12 Congress enacted an appropriation level of 1.624 billion
13 so that was significantly more than the President
14 requested, which is often the case, but EGAT's share of
15 that 1.624 billion did not go up commensurately to that
16 10 percent. We are kept at -- the initial budget
17 allocation we've been given is 116 million.
18 Furthermore, Congress in 2008 significantly earmarked
19 our budget. Now you hear a lot about earmarks. Most of
20 the earmarks are legal in the statute. They are must-
21 do, and they are sectorally based. For example, the
22 basic education earmark, development assistance, for all
23 accounts basic education we must spend \$700 million
24 worldwide on basic education. Of the development
25 assistance account, we must spend \$400 million on basic

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1 education. Those broad sectoral earmarks have been
2 layered over the money that EGAT has been given, and as
3 a consequence our flexibility, our discretion, has been
4 severely constrained. And we are now -- the budget that
5 we've been given to start with for this fiscal year is
6 85 percent earmarked in six categories. The basic
7 education by diversity, micro enterprise, water and
8 sanitation, which is a new earmark this year but it's in
9 the statute, are all having a major effect on how we
10 would normally spend our funds. There's also an earmark
11 for the collaboration research support program at the
12 level of \$28 million. When the Director of Foreign
13 Assistance Office gave us additional funds we didn't
14 even get quite enough to cover the increase between our
15 budget request and the actual earmarks, so we're taking
16 that out of other programs, other agriculture programs,
17 other economic growth programs, other programs that
18 might not be protected by an earmark. The picture
19 improves a little bit in 2009. I'm here to talk about
20 the President's 2009 budget. The request for EGAT in
21 2009 is \$122 million. There are some plus-ups but they
22 are mostly for presidential initiatives, one in basic
23 education and communities of opportunity, which is after
24 school, education for at risk youth, the age group 8 to
25 14, to try to acquaint them with English, science, and

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1 math skills and computer training and that those
2 programs will primarily be conducted in Asia Near East
3 countries although there are some in Africa which expect
4 to benefit from that new program. Also the President
5 has really placed additional emphasis on basic education
6 and meeting the goals of what's called fast track
7 initiative countries and has requested additional funds
8 for four countries in Africa in basic education, as well
9 as Yemen and Honduras and elsewhere in the world. The
10 four countries in Africa are Ethiopia, Liberia, Ghana,
11 and Mali. There also is an increase in our budget
12 request of \$10 million to be part of the President's
13 overall increased request for global climate change. We
14 are particularly going to work with developing countries
15 that aren't part of the major economies process for
16 those that are in the climate change business. That's
17 an attempt to try to get the eight largest growing
18 developing countries that would count for greenhouse gas
19 emissions to work with the OECD countries to come up
20 with a voluntary program for really working hard to
21 reduce greenhouse gases, but there are many other
22 countries that are not major emitters of greenhouse
23 gases or major economies that need to have worked on an
24 adaptation and response to climate variability and
25 climate change, and so we're being given a little extra

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1 money for that in FY 09. And finally in FY 09, and this
2 will have some bearing on our ability to improve that
3 agriculture economic growth interface we've been given a
4 small amount of money to work on systemic policy changes
5 especially in Africa where leaders really want to make
6 economic reforms and improve their doing business
7 profile that's tracked by the World Bank. We hope to
8 make some strides through this additional funding in
9 registering property, in gaining access to credit and in
10 trading across borders. Many African countries are
11 land-locked and the barriers to trade across borders and
12 then getting out into the global economy are significant
13 in many of those places. And most of the products, of
14 course, other than mining and oil most of the products
15 that are exported in the market are in the agriculture
16 sector so this should improve the overall picture there
17 as well. That is the extent of the slides that I
18 brought with me. I again hope this is a lot of
19 information but I hope that it gives you a context or a
20 perspective to consider in any of the further
21 discussions that you have over the state of our budget
22 the resources that we have to do the important things
23 that you want us to do, and I'm happy to try to answer
24 any questions that you have, Mr. Chairman.

25 THE CHAIRMAN: Thank you very much. Questions
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1 from the Board? I think the thing that has impressed me
2 both in my conversations with you and your staff over
3 the last several months has been the impact that
4 earmarks have on constraining other areas of your
5 budget, and again those are congressionally dictated to
6 there's not a lot that can be changed.

7 MS. SCHAFFER: There's an old line in
8 Washington that when the President proposes the Congress
9 disposes, and the President did sign this budget. Now
10 as the Administrator reminds all of us the budgets
11 evolve over the year, and the budget that was presented
12 here today does not include the supplementals, for
13 example. FY 08 money included the supplementals, and
14 the FY 07 did, but those numbers that you see, the
15 reason that bar is shorter for FY 09 is that generally
16 as the year moves on there arises assessments and needs
17 for supplemental budget requests and that changes the
18 picture and that might provide some modicum of relief.
19 And, furthermore, because Congress very often either
20 earmarks or directs or urges us to do more things than
21 we actually if you add them up we have the money for
22 there's an iterative process that the Director of the
23 Foreign Assistance Office engages in with the Congress
24 staff on the Appropriations Committee, and the budget
25 that I described here for EGAT may not be the final

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1 budget that we get but that's the situation we're facing
2 right now is that that process starts forward. Last
3 year people involved in our business will recall that we
4 did not get a final approval for expending FY 08 funds
5 until the middle of August, and the picture changed
6 considerably from the President's initial request, which
7 was the prior February to August of the actual fiscal
8 year in which we were operating, so you can expect to
9 see some changes. I can't predict right now whether
10 they'll be more or less onerous than the situation we're
11 facing now frankly. There are some very good programs
12 that we would like to fund. We've entered agreements
13 with organizations. We think they make a great
14 contribution to agriculture but they just can't be done
15 this year under the constraints that have been so far
16 placed on us. We will be happy to update the Board at
17 the next meeting because I think there will be a lot
18 more clarity about what we're actually able to fund this
19 fiscal year but that's the situation we face at this
20 time.

21 MR. CHRISTENSEN: Allen Christensen. I know
22 this does not impact this budget presentation, which I
23 appreciate, but it seems to me philosophically in the
24 consideration of all of these kinds of things that we
25 should ever bear in mind that humanitarian assistance

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1 ought to be considered as a means to spare life, not as
2 a means of life or becoming a way of life whereas
3 agriculture and economic development becomes a means
4 leading to nutritional and economic self-reliance that
5 is sustained. And I guess I would as a citizen would
6 hope that that kind of a philosophy would override that,
7 and that's one of the reasons why I always push for
8 agricultural development because that enables people to
9 take care of themselves. And we're talking about
10 depending on whose estimate you read somewhere around
11 800 and 900 -- maybe a billion people who are poverty
12 stricken, 75 percent of whom live in the rural areas,
13 for which the first steps in agricultural development
14 are the layout. And we have to step in in these
15 tragedies and spare on it. We don't ever want to create
16 a situation where it becomes an expectation of a way of
17 life for people that we will be able to do that forever.

18 MS. SCHAFER: No argument with you there. Mr.
19 Christensen, you would be more than happy to know that
20 the Secretary and the Administrator would be more than
21 happy to try to shift everyone from the categories of
22 rebuilding, developing, and transforming into full
23 sustaining partners with the United States because they
24 are in fact able to sustain democratically governed
25 states to take care of their people and help reduce

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1 poverty, which is the over arching goal. So the whole
2 purpose of the program that's been laid out here is to
3 try to reach the very goal that you're describing.
4 There are going to be crises in the world and there are
5 going to be unstable situations where the American
6 people are more than happy to step up and help where
7 they can. But as you can see, we have a comprehensive
8 program that hopes to wok us out of any kind of
9 dependence over the long term.

10 THE CHAIRMAN: Do you want to take a question
11 or two from the audience?

12 MS. SCHAFER: I can try.

13 THE CHAIRMAN: Any comments or questions from
14 the audience? We very much appreciate your willingness
15 to come and share this. I like these colored bars.
16 They really help make one -- make it visible, make it
17 understandable, and that's been very helpful.

18 MS. SCHAFER: Thank you very much, Dr. Easter
19 and I'd like to thank Susan Thompson in our agriculture
20 office for working very hard to help me put these
21 together. She's done all the heavy lifting here on the
22 display. And it's a high art form to be able to
23 actually go into the system called the FAC system and
24 pull out this information and display it, so we thank
25 Susan for her contribution today too.

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1 THE CHAIRMAN: Let me also publicly thank you
2 for the other support that we get from your office. We
3 very much appreciate Mr. Thomas' involvement and Dr.
4 Senykoff's assistance, and then other people who come in
5 at various times to help us.

6 MS. SCHAFER: Thank you very much, Dr. Easter.
7 Thank you, Board members.

8 THE CHAIRMAN: Thank you. That does bring us
9 to the end of our morning agenda, and we're indicating
10 that we'll resume at 1:15 with a swearing in of our new
11 Board member, and then we have quite a lot of business
12 to do yet today, so we'll see you back here about 1:15.

13 ***

14 [Off the record]

15 [On the record]

16 ***

17 THE CHAIRMAN: We have a really important
18 piece of business to do, and I'm absolutely delighted
19 that the Administrator for USAID, Ms. Henrietta Fore,
20 has been able to join us today. It's quite a privilege
21 to have her with us. And we're going to do the swearing
22 in of Mr. Barlow back over on this side of the room, the
23 rear of the room. So, H, if you could go in that
24 direction, we'll join you and get this business
25 underway.

1 MS. FORE: Gentlemen of BIFAD, if you would be
2 good enough to come to join me, and I will say a few
3 remarks and then we will do our swearing in. I am
4 delighted to join all of you for the 153rd meeting of the
5 Board for International Food and Agriculture
6 Development, what we affectionately call BIFAD. I
7 understand that you've had a busy morning. I looked at
8 your schedule and feel that you are advising us in areas
9 that are current, that are going to lead us in the
10 future for decades to come. Thank you very much for an
11 interesting discussion over lunch. Since your creation
12 in 1975, BIFAD has provided critical advice and
13 assistance to USAID on agricultural programs and higher
14 education. Through BIFAD, USAID has been able to
15 maintain and strengthen our collaboration and
16 partnerships with the United States land grant
17 community. USAID recognizes the special relationship
18 that we have developed with the higher education
19 community under Title 12, and we welcome the opportunity
20 to work closely with BIFAD and to strengthen its
21 relationship. So on behalf of our entire agency for
22 international development, I want to thank you as a
23 board for your service to USAID and individually for
24 your service to our nation, so thank you. And now I
25 have the pleasure of swearing in our very newest member.

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1 Our newest member is Mr. Harman Howard Barlow, III, of
2 Cave City, Kentucky, but I think that you can imagine
3 that somebody called Henrietta Hoogentobler Holsman [ph]
4 would be proud of somebody who is called H.

5 ***

6 [Swearing in of Mr. Barlow]

7 ***

8 MS. FORE: Let me also take a moment to
9 congratulate Mr. Keith W. Eckel, our other new member of
10 the Board for BIFAD. I was looking forward to swearing
11 in Keith this afternoon but I understand that he was
12 unable to attend but I would like to thank him in
13 absentia for his willingness to serve and to wish him
14 best as he discharges the duties of his new office. May
15 I also just take a moment to acknowledge two
16 reappointments to BIFAD, Mr. William DeLauder as a
17 member. Thank you very much for serving again. And Dr.
18 Robert Easter as our chairman. They have both provided
19 us with outstanding service, and I look forward to
20 continuing collaboration because this group is one that
21 I feel very affectionately toward. They are my
22 advisors. So thank you on behalf of your Administrator.
23 Thank you. Jackie, would you like anything else? All
24 right. We'd like to take a picture then of everyone.

25 ***

1 [Off the record]

2 [On the record]

3

4 THE CHAIRMAN: Back to business here. We have
5 a full agenda for the afternoon, and we need to get down
6 to work. The first issue that we were to discuss this
7 afternoon was to be presented by Jean Horton. Is Jean
8 Horton with us? I don't think so. So we'll move on and
9 perhaps there will be an opportunity later to come back
10 to that. That particular issue just for those in the
11 room concerned a resolution that the Board passed almost
12 18 months ago or something like that concerning
13 contracting and the notion that when a contractor put
14 together subcontractors for a proposal that the Board
15 recommended or asked that there not be a changing of
16 those subcontractors after the proposal was awarded and
17 this was just to be an update on what the status of that
18 is in the procurement process, and I'm going to now
19 startle Dr. Wilson. Are you ready?

20 MR. WILSON: Yes.

21 THE CHAIRMAN: Good. And we heard a bit
22 mentioned this morning about the Title XII report that
23 we're obligated to deliver to Congress, and George
24 Wilson who is here on loan to USAID from North Carolina
25 is involved in preparing that. George, I apologize for

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1 bringing you up abruptly but when you're ready we'll
2 proceed.

3 MR. WILSON: Good afternoon. In 15 minutes we
4 probably can't spend a lot of time talking about the
5 Title XII report to Congress but by now I hope that all
6 of you have been able to pick up the 2006 report to
7 Congress. And you also hopefully have picked up the
8 one-page set of notes which I'll be speaking from, and
9 that will give you an idea of what we hope to
10 accomplish. Just a minute. All right. Mainly I wanted
11 to just quickly review the 2006 report to Congress with
12 you, and then we'll talk a little bit about what we'd
13 like or what we think we'd like to have the 2007 report
14 be. Basically we're going to be following the same
15 format unless comments come from you either now or after
16 this meeting indicate that we really ought to make some
17 changes because mainly our goal is to end up with a
18 useful document, not just for Congress but for BIFAD,
19 for USAID, for the university community. So in March we
20 will be soliciting the inputs from all of the Title XII
21 universities on activities for October 1, 2006 through
22 September 30, 2007. That's the fiscal year 2007. And
23 hopefully the budget tracking system that was mentioned
24 this morning by John will help us to be able to
25 segregate out the activities that are indeed qualifying

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1 for Title XII because you heard Deborah Rubin's report
2 this morning. And generally in last year's report we
3 reported on any activities by Title XII universities
4 that were funded by USAID. I know that's a
5 controversial point but as we walk through the report,
6 and I'm just going to be looking at an outline. You're
7 looking at the report. We started out with an executive
8 summary which I think helps anyone who is looking at it
9 to understand basically what's in the report. And as
10 you go on to the first item which Dr. Demmett brought to
11 our attention as generally misrepresenting the amount of
12 money in agriculture through Title XII universities. On
13 page 5 you see there's a half a billion dollars of funds
14 which are -- certainly they're agriculture but they're
15 not EGAT agriculture. They're not Title XII
16 agriculture. So we will -- John and I haven't talked
17 about this but I think we'll probably find a way around
18 that this year to more accurately represent the
19 contributions of the universities to Congress because
20 like TAG [ph] says Congress looks at that and they say
21 what are you worried about, you got a lot of money. So
22 I think we need to be more precise on that. Now we got
23 feedback from 32 universities and that means that not
24 everybody reported back. We got about 120 activities
25 reported from last year which we considered as qualified

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1 to be included in the report, but if you add up the
2 number of illustrative activities that are included in
3 the report you'll only count I think it's 34 or 35 so it
4 was not intended to be all inclusive. It was intended
5 to be representative or illustrative of the kinds of
6 activities that we're all involved in at the
7 universities. But we broke them down into various
8 categories. One was Title XII programs that support the
9 agency's priorities and initiatives, and the President's
10 initiative to end hunger in Africa. So that was one set
11 of illustrations. And then because so many of the Title
12 XII activities actually end up serving as seed money to
13 encourage others to invest in those programs we talked
14 about a section on leveraging, and again these are
15 illustrative of the partnerships that have brought about
16 additional investments in Title XII or USAID funded
17 programs. Now we also included programs that are really
18 administered through the CGIAR, and these are in --
19 these are funds used -- USAID funds used by CGIAR to
20 partner with Title XII universities for activities, and
21 so we included some of those activities too, again
22 illustrative. We then included long-term training
23 programs both degree and then different degrees, and
24 then institutional capacity building examples and
25 outreach and training, and then pilots on emerging

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1 constraints and then illustrations of activities in the
2 various regions of the world, Africa, Asia, Near East,
3 Europe, Eurasia, and Latin America and the Caribbean.
4 And then the next five years, the CRSP portfolios, in
5 anticipation of the kinds of things that we're talking
6 about developing even now. And then of course the all
7 important BIFAD activities, SPARE activities, and then
8 observations of BIFAD. Now as we look at the 2007, I
9 wanted to point out to you that as you can see in my
10 notes here that the quality and value of this report
11 will really depend solely on the materials that are
12 submitted by the universities. I wish that we could say
13 that we can track them all and we know everything that's
14 going on. It's just not always the case. And so we're
15 going to try to make it as easy as possible to get as
16 much information as possible, and so we're going to try
17 to use a template, an Excel spreadsheet for each
18 activity, one page, one activity. And in that you would
19 have again like we did last year the activity title, the
20 amount of USAID funding for this activity for this
21 fiscal year, and indicate whether you are a prime or a
22 subcontractor or grantee and then the USAID operating
23 unit that supports the work and it may be EGAT
24 agriculture. It may be education. It may be a mission
25 or it may be one of the regional bureaus. And then the

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1 host country partner or partners involved, the activity
2 purpose, the number of people trained reporting by
3 gender because I'll be honest with you, in the report
4 that you're looking at from 2006 we could not include
5 activities which did not specify gender. So this is
6 only a partial list but it's a relative mix of gender, I
7 think, that represented the kinds of activities that
8 were funded. So anything which does not have a general
9 breakdown, we're not going to include this year either.
10 The same for long-term training and short-term training,
11 then in the case of the short term obviously the
12 training is going to involve extension professionals,
13 private sector people, farmers, whoever these people
14 are, they need to be identified. And I don't know that
15 we'll break it down by category so you can just click
16 them off but maybe we will, and this is where you can
17 help me. And then in the funding leverages, USAID
18 funding leverages, we're talking about private sector in
19 the U.S. and in the host countries. We're talking about
20 in-kind support of your institution, and we have many
21 good examples of this this last year, but I think we
22 could do better on that. And then other financial
23 investments of your institution, and you know better
24 than I do what that will be. There may be some other
25 things which come through your institution but they're

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1 not necessarily coming out of the President's office or
2 the provost office or the dean's office. And then of
3 course the results and achievements. I know that a lot
4 of these last year were pretty lengthy and we had to
5 sort through to pick out something that would fit into
6 the report. So we're asking for achievements and
7 impacts, no more than 50 words for each one. Now that's
8 negotiable. You might say, well, we don't need that.
9 We can do that in 25. Well, that would be better. And
10 then of course BIFAD. I propose that we engage BIFAD,
11 the Board, during the preparation, not after the report
12 is done -- and, John, I don't know of any legal thing
13 that says we can't, but as we get a draft prepared
14 hopefully we can have the Board review it with us and
15 help us to refine it rather than saying, well, no, it's
16 ready to go. Now you get to look at it. That would
17 give you a limited amount of time to respond so
18 hopefully we can do that. And then of course the
19 written observations I think will probably -- well, I
20 won't say they'll be better because I liked what you had
21 last year, Bob. But I think you'll have a sense of how
22 to respond or what your observations would be earlier on
23 so there won't be, okay, now we got to digest this.
24 You'll already know what's going on. And of course
25 we're still restricted to a 25-page limit for what we

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1 send forth to Congress. And that may be a good thing
2 but it is what it is. So you've heard Deborah Rubin's
3 report this morning, and I think that I've incorporated
4 some of her comments into this outline that I've given
5 you here. We do have approval from legislative and
6 public affairs from LPA to make changes as we see
7 appropriate so they're amenable to any changes that we
8 might recommend. So usefulness of the content, I put
9 this in as sort of the last thing. This is not a CRSP
10 report. It includes the CRSP but it includes a lot of
11 other activities, and I've included just examples here
12 of the HED and the CGIAR. Now it's your turn. I'd
13 appreciate your feedback on this. Any questions, any
14 comments?

15 MR. DELAUDER: Let me first ask the members of
16 the Board if they have any questions or comments. No
17 one on the Board has any particular comments?

18 UNKNOWN SPEAKER. I don't have any at this
19 point.

20 MR. DELAUDER: Then we'll receive comments
21 from the public.

22 MR. CHOWDHURY: George, you made some very
23 nice comments. Ikbal Chowdhury from Lincoln University,
24 Missouri. Any time we have more breakdown, those
25 breakdowns tell us the real story. So what would be

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1 very helpful because there is a perception, and I would
2 like to commend the agency because most of the agency's
3 RFA and RFP narrative clearly states the agency's
4 concern on the equity and the fairness issues are
5 imbedded in the RFA and RFP documents. But in reality
6 as an -- institution, we face different kinds of
7 circumstances. I'd like to suggest and perhaps
8 recommend for concentration by the Board and the agency
9 that in the volume of business how much volume of
10 business is going to MSI or -- institution. It would be
11 very, very useful. And if you do so, if you see the
12 record, you will see a clear picture of what is
13 happening to the -- institution. Thank you.

14 MR. WILLIAMS: Last year we went out to the
15 universities as our prime thing, and I would like to for
16 a reason that I'll explain -- actually reverse the
17 process and let's look at it from the mission
18 perspective, and gather the parts of the agency and see
19 let's see what they think they're doing with this Title
20 XII. And I say this because strategically BIFAD needs
21 to get ADS to 16 respective and that means there needs
22 to be a person identified in each mission to respond to
23 Title XII. And I think that there's a letter that goes
24 out to them saying please identify who is your
25 responsible officer so that we can collect Title XII

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1 information from the missions is an appropriate approach
2 to this time out. I'm not staying that we want to -- we
3 certainly need to get that other perspective, and I
4 think that we shouldn't just go and follow up exactly
5 how we did it last year because there's a whole lot of
6 strategic opportunity that is being missed when we do
7 that.

8 THE CHAIRMAN: Thank you. Other comments from
9 the floor? Yes, please.

10 MR. THOMAS: This is John Thomas. I'd like to
11 thank the 35 or so universities that responded to
12 George's request. We're trying to make this report as
13 useful as we can to the audience. The audience is
14 Congress. The audience is the Title XII community so
15 everyone who did send in information, thank you very
16 much. We do want to make it easier this year for you to
17 provide the information that we can use because as
18 George said we have 25 pages, and he probably received
19 about 100 pages worth of input and it's hard to narrow
20 that down. Tim, you're absolutely right. We do need to
21 get information from the missions, and we tried --
22 that's what we did in the past before last year when
23 George went directly to the universities, but we didn't
24 get responses from everybody. Now maybe the thing is to
25 do is for the agency to go to each mission and say who

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1 is your designated Title XII officer, who's going to
2 report on university implemented activities. So that
3 might help but we have to give them also very clear
4 instructions on what would be a Title XII activity that
5 would be included in the report. And many of the
6 missions come back and say, well, we got Texas A&M which
7 is implementing -- which is already under a contract
8 with Tobias [ph] and so they send us that kind of
9 information. They send us everything that universities
10 are doing. But I know there's not agreement on what
11 constitutes a Title XII activity, and so I think we have
12 a lot of work that we have to work on together before we
13 go out to the missions to tell them exactly what we want
14 to count as a Title XII activity on this report.

15 THE CHAIRMAN: And Deborah has the answer.

16 MS. RUBIN: No, but I have another idea. One
17 of the things that struck me, John, as you were speaking
18 and as George was talking about the additional
19 information that you received which doesn't fit in the
20 report, the official report, it seems to me that one of
21 the issues has been being able to collect the
22 information on what the universities are doing and
23 making a good narrative out of their examples, and I'm
24 wondering if it would be possible to somehow showcase
25 those additional examples either through the sort of

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1 success story element which is on the USAID web site or
2 simply listing some of that information in some other
3 form on the web site or even having BIFAD do some kind
4 of shadow report as NGOs often do to speak to the same
5 issue as an official report because it seems a shame to
6 collect the information, to go through the work of
7 having the universities provide it and then not having
8 it be able to be shared with the wider community.

9 THE CHAIRMAN: Good suggestion. Please.

10 MR. THOMAS: John Thomas. Another suggestion
11 is if we have a theme for the report, and maybe the
12 theme would be something like what we were discussing at
13 lunch, food price, the rising prices of commodities and
14 inputs, and highlight what the Title XII universities
15 are doing to contribute to solutions to dealing with
16 food price increases and that would be -- each year
17 there could be a highlighting of different development
18 problem and the role of the universities to deal with.

19 THE CHAIRMAN: Any additional comment from the
20 Board? How do we -- our process last year was the
21 report was developed, and then we had an opportunity to
22 comment. Unless something changes that's the way it
23 will proceed this year, is that -- that's okay?

24 MR. THOMAS: Well, George was suggesting that
25 we find a way to share the report before -- maybe we can

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1 try to work that out.

2 MR. WILLIAMS: Tim Williams again. I think
3 that if we do have a thematic approach to it, we need
4 pretty soon to have a list of possible options that can
5 be considered and some indication what might come out
6 underneath a different thematic thing because if we go
7 thematic, we stand the chance of missing some really
8 good stuff. We never might pick on the -- in Indonesia
9 but that might be really important. So if we do have a
10 thematic thing it can't be just something that, well,
11 some person sitting back in USAID says we're going to do
12 this this time because there might be a whole lot of
13 other much better stories.

14 MR. CHRISTENSEN: Allen Christensen. I only
15 have one real reservation about the thematic approach,
16 and that is that when you come to reporting research,
17 research doesn't necessarily get geared up and started
18 quickly in response to an emerging theme which could be
19 seen as an opportunity but could also be viewed as
20 opportunistic, and so I think that if we have approved
21 agendas that bear on the problem long term those are the
22 things that really deserve the focus in the report
23 although there are certain kinds of things I suppose
24 that could be highlighted as an addendum that have been
25 anticipatory and have addressed an emerging issue that

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1 maybe hadn't been foreseen that could get John's
2 suggestion of a theme.

3 THE CHAIRMAN: Very good. Jean Horton has
4 joined us, and if you would come forward, from the
5 Office of Acquisitions and Assistance, and bring us up-
6 to-date on the issue of subcontractors. Thank you very
7 much.

8 MS. HORTON: Good afternoon. Can you hear me?
9 I'm glad to be here, I think. I'll find that out after
10 I finish. If you remember, probably about a year ago I
11 reported out on the key subcontractor clause, and I'm
12 assuming that everyone here knows what that is.

13 THE CHAIRMAN: It might be helpful to just
14 give a background.

15 MS. HORTON: Okay. Why don't I do that. It
16 has been historically a problem, not just at USAID but
17 at other agencies as well. Subcontractors being
18 included in a prime contractor's proposal probably doing
19 significant work, NISH [ph] work, if you will, or other
20 significant portion of the work, and they have been
21 evaluated as a part of the proposal and after the award
22 has been made they didn't receive the work. Sound
23 familiar? Okay. We have been asked if we would try to
24 come up with some means of hopefully eliminating this
25 problem but at least we do see the problem, and so we

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1 decided that we would get together in our office with
2 the policy, general counsels, the Office of Acquisition
3 and Assistance, and come up with some policy that would
4 be trying to, if nothing else, monitor the situation and
5 reduce this type of issue. So we came up with what we
6 call the key subcontractor clause, so let me just tell
7 you what that clause says. The clause says nothing
8 really new that isn't already in federal acquisition
9 regulations. However, there is one portion that is new,
10 and that has to do with if the contractor is going to do
11 the work themselves after they have proposed another
12 organization as a subcontractor. The clause says in the
13 solicitation that the offerer must name their key
14 subcontractor, the contractor that's going to be doing a
15 significant portion of the work or the NISH work for
16 which we are evaluating that proposal and making an
17 award based on the partnership of those organizations
18 doing that work. We're saying to the offerer you must
19 identify that organization by name, tell us what work
20 they're going to perform. We're going to put that
21 information if you get the award in the contract making
22 it a part of the contract so therefore it is a term of
23 the contract. If you choose, Mr. Prime Contractor, to
24 change that you have to come back to the Office of
25 Acquisition and Assistance, talk to the contracting

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1 officer and the technical officer with an explanation as
2 to why you are making that change and how it is going to
3 impact the program. There's nothing new about this in
4 terms of getting a new subcontractor or proposing a
5 subcontractor to do the work. What's new is putting it
6 in the terms of the contract so that it becomes a legal
7 term and thereby binding to the contractor, and the
8 other part that's new is that if the prime contractor
9 decides they're going to do the work then they have to
10 come back and tell us that they're going to do the work.
11 They have to tell us why they're going to do the work as
12 opposed to using the subcontractor that's in their
13 contract, and also tell us the impact on that. So
14 basically that's what the clause says. What have we
15 done so far? Last summer around May or June we issued
16 into the Federal Register and advance notice that we
17 intend to have this kind of a policy. We needed
18 comments, and to be perfectly honest we got one comment,
19 and it was from BIFAD, and the comment was let's not
20 take too long to get this done. Where are we now? We
21 put the clause in two pilots. One of them was a global
22 health solicitation, and that was awarded approximately
23 a year and a half ago. That was the global health
24 logistics and commodities contract. That got awarded
25 without any issues or any problems, and so far according

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1 to the contracting officer there's been no issues
2 associated with the key subcontractor clause. We also
3 put that clause in the DG -- engage RFP, which has not
4 been awarded yet, and a significant problem with it not
5 being awarded yet is the key subcontractor clause. And
6 what was that problem? To give you a summary of what
7 the real problem is, it's around the definition of who
8 or what is a key subcontractor. When my team was
9 sitting and we were developing this clause, we did not
10 want to dictate to industry who their key subcontractors
11 should be so we didn't put any parameters around it, and
12 general counsel was insistent that we shouldn't get
13 involved in the teaming arrangement for private industry
14 organizations. So we didn't put parameters of any kind
15 including percentages of work to be performed by the
16 subcontractor. The global health procurement was not
17 nearly as complex as the DG procurement. The DG
18 procurement probably had, I'm not sure of the numbers, I
19 think it was 10 or 11 different components in the RFP
20 for the work that needed to be done. And as a result of
21 that contractors had various interpretations of who the
22 key subcontractor is to be. Some contractors proposed
23 for each one of those components key subcontractors.
24 Some contractors proposed for the overall solicitation
25 key subcontractors. Some contractors proposed all of

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1 those subcontractors as key subcontractors though they
2 may have been doing only 1 to 4 percent of the work.
3 And a couple contractors didn't propose any of their
4 subcontractor as key subcontractors. I can't talk a
5 whole lot about the details of the DG RFP because it is
6 still an open procurement. It has not been awarded yet.
7 I can tell you we did get a protest. Part of the
8 protest included the key subcontractor issue, and so
9 we're working towards trying to figure out to define
10 what a key subcontractor is in a way that is acceptable
11 to our general counsel's office so that we're not seeing
12 this interfering in the teaming arrangement of private
13 industry. There's a couple of ways to go with that.
14 Okay. One of the ways is to put a percentage on the
15 amount of work that's going to be performed. That's one
16 way. Another way would be to allow the technical
17 officer and the contracting officer -- well, let me step
18 back. Put a percentage on the amount of work that's
19 going to be performed by the subcontractor and have that
20 percentage work across the board regardless to the type
21 of program it is and what office it is. As long as the
22 percentage is there then we, the government, have
23 identified for you that's going to be your key
24 subcontractor. The other way is to look at the programs
25 on a case-by-case basis and have the CTO and the

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1 contracting officer determine based on the type of
2 program it is what percentage of work should be
3 identified as the key subcontractor. Along with that is
4 another issue, and that is under our IQCs, indefinite
5 quantity contracts, we have a provision that talks about
6 major subcontractors, and we say that any major
7 subcontractor or subcontractor that does 20 percent of
8 the work is considered to be major, therefore, we want
9 to evaluate their indirect costs, their proposal, all of
10 that. So there is somewhat of a discrepancy and some
11 confusion between the major subcontractor and the key
12 subcontractor so we have to bring that together as well.
13 That's where we are currently in terms of trying to
14 figure out how to alleviate the interpretation of the
15 clause and what we mean by key subcontractor. Where do
16 we need to go from here outside of clearing up that
17 interpretation? I talked to our policy office to see,
18 okay, what are our next steps once we decide how we're
19 going to define key subcontractor or change the name to
20 major subcontractor, and this is what I was told. We
21 need to go out to the Federal Register with the language
22 that's in the I'm going to call it key subcontractor
23 now, that's in the key subcontractor clause for
24 everybody to look at and comment on. Then we have to
25 deal with the comments. I asked when will we be able to

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1 do that and she said the way it's looking right now it
2 would be later in the calendar year of 2008, possibly
3 not until the first quarter of fiscal year 2009. After
4 that it will take another six months, eight months or
5 nine months to get it through the policy approval
6 process in USAID so we're kind of looking out at a year
7 and a half to two years before it actually becomes a
8 policy in USAID. So that's where I am. Now I guess
9 I'll find out whether I should be glad to be here or
10 not. Any questions?

11 THE CHAIRMAN: Very well done. From the
12 Board?

13 MR. THOMAS: Yes, I have a couple of
14 questions. First of all, thank you for being here and
15 explaining that.

16 MS. HORTON: Sure.

17 MR. THOMAS: I was one of the Board members
18 that had some questions with regards to this, and maybe
19 I didn't fully understand it originally but the original
20 issue was as you laid our prime contractors were listing
21 key subcontractors I guess because it's a weighted
22 proposal basically so using their experience and
23 resources hopefully be the winning contractor as a
24 result of that. And then after the award they would
25 substitute without any kind of authorization they would

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1 just substitute a different key sub.

2 MS. HORTON: Well, they would substitute a sub
3 that was not -- that had already been approved, yes.
4 The federal acquisition regulations requires any
5 contractor who's going to have a subcontractor to get
6 contracting office's approval. That's what I meant by
7 the part of the key subcontractor clause that's not new.
8 That's not new.

9 MR. THOMAS: Right. Okay. But what we're
10 talking about is a prime contractor is submitting a
11 proposal with key subcontractors for your evaluation to
12 say that's the best team, that's the best value, so
13 we're going to select that contractor.

14 MS. HORTON: Correct.

15 MR. THOMAS: Then once the award is made, they
16 may substitute one or more of the key subcontractors
17 with possibly some other pre-approved subcontractors.

18 MS. HORTON: What we're saying is once the
19 award is made those subcontractors that were a part of
20 that proposal that were accepted and successfully
21 affected the award of that contract will be listed in
22 the contract along with the work that they're going to
23 be doing and become a part of the contract. So if they
24 want to make a change that's a modification to the
25 contract then they have to go through the contracting

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1 officer.

2 MR. THOMAS: Okay. And what you had indicated
3 was that the prime can come back to the contracting
4 officer and request the change and justify why.

5 MS. HORTON: What I'm indicating actually is
6 if they decide that they want to do anything any
7 different than what's been in the contract, they have to
8 come back to the contracting officer.

9 MR. THOMAS: Okay. Does the subcontractor
10 that's being replaced, they were named in the
11 solicitation or in the proposal, they were named in the
12 contract and award, now they're going to be replaced,
13 have they got the opportunity to come in -- is there
14 some consideration on their behalf -- what I'm hearing
15 is that the prime can come in and justify to the
16 contracting officer that I need to replace this key sub
17 because he is consumed otherwise and doesn't have
18 sufficient resources now. Well, is the key sub
19 contacted and said -- is he a part of that process
20 because if he's not the intent here is basically null
21 and void. It's going to serve no purpose.

22 MS. HORTON: Okay. I can appreciate where
23 you're coming from but here's the issue. We don't have
24 a relationship with the subcontractor.

25 MR. THOMAS: I think once you name them in the
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1 contract you do.

2 MS. HORTON: No, we don't. Legally we do not
3 have a contract with the subcontractor. Our contract is
4 with the prime contractor. And this is one of the
5 issues that our general counsel also brought up when we
6 were talking about the language for the clause because
7 we cannot interfere in the relationship between those
8 two organizations. What we can do is look at the work
9 that we need to have performed and the promise that was
10 made to us and our expectation for that promise, and we
11 can look at that. But we can't get involved in the
12 relationship between the prime and the sub. So what
13 will be important for us and particularly for the
14 contracting officer and talking to the technical office
15 is whether or not there is sufficient support that the
16 agency's work and objectives are not at jeopardy for
17 that change to be made, and that's all that we can do.
18 Legally we can't do anything else. I would say this to
19 you though. When this was brought -- I also coordinate
20 the Department of State for USAID. When I took this
21 issue to the Department of State they had no issues with
22 it. They thought it was fine. They felt that it would
23 vindicate them in many instances and they felt that it
24 was appropriate that we identify for them who we think
25 the key subcontractor should be but my general counsel's

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1 office didn't agree with that. So now I have to go back
2 and work through that issue. Otherwise, it would end up
3 like it was with this one procurement that I'm talking
4 about where everyone has a different interpretation, and
5 you can't do an evaluation if you can't compare apples
6 to apples. If you're comparing apples and oranges then
7 the evaluation is flawed so in order to do that everyone
8 needs to have the same understanding of what the
9 government's expectation is.

10 MR. THOMAS: No, I agree with that, and as a
11 prime contractor myself I appreciate that greatly and a
12 key subcontractor in a lot of cases so my only
13 reluctance here is you gained the low ground but you
14 still haven't solved the problem in its entirety because
15 there still is the opportunity for the prime to
16 substitute another key subcontractor without bringing up
17 the original subcontractor in as part of that
18 negotiation.

19 MS. HORTON: Yeah, there is, and unfortunately
20 there's not much I can do about that.

21 MR. DELAUDER: I assume that institutions that
22 are a part of a prime's proposal will know whether or
23 not they've been designated key or not?

24 MS. HORTON: I would hope that you would know
25 if you were designated key or not. Maybe that's a

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1 discussion that I need to have with you all to find out
2 how this happens because you should know -- if you know
3 that you haven't gotten the work and you were being
4 proposed then hopefully you will know that you got the
5 work and if not maybe we need to work through some
6 process whereby we need to have -- normally what happens
7 is there's some kind of -- in the proposal process
8 there's some kind of verification that you have agreed
9 that you're going to do this work, and I would imagine,
10 and I may be wrong, so please tell me if I am, but once
11 the contract has been awarded that you know the contract
12 got awarded. I'm assuming that you know that, and if
13 you don't know that one of the ways that I can help in
14 that manner is for the publication of the contract
15 award. In other words, X, Y, Z contract was awarded to
16 this person or this organization. I mean we should be
17 doing that anyway and so I can help along those lines.

18 MR. DELAUDER: I think that would be important to
19 address that because I'm worried about small
20 institutions that may come in as a part of the contract
21 but their portion of the work may not be sufficient to
22 meet your criteria or a prime's criteria of what is a
23 key contractor. And I worry about those institutions
24 being more vulnerable to being eliminated from the
25 contract, and I would worry about that.

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1 MS. HORTON: Okay. I can tell you right now
2 if they're not identified as the key contractor they
3 won't be listed in the contract. We have to start
4 somewhere.

5 MR. DELAUDER: I think that would be helpful.

6 MS. HORTON: Okay. We have to start somewhere
7 but what I can do is I can insure that I am encouraging,
8 which we should be doing anyway, the publication of who
9 got the award so that that should be public knowledge.

10 MR. RABON: Can they be listed in the proposal
11 as part of the evaluation process and not be listed as a
12 key subcontractor?

13 MS. HORTON: Certainly.

14 MR. RABON: And they will be part of the
15 weighted average if they're not listed as key
16 subcontractors?

17 MS. HORTON: Actually the way I understand it
18 when we were working through this is that during the
19 evaluation what is usually -- what the CTOs or the
20 technical evaluation team is counting on are those
21 contractors that give significant contribution to the
22 work. In other words, if they don't have those
23 subcontractors doing that work they can't meet the
24 government's objective, and basically that's along the
25 lines which I'd like to go along with the definition as

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1 opposed to just the 20 percent but I'd like to add that
2 with it or the 10 percent or whatever they come up with.

3 THE CHAIRMAN: Let's take one comment and then
4 we need to move to our next topic.

5 MR. CHOWDHURY: Ikbal Chowdhury again from
6 Lincoln University, Missouri. We're the nation's oldest
7 historically black land grant institution. And we do
8 participate quite significantly but because we are small
9 most times, not all times, most times, we go as a
10 subcontractor. I thought in the RFP document that we
11 respond to if we had part of an initiative and by an
12 initiative is the general term I'm using contract,
13 application, whatever it is, even if I am playing a
14 minor role the major institution that is serving as the
15 lead, they need an official letter of intent from my
16 institution which we submit, and that becomes a part of
17 the document. Here you are saying we are invisible and
18 you do not even know who we are. I just don't
19 understand.

20 MS. HORTON: I didn't say you were invisible,
21 sir. What I'm saying is that letter of intent is
22 required for the proposal. That's a contracting
23 officer's determination as to whether or not the letter
24 of intent has to come from the key subcontractor or the
25 major subcontractor, if you will. In this case the way

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1 that I can see policy is written it has to come from the
2 major contractor, the major contractor who is identified
3 as doing 20 percent of the work. We've already defined
4 that. That is what we're saying. At the proposal stage
5 we the government are not necessarily asking for a
6 letter of intent from minor subcontractors. And I don't
7 mean minor to take away the value of what it is you are
8 doing. I'm only saying that the people that we have to
9 be concerned with are those that from the perspective
10 that has been presented to the government are necessary
11 in order for the government to reach its objective.
12 That's who we really have to -- that's who we're looking
13 at when we're looking at an evaluation for proposal.
14 We're trying to figure out if that organization isn't
15 there will this prime contractor meet their objective,
16 and that's really how it's presented to us in the
17 proposal. If there is NISH work that is -- it may not
18 be that you're a minor subcontractor. It may be that
19 this work that you're doing is not a major part of the
20 program. Okay. Then we're not asking -- the government
21 is not necessarily asking for a letter of intent. The
22 letter of intent might differ in different
23 solicitations because COs do things differently. That's
24 something that we can address across the board in terms
25 of encouraging COs to be consistent which we're trying

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1 to do already anything. The letter of intent that's
2 required by your prime contractor is not something that
3 is necessarily required by USAID.

4 THE CHAIRMAN: Very good. I think I would
5 like to pause the conversation at this point. Thanks
6 for coming over. We weren't all that bad.

7 MS. HORTON: No. You guys are great actually.

8 THE CHAIRMAN: We'll probably ask you to come
9 back again.

10 MS. HORTON: That's fine. That's fine.

11 THE CHAIRMAN: And bring us up to date. The
12 next topic is one that I think will be of significant
13 interest here.

14 MR. THOMAS: I assume we're going into the
15 part where we're talking about the proposed -- the
16 concept papers. I just want to make a few comments
17 here. We have the CRSP earmarks this year, the \$28
18 million, and this is an opportunity, it gives us an
19 opportunity that we didn't have five months ago because
20 when we were going into looking at our planned budget
21 for this year we didn't know that we could do new
22 activities so we're trying to catch up. And we've
23 developed two concept papers, one on horticulture and
24 one on livestock. And these are a point of discussion.
25 We selected horticulture and livestock because two years

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1 ago we did the portfolio review with BIFAD and we agreed
2 on a list of priority topics for future CRSPs and both
3 of these topics were on that list. And we're trying to
4 develop some activities now that responds to the new
5 challenges that we have since two years ago, and the
6 challenges are as you heard Jackie Schafer talk this
7 morning about the priorities in foreign assistance,
8 priorities going to peace and security, investing in
9 people, humanitarian issues, and less for economic
10 growth, and also changes in the way the funding is
11 shifting to the missions, and the missions are really
12 implementing the activities more than the central
13 bureaus. The central bureaus are supposed to develop
14 the activities that the missions can use. And the third
15 challenge would be our requirement to report to Congress
16 on results, and results yearly. So we're trying to look
17 at ways that we can respond to these challenges with
18 some new CRSP activities. The ongoing CRSP activities,
19 they are doing what was asked and what was expected, and
20 there's no proposals to touch them at all. We're
21 talking about some ways to go forward with some new CRSP
22 activities. So if we are to start these activities this
23 year we have to start a process of discussing what type
24 of activities, what type of management structure, and
25 that's where we are right now. It's a point of we just

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1 developed the concept papers to get feedback and
2 comments, and what we hope to do is our best to
3 incorporate the comments and listen to what you have to
4 say and to make these good activities, make the best
5 activities we can possibly do. And we'll take the time
6 to do that, so that's all I wanted to say. Now I lost
7 Joyce.

8 THE CHAIRMAN: Ray, did you intend to say
9 something at this juncture or come up and make your
10 comments at the end?

11 MR. MILLER: I will...

12 THE CHAIRMAN: Okay. But the title -- I
13 pointed to the task force, so I wanted to be sure you
14 didn't have something prepared. Okay, so, Joyce, if
15 you'll come up.

16 MR. THOMAS: It's all yours, Joyce.

17 MS. TURK: Mr. Chairman and the BIFAD Board,
18 thank you very much for this opportunity and to my
19 colleagues and friends. I would like to begin my
20 presentation at the end. Now we will go back to the
21 near future. We're very aware that climate change has
22 been happening for over some period of time, millions of
23 years really. However, it's impacting us in our
24 lifetime today. Temperatures are warming above the
25 global mean with an average rise by 1.8 degrees

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1 Fahrenheit. Precipitation is either increasing or
2 decreasing with uncertain changes and established
3 patterns and extreme events are occurring, either
4 increasing in frequency and/or intensity as well as
5 occurring in new areas. We are most sensitive to the
6 impacts of climate change but agriculture as a sector is
7 the most vulnerable. Higher temperatures and erratic
8 rainfall patterns are causing changed growing seasons,
9 and this includes range and pasture decline in terms of
10 growth, nutritional quality, and botanical composition.
11 Among the sectoral vulnerabilities one of the most
12 critical is water stress. This is comprised of run off
13 and water supply, decreased water quality, and decreased
14 river flows and other watering points. This is starting
15 to and will result in more conflict in migrations, and
16 also we have flooding in various areas. The decreases
17 in crop and livestock yields are due to reduced soil,
18 moisture evapo transportation and as agricultural or
19 grazing lands are subjected to increased
20 decertification, salinization, erosion, and degradation.
21 Heat stress and the changing patterns in the occurrence
22 of disease vectors will increase the risk of endemic
23 morbidity and mortality for both humans and livestock.
24 And this is where our zoonotic diseases come into play.
25 Livestock contributes 25 to 50 percent of agricultural

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1 GDPs in developing countries and 1.3 billion poor people
2 depend on livestock, and this ranges from two-legged
3 chickens, poultry of all types to your camels out in the
4 desert. Livestock are mentioned in most climate change
5 studies but really only in relation to methane
6 production and basically anything you read about,
7 livestock points to cows and all the methane they're
8 pouring into the universe. But in comparison methane
9 for ruminant digestion contributes only 2.5 percent of
10 total global greenhouse gases whereas wetlands rice
11 production produces 100 million tons of methane annually
12 or 29 percent of annual greenhouse gases, so you tell me
13 which is worse. The indirect or direct climate change
14 impacts are similar on the different livestock
15 production systems. In the extensive system which is
16 the pastoral or grazing land system you have greater
17 aridity, less water, less forage, increased conflicts
18 and increased livestock deaths. In the intensive
19 systems or the factory farming industrial systems, we
20 will find less water available, lower feed crop
21 availability, and this is already happening with our
22 bio-fuel production. We'll find then also the movement
23 of disease pathogens, and in the mixed crop livestock
24 systems we'll find greater stress on natural resources
25 used for livestock, that is feed, water, land, and again

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1 movement of disease pathogens. Our major concerns are
2 the severe budget limitations for USAID's agriculture
3 programs. A change of the U.S. government political
4 focus, that is, transformational diplomacy, the D in AID
5 stands for development that we are now lumped into,
6 diplomacy, development, and defense. And USAID over the
7 past 20 years has lost its critical technical mass of
8 people and particularly in agriculture including
9 livestock. What is our vision? A livestock climate
10 change CRSP will address critical food needs of
11 development countries and USAID will partner with U.S.
12 universities to build its leadership and extensive
13 networks in international livestock capacity. Now we're
14 not asking anyone here to think outside the box.
15 Actually we're giving you a new box to think in.
16 Picture it as a frame, a picture frame. We're giving
17 you the frame within this concept note. And we're
18 asking you put in the livestock and draw the landscape,
19 and it will be different ideas coming from every
20 individual here as to what that picture within that
21 picture frame is going to look like. We all see the
22 world in a different way. The livestock climate change
23 CRSP is a synergistic cross-cutting design focused on
24 public-private sector partnerships and building on the
25 successes of the global livestock CRSP. It will also be

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1 a drive towards goals of the Global Development Commons.
2 The objectives of this CRSP are to research climate
3 change impacts on livestock production systems, to build
4 host country sustainable capacity responsive to climate
5 change impacts on the livestock issues of national and
6 regional importance in our developing countries, and to
7 identify and resolve critical livestock value issues
8 related to climate change impacts. The expected
9 outcomes are to develop and implement methods to adapt
10 livestock production systems to changing climate
11 scenarios, to reduce or eliminate zoonotic disease
12 transmission, improve food safety and marketability of
13 animal source foods, reduce the impact of livestock
14 production on the environment, and to strengthen or
15 build local and national scientific development
16 capacities. The future was then. The future is now.
17 Thank you.

18 THE CHAIRMAN: If you don't mind staying
19 perhaps there's some questions or comments from the
20 Board. Any comments?

21 MR. DELAUDER: I assume that this means that
22 the global livestock CRSP will be replaced by this CRSP
23 that you're talking about?

24 MS. TURK: The global livestock CRSP and grant
25 ends September 30, 2008, this coming year. The next

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1 livestock program is not meant to replace it or
2 substitute for it but to build on its successes.
3 However, we're not going to slice the data in new ways
4 because the contents of every database already built are
5 structured to correspond with insights that are already
6 recognized. We're looking for innovation, creativity.
7 We're looking for a three-dimensional shape or form
8 rather than a series of events where livestock health,
9 environmental health, and human health are synergistic
10 and impact on each other. And health includes resources
11 and nutrition as well as disease. Claimant change
12 impacts all of them, and so what we're looking for is an
13 innovative way of addressing the future, which is now
14 also.

15 THE CHAIRMAN: I think you indicated, Mr.
16 Thomas, that there be an opportunity for comment and
17 then there would be a request for applications. Do you
18 have a time line? Will we have a chance at our next
19 Board meeting to give other consideration to this or is
20 this something that's moving quickly?

21 MR. THOMAS: Well, I would like to see -- we
22 have two weeks for comments, and when we get the
23 comments back, I'd like to see how far we are from where
24 our thinking is to what the views are coming in from the
25 universities. We would like to do this quickly because

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1 it makes sense if we're going to build on the success of
2 the global livestock CRSP to start a new livestock CRSP
3 soon. And if we find that the comments correspond with
4 what we're proposing we can go ahead and develop a more
5 detailed program description with a request for
6 applications and have a review of those. But I think we
7 should be really -- it's always good to have a face-to-
8 face discussion on the comments, and I think the closing
9 date for the comments are March 7. I don't think we can
10 wait until the next BIFAD meeting to have another -- to
11 review those comments at that time, not if we want to
12 obligate the funds this year and have immediate
13 succession on CRSP. So we may have to organize a
14 separate meeting to discuss the comments.

15 MR. CHRISTENSEN: Are we saying that the
16 global livestock CRSP has completed all the work it was
17 established to do, and this then goes beyond that? In
18 other words, the agenda is finished insofar as the
19 perception of what that CRSP was established?

20 MR. THOMAS: Yeah. Correct me if I'm wrong,
21 Joyce. Ted can also chime in. But the global livestock
22 CRSP was a 10-year program and the researchers, the
23 principal investigators, had developed their research
24 proposals to complete their work by September, 2008, so
25 that program should be completed and there wouldn't be a

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1 need to continue the ongoing work.

2 MS. TURK: May I please add a comment though?
3 Unfortunately, Mr. Christensen, thank you for that
4 question, unfortunately the violence, the political
5 violence and the social violence of the civil society in
6 Kenya has impacted a tremendous number of the activities
7 that are occurring in the global livestock CRSP, and
8 very unfortunately we've had to stop those activities
9 due to that violence. People cannot work in the field.
10 They can't go to the field. The scientists cannot go.
11 The students at the universities can't go. The work is
12 basically stopped completely because of political
13 violence and therefore, and therefore it's going to be
14 held back. This program needs the time to complete. It
15 would have done it but something happened.

16 MR. THOMAS: Everything else would have been
17 finished under the CRSP, is that...

18 MS. TURK: A good portion of the activities.
19 And, Tag, you may wish to comment but a good portion of
20 the activities were due to be completed this year but
21 because it is a regionally-developed program, Kenya
22 being a sort of hub with many activities not only in
23 that country but related across the border, they're all
24 being impacted.

25 MR. CHRISTENSEN: One of the problems as a
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1 group of universities gears up to solve some of these
2 kinds of problems, and this is not -- you can use this
3 with this CRSP or with others, and then all of a sudden
4 there's a change in direction or somebody says, well,
5 you know, we've done enough of this, and these very fine
6 groups that have been put together suddenly are in the
7 job market. One of the things that these CRSPs were
8 supposed to do, if I understand them correctly, they
9 were supposed to build the capacity both at the
10 university and internationally, and these stop, start,
11 and go signals if you can make them consistent it's a
12 lot more effective for solving the problems in the long
13 run than the kinds of things that we say, well, this is
14 as ten-year thing. Well, okay. It's a ten-year thing
15 and if everybody understands it's a ten-year thing, and
16 there's no possibility of repetition or extension,
17 that's one thing, but if it's a situation where there
18 was implication that this is going to do on, that's
19 something different.

20 MS. TURK: That's right. Do you have
21 something to say, Tag?

22 MR. DEMMETT: Our project was designed to be a
23 ten-year project, and that's not to say that there
24 aren't a lot of things we've learned and developed along
25 the road in that process that we wouldn't like to

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1 continue but we understand that it's a ten-year program.
2 That said, the points that Joyce brings up, we have a
3 very interesting HIV/AIDS study going on in Eldoret with
4 Moore University that's looking at the effect of meat
5 consumption on the trajectory of anti-retro viral drugs
6 and reaction to -- in the trajectory of the disease.
7 That's with mothers and infants. That's closed down.
8 Eldoret has been one of the centers of that. We have
9 two major projects with Egerton University in Nakuru.
10 That's also -- and you know I had worked with Ron in
11 developing a BIFAD trip that was cancelled. And we
12 don't know when things are going to be starting up again
13 but presently we can't work in the field in Kenya, and
14 we have five projects, five major projects. I mean I
15 accept, and I think all of people accept, that this is a
16 ten-year program we plan to end. We want to end. I
17 would think if we carry on with some of these projects
18 that may be delayed for six months or so that would be
19 terrific. My concern is not so much the fact that we're
20 ending. My concern is that what we do is we, first of
21 all, devote sufficient resources to the livestock which
22 is a major component. The call that went out had a
23 ceiling or a basement -- a minimum number of \$1 million
24 and a maximum number of \$10 million. That means that
25 what was a \$3 million program is now going to be a \$2

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1 million program at max. I don't think that's right, and
2 I think BIFAD should say the livestock sector is a very
3 important sector and deserves to have some attention.
4 And \$3 million a year in today's -- I mean the euro is
5 worth 1.5 dollars today. Our overseas budgets are going
6 down dramatically. And BIFAD has actually -- if you
7 look at the Title XII report there's a paragraph in
8 there in the response by Dr. Easter which basically
9 says, and the agreement was made that CRSP would be
10 funded at \$3 million a piece, and that's really the
11 minimum amount you have to have a substantial program
12 and to get a lot of buy-in and be at least sufficiently
13 active in these regions to be a player so I'm concerned
14 more about that, and I'm also concerned as I spoke
15 yesterday to SPARE about the model that is used for the
16 organization of CRSP, and I think it would be very good
17 for us to have a discussion with USAID and with BIFAD
18 about the efficiency of different management models in
19 different CRSPs, and we have some rationale as opposed
20 to going -- as the concept paper is now written, we go
21 back to the model we got rid of 12 years ago because it
22 wasn't the model that AID wanted, and it really wasn't a
23 good model. That was the consortium model. And now we
24 are in a position where we've had ten years in the
25 global livestock CRSP of a model that other CRSPs have

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1 as well that is a competitive model that has an ME, that
2 invested in planning, and I think we have very good
3 programs and I would suggest that if we supplied BIFAD
4 with information about the work that we've done, I think
5 we could compete frankly as a program with any program
6 that AID has in terms of research and outreach and
7 generating new knowledge. So my appeal would be, one,
8 let's follow the guidelines, agreed upon guidelines, for
9 funding, and, two, let's have a serious look at how
10 CRSPs are managed and figure out what's the best
11 management model. Thank you.

12 THE CHAIRMAN: Let me suggest that we move now
13 to the other CRSP, the horticulture. Is our speaker
14 here, John, for that? Yes, sir. And this is the
15 proposed CRSP for horticulture. There's a concept paper
16 out.

17 MR. LEE: Before I start, yesterday at the
18 SPARE meeting a number of people they have not seen the
19 actual paper, and so I brought a few copies for those
20 who may want to see it. I put them over here.

21 THE CHAIRMAN: And you're Jeffrey Lee,
22 correct?

23 MR. LEE: Yes.

24 THE CHAIRMAN: I didn't want to have you go on
25 un-introduced.

1 MR. LEE: Before I start, I want to say thank
2 you very much to the BIFAD Board for allowing me to come
3 and present this paper to discuss with you some of the
4 thinking that went into the paper, and why we made some
5 of the choices we made in developing this paper. To the
6 larger audience, what a group of people I'm standing in
7 front of, but I feel honored to be here with you and I
8 hope that what I will share with you over the next few
9 minutes will clarify some of the issues that have been
10 raised. In 2006, I believe it was, a group of
11 universities and research institutions were charged by
12 USAID to do an assessment of the horticulture sector.
13 That assessment was very thorough. It took almost 18
14 months to complete, and at the end of it we presented in
15 I believe it was July or August of 2006 -- 2005, I'm
16 sorry, a very broad audience the findings of that paper.
17 University of California-Davis was involved, the
18 University of Hawaii was involved, Purdue was involved,
19 I believe ADRDC was involved, and a number of others.
20 From that time to now, the office of agriculture has
21 been trying to decide how to approach what is in fact a
22 very complicated sector, a very complicated subject, one
23 that is not concentrated on single commodities, but a
24 collection of commodities that need special attention
25 and special kinds of assistance to make a goal of

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1 improving the horticulture sector. We took a lot of
2 that into consideration as we began to talk to different
3 people, and we've come up with this -- we looked very
4 closely at the assessment that was done and we
5 identified of the eight areas that they decided we
6 needed to concentrate on, three actually that were areas
7 that we felt we had a comparative advantage working with
8 out Title XII universities to address and to support the
9 things that we thought were important to go forward.
10 There were few constraints that we noticed. One was
11 much of what our Assistant Administrator talked about
12 this morning, budget. Another was staffing. Another
13 was the fact that because there were a number of other
14 institutions that are doing parts of the eight or so
15 subjects or issues that were discussed in the
16 assessment, we felt we could better use our resources in
17 the four or three areas that we have identified in the
18 paper. Just to refresh your memories the eight or so
19 areas that were discussed as being important that we
20 should be looking at are the following. Now that I'm
21 looking for them I can't find them, but one was, for
22 example, market systems. Another was research in the
23 germ plasm, I believe. And let me get them so I don't
24 misspeak and so that we can move forward. The
25 constraints that were identified were market systems,

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1 post harvest systems and food security, genetic resource
2 conservation and development, sustainable production
3 systems and natural management capacity building,
4 enabling environment, gender equity, nutrition, and
5 human health. These we understand are very important
6 and in many of the comments that we have received from
7 you after we sent the paper out for comment, many of you
8 mentioned the fact that, well, this program would not
9 really do very well unless we were allowed to do some of
10 those other things that have been identified. We
11 recognize that, and we recognize that genetic resource
12 conservation development, for example, is very important
13 but we also recognize given the constraints that we have
14 both in finance and in staffing that we do not have the
15 capacity to manage that. We also recognize that there
16 are a number of other institutions that are doing that
17 kind of work and as you read through the paper a major
18 focus of this paper is to try to get differing groups to
19 work together. Where we do not have the strength to do
20 it individually maybe some sort of -- maybe the wrong
21 word is consortium but maybe a partnership of folks who
22 can do that that are pulled from the various
23 institutions that can do some of this work would help us
24 to reach our goals. Another point that was made was
25 that, well, you know, this is not really a research

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1 program. Well, you may be right. In fact, it may not
2 be a traditional CRSP research paper. In fact, we are
3 suggesting that it is really not, it is a new way of
4 looking at how we do research. What can we do given our
5 resource constraints that would allow us to have an
6 impact at improving livelihoods, what can we do to
7 support a point that our Assistant Administrator talked
8 about, the support that we must provide to our missions
9 overseas. How do we look at their programs in
10 agriculture that are based on agricultural programs that
11 are looking at market access and improving opportunities
12 for regional, domestic, and international trade, how do
13 we get some research done that supports them that allows
14 for those communities and those groups of people to
15 actually begin to sell their products and begin to
16 improve their livelihoods. And so, yes, you're
17 absolutely correct. The program has not been designed
18 based on the old systems of the horticultural programs.
19 It is an opportunity, we hope, to look at something a
20 little bit broader to allow us to take the information
21 that we have collected both from work that you already
22 have been doing, work that other AID programs have been
23 doing like our PFID [ph] programs and try to match the
24 strengths of our university academic agricultural
25 university systems to meet and address the challenges

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1 that we have today. Those challenges, as I've
2 mentioned, will help us to deal with reduction in
3 marketing of horticulture products in a vertically
4 integrated system. Those programs -- that relationship
5 will allow us to create mechanisms for program
6 coordination, knowledge sharing, and adaptive research.
7 Those programs will also help us build public-private
8 partnerships that will be critical enough to the
9 equitable development of horticulture enterprises.
10 These are the areas that AID today is faced with trying
11 to address, and we hope that you will help us to be able
12 to craft this paper and craft this effort so that we can
13 do that. I'd like to also mention there was a comment
14 made about what is in it for the United States. Well,
15 this gray hair on me would suggest that I've been around
16 a little bit, and I can remember when we did -- I think
17 Dr. Christensen was talking about long-term academic
18 training programs. We spent enormous amounts of monies
19 in the 60s and the 70s and early part of the 80s
20 bringing people from all walks of life, all countries
21 around the world giving them Master's and PhD programs
22 with the hope that we would send them back and they
23 would then participate in building the capacities in
24 their own countries. Well, we were partially successful
25 in that. We were not totally successful in that. It

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1 would suggest that of ten students that came to the
2 United States probably only four went back. The other
3 six stayed here in the states or became involved in our
4 university system to our benefit, thank you very much,
5 but not too much to their benefit, and so this program,
6 we are suggesting, would allow us to focus on
7 strengthening the capacity of partner universities,
8 partner institutions that we work with through this CRSP
9 to strengthen their capacity to sort of help level the
10 playing field so that people or scientists on both sides
11 of the Atlantic that are involved in this program will
12 benefit. That is not to say that America will not
13 benefit. We will be able to have university students
14 coming from all corners of the world where we see a need
15 for this kind of horticulture intervention come to the
16 United States, do some of their course work, but insures
17 or hopefully will insure that the actual research they
18 do will be done in their country with an advisor from
19 one or more of the universities that are part of this
20 horticulture effort. I believe also that it would be
21 useful to mention at this time that there was a time,
22 and many of you will remember, where we had American
23 universities of, American University of Beirut, American
24 University of Cairo. I'm sure there were American
25 universities in other parts of the world. I know those

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1 two. I don't know of the others. But surely those
2 capacities are still there, and part of what this
3 program is going to try to do is tie into all of these
4 friends, all of these relationships, relationships that
5 you already have with various universities abroad to see
6 if a particular horticulture research issue, whether it
7 is an agronomic research issue or whether it is a
8 business issue or whether it is an agricultural value
9 change issue. If there's a horticulture research topic
10 that can be developed to address that issue that is
11 decided by a relationship and a discussion between the
12 host country, agriculture ministries, or agricultural
13 institutions and our group, whether you call it a
14 consortium or whether you call it a group of
15 universities or a partnership amongst our universities.
16 These parties will get together, hopefully be able to
17 define what the research topic will be. If it turns out
18 that the research topic should be something that is what
19 I like to call basic university research which is
20 laboratory trials or various kinds of other kinds of
21 horticultural science research then so be it, but if the
22 real issue and the real interest is trying to support
23 the value chain, improve the efficiency of the value
24 chain, improve the policy environment to allow for
25 private sector horticultural interpreters and processors

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1 to better enter the market more effectively then that is
2 also -- that I submit is also research. I also believe
3 that we can do research on post harvest issues. We can
4 research on food safety issues. There are a number of
5 research topics that we can come together on to actually
6 allow for this program although not in the typical sense
7 of the kinds of CRSP programs that you have now would
8 allow us to be a bit more responsive to some of the
9 issues that we are trying to deal with in USAID. I hope
10 that I have been clear. I'm a little nervous. I got
11 all this power in front of me so you'll have to forgive
12 me but this is really where we're trying to go. We are
13 very happy for the work that you all have done in the
14 past. We hope to continue that work. We think that you
15 have an awful lot to offer us in terms of what is the
16 best way to go about doing this. We want to try to
17 involve as many land grant universities and Title XII
18 institutions that we have so that we can get the best
19 kind of horticulture research program. Thank you very
20 much.

21 THE CHAIRMAN: Thank you. Questions from the
22 Board?

23 MR. DELAUDER: Bill DeLauder. So it's your
24 understanding then and your belief that the CRSP you
25 have described and communicated does meet the spirit of

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1 the CRSP guidelines in terms of what is expected of a
2 typical CRSP since it is called a collaborative research
3 support program?

4 MR. LEE: Dr. DeLauder, yes and no, and that
5 is the dichotomy that we find ourselves in. In the
6 strict sense of the guidelines that are defined for
7 CRSP, the current CRSP family of programs, no, it does
8 not fit that. What I am suggesting is that given the
9 other constraints that you've heard us speak about today
10 from the ID side that there may be an opportunity for
11 some latitude to allow us to still get to where we're
12 trying to go but open it up a little bit to make it not
13 as confining to just horticulture departments and
14 universities but looking at horticulture and business,
15 horticulture and relationships that will allow us to
16 support what we're trying to do in the field which is to
17 support or agricultural economic growth programs that
18 are trying to use horticulture as an engine for growth.

19 MR. DELAUDER: Yeah, I understand there are a
20 number of issues that you would like to get some help
21 with and some assistance. The question that was
22 stressed was the way to approach getting solutions to
23 those. That's why I guess I raised the issue.

24 MR. LEE: Well, what was said...

25 MR. DELAUDER: If there was some other

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1 mechanism that could be used to address that and still
2 have a focus more on research.

3 MR. LEE: What we found today was that our
4 resources are tied almost exclusively to the CRSP
5 earmark, and so we come to you with the biggest part of
6 money and say is there some latitude, is there some
7 opportunity for us to discuss because failing to be able
8 to figure out a way to work through the CRSP to do this,
9 other monies to be able to do something is very
10 important to our missions and also to strengthening our
11 relationship with our university colleagues is limited.

12 MR. CHRISTENSEN: One of the things I suppose
13 as I read this and particularly the comments I've heard
14 from the university community is there is concern over
15 the marketing aspect. I must say at the outset that I'm
16 not so worried about the fact that there's a need to
17 look at marketing. It doesn't necessary fit biological
18 research but it doesn't necessarily mean that it's not
19 really significant either. In fact, as we start to
20 improve local production in the less developed
21 countries, we are going to have to give more attention
22 to some sort of an orderly marketing situation or the
23 peaks and valleys of production and consumption will
24 cause all kinds of grief for those local economies.
25 Maybe what we're not as used to as colleges of

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1 agriculture is reaching out to our colleagues who could
2 maybe be drawn into the agri-business net to make a
3 substantial contribution in that regard, and that's
4 maybe where we have to think a little differently.

5 MR. LEE: I really do appreciate that comment
6 because that is exactly the kind of relationships and
7 interrelationships I would hope that would come to the
8 table to deal with this.

9 THE CHAIRMAN: Other comments from the Board?
10 Let's take a couple from the floor, then we need to move
11 to our next presentation. Yes, sir.

12 MR. YO-AY: I'm John Yo-ay from the University
13 of Nebraska with the sorghum millet CRSP. You mentioned
14 gray hair. I wish I had as much black hair as you have.
15 However, over the years as I've been working with the
16 CRSP program there's a couple of indications you made
17 about impacts back to U.S. agriculture implying that the
18 benefits have been back to the U.S. land grant
19 community. Maybe from the training that we've done of
20 students who -- 60 percent of the students who decide to
21 stay here and do something else. I think that's a bit
22 misleading with the CRSP programs. I think if you
23 really understood the training that the CRSP programs
24 have done over the years and our program, the sorghum
25 millet CRSP, has trained over 1,100 students to MS and

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1 PhD degrees over a 28-year period of time. I would
2 guess, and this is true with other CRSPs, between 85 to
3 90 percent of our students go home. If you would
4 evaluate the sorghum millet research in the developing
5 world and Africa, you can look at the countries of Mali
6 and look at the country of Niger and Zambia in Southern
7 Africa and realize that these are some of the
8 outstanding organizations now who conduct research. We
9 had a review panel which indicated that the sorghum
10 breeding program, for instance, in Mali in West Africa
11 was one of the outstanding sorghum breeding programs in
12 the world today. And then if you want to talk about
13 reverse benefits, and this is something I think that one
14 of the issues that was made about reverse benefits back
15 to U.S. agriculture, as an example the cost of the CRSP
16 programs, germ plasm, which was achieved, obtained
17 through collaboration with host country collaborators,
18 introduced bio type E resistance to green bug and grain
19 sorghum and back in the mid-90s we had an impact
20 evaluation of that which indicated that there was a
21 social welfare benefit back to U.S. agriculture of \$325
22 million a year to that characteristic. Those are the
23 kind of reverse benefits we talk about, not about the
24 training which comes back to staff universities or
25 anything like that. So I think I'd like to just raise

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1 that as an issue.

2 MR. LEE: Thank you very much, Dr. Yo-ay. I
3 am very familiar with many of the wonderful successes
4 we've had. I was not trying to belittle that or speak
5 down to that. In fact, I am very familiar with them. I
6 was involved with SAFRAD [ph] and a number of other
7 things, so I am aware. I'm also aware that many of the
8 people that are now ministers and senior people across
9 the world that have had an opportunity to come to our
10 country and get advance degrees are partners and our
11 friends across the waters. That is the kind of ground
12 swell of information and access that we now have and I'm
13 just trying to suggest that given that here we have
14 another opportunity to go to the next step which is how
15 do we help strengthen those markets to allow people to
16 begin to talk to us on a level playing field and be able
17 to interact with us scientist to scientist on research
18 whether it's agronomic research or whether it's business
19 directed research to support market development. That's
20 all I'm saying. Thank you very much.

21 MR. WILLIAMS: I have to be concerned -- I'm
22 Tim Williams from the University of Georgia. I have to
23 be concerned. You talked a whole lot right now and you
24 sort of emphasized research, research, research,
25 research, but at the same time you're saying that this

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1 is not -- you want to essentially contract short-term
2 training and that kind of stuff. That is what we read
3 into that. And I think that perhaps the model that you
4 need to work on is that you have a traditional CRSP to
5 that because if you don't do that you stand a chance of
6 having this sort of challenged and contested within the
7 political arena. But the opportunity to do what you're
8 looking at actually should come from the mission
9 guidelines. These are associate things and where you
10 got that market development opportunity. I think that
11 the shorter term stuff is what the missions like and
12 makes the great logical sense to focus them onto that
13 part of the broad horticulture CRSP program, but the
14 global EGAT part of it should still conform to the CRSP
15 patent and guidelines. I think that's perfectly
16 possible. Most of the CRSP programs have been able to
17 achieve that kind of thing, and we do achieve a whole
18 lot of impact through working with partners that are
19 semi-official partners that do the kinds of things that
20 you do. They do the extension of knowledge and
21 technologies but we don't do the extension. We have
22 this relationship by which we transfer information to
23 them which they use in their extension, and that is how
24 we can I think accommodate your goals and the CRSP
25 university concerns about what constitutes a CRSP.

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1 THE CHAIRMAN: You point to something that is
2 a challenge for the BIFAD and it's the issue of us not
3 being fully aware of the programs that are going on
4 across the spectrum of the agency, and it's difficult to
5 react to a single issue without -- and our role, as we
6 heard this morning, of looking at coordination across
7 different functional areas so yes.

8 MR. PIEDRASANTA: I'm Carlos Piedrasanta from
9 World Vision. I'm currently working for Grant
10 Acquisition and Management for Africa. My question is -
11 - I have read the two papers, the livestock and the
12 horticulture paper. My question is what is the rule
13 for NGOs to be part of the partnership under this
14 framework? I'm asking this because NGOs, we have a lot
15 of presence. We work with farmers associations. We
16 work with all people, people there. And we are, you
17 know, eager to connect more with research to help these
18 people that we work regularly to do a better job. So
19 very simple question.

20 MR. LEE: My response is something that
21 probably Dr. Williams will not agree with but my
22 response is that the theme of our whole program is
23 connectivity, connecting what we're doing with the
24 universities through the CRSP activities with programs
25 that AID is already doing like the PFID programs, with

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1 programs like the food security program that we have
2 ongoing, and a number of other programs. It is -- let
3 me give you a scenario. Let's say, for example, you are
4 working in -- where did you say you were working, sir?

5 MR. PIEDRASANTA: With World Vision.

6 MR. LEE: Okay. Let's say you're working in
7 Kenya. We talked about Kenya earlier. And that there
8 is someone in the Kenya government and the Kenya private
9 sector that's interested in accessing new markets for
10 green beans. Okay. A horticulture product. The
11 vision that we have through this program is that the
12 relationship between the CRSP lead university and the
13 ministry of agriculture in Kenya and the private sector
14 involved in the export of green beans, okay, and any
15 number of other NGOs that work along the value chain to
16 take beans from the field to the market would come
17 together and say, okay, we have this issue. Okay.
18 Green beans is a very important piece in our economic
19 growth activity as it relates to agriculture, and so we
20 need some assistance. Okay. We would then sit with our
21 colleagues from the CRSP, sit down and see is there a
22 research topic we need to look at, are we using the
23 right variety, do we need to know something about
24 resistance to whatever, whatever, or is the issue a
25 marketing issue, and should we be talking to the

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1 business school at one of the universities involved in
2 this partnership of universities that is better suited
3 to deal with green beans. Okay. And we would like to
4 take those folks, put them together, sit them down and
5 say, okay, here is the strategy we need to follow to
6 help this group of farmers of this cooperative or
7 association of green bean farmers to do a better job of
8 getting their beans ready for the marketplace. It is
9 that kind of thing that we would like to use. Okay. It
10 allows us to do research on agronomic issues in
11 horticulture. It allows us to identify and do research
12 on the market, on packaging, on food safety, on food
13 security, on a whole number of issues that are related
14 to getting that product to the market. Okay. The
15 reverse benefits to that are maybe there's this person
16 who's in the Department of Agriculture in Kenya who's
17 looking for a graduate program to improve some aspect of
18 that. We say, okay, well, you can come back to the
19 United States. You can do a university program, do your
20 course work in university of X here in the United States
21 but go back to Kenya and do your graduate research.
22 That is the kind of innovation we're trying to look for
23 in this, just doing -- I don't want to say just because
24 that's wrong too but we want to try to expand what the
25 CRSP model has been in the past because we are facing

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1 new challenges, new challenges that are related to
2 resource limitations, challenges that are related to a
3 market overseas that is trying to find new access in our
4 market and also we're trying to find partners that we
5 can relate to across the ocean that can help us not only
6 in agriculture but maybe in other things, so those are
7 the kinds of benefits we see that would be very useful
8 and we think that this could be a model that would help
9 us get there.

10 THE CHAIRMAN: With apologies to Dr. Williams,
11 I think I'd like to draw this conversation to a close,
12 but I would remind you that we will be continuing this
13 conversation about the horticulture CRSP after the close
14 of the official BIFAD meeting. Dr. Christensen will be
15 facilitating that conversation so I'm sure we can
16 continue the discussion. Thank you very much.

17 MR. LEE: BIFAD Board, thank you very much for
18 this time at the podium.

19 THE CHAIRMAN: Thank you. Back in November
20 the BIFAD asked Ray Miller to chair a task force to look
21 at CRSP management issues, and Dr. Miller, University of
22 Maryland, Director, International Agricultural, is
23 prepared to report on his findings to date.

24 MR. MILLER: Thank you, Mr. Chairman. When
25 Bob and I first talked about this he really asked this

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1 committee to deal with two issues. One are -- one deals
2 with the issues that there are with CRSP, largely
3 between the CRSPs and AID and the management
4 organization of the CRSP. And the reasoning for this
5 was that we seem to spend a disproportionate amount of
6 out time dealing with some operational issues that have
7 been talked about and in many cases have been decided as
8 to how they are going to be handled and yet it doesn't
9 seem to happen that way, and that we need to get beyond
10 those kind of things because we need to be working
11 together and moving down the road rather than staying in
12 these ruts that we're in. And at the time we talked
13 about this the concept papers and the earmark hadn't
14 really hit the table yet so the first part of this I'm
15 going to talk about the issues and how we might deal
16 with those, and then at the end if it's all right,
17 Chairman, I would like to come back and make some
18 suggestions as to how we deal with the latter issues
19 that we've been hearing about so much now in terms of
20 the earmarks and concept papers and RFAs and so on
21 because I think there is a way we can deal with these.
22 So the chairman asked me if I could chair this to look
23 at the issues that have been out there revolving largely
24 around CRSP, not totally, to appoint a committee as I
25 saw fit to deal with this and then to report back to

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1 BIFAD as to what has been identified and how we might
2 deal with those things. And so what has happened is
3 that I went through old minutes of BIFAD, other reports
4 that I've had access to, and tried to identify a number
5 of issues that seemed to be there on a fairly continuing
6 basis or there had been recommendations or actions taken
7 as to who different issues were to be dealt with. We've
8 only back five years. I think the first one I cite is
9 2003, but I would suggest that if you would go as far
10 back as the Swindell [ph] report that is 20 years old,
11 something like that, many of the same issues that I'm
12 going to identify were identified in that report, and
13 they're still here, and so I would suggest that we've
14 got a number of very real -- knowing that's there that
15 we need to get rid of so we can move on. The committee
16 that has been working on this are made up of Dave
17 Sammons [ph] from the University of Florida, Sue Schram
18 [ph] from ACIDI Boca who is the newest member of SPARE,
19 John Rifenbark from EGAT, Ray, who is a CTO from EGAT,
20 and myself from the University of Maryland. So these
21 issues with the backup documents was circulated to the
22 committee members. I have talked to all but one of the
23 committee members ahead of time trying to explain what
24 we were doing or what we were going to try to do, and
25 then we had a conference call to discuss these, and then

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1 out of that came this report after I had gotten feedback
2 from the committee members. And these are really in two
3 groups, if you will. The first one deals specifically
4 with SPARE because there had been a number of what I
5 call business practices that have been an issue for some
6 time with how SPARE has or has not operated. The first
7 of that is business practices and it really revolves
8 around minutes, agendas, and timely notices because
9 those have not gone out on time. In many cases the
10 minutes have been at best very late in getting out and
11 so it's very hard to track what has or hasn't happened.
12 Hopefully this has been rectified now as we've had a
13 change in the secretariat of this, and I look forward to
14 these issues disappearing. If you go back in time with
15 SPARE you'll find that the appointment of members of
16 SPARE has been an issue. It's not as bad this time as
17 we've had a number of members either leaving or their
18 term is up. The new member from the private side has
19 been appointed. John tells us that they have identified
20 somebody in AID who will be coming on on SPARE so
21 hopefully that one is not going to be a problem now.
22 And then maybe the biggest of them is what are the
23 responsibilities of SPARE. And as the chairman has
24 said, there has not been enough dialogue between SPARE
25 and BIFAD to really understand how SPARE should be

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1 working to really provide BIFAD with the material they
2 need. So our recommendation for that is that BIFAD
3 review the composition and responsibilities of SPARE,
4 and if appropriate revise its charter to clarify its
5 responsibilities and procedures, and this review should
6 include the structure with a goal of making sure that
7 SPARE is functional in terms of BIFAD. Now I'd like to
8 go on to the CRSP aid administrative and/or operational
9 issues, and there's a number of these. I think there's,
10 I don't know, a number of them. The first one that's
11 been out there for a long, long while is the lack of
12 CRSP guidelines. And I need to explain something. What
13 I've given the Board is not only a list of these issues
14 with a brief explanation of it but then I have given
15 them the copies of the specific pages of the minutes or
16 the documents that these issues are pulled from. And
17 the sentence or the clause that is important has been
18 underlined so they don't have to read a whole bunch of
19 stuff. They can go and find these. So everything I'm
20 talking about is referenced back, and I'm not going to
21 take time to say meeting 146, page 2, and so on because
22 it's in the material they got there. The guidelines
23 were first developed in 1985 and revised in '89 and
24 those have been the approved guidelines. They were
25 revised and a revised set of guidelines did go forward

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1 in 2000, and as far as we can tell it was never signed
2 by the Administrator. In 2004 there was a lot of time
3 spent by both the universities and AID revising them
4 again. BIFAD did approve those in 2006 but they never
5 did go forward to the Administrator. And so as best we
6 can tell the only approved guidelines are the ones from
7 '85, '89, even though in the recent RFAs that went
8 forward from AID they did refer to the 2005 guidelines.
9 I think it's important to point out that they are
10 guidelines. I think it's very important that they stay
11 as guidelines because that is really what's given the
12 CRSP a lot of flexibility to be innovative and do things
13 in different ways as the need arose. And so I would
14 think it would be a mistake to make them mandatory so we
15 recommend that the guidelines should be revised taking
16 into account the changes that have been in not only the
17 AID practices but the foreign assistance framework, and
18 that those should be revised and brought back to BIFAD
19 for your October meeting. Now that's a pretty tight
20 time line. But I really think it needs to be done
21 because this one needs to get off the table. The next
22 issue, and you've heard some about this today, is ADS
23 216, which ADS is really operational procedures for AID,
24 and this one deals with how AID is supposed to operate
25 or function and collaborate with the universities.

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1 There's been a lot of concern that AID in general has
2 not followed these guidelines. Our recommendation I
3 think maybe has already been answered today. The
4 recommendation was that BIFAD should determine the
5 status of ADS 216. If it is in the process of or if it
6 is to be revised, it should be done in consultation with
7 the Title XII universities. And you heard earlier today
8 John said that it is in the revision process, and that
9 BIFAD would have a chance to have input into that so
10 hopefully that one is coming off the table and all we
11 have to do is convince AID now to follow it. The next
12 issue was the release of RFAs and the overlap of ME if
13 it's a continuing program. If you go back and you look
14 at material -- as a matter of fact, three years ago this
15 month EGAT made a presentation to BIFAD and they stated
16 at that time that there would be one year allowed
17 between an RFA release and the end of a current CRSP
18 program. And in addition if it was the same -- pardon
19 me, a different ME that was selected there would be at
20 least six months overlap so that there could be a
21 continuity and a shifting of responsibilities and if any
22 program should be continued there would be a chance of
23 doing that. And of course you heard a lot of discussion
24 today that the time lines that are being talked about
25 don't even come close to these kinds of things. I'll

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1 come back to that after I finish the presentation
2 because I think there is a way we can deal with that.
3 So the fourth recommendation is that the agreed-upon
4 procedures be followed for new or continuing CRSP and
5 that if there is not adequate time for a proper process
6 for continuing CRSP that a funded extension be
7 implemented. The next issue is the review of RFAs and
8 scopes of work for CRSPs. At Board meeting 146 BIFAD
9 recommended or requested that BIFAD have input on RFAs
10 early in the process of development. Now we're really
11 talking -- I think everybody knows what CRSPs are,
12 collaborative research support programs. And what we're
13 really talking now about is the collaborative part of
14 this. If these are really doing what they should be, I
15 would submit there should be collaboration all the way
16 through the process, the development and discussion of
17 what could or should go on, what are the chances, what
18 are the important things, is this a topic that really is
19 researchable and so on. That has not happened at least
20 in many cases. Similarly, STARE was to be involved in
21 the development of the scopes of work for the reviews of
22 these CRSPs. And, for example, when the IBM and the
23 SANDRAM CRSPs were issued there was a lot of discussion
24 about not only the process but it was also agreed that
25 when the SANDRAM and IBM CRSPs were reviewed there was a

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1 specific issue in each case that was to be addressed. I
2 don't know, and I haven't talked to any of the people on
3 SPARE at least that know whether or not those are or
4 aren't in the scope of work, and yet it was agreed to by
5 both BIFAD and AID that those are questions that should
6 be answered. So our next recommendation is that RFAs
7 and scopes of work should be reviewed by BIFAD or SPARE
8 in all future CRSP activities, and EGAT should explain
9 and justify to BIFAD why this has not happened for CRSP
10 activities over the past three years. The next issue is
11 leader with associate cooperative agreements. About
12 five years ago when they were reissuing the RFAs for the
13 IBM and SANDRAM CRSPs up to that time all the other
14 CRSPs had either been just cooperative agreements or
15 grants, and they proposed that we go with this so-called
16 leader with associate cooperative agreement which was
17 hopefully going to allow missions to have more buy-ins
18 as associates in these CRSPs. When BIFAD agreed to go
19 with this the proposal was that these two would be pilot
20 programs and that the success, the advantages or
21 disadvantages of the LWA would be reviewed to see if it
22 should be used in the future and whether or not you
23 wanted to go that way or go back to the other
24 mechanisms. That has not been done as best we can tell
25 is that you're going forward with LWAs and that there

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1 has not been a review as to the pros and cons of the LWA
2 process. There was very real concern amongst many of
3 the CRSPs and the universities that if LWAs really did
4 work there was the possibility that those buy-ins, I'm
5 calling them buy-ins, associate awards, would be counted
6 towards the core funding or the base part of the CRSP
7 and therefore the overall funding would not really
8 increase. So we recommend that the use of LWAs be
9 evaluated to determine the advantage or disadvantage to
10 the CRSPs and their operations. The next issue is also
11 a very current one, competition for management entities,
12 in other words, the entity that is going to manage the
13 overall CRSP. BIFAD 139, which was five years ago, it
14 was recommended that the competition for the ME be for
15 the ME only and that then after that was awarded the ME
16 would go out with an RFA for participants to run the
17 programs within that CRSP. The primary reason for that,
18 and you heard this a little bit when the livestock was
19 being discussed was that in the past the old way of
20 doing it where the ME and the programs were bid
21 simultaneously, in other words, a one-step process, you
22 had by necessity different universities forming, if you
23 will, a consortium to bid for these, and the ones that
24 didn't win were basically out of the running or
25 participation in them for that first two or three or

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1 five years or whatever it was, or in some cases ten
2 years, and so you weren't getting the best opportunity
3 possible for the best programs to be participants in
4 that CRSP. And so it was recommended, and AID actually
5 stated in one presentation that all future CRSPs would
6 be bid in a one-step process. And so if we're going to
7 follow that, that's what should be happening, and as far
8 as I know there has not been a real evaluation of the
9 pros and cons of the one versus a two-step process. So
10 we recommend that all CRSPs either be continued or new
11 be a two-step process. I think there's just all kinds
12 of advantages in doing that. The next issue is response
13 to in this case a management report. In 2003 there was
14 a report submitted to CRSP entitled defective management
15 for CRSP issues and opportunities. That report contains
16 seven recommendations, six of which were ones that AID
17 should act upon. The other one was a recommendation
18 that the MEs should act on. As best we can tell, only
19 two of those recommendations have been followed. The
20 first was that AID undergo a determination of
21 priorities, research priorities, which they did, and
22 that was reported out and listed or identified the
23 research subject matters that needed to be undertaken,
24 the commodities and so on. The second one that was
25 acted upon was by the universities where it was

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1 recommended the university should follow the
2 recommendations that have been made in the management
3 reports and institute whatever the recommendations were.
4 And as best we can tell, all or at least most of those
5 have been done. The other five recommendations have not
6 been acted upon, and so we recommend that since this
7 report was based upon AID sponsored reviews and the
8 report was commissioned by AID, AID should take action
9 on the other recommendations or give justification to
10 BIFAD as to why they were not followed. Continuing on
11 with the issue of reports and reviews, there have been a
12 large number of reviews, both technical and management
13 of CRSPs over the number of years that they've been in
14 operation. Those reports contain a wealth of
15 information as to what works, what doesn't work as well,
16 what some of the better management practices and
17 organizational practices are and so on. And yet when we
18 start looking for some of those past reviews they are
19 very, very difficult if not impossible to find. In come
20 cases the reviews are still on the individual CRSP web
21 sites but if you don't happen to know about those
22 programs and what not you're going to have trouble
23 finding them. We would suggest that those should be
24 available as part of the AID information system,
25 whatever that might be, and so we recommend that the

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1 review should be available and posted on the development
2 experience clearing house web page. But also that BIFAD
3 and SPARE documents have got the same problem. They
4 need to be made available too. How can AID people or
5 CRSP people benefit from the past if they can't get
6 access to this material that's already been done. It
7 got the real potential of reinventing the wheel all the
8 time. Another issue is, and I'm calling it document
9 availability but actually it goes beyond this, and that
10 is how do people really find out about CRSPs and their
11 successes and so on. And I would submit to you that the
12 Title XII reports have been and should be a very large
13 part of that dissemination of information about CRSPs,
14 and yet in many cases the Title XII reports are either
15 not easily available or they're late in coming out, and
16 we had said in this that the 2005 and 2006 reports don't
17 seem to have been publicly released, and we at least got
18 half of that solved today when we got the 2006 one so
19 hopefully this is coming off the table too, but our
20 recommendation on that was that the Title XII report
21 should be published and released in a very timely
22 manner. Our overall recommendation is that BIFAD should
23 bring these issues to the attention of the AID
24 Administrator and determine why agreed-upon procedures
25 and BIFAD recommendations are not being followed, and

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1 how these deficiencies can be corrected and that the
2 role of BIFAD on these issues should be clarified. The
3 second part of that is that it's urgent that this be
4 done as soon as possible as EGAT is entering into
5 processes different than agreed to with BIFAD or
6 recommended by BIFAD and that could do serious damage to
7 the CRSP and their future success. Now if I may, Mr.
8 Chairman, go on and make a couple of observations and
9 make some suggestions as to how you might deal or make
10 recommendations as to how to deal with the earmarks, the
11 time constraints that we're under and so on. And what
12 I'm going to suggest is if you will a three-phase
13 process simply because there's sort of different
14 categories of doing things. But please, first of all,
15 realize that if you looked at the upper limit that I
16 understand there is in the new CRSP, the ones that have
17 been recently issued, if you look at the upper dollar
18 limit that's in those that in many if not all of them
19 the upper limit is lower than what those CRSPs were
20 receiving in their previous agreement be it a grant or a
21 co-op agreement. For example, you heard about the
22 proposed livestock in there at 10 million for the next
23 five years but before they were receiving, I don't know,
24 2.8 or 3 million or something like that a year. And I
25 would suggest that most of the CRSPs are below the

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1 funding levels that they were three or four years ago,
2 and yet the expectation and the costs have gone up. So
3 I'm going to come back to that. I would also suggest
4 that if you had an opportunity to look at the material
5 that the livestock CRSP handed out yesterday sort of
6 giving some background as to what the livestock CRSP has
7 done, and then if you were to compare that to the
8 concept paper you would find that the livestock CRSP has
9 dealt with most of the issues that are raised in the
10 concept paper. Now you've heard a lot about the earmark
11 and the constraints that AID/EGAT is working under.
12 They're very real. They're very difficult. They're
13 very hard to deal with, the earmarks. You've got the
14 report to Congress. You've got priorities. All of
15 these things have got to be handled. You've got to
16 worry about getting those funds committed because
17 Congress has the great tendency if you don't spend money
18 they withdraw it and you lose it for the next time, and
19 we're all familiar with that. So I would suggest one
20 way of dealing with this, and a suggestion I hope BIFAD
21 will seriously consider, is that you obtain an exception
22 so that all of the existing CRSPs can be funded up to
23 whatever the limit is that they need to, that the
24 livestock CRSP be issued a funded extension so that we
25 don't get this one being shut down before another one

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1 can be developed. This then should allow enough time to
2 back off on the time lines that there is on both the
3 horticulture and the livestock climate change proposal
4 so that it can be truly developed in a collaborative
5 fashion, and that many of the issues, if not all of the
6 issues you've heard about today in both of those, can be
7 thoroughly discussed and talked about and solutions
8 found as to how you deal with these issues, and we can
9 go forward together to develop the strongest CRSP in
10 those two areas as possible. Okay. So that's one part.
11 That's something that could be done essentially right
12 now. The second part is that as you've heard Congress
13 has identified water as an issue that should be dealt
14 with a CRSP type program for, I don't know, three, four
15 or five years now. That a planning grant for a water
16 CRSP be issued, whatever the process for that is because
17 personally I live in the west and we've got enough water
18 problems in the Maryland area let alone what they're
19 like in the west and in the rest of the world, and we
20 need to get ahead of that power crew. We really do.
21 That's the second step. The third step is that the
22 upper limit for the current CRSP be revised upward so
23 that they at least come back to where they were three or
24 four, whatever years ago. I'm not suggesting that they
25 all be uniformly funded because I don't think that's

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1 good management in any case but they do need to be
2 brought back to more realistic levels so that would be
3 the third phase. And if you were to take those on and I
4 think AID would have at least an open mind to look at
5 those to see if this couldn't get us so we get into a
6 more deliberate and collaborative process so we can go
7 forward together so that we can get the kind of programs
8 we really are capable of doing together and that we can
9 form the alliances we need to go forward to show that
10 these things are working and convince Congress and other
11 people that this is a good way to go forward. Thank you
12 very much.

13 THE CHAIRMAN: Thank you. It's obvious that
14 you've done quite a lot of work and your committee, and
15 I certainly do appreciate the very serious way that you
16 took this on quickly and brought us to this point in
17 discussion. I want to open the floor first to the
18 Board, and I might ask the first question of John. The
19 recommendations relative to forward funding, is that
20 within the realm of possibility?

21 MR. THOMAS: Yes. In fact, this is something
22 that I -- this is one of the actions that I discussed
23 yesterday at the STARE meeting. I really appreciate
24 that Ray has come and provided some -- I think some
25 workable suggestions on how to move forward. And it

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1 does require if we do forward fund all of the CRSPs it
2 will require some waivers for our procurement policies,
3 but we'll have to look into that and see how it can be
4 done. I believe it could be done this year. Ray made a
5 number of points and I was most intrigued, Ray, by your
6 comment that the Swindell report 20 years ago raised
7 many of the same questions, issues, and here we are
8 still struggling with them. And there's so many issues,
9 and I think it's important if we're going to address
10 these, and we should, that we prioritize them because we
11 talked about BIFAD staffing issues and a lot of this
12 requires follow up by the BIFAD staff. And so we have
13 to look at which issues we can tackle in the next -- say
14 the next -- before the next -- you have a suggestion to
15 do the CRSP guidelines by October. That's going to
16 require a lot of work, and I think that's one of the
17 priorities. I think another priority that they should
18 work on is looking at the leader with associate awards,
19 have they achieved their objectives? If there haven't
20 been as many mission buy-ins as we wanted, why not?
21 What's the issue? And another priority on your list,
22 Ray, is the CRSP management issues. You know, we should
23 look at all of the alternative ways to manage CRSPs
24 keeping in mind that we still have our challenges, that
25 we have to respond with regards to reporting to Congress

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1 on what's going to be achieved and where we're going to
2 be working and who's going to be benefiting. So if I
3 were to look at this list of issues, I would put those
4 three as the highest priority to focus on. I think
5 funding levels, that's a bigger issue, and we have to
6 take a good look at what we see as our funding
7 projections, and if there's going to be a lower limit
8 for each CRSP what's a reasonable limit and can we with
9 the existing CRSPs we have and the obligations for the
10 next five to eight years, we have to make sure that
11 they're funded including any new activities. So we
12 talked at one point about parity between all of the
13 CRSPs, and the reason right now there's different
14 amounts is because we looked at our funding projections
15 and we realized we couldn't afford to fund a CRSP for
16 five years at a level that we could have funded three
17 years ago. But in terms of your recommendation, and I
18 said this morning -- this afternoon that any new CRSPs
19 we do, we want to do them right and we want to take the
20 time to make sure that we do it in a collaborative way,
21 that we consider all the options, and if it makes sense
22 to forward fund existing CRSPs and then make sure that
23 we have our time to do these designs the best we can
24 then we should do that. I'll do what I can to make that
25 work and that includes you mentioned extending the

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1 global livestock CRSP. Well, the issue in Kenya is
2 really serious in its impact. It's not allowing the
3 CRSP to continue their work. And it's not just in Kenya
4 but it's affecting the regional program. Those are the
5 kind of reasons that extensions are allowed. We
6 wouldn't just say a funded extension because we have to
7 look at the pipelines to see if maybe there's enough
8 funding within the activity. We do have in our plan to
9 -- we have the additional CRSP earmark this year that we
10 would do an assessment for water or water CRSP and look
11 at what are the issues in water, whether it's small
12 scale irrigation or wastewater reuse, clean water for
13 food processing. What are the issues that we would do
14 in a water CRSP, and we're prepared this year, in fact,
15 we've already started working on a scope of work to do
16 an assessment for that. So I think if we went through
17 each of Ray's observations and recommendations we'd find
18 that we probably have made a lot more progress on some
19 of the issues than we think. And so I guess that's all
20 I can comment on right now.

21 MR. CHRISTENSEN: It seems to me that Dr.
22 Miller has given us three recommendations at the end
23 that make patently good sense, and probably could be put
24 in the form of a motion that we could discuss and maybe
25 should be put in the form of a motion that we could

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1 discuss. The one new initiative that's not so new is
2 this water thing and even though money is tight it seems
3 to me given the urgency of that question, and the fact
4 that the Congress has continued to ask for it, that
5 future funding requests might be enhanced and strengthen
6 the likelihood of getting them if we were shown as
7 responsive to what the Congress has asked. And I think
8 that one needs to be moved ahead and the other two
9 adopted too. And I don't know whether you want three
10 separate motions.

11 THE CHAIRMAN: Well, omnibus is popular in
12 this town. Can you construct something that captures
13 this?

14 MR. CHRISTENSEN: I think I can if Dr. Miller
15 would allow me to steal this language and move that we
16 adopt them.

17 THE CHAIRMAN: His recommendations.

18 MR. CHRISTENSEN: His three final
19 recommendations.

20 THE CHAIRMAN: Is there a second to that?

21 UNKNOWN SPEAKER: I second that.

22 THE CHAIRMAN: It's open for discussion.
23 Comments from the floor? Ray, would you mind repeating
24 those just so we're all aware of what we're about to do
25 here? I need to get this into the record as well.

1 MR. MILLER: And I might not have the right
2 technical word from AID's standpoint but obtain a waiver
3 to forward fund the current CRSPs, extend the global
4 livestock CRSP, and if funding is needed make it a
5 funded extension, take the time necessary to have a true
6 collaborative process for the planning of both the
7 livestock and climate change and the horticulture CRSP
8 so that we can go forward with the kind of programs that
9 really are needed and will be successful from both the
10 standpoint of AID and the universities, that a planning
11 grant be issued for a water CRSP, and that the current
12 CRSP be considered for an increase in the upper funding
13 level to bring them at least closer to where they were
14 previously. Something to that effect because -- and
15 John is right. As I said before, I'm not recommending
16 uniform funding because I don't think that's the way you
17 fund any kind of a program, but I think they are under
18 funded for what not only the expectations are but for
19 what the needs are. So I think that needs to be looked
20 at.

21 MR. THOMAS: Maybe I missed the last one about
22 increasing the ceiling levels of the existing CRSPs.
23 That is much more complex.

24 MR. MILLER: That's why it's down there in third.
25 We can do the two while we work on the third one. I'm

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1 trying to do -- as I understand it, if we can get those
2 first two done that takes the pressure off of taking the
3 funds committed for this year and allows more latitude
4 to do things in the next year.

5 MR. THOMAS: Okay. You can make the
6 recommendation but I'm just saying that when we're
7 talking about increasing there's an existing CRSP
8 program that's authorized at a certain amount it's very
9 hard to increase that ceiling without violating
10 competition rules so that one will have to be discussed.

11 MR. DELAUDER: Maybe it might be better then
12 to take that one out and formulate a different motion to
13 address that issue.

14 THE CHAIRMAN: I can live with that, what he
15 said. So we'll address the first two.

16 MR. DELAUDER: Address the first two.

17 THE CHAIRMAN: Divide the question. In other
18 words, we'll divide the question and vote on the first
19 two and then there was a comment about the water
20 planning grant, and you had indicated that there's an
21 assessment already in progress. Are these two in
22 conflict or are they...

23 MR. MILLER: No, support of.

24 THE CHAIRMAN: Support of that. Okay. Let's
25 take some comments from the floor and then we'll vote on

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1 this.

2 MR. DEMMETT: Bob, I don't know if it's gotten
3 more difficult to get your authorization raised but we
4 had our authorization raised at least twice before to
5 allow mission buy-ins. So I don't know, John, have the
6 rules changed?

7 MR. THOMAS: I'm not saying it can't be done.
8 It's more complicated to do. It's much more complex to
9 get a procurement waiver into these ceilings but it can
10 be done.

11 THE CHAIRMAN: Okay. We can talk about that
12 when we get the other motion on the floor. Are we ready
13 to vote on the first motion, the motion that's on the
14 floor?

15 MR. THOMAS: I have one quick question, if I
16 can. If we pass this motion, how do we implement those
17 two recommendations once we pass -- if it passes and it
18 goes forward as a recommendation from BIFAD.

19 THE CHAIRMAN: To the Administrator.

20 MR. THOMAS: Okay. Very good.

21 MR. DELAUDER: Does the third recommendation
22 have two parts?

23 MR. MILLER: No, the third one is increasing
24 that upper limit.

25 THE CHAIRMAN: Let me clarify this for the
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1 record. The first recommendation was to extend the
2 global livestock CRSP. That's correct.

3 MR. MILLER: Forward funding.

4 THE CHAIRMAN: And extend -- with additional
5 funding, if necessary, I think is what you said. And
6 then implicit with that was take time necessary to
7 improve planning for livestock in the horticulture CRSP,
8 and then the planning grant for the water CRSP. I think
9 that was all that we captured in this first motion.
10 Okay. Any further questions?

11 MR. THOMAS: Call the question.

12 THE CHAIRMAN: All in favor, aye. Opposed by
13 nay. Let the record indicate the vote was unanimous in
14 favor of the motion. Do we have another motion relative
15 to the...

16 MR. MILLER: Mr. Chair, before you go on.

17 THE CHAIRMAN: Yes.

18 MR. MILLER: I think John identified off that
19 list of issues two or three that are high priority, and
20 at least the one on the LWA and the ME, one step or two
21 step, become part of the planning for both the livestock
22 and the hort then because they are essential in terms of
23 how you do or don't do those things, so these things
24 have to be measured there too. Maybe that's what you
25 were saying, John, and I agree with that.

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1 THE CHAIRMAN: The floor is open if there's a
2 desire to have a motion in this area.

3 MR. CHRISTENSEN: Well, we didn't formally
4 divide the question but we did divide the question and
5 if it takes a second motion, I would move that the
6 second part of this be on the floor now.

7 THE CHAIRMAN: Okay.

8 UNKNOWN SPEAKER: Second.

9 THE CHAIRMAN: Could you state the motion?

10 MR. CHRISTENSEN: Would you state the motion
11 for me, Dr. Miller?

12 MR. MILLER: That raising the upper limit of
13 the current CRSP be done, is that the right word, anyway
14 so that the current CRSP would come closer to realistic
15 funding levels and to the levels they were in previous
16 grants.

17 MR. CHRISTENSEN: But this does not spell
18 uniformity of awards.

19 MR. MILLER: It does not spell uniformity of
20 award, no.

21 MR. CHRISTENSEN: This term realistic funding
22 levels, what is the realistic funding level? That has
23 to be somehow decided before...

24 MR. MILLER: That's why it was put off so that
25 those things can be talked about and worked through in

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1 the process because I don't -- it's like anything else.
2 If you ask the participants the ceiling is the ceiling
3 whereas if you talk about what is possible it's often
4 very different.

5 MR. CHRISTENSEN: That has to be figured out.

6 MR. MILLER: But again that's the
7 collaborative process or should be.

8 THE CHAIRMAN: Dr. Christensen, was that the
9 motion?

10 MR. CHRISTENSEN: That is the motion.

11 THE CHAIRMAN: And that's what you understood
12 with your second. Is there further discussion, comments
13 from the floor? Dr. Williams.

14 MR. WILLIAMS: Tim Williams, University of
15 Georgia. My reading of the ADS indicates that there can
16 be exceptions to competition and it's just a question of
17 whether USAID wishes to invoke those or not. That is
18 the language that's out there in the ADS for procurement
19 and relating to Title XII that allows this to happen.

20 MR. THOMAS: I know there's -- I got my back
21 to the audience. I know many of my colleagues, CTOs,
22 that have worked on these issues and maybe if they'd
23 like to comment.

24 THE CHAIRMAN: Mr. Rifenburg is approaching
25 the microphone.

1 MR. RIFENBARK: John Rifenbark. I have a
2 different subject.

3 THE CHAIRMAN: Okay. Does anyone from the AID
4 staff want to respond?

5 MR. HEDLAND: Bob Hedland of EGAT/AG. John
6 may send me home after I make this public but one of the
7 things we've been discussing related to how we can use
8 up this earmark this year is to issue EGAT associate
9 awards to the CRSPs on a competitive basis and it allows
10 the funding to go to the existing CRSP, the LWAs but
11 without any need for an increase in ceiling so they can
12 take on extra duties related to the scope of their work
13 and we could use the earmarked money to the existing
14 CRSP and we don't have any issue with raising the
15 ceiling because they all have the ceiling for associate
16 awards that is separate from the core funds.

17 MR. THOMAS: I will not send Bob home because
18 of that remark.

19 THE CHAIRMAN: Other comments on this
20 particular motion before we proceed? Yes.

21 MR. RIFENBARK: John Rifenbark, EGAT/AG. I
22 just want to make sure that we're clear on the
23 difference between a planning grant and a water
24 assessment. As I understand, a planning grant is that's
25 actually a two-step process done by the ME where they

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1 call out for proposals for planning grants for
2 horticulture or for sorghum millet. Then the ME selects
3 among those that have come in with applications the ones
4 that they want to give a planning grant to and so it's
5 very different because you already have an ME
6 established as I understand it whereas an assessment is
7 before there is an ME selected before an RFA is issued.
8 The other thing on budget if we fully fund all the
9 existing CRSPs to their maximum cost right now, their
10 ceiling, we have less money. We don't have enough money
11 to do it so that may not be an issue.

12 MR. THOMAS: Forward funding, it's not
13 necessarily forward funding to the maximum. It's more
14 than one year of...

15 THE CHAIRMAN: Let me just ask the question of
16 our maker of the motion. The term planning grant, do we
17 need to change the motion?

18 MR. RIFENBARK: Would that be an assessment or
19 a planning grant?

20 MR. CHRISTENSEN: We've been talking about
21 doing an assessment.

22 MR. RIFENBARK: Maybe I got the wrong words.

23 MR. CHRISTENSEN: Whatever it is in terms of
24 what the word needs to be, what needs to happen is it
25 needs to move forward so if the language of the motion

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1 needs to be changed, the word needs to be changed to
2 indicate what we want as something initiated now then
3 I'm prepared to have the word changed.

4 THE CHAIRMAN: Assessment.

5 MR. CHRISTENSEN: Assessment.

6 THE CHAIRMAN: Did you get that change? Next
7 comment?

8 MS. EGNA: This is Hillary Egna, Oregon State
9 University, and, thank you, Ray, for those set of
10 excellent recommendations. The one thing I do want to
11 mention relevant to this last one is that the CRSP --
12 raising the CRSP ceiling levels is a very good idea for
13 all of us for the minimum cost of doing business
14 especially because of changes right now and the value of
15 the dollar. But going back and defending that on past
16 levels, I don't think is defensible because the programs
17 have changed dramatically. Most of us have a new
18 concept and a broader scope so I don't see that resting
19 on past levels is any more defensible than making a
20 uniform recommendation for all programs. I would say
21 that looking at the realistic levels and the
22 efficiencies of doing business is what you should raise
23 the level to. Thanks.

24 THE CHAIRMAN: And I think that's the language
25 of our motion. Ready to vote? All in favor, aye. Nay.

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1 Again, we have a unanimous vote in favor of the motion.
2 It's declared and passed. Thank you. We have another
3 item of business yet to do, and that's to hear from the
4 chair of the SPARE committee. And Sandra Russo has been
5 very patiently waiting to come to this time. Our
6 apologies for taking a rather lengthy conversation
7 around those previous issues.

8 MS. RUSSO: Thank you, Dean Easter. I believe
9 yesterday you already knew we were going to run overtime
10 so you asked me to keep my comments short today. SPARE
11 met yesterday briefly, and has been mentioned earlier we
12 have one new member, Sue Schram, who represents the
13 private sector community, and John Graham, who is chair
14 of ICOPS will be participating in SPARE. We have an
15 agreement by Josette Lewis [ph] in AID to join SPARE but
16 she needs approval from the Administrator to do that.
17 We have some SPARE AID members rotating off due to
18 retirement so we still will not have a full complement
19 this year. We're doing a trial at the moment on the
20 SPARE secretary trying to let Ron Senykoff fulfill both
21 of those roles, and I wanted to distinguish between the
22 AID staff person who supports -- who we're proposing to
23 support both SPARE and BIFAD as opposed to a secretarial
24 support that we desperately need, for example, to take
25 minutes. We are unable to post SPARE minutes because we

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1 don't have anybody taking SPARE minutes to address a
2 point that Ray brought up earlier. What we discussed
3 yesterday pretty much mimicked your agenda today but I
4 want to talk about a couple of issues. One,
5 operational. We need to get in front of the BIFAD
6 meetings so that we can better serve BIFAD. As the
7 relationship has been strengthened with AID that serving
8 of BIFAD becomes more important and therefore our
9 communication becomes more important within SPARE, with
10 BIFAD, and with the community. We need to follow up on
11 previous BIFAD recommendations, provide for like we did
12 yesterday for the beginning step one of discussing a
13 nutritional CRSP, and how we will pass that information
14 out for comment from the community. We will work with
15 BIFAD on specific strategies, concept white papers with
16 an eye toward this transition administration that will
17 be coming in. Therefore, SPARE respectfully submits and
18 requests BIFAD for guidance on the following factors.
19 What would be your response to the CRSP task force
20 report that specifically talked about the SPARE charter
21 and how do you want to handle that to prioritize
22 previous BIFAD recommendations that SPARE is supposed to
23 be working on if you could tell us what those might be
24 like the long-term evaluation. That needs to happen
25 this year. We have been asked in the past to look at a

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1 strategy for clearer communication, and we look to work
2 with BIFAD on that to figure out how we're going to have
3 that clear communication to handle or if you would
4 request of SPARE to propose a strategy and you can speak
5 to that strategy. We also request guidance on
6 assignments or tasks that BIFAD might be giving us to
7 undertake this year, and if possible a time line for
8 those requests. Our SPARE members have asked that we
9 lay out an agenda for meetings so that they all could
10 make the meetings and know about that well in advance.
11 What you would like us to do vis-à-vis interacting with
12 the CRSP task force, what role you would like SPARE to
13 have in the Conference of Deans, and what assistance you
14 would like in response to the Administrator's requests.
15 That's our report to the Board.

16 MR. CHRISTENSEN: I move the report be
17 accepted.

18 MR. DELAUDER: Second.

19 THE CHAIRMAN: All in favor, aye. Opposed,
20 nay. You will provide us with the written text of your
21 questions or your points.

22 MS. RUSSO: Yes.

23 THE CHAIRMAN: Well, we come to the end of the
24 agenda except for it says open discussion, and I'm aware
25 that we have to clear this room by 4:30 so it will be a

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1 brief discussion. I do believe, Dr. Christensen,
2 there's another room available for your discussions
3 if...

4 MR. CHRISTENSEN: I was afraid you were going
5 to say that.

6 THE CHAIRMAN: It does appear to me that there
7 are a number of things that we need to as a BIFAD have
8 some time devoted to working on and I think there will
9 be some conversation over the next few days, but we may
10 need to have a working session where we work as a group
11 to prioritize and put our thoughts together on how we
12 approach some of these issues so just to alert us to
13 that. Anything else that you want to bring to the
14 table, any of the members?

15 MR. DELAUDER: I think we had an excellent
16 meeting.

17 THE CHAIRMAN: Well, there's been an enormous
18 amount of behind the scenes work, and we've really not
19 given great credit to Kerry Bolognese today who has done
20 a great deal to help us get to this point along with
21 Ron, John, and a number of others who have been involved
22 in this. I hope this hasn't been too overwhelming, Mr.
23 Barlow. We very much appreciate you joining our team
24 and your contributions to our discussions today. Yes,
25 Mr. Rabon.

1 MR. RABON: With regards to the work session,
2 I think everybody is of the consensus that we need to do
3 that. What would be your recommendations or is this not
4 the appropriate time to try to set some time frame that
5 we conduct...

6 THE CHAIRMAN: I do believe we need to
7 accomplish that, if at all possible, before our next
8 meeting. Do we have a date, Ron, set for our next
9 meeting? Likely the May, June time frame.

10 MR. RABON: We need to have a considerable
11 amount of time set aside for that. We've got SPARE
12 recommendations. We've got special task force
13 recommendations. We've got the staff guidelines we need
14 to review. We've got the BIFAD guidelines we need to
15 review. We've got the SPARE charter that needs
16 reviewed. We've just got a considerable amount of work
17 that we need to do, and there's never enough time to do
18 them within the scheduled meetings that we have so if we
19 could set aside a day work session and if we could try
20 to establish some time frame to do that, I'd certainly
21 appreciate it.

22 THE CHAIRMAN: I don't know who to direct this
23 to but this would need to be a public announced meeting.

24 MR. BOLOGNESE: That's correct.

25 THE CHAIRMAN: That's correct.

1 MR. BOLOGNESE: What you're looking at is a
2 working meeting that is open to the public but you're
3 not looking at an array of speakers to address specific
4 issues but a meeting where BIFAD can address the issues
5 that you just articulated.

6 THE CHAIRMAN: Very good. We'll work toward
7 that within the next several days. I'm finished unless
8 someone else has something. Yes.

9 MR. CHRISTENSEN: I have a question. Did
10 anything come from the BIFAD to the Lantos [ph] family
11 at the passing...

12 THE CHAIRMAN: I'm sorry. That slipped my
13 mind. We had a conversation about a resolution of
14 condolences to the family. Would you care to offer
15 something?

16 MR. CHRISTENSEN: Well, I didn't draft one. I
17 just thought it would be appropriate to send it to Mrs.
18 Lantos and maybe Kerry or someone could draft an
19 appropriate thing for us to -- the chair could sign on
20 our behalf.

21 MR. BOLOGNESE: I would be most pleased to do
22 that.

23 MR. CHRISTENSEN: Okay.

24 THE CHAIRMAN: And we could circulate that
25 electronically.

1 MR. CHRISTENSEN: The other thing is I would -
2 - we've had some people who have done some really great
3 staff work for us, Ray and his committee, and others. I
4 think thank you notes to them would also be appropriate.

5 THE CHAIRMAN: Very much so. Are we prepared
6 to discharge Ray's committee? His work is complete.
7 Ray, you provided your recommendations. Is there
8 further additional work that needs to be done?

9 MR. MILLER: Not with that.

10 THE CHAIRMAN: Then I think...

11 MR. RABON: He may need to help us work
12 through the recommendations with the...

13 THE CHAIRMAN: I think at this stage we'll
14 officially discharge the committee with our very sincere
15 appreciation.

16 MR. DELAUDER: Subject to recall.

17 THE CHAIRMAN: Very good. We're adjourned.

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IN RE: Board for International Food &
Agriculture Development (BIFAD) Meeting

HELD AT: Washington, D.C.

DATE: February 27, 2008

We, the undersigned, do hereby certify that the foregoing pages, numbered 1 through 221, inclusive, are the true, accurate and complete transcript prepared from the reporting by the reporter in attendance at the above identified hearing, in accordance with applicable provisions of the current USDA contract, and have verified the accuracy of the transcript by (1) comparing the typewritten transcript against the reporting or recording accomplished at the hearings, and (2) comparing the final proofed typewritten transcript against the reporting or recording accomplished at the hearing.

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