

UNITED STATES AGENCY FOR INTERNATIONAL
DEVELOPMENT (USAID)

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BOARD FOR INTERNATIONAL FOOD & AGRICULTURAL
DEVELOPMENT (BIFAD)

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SUMMER PUBLIC MEETING

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HIGHER EDUCATION: A CRITICAL PARTNER IN
FEED IN THE FUTURE

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FRIDAY

JUNE 24, 2011

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The Board for International Food &
Agriculture Development met in the Holeman

Lounge, National Press Club, 529 14th Street,
N.W., Washington, D.C., at 8:30 a.m., Brady
Deaton, BIFAD Chair, presiding.

BOARD MEMBERS PRESENT:

BRADY DEATON, BIFAD, Chair and Chancellor,

University of Missouri

WILLIAM B. DeLAUDER,

Delaware State University

GEBISA EJETA, Distinguished Professor,

Purdue University

JO LUCK, President, Heifer International

MARTY L. McVEY, President, McVey & Company

Investments, LLC

ELSA MURANO, Professor and President

Emerita, Texas A&M University

ADMINISTRATOR OF USAID

RAJIV SHAH

ALSO PRESENT

SAHARAH-MOON CHAPOTIN, Acting Director,
Research, Bureau for Food Security,
USAID

MONTAGUE DEMMENT, Associate Vice-President,
APLU

ROBERT EASTER, Chancellor, University of
Illinois

JULIE HOWARD, Feed the Future Deputy
Coordinator

CINDY HUANG, Senior Advisor, Office of
GHFSI, Department of State

DAN PETERS, Director, Africa Office, U.S.
Treasury Department

ANITA REGMI, Senior Advisor, Office of the
Chief Scientist, USDA

LONA STOLL, Senior Advisor, Office of
the Secretary, USDA

LITTLETON TAZEWELL, Coordinator, Procurement
Reform, Office of the General Counsel,
UNSAID

PAUL WEISENFELD, Assistant to the

Administrator, Bureau for Food
Security, USAID

IRVIN WIDDERS, Director, Dry Grain Pulses
CRSP, Michigan State University

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P-R-O-C-E-E-D-I-N-G-S

(8:32 a.m.)

ADMINISTRATOR SHAH: Thank you.

SWEARING-IN OF NEW MEMBERS

(Applause.)

ADMINISTRATOR SHAH: Well, I am just going to be very, very brief, but I wanted to share a few thoughts which I had the chance to share with the group yesterday evening.

Where did Bill go?

Oh, there you are. Oh, please. Come up.

So, all right. First I want to thank the new Members of our Board who have joined today, and I think everyone here knows Brady Deaton, the Chancellor of the University of Missouri and someone who has had a long and illustrious career in agricultural development, a former Peace Corps volunteer -- is that right?

And we are -- USAID are packed

1 with former Peace Corps Volunteers, so we are
2 really, really appreciative of that, and we
3 thank you for your service on this Board.

4 Jo Luck needs no introduction, a
5 World Food Prize Winner, the President of
6 Heifer International, and someone who has been
7 a personal source of inspiration for me in a
8 number of different roles.

9 And, Jo, we are grateful that you
10 have taken this on, and we'll benefit from
11 your wit and wisdom on a number of issues,
12 both in terms of how to implement this
13 program, but also in terms of how to better
14 connect our work to the American People, and
15 to find opportunities for Americans to express
16 their values through partnering with us in
17 this effort.

18 Gebisa Ejeta, also a recent World
19 Food Prize Winner, and a distinguished
20 professor of agriculture at Purdue. Gebisa's
21 research has been groundbreaking and has
22 helped numerous agricultural organizations in

1 Africa and around the world do a better job of
2 serving those in need.

3 I've learned, Gebisa, from you,
4 the importance of listening to the people we
5 are ultimately trying to serve, and this
6 portfolio of work, usually women, mostly small
7 farmers and small holders and, in Sub-Saharan
8 Africa, really understanding the need and
9 aspirations that they have, and then pursuing
10 science in a rigorous way that supports that
11 aspiration.

12 So, thank you, Gebisa, for taking
13 this on.

14 And Marty McVey, the president of
15 -- is it McVey --

16 MEMBER McVEY: And Associates.

17 ADMINISTRATOR SHAH: -- and
18 Associates, right.

19 And we very much appreciate your
20 participation. One of the things we are
21 trying to do is to open up this sector and to
22 make it more -- to make it easier and more

1 effective for the private sector to work with
2 and partner with the types of organizations
3 that do the work on the ground in Africa and
4 around the world, and we are deeply grateful
5 that you'll bring that expertise and a
6 financial management background as well and
7 help us do some creative things with a much
8 broader set of communities and perspective.
9 So, thank you.

10 I also want to welcome back Bill
11 DeLauder and Elsa Murano. We very much
12 appreciate your continuing on. And I know you
13 have serious business to do, so I will be very
14 brief, and then I will -- then I will
15 disappear.

16 But I wanted to say just a few
17 things so folks here understood just how
18 important this Board has been and is going to
19 be. This group will be -- will play an
20 absolutely critical role in helping us guide
21 and manage our portfolios going forward.

22 And, just in the past, as I have -

1 - I mentioned yesterday evening, I have
2 received letters from BIFAD through Bob Easter
3 and his championship and leadership of this
4 effort.

5 In every instance, when I've
6 gotten feedback from this group, we have taken
7 it very seriously. And we do that because, as
8 I mentioned yesterday, when you all come to a
9 consensus, observation and recommendation that
10 we need to do something differently, I think
11 it is our obligation to take that very
12 seriously. To start from the presumption of
13 a desire to address the challenge you've
14 identified, and to recognize that, by doing
15 that, and by thinking of and being accountable
16 to this group we can craft better programs,
17 bring on board a broader variety of partners,
18 build capacity in a more fundamental way in
19 all of the work that we do around the world
20 and ultimately deliver better results.

21 And so I'll just conclude with a
22 brief summary of what the President has told

1 me to get done with our efforts in food
2 security.

3 President Obama launched the Feed
4 the Future initiative at the L'Aquila Summit
5 in 2009, and it was at a moment when the G-20
6 world leaders came together to address the
7 global financial crisis, and in a context of
8 recognizing that food and fuel price spikes
9 that were, in part, the manifestation of that
10 crisis had moved for the first time in decades
11 100 million people around the world back into
12 a condition of extreme poverty and hunger.

13 And this was a remarkable
14 observation that, after decades of steady
15 progress we were seeing this real reversal in
16 the basic human condition.

17 And the President believed that
18 that is not the way globalization should play
19 out, and we embrace globalization, but we are
20 responsible stewards of how these issues
21 affect the most vulnerable amongst us all
22 around the world.

1 And so he, together with all of
2 the other world leaders assembled there, made
3 a commitment to invest \$22 billion and to take
4 a new approach to addressing global hunger and
5 food security.

6 And the resource investment was
7 critical. The United States committed to
8 three and a half billion dollars of that. We
9 will meet that commitment.

10 But was really more important than
11 the actual dollars is a commitment to do
12 things differently. And there were some very
13 basic commitments we made. We would follow
14 and support country-owned plans, which does
15 not mean just country government-owned plans,
16 but genuinely plans that were developed in
17 participation with the private sector, civil
18 society, women, farmer's groups, et cetera,
19 that we would fundamentally take a private
20 sector approach, recognizing that every
21 country or region that has sustainably solved
22 their food security challenges has done so in

1 partnership with the private sector.

2 We would mobilize capital, promote
3 investment, think of agriculture as the basis
4 of pro-poor growth and be very focused on
5 tying that into a future of regional and
6 global economic trade for the countries that
7 we work in.

8 We made an absolute commitment to
9 focus on and measure outcomes for women
10 because we know that a dollar invested in
11 women or women's incomes has much more impact
12 on improving the health and welfare of
13 children and communities and families in
14 poverty reduction than the alternatives.

15 And, we made a commitment to take
16 a comprehensive approach. And, through that
17 comprehensive approach we highlighted the
18 importance of universities and research and
19 science and technology.

20 But we also said, we can't just
21 create scientific breakthroughs that sit on
22 shelves in African research facilities and

1 don't get out to the people who need them
2 most.

3 And so, I would as you, as a
4 board, to feel a broad sense of responsibility
5 for the commitments the President has made to
6 both address this issue successfully, inspire
7 others to generate real results and work with
8 us to make this as successful as it can be,
9 and I would ask that you play a unique role,
10 both in helping to oversee the university
11 partnerships and the research and the science
12 and the education and capacity-building that
13 have been the traditional functions of the
14 BIFAD Board, but that you also go back to
15 those principles and you help us make sure
16 we're living up to the President's very direct
17 expectations that we, in fact, do things
18 differently, and that we live up to those very
19 high, but very important standards that he and
20 the Secretary, Secretary Clinton, have laid
21 out.

22 So, with that, I would just say

1 thank you, and I appreciate the chance to be
2 here. I think I'll have the chance to come
3 back and hear from you after you've had the
4 chance to deliberate, and if there are any
5 comments or questions we could take that now,
6 otherwise I'll get out of your hair.

7 Good. Okay.

8 (Applause.)

9 CHAIR DEATON: Administrator Shah,
10 than you so much. I don't want to hold you
11 up, but as you're departing I just want to say
12 thank you for the tremendous charge and the
13 embracing posture that you and the
14 Administration have taken, and the Board of
15 BIFAD is very excited and energized with the
16 words that you have used and offered here
17 today, and with the challenge that's out there
18 before us.

19 So, I thank you on behalf of the
20 entire BIFAD Board. Thanks so much.

21 (Applause.)

22 CHAIR DEATON: Well, as the new

1 and incoming Chair of BIFAD, I call this
2 meeting to order. And, as the first order of
3 business, I'll ask that we move approval of
4 the agenda that's before us.

5 MEMBER LUCK: I move.

6 MEMBER DeLAUDER: I second.

7 CHAIR DEATON: Second. Moved and
8 seconded, and by consensus, all in favor, say
9 "Aye."

10 (Chorus of ayes.)

11 CHAIR DEATON: Thank you.

12 As the first order of business,
13 let me first say welcome to all members of the
14 public here with us. You will have a chance
15 at 11:45, we will have a public comment
16 period, and any of you who want to make
17 comments about the deliberations -- you see
18 here, today, we have mics here, and we welcome
19 you to these open, transparent proceedings of
20 what, as you heard from Administrator Shah, is
21 a very noble calling, we feel, and you're
22 looking at a Board, one of whom is not here.

1 Catherine Bertini was unable to be
2 with us today, but a Board that is fully
3 committed to the charge that has been laid
4 before us, and we're excited about our own
5 dialogue, deliberations and ideas that we can
6 bring together that can drive this challenge
7 forward and respond in the way that we feel
8 the values and the mission of our land grant
9 universities and our educational system across
10 this nation has poised us to do at this
11 particular time in history.

12 And so, we are energized. We are
13 ready to move forward and we look forward to
14 working with the Administration and with any
15 input from those of you from the public who
16 come to these meetings.

17 Let me -- as a first order of
18 business, the Board has had before them a
19 motion, and I will read that motion and ask
20 for move and approval of this motion.

21 And this is in recognition of a
22 work that our former Chair, Robert Easter, who

1 is Chancellor at the University of Illinois.
2 Because of his tremendous service, the Board
3 has made this motion.

4 The Board for International Food
5 and Agricultural Development appoints former
6 BIFAD Chair, Robert Easter, as BIFAD Senior
7 Advisor through the 2011 period.

8 In this capacity he is welcome to
9 attend BIFAD Executive Sessions and to
10 participate in BIFAD working groups.

11 We believe that BIFAD will benefit
12 from Dr. Easter's recent term as a BIFAD Chair
13 and his in-depth knowledge of global
14 agricultural development.

15 That is the motion. May I hear --
16 that is the motion that has been before us.
17 Do I hear a move for that approval?

18 MEMBER LUCK: So moved.

19 MEMBER DeLAUDER: Second.

20 CHAIR DEATON: Okay. Moved and
21 seconded.

22 All in favor, say "Aye."

1 (Chorus of ayes.)

2 CHAIR DEATON: Thank you very
3 much.

4 And, Bob, if I may ask you to join
5 us here for just a moment, I have a token and
6 recognition, and I will hold this up so I can
7 read it properly.

8 "In recognition of your
9 exceptional national leadership for advancing
10 the cause of higher education and development,
11 as Chairman of the Board for International
12 Food and Agricultural Development and in your
13 life's work, June 24th, 2011, on behalf of the
14 BIFAD Board and Secretarial Susan Owens, thank
15 you for your work in all of this and your
16 continued work with our BIFAD Board," Bob
17 Easter, we are very happy to present you with
18 this award.

19 (Applause.)

20 CHAIR DEATON: I have assured the
21 Board that our collegiality, as fellow
22 Chancellors in the Midwest, and as competitors

1 on the athletic field will in no way get in
2 the way of our constructive dialogue for the
3 good of BIFAD and our national agricultural
4 development policy.

5 So, Bob, again, thank you very
6 much.

7 Bill.

8 MEMBER DeLAUDER: Mr. Chairman, I
9 just wanted to highlight -- can you hear me
10 okay?

11 Okay. I just wanted to highlight
12 again. I had the pleasure of working with Bob
13 Easter, and I can't say enough about the
14 outstanding leadership that he provided to
15 BIFAD to sort of reinvigorate us and move us
16 in a direction that will allow us to serve our
17 universities and to serve this country in a
18 much better way.

19 So, we just wanted to thank you,
20 Bob, for that outstanding leadership.

21 (Applause.)

22 MEMBER MURANO: Mr. Chairman, if I

1 may, as well.

2 CHAIR DEATON: Yes.

3 MEMBER MURANO: As the other "old-
4 timer" on BIFAD, having had the pleasure to
5 work with Dr. Easter, we're going to miss you,
6 but it's so great that you are going to be
7 with us one more year in the capacity of
8 advisor of Dr. Easter.

9 You've led this Board through a
10 transitional time, I would say, and have
11 elevated it in the minds of everyone in terms
12 of the potential that this Board has to help
13 the agency fulfill its mission.

14 So, I thank you personally for
15 what you've done to mentor me through BIFAD
16 and certainly, in the future, for this next
17 year.

18 CHAIR DEATON: Thank you both very
19 much.

20 Any further comments from any
21 Members of the Board?

22 Bob, again, let me say thank you,

1 and we look forward to continue working with
2 you and gaining from the wisdom that you bring
3 to these deliberations.

4 This morning we have two important
5 panels for discussion that we are presenting.
6 And just so everyone will be clear, I am going
7 to introduce the Chair of the Panels, and they
8 will, then, introduce those panelists that
9 will be with them.

10 And we are going to -- the Board
11 will move back to the audience in the front
12 row here, and give the group an opportunity to
13 present from here.

14 You're aware that Administrator
15 Shah talked about the Feed the Future
16 initiative of this Administration, its
17 important components. There has been an
18 ongoing working group that has dealt with
19 responses and strategies made up of the
20 Government, private, NGO, and university
21 people, scientists, since then working on
22 this.

1 And some of the deliberations, for
2 a two-day conference that just ended
3 yesterday, we'll be hearing key summaries for
4 that.

5 And the first session is on Feed
6 the Future, the Research Agenda and Forum
7 Report. And, chairing that panel is Montague
8 or Tag Demment, as he's well-known by everyone
9 here, Associate Vice-President at APLU, and
10 also professor at the University of
11 California, at Davis.

12 Tag, let me welcome you and your
13 panel to the podium here.

14 MR. DEMMENT: Thank you. Good
15 morning, everybody.

16 Well, we just concluded the Forum
17 yesterday, and my -- our job is to reflect on
18 what went on in this process, and we will give
19 you some thoughts.

20 The goals of the process overall -
21 - and I have to recognize that many of you
22 have -- are quite familiar with this, have

1 been through this, but some have not, so I
2 think it's important that we cover the ground
3 again a bit.

4 We are -- as a research community
5 we have been invited by USAID and USDA, the
6 Feed the Future organization, generally, APLU
7 was invited to organize a process by which the
8 research community could have input into the
9 operationalization of the research component
10 of Feed the Future.

11 We were invited, and we took this
12 with great seriousness, and we welcomed the
13 invitation. It has been a very strong
14 interactive relationship and I've worked with,
15 as I said yesterday, with US -- I started
16 working with USAID in 1968 as a Peace Corps
17 volunteer in Ethiopia.

18 And, in all the time I've
19 interacted with USAID I think this interaction
20 over the last -- since January, has been one
21 of the most, one, intensive, interactive,
22 dynamic in many ways, but it really has

1 fostered a very strong and a starting point
2 for interactions between the university
3 community, in particular, but -- and the
4 research community and the agency.

5 So, I do thank USAID for its
6 leadership and USDA for its leadership in
7 engaging us.

8 We wanted a broad consultation and
9 I have to say right off the bat, one of the
10 difficulties and the challenges is that, to
11 bring the country-driven concept to a
12 priority-setting process when we don't have
13 the active participation, at least physically
14 in the forum of many of the in-country people
15 who would have, certainly, a position.

16 So, how did we address this? We
17 developed the ideas for the overall process at
18 Purdue. I know a number of you were at Purdue
19 and what we did was, we laid out the context
20 for the research strategy.

21 We discussed how we would get to
22 an end product and we decided to have an e-

1 consultation, and that e-consultation was our
2 attempt to try to reach out to the rest of the
3 world to get their input into this process
4 because we could not -- we didn't have the
5 resources, frankly, to bring all those people
6 together in one spot.

7 And then we had a forum which was
8 held here in Washington, D.C. We had a
9 working group that had wide representation
10 from the research community and representation
11 from the agencies involved.

12 Out of that, we developed the
13 white paper which is available online. It
14 discusses the results of the Purdue meeting
15 and gave us a way forward.

16 We ran a three-week e-consultation
17 where we had over 1,100 people registered. We
18 had over 2,000 people who visited the site.
19 We had representation from over a hundred
20 countries on that -- in that e-consultation.
21 So, we did reach out significantly.

22 Some key themes -- and this is a

1 selection -- sustainable intensification,
2 which is one of the themes Saharah-Moon will
3 talk a bit about that in a bit.

4 That was very -- everybody focused
5 on that and felt that was a very important
6 theme, and we also identified supporting
7 research on key problems rather than crafting
8 too specific an agenda.

9 This is a point of some tension,
10 and I'll talk about the tensions here. We
11 want specific solutions, but we won't -- we
12 don't want to define those too early in the
13 process. And then capacity-building which I
14 also mentioned was a major area identified in
15 the e-consultation for support.

16 There's a whole -- we defined, in
17 the end, a series of about ten challenges and,
18 for BIFAD, I've given you a copy of the agenda
19 in that folder from the conference, is a hard
20 copy of the summary. It's about a 40-page
21 summary, and in it, you can look at the
22 details of the challenges that were

1 identified.

2 The Forum took place here. It had
3 over 400 people registered. I'd say we
4 probably had somewhere in the neighborhood of
5 300 people who actually participated on each
6 day, and people stayed with it.

7 We had break-out sessions which
8 allowed people -- we had a fair amount of
9 break-out, about four hours of break-out, and
10 we allowed people to further refine the
11 challenges to get more specificity.

12 Those will be summarized by the
13 working group, and for a document to be
14 provided to USAID -- to Feed the Future.

15 Let me just make a few individual
16 comments, or personal comments. Spatial
17 scale. One of the things that was clearly
18 attention, was the idea, on one hand, that we
19 want things that are universally -- universal
20 solutions, but we also want to deal with small
21 holders.

22 So, when you deal with small

1 holders, you are dealing with a scale of
2 heterogeneity that is a challenge to find
3 broad solutions.

4 One of the things that I think
5 about in the difference between the medical
6 model and the agricultural model is, in the
7 medical model you can have these broad and
8 sweeping solutions because you are dealing
9 with one species.

10 Human beings, I know, are
11 heterogeneous, certainly in personality, but
12 we -- medical -- a vaccine that works for some
13 will work probably for all. So, you can have
14 these broad solutions that save a million
15 children.

16 In agriculture it's a little bit
17 more difficult to do that because if you're
18 focused on the small holder you have a scale
19 of heterogeneity that's quite small. It
20 requires great local adaptation.

21 If we look at Africa, Africa is an
22 environment of great heterogeneity in terms of

1 environment, and sweeping solutions are more
2 difficult in that kind of approach, so there
3 is that tension.

4 How do we deal with the small
5 holder in a heterogeneous environment, yet get
6 -- choose those things that are -- that have
7 an impact on a large number of people? And
8 that was a tension in the discussion.

9 The time scale. Short -- what I
10 call the short-term development trap. We talk
11 about the poverty malnutrition trap. People
12 are poor because they are malnourished. They
13 are malnourished because they are poor and
14 they get stuck.

15 Are we stuck in the short-term?
16 We focus a lot of resources on the short-term
17 and, by focusing resources -- by focusing on
18 the short-term we, in a sense, have a tendency
19 to ensure that we have long-term problems
20 forever.

21 We need to figure out a way to
22 balance our commitment between short- and

1 long-term, and that's another tension that was
2 very evident in the break-out groups.

3 And then the public versus the
4 private sector. It is very difficult, it has
5 been very difficult to figure out how to
6 integrate along that, in our projects,
7 engaging the private sector at a point where
8 they can feel they have ownership or they're
9 involved in the project, but where the
10 predictability of gain for them is evident.

11 It's a challenge, and I think that
12 that's one, another one of the tensions that
13 appeared.

14 Then I would say the other
15 challenge that I mentioned is how do we -- how
16 do we as a centrally-focused group, and mainly
17 the people in the room in the Forum were from
18 the U.S.

19 How do we engage, how do we link
20 that with like the CAADP process? The CAADP
21 process, I think we can all say is a really
22 major step forward in the development arena.

1 The fact that African countries
2 have really started to make an effort at the
3 country level to define what their problems
4 are, and how do we, as we sit at the table in
5 Washington, D.C., how do we engage in that,
6 and respect that process, and I think that's
7 an interesting one, and it is -- it also flows
8 along the tension of, for many -- for USAID,
9 the relationship between centrally-funded
10 programs and mission funding programs: how do
11 we coordinate it and make that work better?

12 One of the strongest themes that
13 came out of the consultation, all of that
14 whole process, was capacity-building, and I
15 think I could say that, of all the things that
16 we've had in our consultations, particularly
17 with the Africans, as well, in our university
18 experience, capacity-building is the number
19 one thing that appears to be the difference
20 between short-term and a sustainable effort.

21 And Dr. Ejeta gave us a very
22 compelling argument for capacity-building at

1 the forum, and I think that one that everyone
2 takes very, very seriously.

3 The strength of the Feed the
4 Future concept, to me, is this wonderful link
5 between agricultural production, human
6 nutrition, and I would take it one step
7 farther, the development of human capital.

8 Human capital, in the end, in-
9 country, is the thing that's going to change
10 -- it's going to make development. Many of
11 our programs are helpful, but if we don't have
12 the people in-country, the human capital, and
13 that human capital starts with the nutrition
14 in the first thousand days.

15 And if we -- that is the real
16 strength, I think, of the Feed the Future
17 concept.

18 The question of follow-on has been
19 addressed to some degree. We will be
20 compiling the results of the break-out
21 sessions. We will produce a working document.
22 We will -- there's a working group that I

1 showed you which will craft this and then we
2 will produce a final report to USAID.

3 At the Forum, the agency indicated
4 that they would take this very seriously, and
5 that they would respond to this, and we hope
6 that that's the case. We look forward to that
7 interaction.

8 So, those are my opening remarks.
9 I'd like to introduce the first panelist, or
10 the -- is Saharah-Moon Chapotin, who is the
11 Acting Division Chief of the Bureau of Food
12 Security at USAID.

13 She is also intimately involved in
14 the overall strategy that has been produced by
15 USAID and will explain to us a little bit
16 about what that strategy is and how it fits
17 with this process.

18 Saharah. Thank you.

19 MS. CHAPOTIN: Thank you. And
20 I'll say it's a great honor to be here. Thank
21 you very much for coming to hear a bit more
22 about the research strategy. I certainly hope

1 there's at least one person in the audience
2 who has not seen a presentation in the last
3 few weeks on the strategy. I feel like it's
4 been getting a lot of coverage, but that's
5 because it's excellent.

6 So the Feed the Future Food
7 Security Research Strategy was developed
8 jointly by USAID and USDA, and it -- I will go
9 ahead and describe the overall strategy. I
10 will illustrate it with some examples from
11 USAID's research portfolio, keeping in mind,
12 of course, there will be an entire
13 presentation on research from USDA following.

14 So, the Global Food Security -- I
15 should say the Global Hunger and Food Security
16 Research Strategy. So, again, this comes out
17 of the global challenge that we are facing.

18 Obviously, the research strategy
19 is just one part of the overall Feed the
20 Future Initiative, which was designed to
21 address these issues.

22 There are almost a billion people

1 suffering from chronic hunger. Food demand is
2 going to increase drastically over the next
3 decades, due partly to population growth, but
4 also to increase food demand through income
5 growth.

6 Feed the Future goals: inclusive
7 agriculture sector growth and reducing child
8 undernutrition. And it's a comprehensive
9 strategy. It addresses the entire value chain
10 and the enabling environment. Research is one
11 part of that, but it also goes to extension,
12 information policy analyses, and it seeks
13 really to leverage strategic partnerships.
14 That's a very large theme of Feed the Future.

15 It also has some cross-cutting
16 themes across the entire initiative which also
17 pertain to the research strategy, and these
18 are resilience to climate change. That's
19 obviously a big issue that agriculture will be
20 facing in the coming years.

21 Sustaining the natural resource
22 base is going to be essential to our

1 objectives under Feed the Future and
2 maintaining a really strong focus on gender
3 awareness and inclusivity.

4 And I include this picture
5 because, of all the field visits I've done in
6 South Asia, I think this was the only time
7 that I saw a farmer bring -- I don't know if
8 it's his daughter or his granddaughter, but
9 making sure that women are completely included
10 in the initiative from the beginning and
11 especially from their youth.

12 So, global agricultural research
13 is one element of the Feed the Future
14 strategy. It's obviously a very important
15 element, as agricultural research is known to
16 be one of the investments that have the
17 highest rates of return in agricultural
18 development.

19 It's been calculated that, in
20 Africa, agricultural research can result in a
21 34 percent social rate of return, even higher
22 globally.

1 So, our specific objective, USAID,
2 USDA, and the others who contributed to the
3 research strategy was to define problem-
4 focused topics that meet the Feed the Future
5 objectives with the idea of building a global
6 research portfolio.

7 At the same time, national and
8 regional investments both from our missions in
9 the field and from partners complement this,
10 so it's a global research strategy,
11 recognizing that research goes all the way
12 down to the sublocal level.

13 In building this portfolio, it was
14 necessary to identify researchable
15 constraints. We have just established a set
16 of criteria to prioritize these researchable
17 constraints.

18 We wanted the research pipeline to
19 have both short-, medium- and long-term
20 impact, as Tag alluded to, and we saw the need
21 to recognize -- to manage risk, both -- you
22 want some of those high-return, but possibly

1 risky investments, and you also need some that
2 are very solid bets where you will have -- but
3 possibly lower return.

4 Of course, research, agricultural
5 research cuts across a number of disciplines
6 from the biophysical, social behavioral,
7 economic policy, and I think the research
8 strategy seeks to include all of these
9 disciplines as potential researchable areas
10 under the strategy.

11 Briefly, these were the research -
12 - the investment criteria that were used in
13 developing the research strategy, from
14 relevance to poverty, the likelihood to
15 success, what are the cost/benefit
16 considerations, what's the economic
17 sustainability of the interventions that will
18 be made, how can we maintain natural resources
19 sustainability, the institutional
20 sustainability; again sustainability is a
21 strong theme here and, again, keeping in mind
22 the time frame for your impact, and the

1 potential risks that you could have in
2 implementing the strategy.

3 So we used a nutrition and a
4 poverty lens in order to focus in and identify
5 what were going to be the top priorities under
6 the strategy.

7 Poverty is an important one. We
8 mapped out -- we took maps of poverty,
9 overlaid them with maps of child stunting,
10 with areas where hunger is extremely high,
11 with major farming systems across the world.

12 And, pulling these all together,
13 we came out with several regions within the
14 world, major production systems where the
15 analysis shows we could focus our efforts and
16 have major impact.

17 These are the Sudano-Sahalian
18 Transect in Africa, the Ethiopian Highlands,
19 the East and Southern Africa Maize Mixed
20 Systems, and the Indogangetic Plains.

21 There was recognition that, even
22 in focusing on these specific agroecologies

1 there would be large spill-overs to other
2 regions in the world.

3 We also came out in tagging and
4 alluded to sustainable intensification. This
5 emerged as the top theme within the entire
6 research strategy that we could use to anchor
7 all of our investments on research.

8 These three themes emerged from
9 the research strategy process, advancing the
10 productivity frontier, transforming
11 agricultural systems through sustainable
12 intensification and improving nutrition and
13 food safety.

14 And the way I see it, number one
15 and number three are really the component
16 technologies that feed into number two. You
17 need the technologies to advance productivity,
18 you need the research and the understanding of
19 what contributes to household nutrition and,
20 pulling all that together, we can transform
21 systems in a way that is sustainable, but that
22 does significantly intensify their production

1 so that we're not increasing the land area
2 under use for agriculture.

3 Advancing the productivity
4 frontier on a number of fronts, primarily
5 overcoming major constraints to productivity,
6 increasing yields and incomes as a result.
7 This includes breeding and genetics for major
8 crops, livestock and fish.

9 It includes addressing diseases of
10 livestock and small ruminants, improving food
11 quality. And then, also, some considerations
12 around, once you've developed various
13 technologies whether they are agronomic or
14 genetic, how do those get adopted by small-
15 holder farmers, and there are research
16 questions around the technology adoption that
17 need to be addressed as well.

18 And then finally, what are the
19 range of policies that can influence
20 technology adoption and your ability to
21 increase productivity, and policies here but,
22 of course, it cuts across the entire

1 initiative.

2 One example of the kind of work
3 that can be done and that USAID has some
4 significant investments in is around
5 developing climate-resistant cereals.

6 Currently in target environments
7 in South Asia and Africa, our research
8 partners are addressing issues like drought,
9 salinity, nitrogen use efficiency, high
10 temperatures are emerging as a major
11 constraint that have not been fully considered
12 yet.

13 And this is in order to address
14 some of the challenges that farmers face now
15 and will continue to face in the field,
16 whether there's sufficient water, the coming
17 impacts of climate change, the population
18 pressure on land use and resource uses, and
19 through enhancing the productivity of crops
20 such as these, there is the potential for
21 enormous impact on both food security, income
22 generation and also the environmental impacts

1 that agriculture is having.

2 And this is an area where we see
3 is ripe for public/private partnerships and,
4 in fact, we are working with several companies
5 in the private sector on developing new crop
6 varieties.

7 Transforming key production
8 systems, as I said, emerged as sort of an
9 overarching framework for our approach on
10 research in these areas. It integrates the
11 global technology with the site-specific
12 constraints, the site-specific opportunities.

13 It links the agronomy, the plant
14 breeding with the social science with the
15 market research with the value chain work
16 that's happening in conjunction with the
17 research.

18 And this is where we link our
19 global research efforts to the local and
20 regional and national partners.

21 Again, these are the four systems
22 that emerged under the research strategy and,

1 again, the range of partners that we are
2 working with, the NARs, the U.S. universities,
3 the CGIR, the private sector, the
4 policymakers, the NGOs.

5 The Indogangetic Plains is an area
6 where USAID and its partners have considerable
7 experience already taking this approach of
8 sustainable intensification to transforming
9 production systems.

10 This is the bread basket of South
11 Asia, home to a seventh of the world
12 population. It's dominated by rice/wheat
13 systems, but also rice/rice, rice/cotton, and
14 the key constraints that will be faced, I
15 think, by farmers all over the world, are
16 being felt already here.

17 Water is becoming more scarce.
18 Climate is more unpredictable. Soil is being
19 eroded, and energy and labor constraints are
20 coming into play as well.

21 And you say it's been working in
22 this area with the Gates Foundation on the

1 Cereal Systems Initiative for South Asia which
2 we see as a model. This kind of activity
3 could be taken to some of the systems in
4 Africa and the experiences that we've learned
5 in South Asia around introducing resource-
6 conserving technologies, they may be different
7 technologies in Africa, but this experience
8 about working with small holders, working with
9 the national partners in these four countries
10 can, we believe could be transferred to some
11 situations in Africa.

12 And the outcomes of this work have
13 been trying to achieve higher cropping
14 intensity, introducing abiotic stress-tolerant
15 varieties, at the same time, working on
16 diversifying the systems, bringing in
17 different cropping systems, different cropping
18 patterns, more nutritious crops, bringing in
19 the legumes, making sure the livestock are
20 fully-integrated in Bangladesh, working with
21 small fish systems, rice/fish, prawn
22 introduction, so really looking at the entire

1 agricultural system as -- as a sort of a
2 comprehensive approach where you do need these
3 component technologies, but you cannot
4 introduce any of them on their own.

5 At the same time, this dove-tails
6 with the policy work, both at the local,
7 national and regional levels.

8 And then, I think what's very
9 innovative about this project is its attempt
10 to, on the ground, come up with what are the
11 right public/private partnerships that you
12 need in order to get technologies adopted.

13 Obviously, this cannot only happen
14 through the public extension services. Wide-
15 scale adoption of really transformative
16 technologies, we believe, will rely on local
17 private-sector collaborations.

18 This is an example of some of the
19 long-term research that's happening under the
20 project, looking at today's cereal systems and
21 the future cereal systems and doing the long-
22 term experiments to see what are the benefits

1 in terms of productivity, in terms of
2 environment, in terms of incomes for farmers,
3 for example.

4 So again, there are these three
5 systems in Africa, each of them supports a
6 very large number of people, many of which are
7 living in poverty, are living with hunger or
8 malnutrition, and yet there is, we believe,
9 very high potential for this sort of
10 transformation that is now taking place in
11 South Asia, and many of these efforts are
12 underway in Africa.

13 I don't want to imply that we're
14 coming in and doing something new, but really
15 see if we can strengthen those efforts and
16 bring a comprehensive approach to transforming
17 systems where there is high potential for use
18 of conservation agriculture, integration of
19 leguminous trees, for example, diversifying
20 systems with food crops that are more
21 nutritious.

22 The Sudano -- I won't go through

1 all of these because I think I'm probably
2 going to run out of time, but -- and then,
3 finally, the Ethiopian Highlands.

4 So, the third them under the
5 research strategy is enhanced nutrition and
6 food safety, and this includes both the
7 nutrition research basically understanding
8 what are the best food-based approaches to
9 improving nutrition and what are some of the
10 social considerations around improving
11 household dietary decisions, for example, and
12 making food both more available and accessible
13 to households, particularly to the women and
14 children.

15 So, this includes making available
16 grain legumes, very excellent source of
17 protein, more animal-source foods. There is
18 some work on biofortification that can be very
19 important here, and also some food safety
20 issues such as reducing or eliminating
21 mycotoxin contamination, reducing postharvest
22 losses. We heard a lot about that at the

1 Research Forum.

2 Again, just another example of
3 some ongoing research on developing an insect-
4 resistant cowpea. Cowpea is a huge staple
5 crop in African, particularly in West Africa,
6 and yet yields are decimated by an insect, the
7 Maruca podborer.

8 So, in this case we're using
9 biotechnology as a tool, taking a technology
10 that's been proven in other crops and
11 inserting a gene into cowpea which makes it
12 resistant to the insects.

13 And this is a project where I
14 think it's -- it's a very long-term project.
15 This is one of those examples of one of the
16 longer-term, but potentially very high-reward
17 projects. And, in fact, in Africa, there are
18 confined field trials underway in Nigeria,
19 recently approved in Burkina Faso, soon to
20 start, and there's a field-trial application
21 pending in Ghana.

22 And this has a number of partners.

1 Again, I think this illustrates working with
2 the national partners in these three
3 countries. Research institutions from around
4 the world, in this case in Australia, working
5 with the African Agricultural Technology
6 Foundation on the ground in Africa,
7 universities here in the United States, other
8 donors, Rockefeller and the private sector,
9 Monsanto.

10 So these are basically our global
11 research partners that we do work with under
12 all of our research efforts, and that we are
13 looking forward to increasing our
14 collaborations with, and that we have been
15 receiving very valuable feedback from on
16 designing the research strategy.

17 So, going forward, we're going to
18 be taking this lens of each of these
19 production systems, and this is the point
20 where we take the research strategy and try to
21 implement it, what are the areas where we can
22 have entry points within these systems, where

1 can we have the largest impact, what are the
2 technologies out there, the management
3 practices that need to be developed in order
4 to have an impact in these systems.

5 And then, trying to work very
6 closely with our partners on the ground with
7 our missions to meet us from the other end,
8 how can their investments leverage what we're
9 doing at the global level, ensure that the
10 technologies that are being developed, the
11 management practices are really adapted and
12 working on the ground at the local level in
13 all of the Feed the Future countries and
14 around the world.

15 Thank you very much.

16 (Applause.)

17 MR. DEMMENT: Brady, I assume that
18 you will take questions at the end?

19 CHAIR DEATON: Yes.

20 MR. DEMMENT: Okay. Our next
21 speaker is Anita Regmi. Anita is the Senior
22 Advisor in the Office of the Secretary of the

1 USDA and has been very much our contact in
2 developing the Forum with USDA, and we
3 appreciated her efforts very much.

4 MS. REGMI: Thank you, Tag. Thank
5 you for giving me this honor and pleasure to
6 address you today.

7 It's been a -- I think when I
8 first addressed this group it was on the Feed
9 the Future Research Strategy, and that
10 strategy has come a long way as both Tag and
11 Saharah-Moon have already talked about it.

12 Since the two of them covered Feed
13 the Future Research Strategy, what I thought
14 I would do is talk to you briefly about how
15 the research, education and economics mission
16 area of USDA would work to help implement this
17 strategy, as well as to closely, in general,
18 support -- talk about, a little bit about a
19 partnership with the USAID on the border of
20 the -- in the commemorative research
21 initiative as well.

22 What we -- did I miss one? Okay.

1 Within the REE mission area, we've made global
2 food security be one of the priorities, along
3 with bioenergy, nutrition, food safety and
4 climate change.

5 Now, any of these other areas
6 could technically also support global food
7 security, but in putting aside global food
8 security as a separate piece by itself, what
9 we have done is we are only going to include
10 under this category those programs that
11 directly have an international link. That's
12 why we've sort of separated one by itself.

13 And the reason for this, during
14 the last several days I know all of you have
15 heard it, so I don't think I need to explain
16 the dire challenge that's facing us with the
17 potential for increase in gap between global
18 food supply and demand, as well as the
19 additional challenges with limited resources
20 and increased variability due to climate
21 change.

22 Given all these, we've made global

1 food security be a priority within REE, and
2 the activities that we will be implementing
3 are going to be those that directly benefit
4 U.S. agriculture, given USDA's interest in
5 U.S. agriculture, but at the same time they
6 will also help further global food security.

7 In developing this priority, this
8 strategy we have put together a white paper
9 that I would be glad to share with any of you
10 who would like to take a look at it.

11 And in developing that white paper
12 we help to inform ourselves, looking at a lot
13 of the literature that has some out in the
14 last several years following the 2008 food
15 prices, including the National Academy of
16 Sciences report, the Chicago Council report,
17 World Bank, federal and others, and the key
18 take-aways from that that we used in
19 developing the strategy was that food
20 insecurity, food scarcity and food price
21 volatility will continue to escalate without
22 significant improvements in agricultural

1 productivity, and that a comprehensive
2 approach is required to address this, which,
3 of course, is the same as Feed the Future's
4 guiding principle, as well, and that
5 scientific breakthroughs must be adapted into
6 economically, environmentally and socially-
7 sustainable practices, and investments to
8 improve agriculture productivity must be long-
9 term and complemented by efforts to improve
10 human capacity in agricultural research
11 extension and education, which, again, was one
12 of the key things that came out of the Forum.

13 And, finally, research, education,
14 extension and development need to -- have to
15 focus on women which, again, is something that
16 Feed the Future focuses on.

17 Why are we, within the REE
18 mission, focusing on this? Because we believe
19 that we have something that we can bring to
20 bear on the strategy and address global food
21 security.

22 We have many ongoing dual research

1 and analysis and extension programs that we
2 think can be leveraged. We have many ongoing
3 international partnerships with other
4 countries.

5 We are also engaged in a lot of
6 programs under reimbursable agreements with
7 the USAID, State Department and others, and we
8 have tremendous institutional knowledge that
9 we feel we can help strengthen ministry level
10 capacity in other countries.

11 We have historical relationships
12 with the university system in the United
13 States that we expect to be a partner with us
14 in this effort, and also we have many ongoing
15 industry partners.

16 There were three topic -- goal
17 areas that we identified under the strategy.
18 The first is to research development of
19 education extension to sustainably increase
20 productivity, quality and nutritional value of
21 food products.

22 The second one, to research

1 development, education and extension to
2 minimize human and environmental health risks
3 from an agricultural production.

4 And then the third one is data
5 development analysis dissemination to improve
6 understanding of agricultural markets and
7 policies.

8 Again, these are three areas the
9 REE mission really has inherent comparative
10 advantage in, and we think they are programs
11 within the mission area that can be leveraged
12 to help promote global food security.

13 Okay. And this is just a snapshot
14 of the Feed the Future research strategy and
15 the three themes, and within these three
16 themes we will look both at the global level
17 and, where appropriate, way with other
18 partners that our resources can be leveraged
19 to look at country-level research extension,
20 information capacity-building and a policy
21 analysis program.

22 So, within the next several weeks

1 and months we will be working both internally
2 as well with partnership -- partners in USAID
3 to see what can be done.

4 And to implement the strategy, the
5 mechanism that we will be use will be the
6 normal collaborative research initiative,
7 within which we are looking at four specific
8 areas to collaborate on: wheat rust, green
9 legumes, livestock disease and post-harvest
10 and food safety issues.

11 Additionally, we are also engaged
12 in helping improve agriculture statistics
13 capacity in the developing countries, in
14 general, and specifically, among a few of the
15 Feed the Future countries.

16 And, again, where appropriate, we
17 will work with the -- internally with the US
18 -- within other missions in the USDA such as
19 FAS, as well as USAID and State Department and
20 others to help improve in-country capacity on
21 extension SPS, youth development, post-harvest
22 and policy analysis.

1 How will we respond to what came
2 out of the Forum? The Forum was really
3 important, and the input that we got from it
4 will be taken very seriously, not just in
5 implementing the programs under the Feed the
6 Future, but in general for all the different
7 REE priority areas.

8 What is relevant to this will also
9 be relevant to our programs in nutrition and
10 food safety, so we will take them very
11 seriously.

12 Coordination will be key, both
13 externally with USAID and with our partners in
14 the university system, but as well,
15 internally, as I've already alluded to, the
16 Office of Chief Scientist helps in that.

17 I think some of you heard from
18 Jill Auburn how we have the senior advisors in
19 each of the areas of nutrition, food safety,
20 global climate change as well as bioenergy,
21 and we will be working together to make sure
22 that we put together a comprehensive effort in

1 this.

2 Within the USDA, again, I have
3 mentioned FAS. FAS will be a key partner that
4 will help us and implement some of the
5 programs in the countries.

6 We are also internally realigning
7 our existing programs to see how, within the
8 mandates and the authorities that we have, we
9 can help further Feed the Future's goals.

10 And an example of that is the AFRI
11 program has been open for international
12 partnerships that are, I think, the
13 individuals have outlined for these programs
14 can take advantage of, and accountability and
15 measuring success will be an important element
16 to this.

17 In the advancing the productivity
18 frontier, we will look at what we are
19 currently doing, and some of the -- what I
20 have here are examples where we think there
21 could be room for leveraging and that one of
22 them is the genetic resources information

1 network.

2 ARS, in collaboration with its
3 partners, is looking to make that be a global
4 effort. We will also seek, where appropriate,
5 collaborations on our ongoing programs,
6 working on biotic and abiotic stress tolerant
7 and resistant.

8 And we are also going to explore
9 what we have in extension education which will
10 -- to educate proper stewardship and
11 enhancement of soil, water and other natural
12 resources.

13 And again, on the post-harvest.
14 And within the post-harvest we are already
15 working with the USAID on aflatoxin, using the
16 ARS as a resource on both genetic programs
17 going on in genetic resistance, as well as in
18 biocontrol.

19 And then on the transforming key
20 production systems, we have a wealth of
21 information. One of the things we've done is
22 not just REE mission area has put together an

1 action plan, but USDA as a whole has put
2 together coordinated action plan as well.

3 And in that action plan we are
4 focusing on five focus countries and regions,
5 including East Africa and Central America,
6 that cover Feed the Future in focus areas to
7 look at how the ongoing USDA programs, for
8 example, FAS, APHIS and others, could be knit
9 together to put together a program that would
10 help transform production systems within the
11 certain area.

12 For example, in Ghana, we are also
13 looking at the maize system, maize value
14 chain. Similarly, the USDA's Office of
15 Technology Transfer, we believe, has a model
16 for transferring technology that is demand-
17 and market-driven and will be sustainable, so
18 we could look at that and see how can a model
19 such as this be also used to leverage programs
20 for Feed the Future.

21 And again, the National
22 Agriculture Library is leading a cross-U.S.

1 Government initiative to organize and provide
2 access to transparent, internationally
3 compatible quality control lifecycle data on
4 sustainable food, agriculture and forestry
5 supply chains.

6 Something like this probably would
7 also provide information and knowledge that
8 can be used for Feed the Future.

9 And sort of a repetition in this
10 is to emphasize that we have a wealth of
11 information and across all of USDA, not just
12 the REE mission area, and we will look to
13 leverage them.

14 Similarly, on the cross-cutting
15 challenges, we've already talked about this,
16 we will walk across missions and priority
17 areas to make sure that the cross-cutting
18 challenge areas of climate change, gender --
19 and what was the other third one -- all of
20 them are going to be addressed.

21 And this is something we cannot do
22 by ourselves, so we will look forward to all

1 of our partners, university, private sector,
2 other government agencies as well.

3 And then, in conclusion, I guess
4 we all share a common goal. The last several
5 days you have been here in Washington, D.C.,
6 is because you feel global food security is a
7 big priority and USDA is very committed to it.

8 The REE mission area, we have
9 tremendous support from Dr. Watecki in this
10 and we will look to work together with all of
11 you in partners in the U.S. Government as well
12 as university and elsewhere to take this
13 forward.

14 (Applause.)

15 MR. DEMMENT: Thank you, Anita.

16 And we've asked Professor Irv
17 Widders, who is the Director of the Dry Grain
18 Pulse CRSP. These names, the CRSP --

19 MR. WIDDERS: Pulses.

20 MR. DEMMENT: Pulses. Okay. Do
21 you have a pulse, Irv. That's the question.
22 He's a professor of horticulture at Michigan

1 State University.

2 Irv has been a director of the
3 CRSP for many years and has always been a
4 person who has made major contributions to the
5 development assistance area, particularly
6 through his program. Irv?

7 MR. WIDDERS: My hands tend to
8 flare, and the worst nightmare would be to
9 knock over that glass of water while I'm
10 talking.

11 It is truly an honor and a
12 privilege to speak and share some of my
13 thoughts with you this morning. When Susan
14 approached me, I felt a bit overwhelmed with
15 the task.

16 It is daunting to present a
17 university response to both the Feed the
18 Future document as well as to the consultation
19 process. For those of you who know university
20 professors and the university community, we're
21 quite diverse and it's difficult many times
22 for us to a consensus.

1 What I want to share this morning
2 with you are some of my thoughts, some of my
3 interactions, with my own administration and
4 colleagues at Michigan State University, as
5 well as the larger CRSP community, and my
6 experience in participating in all three
7 events associated with the consultation,
8 beginning with the meeting at Purdue.

9 What I would hope to have this
10 morning is a conversation with you, BIFAD.
11 I'm going to throw out some ideas. I'm not
12 expecting concurrence, but perhaps it will
13 catalyze some thought.

14 Which button do I need to press?
15 The white one? Where do I aim it? I'm sorry.
16 I was pressing -- okay. This one here, or
17 this one? Okay. Thank you very much.

18 I want to affirm that most of us
19 within the university community believe that
20 the FTF, or Feed the Future, global security,
21 and I put that in quotes, because many times
22 we do not cite that when we're talking about

1 the strategy.

2 Research strategy is an excellent
3 document. It provides some compelling themes
4 and arguments for research areas. It has an
5 innovative implementation plan. We agree
6 largely that we need to do things differently.

7 I concur with the administrator's
8 comments that there is too much research
9 that's only in printed form, or technologies
10 that are sitting on the shelves, that haven't
11 been deployed and adopted, and there's
12 structures for accountability.

13 I would also, though, qualify my
14 statement. And many of us view the strategy,
15 though, not to be as much a strategy, but as
16 a framework for future decisionmaking. It
17 provides guides. It defines themes. It
18 defines agriproduction systems which to focus
19 our efforts.

20 But it's a very ambitious
21 document, and it's unlikely that we're going
22 to achieve everything in there, and it

1 certainly requires much additional debate and
2 definition, but it serves as a very, very
3 useful framework, I believe, as we move
4 forward and make investment decisions in
5 research.

6 As I mentioned, it has some very
7 compelling themes. You, all who participated
8 in the Forum, are very aware of these. I
9 think the universities are well-positioned to
10 play an active role in contributing and
11 supporting this initiative of our government.

12 I don't to preach to the choir,
13 because you recognize the capacities, the
14 expertise, the international connectedness,
15 engagement of our universities that we bring
16 to the table and offer our government to
17 achieve these ends.

18 There is one aspect that I would
19 like to note, though, and I think it's vitally
20 important. Much of the capacity, the
21 technical capacity, that is resident at our
22 universities needs to be exploited in

1 providing technical leadership to these future
2 research initiatives.

3 The farther we remove that from
4 where the research is being done and the
5 program and decisionmaking, I think the
6 greater risk that we may be sidelined.

7 I think it's important to
8 recognize that we're going to need a
9 sustainable -- sustained commitment to some of
10 these research efforts.

11 We agree that there is a need for
12 short-term, medium-term and long-term impacts.
13 However, in many cases we're dealing with what
14 we call wicked problems. These are complex
15 problems that have been very recalcitrant for
16 which we haven't found solutions.

17 Over the last day I sat in and led
18 the discussion on edaphic or soil constraints,
19 a soil fertility problem. That has been
20 around for decades, and still we're dealing
21 with degraded soils.

22 And where is the breakthrough

1 coming? I don't know, but we are going to
2 need sustained solutions. It's going to
3 require investments. It's going to require
4 some risk at times.

5 Sometimes the greatest potential
6 for impact comes from those areas, research
7 areas, where there is high risk. We don't
8 know if that's going to give us the home run,
9 so to speak. And certainly, we need
10 interdisciplinary approaches in everything we
11 do.

12 There is general excitement among
13 the university community about the whole of
14 government approach. I think it only makes
15 sense. Within the scientific community there
16 is collaboration with ARS scientists. There
17 is significant participation in the CRSPs.
18 Many universities, scientists, faculty have to
19 play the competitive grants route, receive
20 funding from NIFA, NSF, NIH.

21 To the extent that there can be
22 coordination of these efforts it's only going

1 to contribute to more robust and more
2 effectual, I think, long-term successes in
3 these research initiatives. It certainly
4 avoids the potential for duplication.

5 I'd like to make a few comments,
6 though, about the consultation here. I think
7 it was wonderful and I want to congratulate
8 and thank both USAID and USDA for their
9 leadership in approaching APLU and APLU's
10 effort in making this happen.

11 There's a lot of exciting things
12 that have occurred as a result, from my
13 opinion, of this consultation. It brought to
14 the attention of countless people around the
15 world this research strategy.

16 I can assure you that if it was
17 only posted on USAID or the Office of Food --
18 the Bureau of Food Security's website, it
19 wouldn't have received the visibility that it
20 had if there wouldn't have been this series of
21 consultations.

22 And the e-consultation also opened

1 that up. It started out with a smaller group
2 at Purdue, and then expanded.

3 As David Atwood said yesterday, it
4 was exciting to see the number of
5 institutions, organizations, programs, federal
6 agencies represented at the Forum over the
7 last two days.

8 I've been, over the course of my
9 ten years, at many meetings to discuss
10 international agricultural research, and there
11 wasn't a group any larger than we see today.

12 So it is very, very commendable.
13 There is an enthusiasm and excitement about
14 how these various institutions and programs
15 globally can work together to achieve common
16 goals, and it was exciting to hear some of the
17 comments of administrators from these various
18 organizations.

19 I believe that a result of this
20 consultation is that universities are very
21 well-positioned to contribute in a variety of
22 ways to the Feed the Future objectives and,

1 hopefully, that becomes clear as we go along.

2 Now what did I do? No. No, here
3 we go. Okay.

4 I'd like to make a comment,
5 though, about it. I think it is important,
6 though, to understand the purpose of a
7 consultation, and some of the constraints of
8 a consultation.

9 It provided, I think, a wonderful
10 sounding board to provide feedback on the Feed
11 the Future Global Food Security Research
12 Strategy, and I think it did do that. It
13 achieved that well.

14 It identified and confirmed the
15 importance of certain research challenges and
16 themes. That was much of the purpose of the
17 break-out groups that we had to look at these
18 development, agricultural development
19 challenges, and I think the outputs of it
20 strengthen that effort.

21 However, we talk a lot about
22 evidence-based programming and decisionmaking

1 and bringing the appropriate people together.

2 I still have some concerns about
3 our expectations of the process. I think it
4 moved us forward, but I don't think it's the
5 end. The Forum cannot be the end. We didn't
6 have the evidence before us.

7 I led a group on, once again, I
8 just said soil fertility, addressing that. I
9 only had one soils scientist in my group.
10 That's not to be an indictment against
11 multidisciplinary groups looking at research
12 themes, but I would question if we had the
13 appropriate evidence, the sufficient evidence,
14 the sufficient demographic of participants to
15 really make this a -- to achieve the goals of
16 priority-setting and giving guidance to these
17 federal agencies on where they should be
18 making their investments in the future.

19 I guess the bottom line is that,
20 as I looked around the audience, and it was a
21 wonderful audience, and there was a lot of
22 wonderful things occurred there. Most of the

1 participants looked more like myself than the
2 people that are in the trenches doing the
3 work.

4 I guess my admonition to BIFAD is
5 that -- and I'm speaking as an administrator,
6 a program director. I need to be a bit more
7 humble at times and recognize that the
8 breakthrough ideas, what's going to be the
9 transformational research area -- I don't know
10 what that is.

11 And we need to have greater
12 consultations with different communities of
13 scientists that really are at the cutting
14 edge, that know truly the potential of some of
15 the -- maybe the molecular approaches, or even
16 adaptive research that they're working on.

17 So my admonition is: This process
18 should not stop here. I think there's much
19 more that needs to be done.

20 As I ended up this process there
21 are a number of questions that still remain in
22 my mind, issues, and I think some of these

1 were, in part, responded to or addressed by
2 the comments of my previous two speakers from
3 the Bureau of Food Security and USDA, but I
4 just pose these questions because I think it's
5 important for BIFAD to consider them.

6 What is the process for further
7 defining and prioritizing focused focal
8 research areas in the four strategic
9 agricultural production systems?

10 There was much conversation during
11 the Forum about the haste and the pressures
12 that are upon federal agencies to implement
13 something. I hope that in this haste there
14 isn't -- that there is sufficient consultation
15 with the appropriate communities of scientists
16 to really make the appropriate investments.

17 And I question, where do the
18 outputs of the Forum go from here? I'm still
19 not sure about that, and how can university
20 scientists contribute to this ongoing
21 dialogue.

22 Who will provide the -- the second

1 question is: Who will provide the leadership
2 for the interagency coordination of priority
3 research initiatives?

4 I'm delighted that there is this
5 whole of government coordination, but who is
6 providing the leadership? It's not only here
7 in Washington, but at the mission level. How
8 will FTF research initiatives be integrated
9 and be supported by USAID country and regional
10 missions and their strategies?

11 There is a set of focus countries.
12 There's the 20 and then there's the subset of
13 six. I know that in the subset of six there's
14 efforts to integrate research in there, which
15 I think is wonderful. Certainly research and
16 the potential for output to research should
17 inform those strategies.

18 I have concern about how that's
19 happening, who is providing input to that, if
20 there's diverse input in those areas. We
21 talked a lot about country-led strategies. I
22 think this is wonderful, but I question to

1 what extent many of our national programs are
2 fully-engaged, to what extent many of our
3 national agricultural universities with whom
4 we collaborate are actually engaged.

5 I have a few person experiences
6 that I don't want to outline, but I know cases
7 where there has not been that kind of
8 consultation. I hope the CRSPs can inform
9 these dialogues, and I would like to see some
10 conversation about that.

11 A fifth question: How can long-
12 term research initiatives effectively achieve
13 the out -- intended developmental outcomes in
14 focus countries?

15 If these countries change over
16 time or if the agricultural production systems
17 change, I believe, and I fully support, a
18 sustained long-term focus on certain regions
19 and countries, I think this is wonderful.

20 But, \ being a realist and having
21 been involved as a director of a CRSP program,
22 I know that things change from one

1 administration to another. We have to have
2 sustained commitments if we are going to
3 realize the impacts of those investments.

4 And who will -- the final question
5 is: Who will provide the leadership to and
6 what will be the mechanism for ongoing
7 performance assessments, determining what does
8 and doesn't work and why?

9 I think this is one of the
10 comments that David Atwood said yesterday.
11 "We need to take advantage of the lessons
12 learned." We are going to be making certain
13 investments that don't result, that aren't
14 successful.

15 All of those of you who have been
16 scientists over the course of your career know
17 that, \ for every five initiatives that -- or
18 projects that you undertake, maybe only one is
19 truly successful and makes a transformative
20 difference.

21 So, we have to embrace risk, but
22 at the same time we need to be evaluating and

1 assessing. We need to have baseline data. We
2 need to see if we're moving the target.

3 I work in pulses, and I am the
4 first to acknowledge that we have not made
5 gains in pulse productivity over the years, in
6 spite of the investments and incorporating
7 disease-resistance and now the BT gene and
8 many of these things.

9 But, why haven't we had that
10 impact? We need to understand that if we're
11 to make decisions about going forward. And
12 what does that process look like? I would
13 hope that universities could play a role in
14 that, because we are the people in the ground
15 doing the work in many cases.

16 Thoughts regarding future steps.
17 I would strongly encourage consideration by
18 the agencies that are leading and coordinating
19 this effort, as well as APLU, to think about
20 follow-up forums involving international
21 communities of scientists and private sector
22 to provide guidance on the game-changing

1 and/or transformational research approaches to
2 address the wicked problems.

3 We are doing something like this.
4 Just to share a little experience, not to make
5 a sale point, but in the Pulse CRSP we are
6 going to be convening a workshop in a little
7 over a month that brings together -- that's
8 co-sponsored by three of the international ag
9 research centers that are involved in pulse
10 research.

11 We are bringing -- plus ARS
12 scientists, NIFA scientists. We -- various
13 foundations. But we're bringing together a
14 selected group of bright young scientists that
15 have some interest or track record in research
16 in pulses, a multidisciplinary group.

17 I want to be candid. Only about a
18 third of these are CRSP scientists. Our
19 effort is not to give any hopes or bring in or
20 support or -- or ensure a future for the CRSP,
21 but really ask what needs to be done to move
22 the bar up.

1 And we're bringing in young people
2 because they are the future. They are the
3 group that is going to need to take ownership
4 of this new research agenda. Us old fogies
5 are going to be retired before any of this is
6 realized.

7 The second point is that I would
8 encourage USAID to renew its commitment to
9 proven and effective models for university
10 engagement. I know that with any new program
11 there's desire to implement new strategies,
12 new programs, and they are very worthy. But,
13 on the other hand, don't throw out what is
14 tried and proven.

15 I've been a university professor
16 for 30 years. I've been involved in
17 international agricultural development for
18 over 40 years. I only say this because I know
19 I'm speaking from a biased perspective, but I
20 think the CRSPs are the best thing in town,
21 and I hope that USAID and others don't
22 overlook the potential they have there.

1 I had a recent conversation with
2 one of my deans, and he acknowledged -- he
3 said, "Irv, you know, I'm coming to
4 appreciate, after many, many years, the
5 importance of the CRSPs. The CRSPs programs
6 are one of the few programs that support
7 scholarship."

8 Scholarship is what universities
9 are about. Universities are academic
10 institutions, research-intensive academic
11 institutions. We don't have capacity and we
12 can't do everything, but certain things we do
13 extremely well. And one is the generation of
14 new ideas, generation of new technology
15 scholarship.

16 And it comes in different forms.
17 It comes through our research programs. It
18 comes through our teaching, our building up of
19 a new generation of professionals and the
20 integration of those two.

21 We need to work with others,
22 though, to be effective. The CRSPs, through

1 its collaborative efforts of partnering with
2 national programs, seeking to empower those
3 programs, seeking to support and give them the
4 research tools, the training, to make them
5 successful to address their own national needs
6 is a tried and proven model, and I think the
7 data show it's a worthy research -- I mean,
8 provides a worthy return on investment.

9 Many have talked over the last
10 couple of days about the institutional
11 capacity-building. I think this is clearly an
12 area that the CRSPs do exceedingly well. This
13 is going to be a strong part of our legacy,
14 and it's the integration of research,
15 technology transfer, outreach, extension
16 activities that we as land grants do exceeding
17 well that builds a new generation of
18 scientists in our focus countries that are
19 going to provide leadership to their new
20 agriculture.

21 Thank you very much for your time.

22 (Applause.)

1 CHAIR DEATON: Tag, and Panel, let
2 me thank you very much. And, Tag, I want to
3 give you an opportunity. The three panelists,
4 anything further you wanted to say as sort of
5 a summary comment here.

6 And then we will look to our
7 Board. As I indicated earlier, we'll have
8 board discussion around each of the panels and
9 then public discussion at the 11:45 period
10 that we indicated earlier.

11 MR. DEMMENT: I would like to say
12 that I think, if I was in a position of
13 leadership in the agencies, that I would think
14 that, unfortunately, and fortunately, that the
15 issue -- when I look at the trajectory of food
16 prices over the last five, six years, I don't
17 think anything is going to change. In fact,
18 I think it's going to get worse.

19 And I think we're going to have
20 these consistent spikes in prices globally.
21 And so I think that the attention that this
22 issue will receive is going to increase.

1 I think -- and this is personally
2 my integration of all of what I've read --
3 that climate change is going to start to
4 become a bigger and bigger issue as well.

5 So, I would -- I don't think of
6 this effort as being one that needs to be
7 harnessed in our minds as a small program.
8 It's going to become, I think, a major
9 program, and I think it's going to force a
10 whole-of-Government approach.

11 Recently, I read an article in
12 Science that was authored by about 40
13 scientists, but headed by a guy by the name of
14 Robert Blankenship at Washington University in
15 Missouri about photosynthesis.

16 And it basically provides -- this
17 is DOE work, Department of Energy work. And
18 they were talking about what they could do to
19 increase the efficiency of photosynthesis for
20 biomass production.

21 Well, I picked up the phone and
22 called Dr. Blankenship and had some very good

1 conversations and email exchanges.

2 And he basically said to me that
3 there's a pretty good chance they could
4 increase the efficiency of photosynthesis from
5 one percent of sunlight to two percent of
6 sunlight, i.e., double it over some years,
7 with an investment.

8 And I said, "Well, you know, what
9 about food plants?" And he said, "Absolutely
10 applicable to food plants."

11 Well, I mean, just think of the
12 implications of increasing the efficiency --
13 of doubling the efficiency of photosynthesis.
14 Now, I don't know how -- I mean, I'm putting
15 this out there with -- I think this was a
16 telephone conversation and a few emails.

17 But, it does show you -- and I was
18 never aware of how much DOE is doing in
19 photosynthesis. So, this concept of how we --
20 that the problem is going to become greater,
21 I think. The attention is going to become
22 greater. The resources are going to become

1 greater, I think.

2 And I think the question of how we
3 organize this whole of government effort is
4 going to be a very important one. So, that's
5 one comment.

6 Another thing about technologies
7 on the shelf. There is the implication,
8 often, that technologies on the shelf are a --
9 occur because there's a constraint on
10 extension of technologies.

11 I would say there are probably two
12 factors. One of those is certainly the
13 extension of technologies. The other is the
14 fact that we create a whole lot of
15 technologies that are not adapted for
16 environments in which we'd like them to be
17 adapted.

18 Why? Because we don't understand
19 the needs at the level before we start to
20 develop the technology.

21 So, it seems to me that there's an
22 important thing, that we shouldn't just

1 develop technologies because we think that
2 they're important. We should develop
3 technologies because people need those
4 technologies, and we have the evidence for it.

5 Alex and I have exchanged ideas
6 about this evidence-based decisionmaking. Irv
7 brought it up. Of course, in our Forum, we
8 did not have all the evidence in front of us.
9 In fact, we had a very good slide from Ken
10 Cassman which showed that, even when you have
11 what you think is good evidence it may not be
12 good evidence at all.

13 The weather stations -- if you
14 take the actual data from weather stations and
15 yields relevant to those weather stations you
16 get very good correlations between the models
17 that predict plant productivity.

18 If you use the weather data that's
19 projected between weather stations, because of
20 -- on the basis of weather models, you don't
21 get very good prediction. And a large number
22 of our predictions come from those kinds of

1 data.

2 So, it strikes me that, yes, at
3 all levels we have to make some -- we have to
4 make wise choices. Sometimes we don't have
5 all the evidence.

6 I certainly agree with Irv that we
7 need to have continual refinement of our
8 thoughts on this, but on the other hand, we
9 need to take action. And I think we all --
10 and I think the agencies all do the best they
11 can at assembling that evidence.

12 But I don't think because we make
13 decisions on strategies now that we should not
14 continue to refine our data, to collect our
15 data, to continue to look at our data, and
16 continue to refine and modify our discussions.

17 Irv also raised the point about
18 CAADP. The CAADP process is, like all these
19 processes, is a way to get information from
20 the country about its needs.

21 We had a meeting in Kampala of the
22 ministers of the CAADP countries that APLU

1 participated in. Peter McPherson was a prime
2 speaker.

3 Brady Deaton gave the keynote at
4 that, where the -- we recognized, working with
5 the CAADP countries, that universities had not
6 had much input into the CAADP agenda, that
7 there was a resolution in that forum that
8 strongly urged that the CAADP process
9 incorporate higher education and research into
10 the agenda more directly and that, hopefully,
11 will occur, and we need to continue to put
12 pressure.

13 But the CAADP process is a
14 wonderful process. It needs to be refined,
15 but it is something that is, I think, a
16 landmark in terms of development and the
17 Africans should be congratulated for taking
18 that first step.

19 So, that would be my --

20 CHAIR DEATON: All right. Thank
21 you. Wonderful summary of a fabulous panel,
22 and we want to give the Board an opportunity

1 to ask questions, specific issues that they
2 want to bring up.

3 It's been a very rich process, and
4 I congratulate all of you on getting us to
5 this point.

6 May I turn to the Board, BIFAD
7 Board Members who want to ask more specific
8 questions about this.

9 Bill.

10 MEMBER DeLAUDER: I did have an
11 opportunity to participate in the Forum, and
12 it was a wonderfully organized process, and I
13 know that we're going to come out with a very
14 rich, rich document.

15 My question is -- is it on? I
16 don't -- I'm not getting the feedback from the
17 mic, and so that's why I asked the question.

18 My question is -- and Tag had
19 suggested something. I know that your next
20 step is to compile and edit the document and
21 make it available to various audiences,
22 including USAID and use, but my question is:

1 What would you like to see, beyond that, to
2 happen as a result of this wonderful effort?

3 And I'll ask that of you as well
4 as of Irv.

5 MR. DEMMENT: Okay. Well, what I
6 would like -- I would not -- I would like the
7 process to be, have some continuity and
8 continuation.

9 In what form that is, I think we
10 need to discuss with the agencies to make sure
11 that -- that they're comfortable with -- with
12 how we proceed, but we certainly do not want
13 it to end with us passing them the document,
14 and we would hope that BIFAD, as our partner
15 in this, would also be part of that,
16 furthering that discussion.

17 MR. WIDDERS: That is somewhat of
18 a challenging question to respond to because
19 I think there could be different forums and
20 venues in which to have the dialogue.

21 As I mentioned, I think it's
22 vitally important that there be follow-up,

1 continued discussion to better define.

2 There is no way that resources are
3 going to be adequate to address everything
4 that came up in this -- in the Forum, and
5 there's some wonderful ideas, but there are
6 some poorly-informed ideas, as well, that
7 emerge, from my opinion. And so, there needs
8 to be continued conversation.

9 I would also comment -- and, Tag,
10 you may differ from this -- that the e-
11 consultation, in part, was flawed, if I can
12 use that comment, in that there was not
13 participation by certain communities.

14 I would ask how many molecular
15 geneticists or biologist participated. Maybe
16 one or two. But does that provide a
17 consensus?

18 So, I would ask, even, the
19 question: Are there certain challenges that
20 we've overlooked? Are there areas in the
21 strategy that need additional emphasis?

22 I think this really needs to be an

1 ongoing conversation. I think it needs to
2 involve people from the various agencies, as
3 well as the scientific community. I think it
4 can occur through a variety of venues.

5 And to the extent that evidence
6 can inform those conversations, all the
7 better. And we certainly need -- let me just
8 make this -- we certainly need greater
9 participation of our host country scientists
10 because they are the ones who understand those
11 systems better than anyone.

12 Not to be critical. I mean, this
13 was a US-centric forum, plus we need greater
14 participation from our CGIR scientific
15 community.

16 CHAIR DEATON: Any comments or
17 questions from other Members of the Board?

18 MEMBER EJETA: Before I ask my
19 question, I think the question that was asked,
20 it looked to me the most appropriate response
21 would be from the two federal agencies.

22 What are your expectations of what

1 would come out of this?

2 MS. CHAPOTIN: We are very much
3 looking forward to the outputs -- I mean, I
4 think the Forum was excellent, and there were
5 some -- some really great ideas, really rich
6 discussion coming out of it.

7 Your point is well-taken. There
8 needs to be also an evidence-based process at
9 the same time, and so I think the types of
10 discussions that are referenced, for example,
11 that's going to be happening on Pulses, needs
12 to happen going forward.

13 If there are some areas that
14 emerged under the strategy, as an area in
15 which we should focus, then that community
16 needs to come together also and have some
17 input and try to identify further research
18 questions, and help us prioritize under --
19 under particular questions.

20 So, I think that's one area going
21 forward in which we could have a lot of
22 additional interaction.

1 Obviously, we're looking forward
2 to seeing the report that APLU will do on the
3 Forum, and I expect that we will be taking
4 that very seriously and probably coming back
5 to the community and -- with a response on how
6 we see the inputs of the Forum outputs being
7 integrated into our process.

8 MS. REGMI: I also agree with a
9 lot of what you said, the points that you
10 make, and the Forum was excellent.

11 And, moving forward, as Tag
12 pointed out, some decisions have to be made
13 fairly soon, and we proceed with them,
14 probably.

15 But, at the same time, there are
16 many questions and, as Tag, again, pointed
17 out, the climate change issue is one that's
18 going to get only bigger as we move forward.

19 And, at least, within the USDA, as
20 I already mentioned, we are focusing --
21 working as a whole-of-government, on climate
22 change, on nutrition, and many other issues.

1 And again, the necessity to make
2 decisions based on evidence is really
3 important and the need for data. And on that,
4 as well, we are involved both as a whole-of-
5 government, as well as with the international
6 community and agricultural and rural
7 statistics as well as working together in the
8 climate change and data.

9 And there is a big need to really
10 knit together what's going on in those
11 programs because they do relate to global
12 security. And we expect to remain talking
13 with both our government partners,
14 international partners, as well as, hopefully,
15 the university partners and I think we will
16 look to remain engaged.

17 How exactly that's going to move
18 forward probably will work out in the next
19 several weeks and months.

20 CHAIR DEATON: Let me say, the
21 subject of our next panel will be to address,
22 in many ways, the government -- what

1 government expectations are at interagency
2 coordination, so forth.

3 So, we're going to be continuing
4 this dialogue with a new group here in a few
5 minutes. But any other -- and we'll surely
6 want to provide opportunity further for any of
7 the Board Members to ask questions.

8 Bill, you had another comment?

9 Bill DeLauder.

10 MEMBER DeLAUDER: Yes. I had a
11 lot of questions, but I'll just ask one more.

12 We've seen a lot of data that
13 shows the relationship between reducing
14 poverty, increasing income and whether the
15 country has the capability to engage in
16 innovation and invention and to drive that,
17 and we've seen unequivocal data that shows the
18 importance of that.

19 My issue with what we do,
20 particularly in developing countries, and
21 particularly in the African countries, is how
22 do we build in self-sufficiency and

1 independence.

2 We're not going to solve this
3 problem long-term unless, in the African
4 countries themselves, they are able to use
5 research to address the issues that affect
6 them, farmers and products on the ground.

7 I have not heard very much -- and
8 I'm addressing this mostly to USDA and USAID
9 -- of what's going to be done in terms of
10 helping to improve and enhance, in the African
11 countries, their capabilities in using
12 research to address the issues of increasing
13 and sustaining agriculture productivity.

14 MS. CHAPOTIN: Thanks for asking
15 that question. I have a little note right
16 here saying, "Talk about human institutional
17 capacity-building," but then the note stayed
18 here and I went over here. So, thanks for
19 bringing that up.

20 You're absolutely right. And I
21 think the package of capacity-building
22 activities that the administrator announced

1 the other day, I think, is a start towards
2 that.

3 It's obviously going to take a lot
4 more than that, but that is basically -- I
5 think we completely recognize that both the
6 capacity of the institutions in Africa, as
7 well as the researchers, the scientists, all
8 the way down through extension and the farmers
9 needs to be built up in order for this to be
10 a sustained -- to have sustainable outcomes.

11 One area, I think, as far as in
12 the research investments that USAID makes, we
13 see them both as investments in research to
14 develop new technologies, new management
15 practices, new policies, but each research
16 investment is also a capacity-building
17 program.

18 And each research program works
19 very closely with institutions in the
20 countries where we work, and with the
21 scientists. And just as an example, in
22 Uganda, AID has had very long-term and active

1 investments both from the mission level and
2 from Washington, in the area of
3 biotechnology, and at the same time they've
4 been working with the National Research
5 Organization in Uganda to build their capacity
6 to do biotech work.

7 And actually, it's been a long-
8 term investment. It's been slow, but now
9 there is really significant capacity in the
10 country to take ownership of using technology
11 such as biotechnology and putting them into
12 crops and, in fact, Uganda has a number of
13 field trials.

14 So, that's just one example, but I
15 think we will strive, going forward, to build
16 that into each and every of our research
17 programs as an integrated part of it and then,
18 additionally, to really focus on where can we
19 best -- how can we best increase the capacity
20 of the country to take forward this research
21 and development program, so it's not just from
22 the outside.

1 MS. REGMI: Within the USDA,
2 again, what we can do is fairly limited, but
3 within the capabilities and authorities that
4 we have, we will look forward and try our best
5 to move forward -- help the countries develop
6 their own research capabilities.

7 NIFA has a program on education,
8 international education, that I think some of
9 you may be aware of, but within the budget
10 resources that are allocated to that, we will
11 hope to engage in that.

12 And, additionally, also, FAS has
13 training and exchange programs wherever it is
14 possible to use that to train individuals in
15 developing countries. On the -- within the --
16 focused on the priority areas for Feed the
17 Future, we will be working very closely with
18 the FAS to do that.

19 And finally, I have seen Marshall
20 here, and I meant to mention that USDA had
21 signed an MOU with AGRA, but I think Marshall
22 has left by now. I forgot to mention that

1 earlier.

2 And so we also need to work
3 together with AGRA to see how we can leverage
4 our strengths and have somebody else, you
5 know, take the part that we are not allowed to
6 directly participate in, and look forward to
7 strengthening capacity in the developing
8 countries that way, as well.

9 MR. WIDDERS: May I make a comment
10 to that?

11 As a director of a CRSP, one of my
12 recommendations is that we give some thought
13 to how we build human resources and through
14 training -- and I'm thinking largely of degree
15 training.

16 My greatest concern is that we, as
17 universities -- and this is one of our
18 challenges -- our admission requirements into
19 graduate programs is very high, the GRE, the
20 TOEFL and everything.

21 And we put some high barriers, and
22 so we admit we have these training

1 opportunities. We admit into our programs
2 those students who are admissible and -- but
3 what is not integral to this process is
4 working with the NARs and the universities to
5 have a conversation about where they want to
6 build capacity, because there has to be a
7 place where these people go back to so that
8 we're truly building and investing in
9 capacity-development in the appropriate areas.

10 It would be nice for a molecular
11 geneticist working on cowpea to have a bright
12 graduate student that contributes to our
13 program, but is that what that national
14 program needs?

15 And I don't think many of our
16 capacity-building programs -- we think, well,
17 yes, we need to build capacity in
18 biotechnology. That's a no-brainer. But are
19 we investing and working with institutions to
20 develop personnel develop plans to develop --
21 to think about what is the long-term research
22 capacity that they want to build upon, and

1 that needs to occur, I believe.

2 CHAIR DEATON: Tag.

3 MR. DEMMENT: Yes. This is a very
4 important and very -- I would say it's a big
5 task. We've been working on a partnership
6 program through APLU between African and US
7 universities, and we've funded -- under that
8 program we've funded eleven partnerships.

9 I think, in the process, we spent
10 two years working with the Africans through
11 various channels to get feedback on how -- you
12 know, what they needed, what they -- and we
13 got a lot of advice.

14 And there's a couple of things
15 that I think are fairly important. One,
16 African universities, particularly in
17 agriculture, are under great stress and
18 strain. They don't have resources. They --
19 institutions that used to be good in the
20 Sixties and Seventies are not there today.

21 They are overwhelmed with
22 students. I think at the University of Ghana,

1 which is one of the better African
2 universities, the enrollment over the last ten
3 years is five times higher than it was, and
4 there's just no place to put the students.

5 So, I think one of the things that
6 we need to consider is: Are we going to --
7 how are we going to change the agricultural
8 education system? How are we going to help
9 that change through time?

10 And I think Irv's point is quite
11 correct, but the Africans have -- if I talk to
12 African academics, most of the best ones know
13 what needs to be done. They know they need
14 institutional transformation.

15 One of the greatest problems we
16 have is that there are a lot of donors
17 involved in higher education in Africa and,
18 frankly, they are very -- they are not very
19 well-coordinated.

20 They are doing different kinds of
21 things. And what we need to do is, we need to
22 think about, as BIFAD, and as people

1 interested in this area is: How do we create
2 a mechanism that brings donors together in a
3 coordinated fashion?

4 So, what the Danes do and what the
5 US does and what the Brits do is coordinated
6 into an educational transformation strategy
7 for a particular region or a particular
8 country.

9 And then the resources can be
10 focused much more, and be much more effective.
11 But frankly, at the moment, the resources are
12 small from most all groups and they are not
13 coordinated, so they are spread quite thin,
14 and I don't think they are being as effective
15 as possible.

16 So that's a point that I think we
17 as folks in the international development
18 arena should be thinking about.

19 CHAIR DEATON: Tag, let me thank
20 you. Saharah, Anita and Irv, fabulous panel,
21 and I would ask that we give them a big round
22 of applause for a great effort.

1 (Applause.)

2 CHAIR DEATON: Well, all journeys
3 begin with a small step, at least, so we've
4 had a fairly significant step here today. And
5 we're going to be continuing the dialogue.

6 At this time we are going to take
7 about a 10-minute break and be back to start
8 the 10:30 panel. Thank you.

9 (Whereupon, the above-entitled
10 matter went off the record 10:19 a.m. and
11 resumed at 10:31 a.m.)

12 CHAIR DEATON: Welcome, everyone.
13 If everyone could please get seated we will
14 get started. And let me thank the panel for
15 being here to address the overview and
16 interagency coordination, the Feed the Future
17 initiative and the work that you heard
18 presented in Panel I on the Research Agenda
19 and Forum Report. And Julie Howard was the
20 moderator of this panel and I will turn the
21 panel over to her. This is looking at whole
22 government efforts. And Julie Howard is the

1 coordinator for the Feed the Future. Julie?

2 MS. HOWARD: Thank you very much,
3 Brady, and actually you've given me a
4 promotion, an undeserved promotion. I'm
5 deputy coordinator for development of Feed the
6 Future.

7 CHAIR DEATON: You've done so
8 much.

9 (Laughter)

10 MS. HOWARD: Well, first of all
11 I'd like to start off by congratulating the
12 members of BIFAD. This is an exciting new
13 moment for us to have the new board on board,
14 may I say. So let me just say a couple of
15 things about myself and then I want to say a
16 few words about Feed the Future before I
17 quickly turn over to my panel members. This
18 is my third month, the beginning of my third
19 month in the U.S. government. I'm an
20 agricultural economist by training, I've done
21 most of my work in African agricultural
22 development in the academic world but then the

1 last 10 years I've led, before coming here I
2 led a research and advocacy organization
3 working with many of you in the university
4 community and the NGO world and private
5 sectors to advocate for increased and better
6 U.S. investment in agricultural as a catalyst
7 for broad-based economic growth. So it's
8 delightful, you know, for me and a challenge
9 to be now on the other side of the table,
10 again still working with you to implement this
11 Feed the Future initiative.

12 So a few words about Feed the
13 Future and I think you probably know this
14 story, maybe you know it by heart by now. So
15 Feed the Future initiative really comes on the
16 heels of the need for a different kind of
17 response to the global food price crisis that
18 we all witnessed in 2007-2008 and saw very
19 starkly the connection between food security
20 and national security and global security. So
21 Feed the Future is President Obama's
22 commitment to recognizing the importance of

1 food aid but also recognizing that we really
2 need to turn our attention to a longer,
3 sustained impact on agricultural production
4 and nutrition security as the sort of long-
5 term answer. So President Obama pledged at
6 L'Aquila in 2009 to double U.S. assistance in
7 this area and leveraged a commitment of \$18.5
8 billion for our \$3.5 billion commitment which
9 we think is quite impressive and we are on
10 target to meeting that. And I just wanted to
11 say that these are not only resources, that
12 Feed the Future is not only about an increase
13 in financial resources, it's also
14 fundamentally about a different way of doing
15 things. It's a harbinger, a stalking horse I
16 think for how we would like to see foreign
17 assistance reform progress.

18 So, and I just wanted in my
19 remaining couple of minutes before I turn it
20 over to the panel members just sort of give
21 you five different ways in which the Feed the
22 Future initiative is different. First of all,

1 Feed the Future is committed to investing in
2 country-owned plans, and these principles
3 really track the principles that came out of
4 the Paris Declaration on Aid Effectiveness and
5 previously the Accra Agenda and really have
6 been solidified in the Rome Principles for
7 Sustainable Food Security, also 2009. So
8 investing in country-owned plans is at the
9 center and I think this really gets at the
10 heart of what is sustainable development.
11 Sustainable development is not what donors
12 think is right to do, a sustainable
13 development is what countries think their
14 priorities are. So this is really the first
15 and to my mind one of the most important
16 principles.

17 So that investing in country-owned
18 plans, and that's important in another way and
19 leads to the second principle which is
20 strengthening strategic coordination at
21 different levels. So we have the country-
22 owned plans that provide sort of this platform

1 of, you know, a few different areas that
2 countries commit to, that countries'
3 governments invest in themselves, that private
4 sector and CSO partners at country levels have
5 agreed are important, and then the U.S. and
6 other donor partners also come in and say
7 we'll take a piece of that plan. I think
8 that's a revolution in how we think about
9 foreign assistance. Because, you know, before
10 sort of going in and having a set of very
11 fragmented investments, a little bit of
12 everything scattered across the landscape, I
13 think our realization is we're not
14 accomplishing enough that way. We really need
15 to focus and concentrate our resources. So we
16 do that by these country-owned plans, focusing
17 on a few priorities, and then using those
18 priorities to co-ordinate across donors,
19 across our U.S. government agencies and with
20 our private sector and NGO partners.

21 A third way that Feed the Future
22 is different is that we're looking at a

1 comprehensive approach. So we're not just
2 talking about increasing agricultural
3 production, we're also talking about
4 nutrition, talking a lot about nutrition and
5 Cindy's going to address that later. We're
6 also talking about infrastructure, we're
7 talking about post-harvest losses and we're
8 talking about value chains. So from soup to
9 nuts what does it take to strengthen a maize
10 system in a country, what does it take to
11 improve research, what does it take to get the
12 seed system going, what does it take to
13 enhance the nutritional properties, so a much
14 more comprehensive approach.

15 Fourthly, the Feed the Future
16 seeks to leverage the benefits of multilateral
17 institutions and Dan will be talking more
18 about that. I mean, GAFSP, the global ag food
19 security program is sort of our signature
20 effort in that regard, but recognizing that
21 aside from agreeing at the country level that
22 we all should work more closely together, this

1 is the kind of fund that allows us to pool our
2 resources to address these country plans.

3 And finally but very importantly
4 this Feed the Future is different because
5 we're committing to deliver on sustained and
6 accountable commitments, and those are very
7 clear for us. Over the next five years we're
8 committed to lifting \$18 million mostly
9 smallholder farmers out of hunger and poverty.
10 We're committed to reaching 7 million
11 undernourished children with our nutrition
12 interventions. We're committing to generate
13 \$2.8 billion in agricultural GDP through our -
14 - in our target regions through our research
15 and development activities. And we're
16 committing to leveraging \$70 million in
17 private investment for agricultural in these
18 target areas.

19 So lastly I want to say, so these
20 five principles, these top-line targets that
21 guide us and we are focusing our efforts. You
22 know, we're saying we can't do everything

1 everywhere so we're focusing in 20 countries,
2 12 in Africa and others in Asia and Latin
3 America.

4 So I now want to turn to my
5 colleagues to give a bit more detail about the
6 interagency role. I want to say that over the
7 past few days we've been really privileged I
8 think to witness the interagency in action as
9 we've been talking about the research form,
10 you know, what are our research priorities.
11 Importantly, that's been a very, very solid
12 effort between USAID and USDA in drafting this
13 research document that everyone here, many
14 here were commenting on. And going forward
15 you know, essentially we're asking for
16 comments and the involvement of our very
17 important U.S. university community and also
18 private sector and NGO community in really
19 helping us digest the results from this forum
20 and drill down into more specific priorities.
21 So I seem to have lost my agenda. Who is
22 coming next. Okay, great. So now let me turn

1 to Paul Weisenfeld who is Assistant to the
2 Administrator in the Bureau for Food Security.
3 Paul?

4 MR. WEISENFELD: Thank you very
5 much, Julie. Good morning, everyone, and let
6 me as Julie did congratulate the new members
7 of the BIFAD board. We're extremely excited
8 to have such a high-powered board here to
9 advise us on issues not just for Feed the
10 Future but across the agricultural portfolio
11 and development portfolio generally. I am the
12 head of the Bureau for Food Security and as
13 Julie did I'll say two sentences about my --
14 I'm a career Foreign Service officer. I've
15 been in the agency for -- this is my twentieth
16 year in various assignments, most of my time
17 overseas serving as a Foreign Service officer
18 in different countries. But my last job
19 before taking over about 10 weeks ago as head
20 of the Bureau for Food Security was leading
21 our coordination efforts for the Haiti relief
22 from shortly after the earthquake until about

1 September.

2 So I will talk a little bit about
3 what the role of the bureau is. As Julie
4 said, I have a chart up there that shows the
5 basic outlines of the structure. Julie said
6 it's an interagency initiative so our
7 partnerships with USDA and the State
8 Department and the Department of Treasury
9 among others as well as other research
10 organizations, National Institutes of Health,
11 National Science Foundation are critically
12 important but USAID has been given the lead
13 role in coordinating the initiative, not in
14 doing everything, but in coordinating this
15 whole of government effort.

16 So the Administrator Rajiv Shah in
17 November set -- made a decision to stand up a
18 new bureau as a means to institutionalize our
19 efforts to implement the initiative, and to
20 create a structure focused around the ideas of
21 Feed the Future so that AID is positioned to
22 implement in an effective way and to

1 coordinate this initiative. One of the things
2 you'll see, I'll start over on the right side,
3 kind of the -- we have the Senior Deputy
4 Assistant Administrator, sorry on the left,
5 Greg Gottlieb and the other Deputy Assistant
6 Administrator Tjada McKenna, but under Tjada
7 you see the Country Strategies and
8 Implementation Office. And one of the reasons
9 for the structural change here is to really
10 focus ourselves structurally on implementation
11 in the field. As Julie said, it's critically
12 important to us that we have programs that
13 follow country-led efforts, and as part of
14 implementing that it's important for us to
15 allocate our human resources in a way to
16 support implementation in the field. So we've
17 set aside a separate office that's focused on
18 field implementation, or stood up a separate
19 office that's focused on field implementation,
20 helping missions overseas do rigorous
21 analysis, setting up rigorous monitoring and
22 evaluation systems and all of the project

1 design and implementing necessary to get
2 activities going in the field, to show
3 concrete results in the near term and to make
4 the results sustainable over the long term.
5 So that's really the heart of the bureau is a
6 focus on field support, kind of in the --
7 prior to the Bureau for Food Security the
8 field support side of what we did was merged
9 with other offices. It was part of the
10 Agricultural Research Office for awhile. Over
11 the years in AID it's been part of different
12 offices, but the intention of the
13 Administrator is to really focus our efforts
14 on field support as the heart of it.

15 Next to that office you'll see the
16 Markets, Partnerships and Innovation Office.

17 In a similar vein AID has been working on
18 public-private partnerships, understanding
19 markets for a number of years, but it's always
20 been a task that's an additional task for AID
21 officers. People have to set up programs as
22 well as think about markets. And the idea

1 here is that we understand as part of the
2 initiative that it's -- the easy part is
3 giving people hybrid seeds and better
4 fertilizer and getting them to grow produce,
5 and the hard part is making it sustainable.
6 And that means finding market outlets. So
7 even though we've been doing markets, we want
8 to -- the intention here is to stand up a
9 separate office that's focused like a laser
10 beam on how we think about issues of markets
11 and partnerships. So we've done that under
12 the leadership of Margaret Enis in our office.

13 Those who attended the Research
14 Forum the last few days are very familiar with
15 the Agricultural Research Office that Rob
16 Bertram heads. That is another key part of
17 the initiative is reversing a decades-long
18 trend of reduced investment in agricultural
19 research, and we know that research for the
20 long term is a critical part of seeing
21 agricultural production and productivity turn
22 around. So that is another one of our -- the

1 core parts of our efforts.

2 The Strategic Planning and
3 Communications Offices are parts of a standard
4 AID program, but here kind of the difference
5 is Strategic Planning is an office that does
6 our budgeting and supports budgeting across
7 the initiative working with other agencies,
8 but it's also the office that houses our
9 monitoring and evaluation expertise within the
10 bureau. There is kind of an interagency-wide
11 effort to support monitoring and evaluation
12 led by a woman named Kristin Penn who's
13 absolutely fabulous, but we have capacity
14 within the bureau ourselves to support
15 missions in setting up monitoring and
16 evaluation, and also to think initiative-wide
17 across the various countries about what the
18 learning agenda is. As we move forward in the
19 initiative what are we really learning about
20 the differences between what we're doing in
21 Ghana versus what we're doing in Guatemala
22 versus Tanzania. So we've made sure that

1 we've stood up the capacity in that office.

2 Communications and Outreach, the
3 last of these offices, is again a big part of
4 making sure that we're building support and
5 disseminating what we're learning from the
6 initiative and making sure that people
7 understand what's going on with Feed the
8 Future and we have the capacity to spread the
9 message out so that we can generate support
10 for what really is a core area of development
11 investment. If we think about what the agency
12 does as a whole as an economic development
13 agency kind of the core of it in addressing
14 poverty really cuts to rural poverty. In the
15 countries where we work in poverty is mostly
16 rural poverty, and getting at rural poverty
17 and learning -- generating the learnings that
18 we're doing, it's necessary to make sure that
19 we have the capacity to disseminate that out.

20 So the final thing I'll remember,
21 underscoring what Julie said, is all of this,
22 all of these offices and capacities are

1 intended to implement this focused approach.
2 And I know our Administrator probably
3 mentioned this morning that a big part of the
4 initiative is understanding that if we -- our
5 investments are dispersed too broadly that
6 we're not going to see the kinds of results we
7 want and that his expectation for the
8 initiative and the President's expectation for
9 the initiative is that we can demonstrate in
10 some countries that we really can address
11 issues of food insecurity, that we can
12 eradicate food insecurity in some countries.
13 So we are focused on 20 focus countries and
14 within those focus countries our field support
15 efforts really help our missions make choices
16 about within the investment envelope that we
17 have where are we going to invest those
18 resources in a concentrated way that we think
19 will generate significant impact. So for
20 instance, in Ghana we've made decisions about
21 focusing our energies in the northern part of
22 the country in a select set of value chains,

1 because we believe that those value chains
2 will drive increases in agricultural
3 productivity and reduce levels of poverty and
4 under-nutrition in that area. So the -- all
5 of this is geared towards analytical
6 capacities to help ourselves make those
7 decisions and focus our resources in a way
8 that will generate significant impact. So
9 thank you very much.

10 MS. HOWARD: Great. Okay, thank
11 you, Paul for that great explanation of how
12 U.S. is organized -- or USAID is organizing
13 the new Bureau for Food Security. So one of
14 the fundamental things underlying Feed the
15 Future is the sense that this is an initiative
16 that this is an initiative that is led by
17 USAID but it's much broader than USAID. The
18 sense that we can do much more in the
19 countries and regions where we work if we're
20 actually drawing on the strengths of all of
21 the U.S. government agencies.

22 So I think the next panelists are

1 going to explain, Cindy Huang is first up.
2 Cindy is the senior adviser at the Office of
3 Global Hunger and Food Security Initiative at
4 the State Department. So Cindy has been
5 involved I think from the very beginning. I
6 think she is the founding member of the Feed
7 the Future --

8 MS. HUANG: Close to the
9 beginning.

10 MS. HOWARD: -- club. Right, so I
11 think she's the perfect person to explain how
12 State has been involved since day one in this
13 initiative and how State's role is evolving as
14 we go from the strategic planning phase for
15 the first couple of years to actually what
16 does this look like as we implement on the
17 ground. Cindy?

18 MS. HUANG: Thanks, Julie. It's
19 been a really exciting time I think for food
20 security generally, and I also want to add my
21 congratulations to the members of the BIFAD
22 board. It's wonderful to have your input and

1 expertise as we continue to develop Feed the
2 Future. So -- oh, okay. I was worried about
3 straining my neck a little bit. So you know,
4 after President Obama announced our \$3.5
5 billion commitment we've been going full steam
6 ahead and Secretary Clinton along with
7 Secretary General of the United Nations Ban-Ki
8 Moon held a big meeting at the UN General
9 Assembly in 2009 and since then the Secretary
10 created a special office within the Office of
11 the Secretary called the Global Hunger and
12 Food Security Initiative Office that really
13 shows how much we're trying to elevate and
14 think about how diplomacy can support
15 development.

16 So some of you may have heard
17 about the large review that Secretary Clinton
18 led to make sure that we are first elevating
19 development as a critical foreign policy and
20 national security objective as Julie
21 mentioned, and second, looking at the tools
22 that the State Department has in order to

1 support these goals. Currently, our office is
2 led by the Deputy Coordinator for Diplomacy,
3 Jonathan Shrier. Unfortunately he's on his
4 way to Rome for the annual FAO meetings and so
5 he was unable to make it today. There are a
6 lot of different ways that the State
7 Department is supporting Feed the Future, but
8 I also want to emphasize a point that Paul and
9 Julie both made which is that a lot of this is
10 context-specific. There is no cookie-cutter,
11 you know, example of what we should be doing.
12 Rather, we're really encouraging our
13 embassies, our econ and political officers to
14 think about how they can bring their resources
15 and of course the offices here in D.C. as
16 well, how they can bring their resources to
17 bear on our overall goals.

18 In terms of multilateral and
19 bilateral engagement we're working with the
20 interagency team to coordinate our policy
21 positions, and a great example is recently at
22 the G20 there was a working paper, sorry, a

1 declaration about how different countries will
2 be working together to increase transparency.
3 I'm sure you're all very familiar with it.
4 But that's an example where bringing together
5 the different resources we can really
6 influence the outcomes at multilateral fora.

7 We also have supported the GAFSP,
8 the Global Agriculture and Food Security
9 Program. I'll let Dan give the details of
10 that. At the State Department we're in the
11 unenviable position of helping to raise funds.
12 I think all of you are aware that it's a very
13 difficult fiscal environment, but again that's
14 where by keeping it at the top of our agenda
15 we hope to raise more funds.

16 Donor coordination I would say is
17 probably one of the largest areas of our
18 support. So through the tracking of the \$22
19 billion we are working with different donor
20 countries to make sure that they report their
21 contributions transparently. As Julie
22 mentioned we are on track and we're trying to

1 be very transparent and also sharing our
2 results framework. So that will be as the
3 U.S. will be the chair of the L'Aquila group
4 this year that's tracking the \$22 billion. We
5 want to make it a priority to look at how
6 we're tracking results and under the
7 leadership of Kristin Penn we've developed a
8 very rigorous results framework. So how are
9 other donors planning to bring their resources
10 to align with the country investment plans and
11 also to begin closing the gap. And I think
12 that one of the great successes of the various
13 high-level events that we've had in different
14 countries is that it's pushed the countries to
15 articulate better their priorities within the
16 plans, and that's something that's very
17 important as we then also choose to align our
18 resources for greater impact. And part of
19 donor coordination at the country level, I
20 would add, is that really looking at how the
21 chief of mission, our ambassador, and the
22 deputy chief of mission can contribute to

1 getting greater transparency and a focus on
2 results.

3 I already discussed a little bit
4 about how in trade and agriculture policy the
5 State Department is contributing to
6 negotiations. And then also an important
7 issue that's coming up is around land tenure
8 and property rights. And so our ambassador to
9 Rome for the UN agencies there, Ambassador
10 Cousin, has been very active in working on
11 getting consensus around the voluntary
12 guidelines and we hope that will be affirmed
13 at the CFS this fall.

14 Here's some areas, the State
15 Department has a lot of experience in several
16 of these including biotechnology as used
17 appropriately in different contexts and also
18 regional integration. I mentioned land tenure
19 already. Private sector investment which is
20 linked to of course American businesses when
21 it's applicable. And one story that I really
22 like is in Rwanda which is one of the first

1 countries to have a meeting around its
2 country-led plan, the team there found out
3 that Caterpillar was going to have a
4 regional office opened up and they were just
5 making people aware of it, and through that
6 they were able to facilitate some purchases
7 for the implementation of Rwanda's plan. So
8 that's an example where, you know, we're out
9 there competing with others but where it's
10 applicable and where we can facilitate those
11 relationships there can be productive
12 synergies.

13 On the right-hand side there are
14 some areas which go beyond agriculture such as
15 corruption and overall policy-enabling
16 environments, and that's something of course
17 that the State Department works on regularly.
18 And of our efforts is to tailor that to the
19 Feed the Future policy priorities. Some
20 example from Tanzania, Kenya and Ghana around
21 how we're working on that. In Tanzania
22 there's currently -- there are currently

1 export bans that are discouraging trade and
2 so, again, we're working with our ambassador
3 to help advocate against those. In Kenya
4 we're working on regional integration. In
5 particular, there's also a regional program of
6 course in the East African area to facilitate
7 greater trade. And in Ghana we're focusing on
8 land tenure. And one example of bringing
9 efforts together is there's another initiative
10 going on called Partnerships for Growth and
11 that's part of implementing the aid
12 effectiveness principles, and Ghana and
13 Tanzania are also countries for Partnerships
14 for Growth. And so through that exercise of
15 working with the government to identify
16 overall economic priorities, land tenure has
17 come up in that analysis too. So that gives
18 us more leverage and cooperation with the
19 government to address these critical issues.

20 The State Department is also
21 involved in strategic and economic dialogues,
22 so -- with various countries. And then we

1 have particular partnerships with India,
2 Brazil and South Africa where we're combining
3 our diplomatic leverage with specific
4 programs. So for example with Brazil we're
5 working in Mozambique to help them develop
6 school feeding programs and to improve
7 nutrition.

8 So one of the -- last year at the
9 UN General Assembly the Secretary decided to
10 do an event on the thousand-day window of
11 opportunity which is really -- there's a lot
12 of great science recently including in the
13 Lancet that shows that if a child has good
14 nutrition up to two years of age that it has
15 lifelong impacts for intellectual and physical
16 development. So I'm just -- this is I think
17 a great example of how the Secretary was able
18 to bring together actors in order to really
19 spur change. And then recently she was in
20 Tanzania where there were, you know, through
21 engaging with the government we were able to
22 come away with a lot of progress including the

1 government announcing its own national budget
2 line for nutrition. So again there's an
3 example of where high-level advocacy can make
4 a difference that embodies our commitment to
5 country ownership and also domestic financing
6 for development goals.

7 We are also engaged in outreach.
8 I've mentioned many of these already so I'll
9 just speed it up. And -- oh and I, but I
10 don't think any of us have mentioned CAADP yet
11 so that's a, you know, as part of working on
12 country-led investment plans in Africa we're
13 working with the African Union's Comprehensive
14 Africa Agriculture Development Program. And
15 that's I think been a very successful
16 collaboration and in fact CAADP was mentioned
17 in the original L'Aquila statement. And so
18 that's, again, a way that we can keep
19 returning to the principles.

20 So that was just a quick overview,
21 a not-so-quick overview of how we're trying to
22 figure out. And it's really, I mean I would

1 just close by saying it's really been a
2 process and I think that's where we've really
3 become friends and partners in this process to
4 figure out in which context, which fora, which
5 countries, you know, how should this
6 collaboration really play out. So I also want
7 to thank my interagency colleagues for
8 enduring in this and I look forward to your
9 questions.

10 MS. HOWARD: Thanks, Cindy, very
11 much for that overview. Cindy, your
12 presentation also reminded me that I need to
13 say that not all of our interagency partners
14 are with us today. So other key members of
15 this group are the Millennium Challenge
16 Corporation, Peace Corps, the U.S. Trade
17 Representative's Office, OPIC and others who
18 regularly participate with us in our biweekly
19 meetings, but also as important in the country
20 interagency meetings that we put together. So
21 in Ghana for example MCC, a very, very
22 important partner there as Peace Corps. So

1 just to give you that picture. I think it's -
2 - it would make a very large and long panel to
3 have everybody with us today.

4 But it's not just country
5 implementation activities. For example, MCC
6 is also -- has been instrumental in helping us
7 developing our results framework, our
8 monitoring and evaluation system. So we've
9 actually taken a long-term loan of one of
10 their key people, Kristin Penn, to lead our
11 monitoring and evaluation efforts. MCC has
12 also been a key partner on knowledge
13 development. So land tenure for example is an
14 area in which we're all working together using
15 MCC's experience with land tenure compacts.
16 They're working in several countries today
17 with USAID, together with State. So just to
18 give you that picture.

19 And so now I'd like to introduce
20 Dan Peters who's the director of the Office of
21 African Nations at the Treasury Department and
22 just to say personally how delighted I am that

1 Treasury is engaging in the area of food
2 security and, I mean, this is really the first
3 time in my career that Treasury has been
4 engaged with us in this way as a very regular
5 and important partner in this effort.

6 MR. PETERS: Thank you, Julie.

7 I'll move over to the podium as well. So good
8 morning. Again, I'm Dan Peters. I'm the
9 director of the Africa Office at the Treasury
10 Department. I'll just explain briefly I've
11 also been -- I was a charter member of the
12 interagency food security group. I frequently
13 get questions and looks when people say
14 Treasury and food security. Our involvement
15 has been linking in very much with the overall
16 strategy in terms of multilateral support for
17 food security. Treasury within the U.S.
18 government is the liaison agency for the
19 international financial institutions, the
20 multilateral development banks and so early on
21 in the development of Feed the Future there
22 was a decision made that looking at

1 multilateral mechanisms that could leverage in
2 additional resources against country
3 strategies would be one of the ways that the
4 U.S. government would pursue its food security
5 strategy. So the United States with a number
6 of other donors worked together to establish
7 the Global Agriculture and Food Security
8 Program, or GAFSP as we call it, and I'll note
9 up front our largest mistake was the acronym.

10 (Laughter)

11 MR. PETERS: So if we were going
12 to do something different that would certainly
13 be one of the things at the top of the list.
14 So GAFSP, what is GAFSP? Again, it's a
15 multilateral, a multi-donor trust fund that
16 was called for by G20 leaders at their summit
17 in Pittsburgh in 2009. The donors to GAFSP
18 include the United States, South Korea, the
19 Gates Foundation, Australia, Spain and Canada.
20 The purpose of GAFSP again was to help bring
21 in resources that were aligned with country-
22 owned strategies in low-income countries. And

1 the mechanism that we have used is the trust
2 fund and then individual projects are
3 implemented with the assistance of the
4 multilateral development banks, and these
5 include the World Bank, the African
6 Development Bank, Asian Development Bank,
7 Inter-American Development Bank and the
8 International Fund for Agricultural
9 Development.

10 And some of the reasons again that
11 we worked to set GAFSP was one of these was to
12 help pool resources against the shared goals
13 that we had within the Feed the Future
14 initiative. We worked certainly strongly at
15 the country level with other partners and
16 donors, but GAFSP also allows us to pool
17 resources at a global level and bring in
18 donors that we might not, you know, deal with
19 always at the country level. So for instance,
20 I think one notable thing is that South Korea
21 is a participant. South Korea, you know,
22 doesn't generally engage much at the country

1 level. This allows them though to participate
2 in our global efforts on food security. It
3 also allows us to directly draw in for
4 instance the Gates Foundation which you know
5 is another kind of non-traditional player,
6 certainly one that has increasing weight on
7 the development stage. And we're in
8 continuing conversations with other donors
9 that you might not necessarily consider both
10 within the Gulf, within the emerging markets
11 generally. And so this provides us certainly
12 with one mechanism there.

13 Another advantage that we saw in
14 the GAFSP model was that it also provides
15 countries with clear incentives to move
16 forward with the department of their country's
17 strategies. GAFSP works on an open call model
18 so that we put out, you know, we periodically
19 put out calls for countries to make proposals
20 to GAFSP. And one of the top-line
21 requirements for countries to put that in is
22 that they need to have in place a robust

1 country food security strategy. So it was,
2 you know, another way to incentivize countries
3 to move forward with comprehensive strategies.

4 And then, you know, one other
5 comparative advantage I'll note is that it
6 does also help us within the overall
7 accounting for donor commitments. Julie
8 mentioned the overall amount that was
9 leveraged from our \$3.5 billion at L'Aquila.
10 GAFSP is one way that we can very concretely
11 account for monies that donors are putting in
12 to the food security effort.

13 This is a very complicated slide
14 but let me try to explain again in a little
15 bit more detail how GAFSP works. Again, it's
16 on an open call model. Any country, any low-
17 income country that is eligible for
18 concessional financing from the World Bank can
19 apply. So that's a broad set of about 60
20 different countries. Countries submit
21 proposals to GAFSP. Again, they have to have
22 in place a country strategy and the proposal

1 is a portion of that strategy. So again, this
2 forces countries to prioritize what they would
3 like to be financed. And then we have a
4 technical advisory committee that's made up of
5 12 experts from development and the
6 agriculture sector who review these proposals
7 against a set of criteria that were
8 established by the steering committee. And
9 these criteria include we look at need and
10 this is looking at the MDG1 indicators
11 basically and seeing what the levels of
12 poverty and hunger are in a country. We look
13 at country readiness, so again, the technical
14 advisory committee reviews a country's overall
15 food security strategy. We look at the
16 country's policy environment. So Cindy noted
17 for instance during her presentation for
18 instance the export bans that Tanzania has in
19 place, so that would be something that would
20 impact a country's opportunities. And then
21 finally we look at the proposal itself. And
22 then the technical advisory committee ranks

1 the proposals that we receive, presents a list
2 to the steering committee who then makes final
3 decisions on the allocations of funds.

4 So GAFSP was established in April
5 of 2010. In our first year we've allocated
6 nearly half a billion dollars to 12 countries.
7 Just a couple of weeks ago, June 7th and 8th,
8 the steering committee made its third round of
9 award grants of \$160 million total to
10 Cambodia, Liberia, Nepal and Tajikistan.

11 Previous awards from the previous two rounds
12 went to Bangladesh, Ethiopia, Haiti, Mongolia,
13 Niger, Rwanda, Sierra Leone and Togo. So one
14 thing I would note here too is that we have
15 very strong overlap with our Feed the Future
16 focus countries as well. Of our 12 original
17 grants eight of them are Feed the Future focus
18 countries. So we have very strong overlap in
19 that way.

20 Also in the first year something
21 else that I would note is just as Feed the
22 Future, just as we in the bilateral operations

1 have worked very strongly to put in place a
2 monitoring and evaluation framework, that's
3 something that we've also worked to do within
4 GAFSP as well. You know, with so many
5 different agencies that are assisting in
6 implementation we forced them all to sit down
7 and come up with a common set of results
8 indicators so that when these projects are
9 implemented we'll be able to compare results
10 across countries and aggregate those results.
11 And we've also pushed very hard to have many
12 of these projects undergo in-depth impact
13 evaluations so that we'll be able to tell kind
14 of at the household level what impact the
15 GAFSP investments have.

16 We've also tried to place a very
17 high level of transparency in GAFSP's
18 operations. So GAFSP has its own website,
19 GAFSPfund.org, and all of the information on
20 GAFSP is posted on that website including
21 country proposals, the minutes of the steering
22 committee meetings and the governance

1 documents as well.

2 And finally I would note that
3 civil society has been a strong participant in
4 GAFSP from the beginning. On the steering
5 committee itself we have three civil society
6 representatives. We have one from kind of the
7 northern CSO community, so we have ActionAid
8 that sits on the board. But we also have ROPPA
9 which is a West African umbrella organization
10 for farmer's groups that sits on the board.

11 And then from Cambodia, Farmer and Nature Net
12 which is a farmer's organization in Cambodia.

13 So in terms of again of
14 complementarity with our bilateral activities
15 under Feed the Future, again I'll just, you
16 know, one of the advantages to GAFSP is the
17 leveraging of our limited development
18 resources. The United States contributed \$67
19 million upon the establishment of GAFSP. With
20 that and some of the strong diplomatic
21 outreach that Treasury, the State Department
22 and AID have done in that first year we've

1 managed to leverage \$450 million in pledges
2 from other countries, the other donors, of
3 which they've already put in \$403 million. So
4 we've strongly leveraged our initial
5 contribution. I would point out that in the
6 current fiscal situation you know we are
7 facing some challenges going forward. We have
8 a total pledge to GAFSP of \$475. We just got
9 \$100 million in FY '11 so we're still working
10 forward on our pledge and that certainly
11 complicates raising financing from others.

12 Again, you know, we bring
13 additional resources to our Feed the Future
14 focus countries. I noted the strong overlap
15 between the initial grants and our FTF focus
16 countries. And then another thing I would
17 note is that we do also have strong overlap in
18 the results indicators in monitoring and
19 evaluation framework. So Kristin Penn who
20 heads up the monitoring and evaluation
21 framework for all of our bilateral activities
22 has also worked very closely with GAFSP in

1 terms of developing the common results
2 indicators for GAFSP itself.

3 So our next steps. First of all,
4 there's also a private sector window within
5 GAFSP that is set up in order to help provide
6 financing to small- and medium-size
7 enterprises in the agricultural sector in low-
8 income countries and also to help provide
9 financing to smallholder farmers themselves.

10 The private sector window has not moved quite
11 as quickly as the public sector window largely
12 because the United States is still working on
13 putting in some money. But the Canadians have
14 contributed \$50 million and we are likely to
15 go out with a first call for proposals on the
16 private sector window over the next several
17 weeks.

18 On the public sector side we're
19 working on setting up a third call for
20 proposals hopefully sometime later in 2011
21 dependent on raising financing. So those are
22 kind of the next steps within GAFSP, and then

1 working on implementing the existing grants.

2 So with that I think that was my last slide,
3 yes. So I'll be happy also to take questions
4 from the audience once we finish the panel.

5 Thank you.

6 (Applause)

7 MS. HOWARD: Thank you, Dan.

8 Well, last but certainly not least we have
9 Lona Stoll who is the USDA coordinator for
10 Feed the Future in USDA's Office of the
11 Secretary. And Lona is also -- while USDA is
12 a charter member of the Feed the Future club,
13 Lona's predecessor Ann Tutwiler is now the
14 second-in-command at FAO which is great. But
15 I also, over the last few days we've really
16 witnessed through the Research Forum I mean
17 how we are really trying to knit together in
18 an integrated way USAID, USDA priorities and
19 programs in consultation with our external
20 stakeholders. So I think Lona you're going to
21 sort of step back and reflect a little bit on
22 the Research Forum but more broadly on USDA's

1 role in Feed the Future. Right?

2 MS. STOLL: Well, thanks for that
3 introduction, Julie, and let me go to the
4 first slide here. To Julie's point about just
5 the level of integration and really commitment
6 to this effort I put up here a quote from
7 Secretary Vilsack. But I think one of the
8 notable things about Feed the Future is the
9 way you see the key principles in our
10 government, Secretary Clinton, Administrator
11 Shah, Secretary Vilsack, Treasury leadership,
12 really communicating the same message and the
13 same level of importance that this effort
14 constitutes for our country, but then also for
15 the global community. And so forward-
16 deploying Ann to FAO is part of our plan for
17 how we make sure everyone's on the same
18 talking points. But it really is something
19 that USDA leadership has embraced and as Julie
20 was saying, looked at not only how can we
21 really be a good partner in this overall
22 effort, but how can we make sure that our core

1 programs and the things that have existed at
2 USDA for years really are aligned and brought
3 into this same context.

4 And so when you originally had
5 discussions around the Feed the Future
6 initiative Secretary Vilsack and Administrator
7 Shah had some long conversations about what
8 does it mean to have our two agencies really
9 partner together well and what is it that USDA
10 does bring that's unique and that can
11 contribute to what we're trying to accomplish.
12 And so I put in a box up here at the top the
13 kind of three general things that they talked
14 about. I'm going to dig into those for a
15 second, that you get a sense of what we mean
16 when we say we're partnered, that it's not
17 just this conceptual, high-level thing but
18 we've actually thought really specifically
19 about what that partnership means.

20 So the first on research which
21 Julie was talking about and we really have
22 seen play out this week at the Research Forum.

1 USDA has significant in-house research
2 expertise through our Agricultural Research
3 Service which has, you know, 72 different labs
4 and research institutions around the country
5 that are doing kind of core agricultural
6 research with the primary purpose of
7 benefitting the U.S. agricultural producers
8 and farmers. But as we know it's a global
9 agricultural environment so our farmers face
10 many of the same challenges that we see in
11 these countries, the same challenges of
12 salinity and drought and flooding, you know,
13 happened here in the United States as well.
14 So on the research front part of what we've
15 been really doing is really seeking to align
16 our core research programs with in the cases
17 where they serve that dual purpose of U.S.
18 farmers and international farmers to support
19 Feed the Future as well as U.S. agricultural
20 growth.

21 So on the research category you
22 also have our extramural programs that are

1 handled out of our National Institutes of Food
2 and Agriculture, and I think you've had an
3 opportunity to talk to Nita and Hiram was at
4 the forum this week about some of the ways
5 that those programs are being crafted to
6 really ensure that international cooperative
7 research is something that is emphasized.
8 When we've gone out with our requests for
9 proposals through our competitive grant
10 programs it's built in a reference to Feed the
11 Future and to the website so that the
12 different researchers can think about where
13 these much more significant U.S. government
14 investments are going into these particular
15 countries and see where those focus areas are
16 and think about that in the context of their
17 proposals through these competitive grant
18 programs.

19 The second category in country
20 capacity-building sounds really vague but
21 we've actually narrowed it more than that.
22 There's a lot that USDA does on trade

1 capacity-building, regulatory system capacity-
2 building, natural resource management support
3 through our Forest Service and so the areas
4 we're looking at are those core kind of
5 ministry to ministry, government -- inherently
6 government functions which can include
7 research institution capacity-building as
8 well. And where there are cases that some of
9 that USDA in-house capacity and those
10 relationships that can be built between
11 partner institutions can really form a
12 contributing part to the Feed the Future
13 strategy.

14 The third is data analysis, market
15 information. Statistics also falls in there.
16 The inherently governmental function of really
17 understanding what's going on in our own
18 country in terms of agriculture but also
19 around the world. And some of the ways we
20 work to make sure there is global approaches
21 to statistics so that we are talking about the
22 same data when we're trying to figure out what

1 are the long-term trends and what are the
2 different factors that we're grappling with in
3 these countries.

4 So those three areas really
5 defined how the Secretary and the
6 Administrator talked about this partnership
7 and talked about how USDA could play a role in
8 this that was appropriate to sort of our core
9 value-added in the U.S. government. And so
10 when we were then looking at, okay, well so
11 what does that mean for what we're actually
12 going to do one part of what we did is really
13 look at our existing resources and programs.
14 So absent the funding that has come through
15 USAID and through the specific Feed the Future
16 program USDA has a lot of existing
17 longstanding programs that have supported
18 global food security efforts and what we want
19 to do is make sure those are aligned. And so
20 in the global arena that means our research
21 programs which I already talked about, it
22 means what we're doing in terms of data and

1 economic analysis from places like our
2 Economic Research Service but also the work
3 that's done out of our Office of Chief
4 Economist and within our Foreign Agricultural
5 Service and Office of Global Analysis. So
6 making sure that those existing reports and
7 analysis we were doing both can be fed into
8 the Feed the Future broader interagency team
9 and also are aligning and doing research in
10 these Feed the Future focus areas.

11 The third is on trade facilitation
12 that the work that we're doing on the broad
13 kind of U.S. global, the worldwide trade
14 system is supporting the Feed the Future
15 initiative. And on the country level we don't
16 have the same footprint that you see that
17 State Department and USAID has overseas, but
18 throughout Foreign Agricultural Service and
19 then our Animal and Plant Health Inspection
20 Service we do have Foreign Service officers
21 overseas. So when we were thinking about,
22 okay, where can we bring our, again, our

1 appropriated programs and our activities and
2 resources to bear we looked at where do we
3 have USDA personnel overseas already, where do
4 we have existing USDA programs that can
5 complement what's going on with Feed the
6 Future. So we narrowed from those 20
7 countries to really focus our efforts on the
8 subset you see here, Ghana, Bangladesh,
9 Guatemala, Haiti, Kenya, East Africa which
10 includes Tanzania, Uganda, Rwanda, and then
11 Central America as being core areas where we
12 were going to focus on making sure that the
13 USDA programs and activities really were
14 aligned. We are of course aligning in the
15 other 20 countries too but in terms of where
16 I spend my time and where, you know, we're
17 trying to make sure that people are talking
18 and coordinating we've really focused on these
19 particular places.

20 So that same focus you heard
21 talked about from the U.S. government level to
22 get us to kind of 20 countries, within USDA,

1 first out of the block for us to really make
2 sure our programs are aligned and supportive
3 was this group. So with that I think I'm
4 going to stop and leave room for questions.
5 Okay, great.

6 (Applause)

7 MS. HOWARD: Our final speaker, we
8 have our BIFAD member Dr. Elsa Murano, the
9 president emerita from Texas A&M.

10 MEMBER MURANO: Thank you very
11 much. I'm going to be speaking to you this
12 morning I think not as a member of BIFAD but
13 as a representative of the university
14 community. I am an academic professor at
15 Texas A&M University, nutrition and food
16 science, and so I feel I can speak on behalf
17 of my colleagues in academia regarding what
18 we've heard this morning. I'm not going to
19 take a tremendously long time to speak to you
20 because I think it's much more important to
21 engage in dialogue than just listen to a bunch
22 of us talking, but there's a couple of things

1 that I wanted to cover this morning in
2 response to what's been said and really in
3 response to this whole concept of having the
4 whole of government or interagency
5 collaborations for this initiative called Feed
6 the Future.

7 First, I wanted to say that
8 certainly I think all of us recognize that
9 there are costs and there are benefits to
10 having better interagency coordination or to
11 working together when you have several groups
12 of people with perhaps separate missions in a
13 way. First, in the way of the cost, it is a
14 difficult thing to pull off to work together
15 because agencies I think tend to get upset
16 when somebody else creeps up on their mission.
17 When I worked at USDA we were forever talking
18 about mission creep and making sure that, you
19 know, nobody got on our turf and we didn't get
20 on anybody else's turf and so that's a reality
21 that exists in the federal government and
22 frankly in just about every public

1 organization. So that's something that is
2 seen kind of as a cost when you consider
3 working together.

4 Secondly, I think it makes
5 allocation of credit for a job well done more
6 difficult to do it fairly. You know, we human
7 beings like to be given credit for what our
8 efforts are and so when that credit gets
9 spread around or doesn't get spread fairly we
10 tend to have a problem with that, and that
11 also kind of keeps us from working together.

12 And then thirdly I think when we
13 work together it kind of decentralizes the
14 control in a way because everyone has a piece
15 of the action, everybody works on some aspect
16 of a problem and so it's a lot more difficult
17 to control the outcome than if it's just one
18 entity doing it, or at least that is the
19 theory. So there are those realities that I
20 think we face and certainly in the federal
21 government these agencies face so I commend
22 them for this attempt at doing the work of

1 coordinating each other's activities because
2 there are benefits also.

3 There's those costs, but there are
4 benefits and I think these professional people
5 that have spoken to you this morning recognize
6 that there are benefits provided that it is
7 done right. First and foremost of course
8 working together diminishes the opportunity
9 for duplication of efforts and that's
10 important. Secondly, you have a synergistic
11 effect that happens when you work together
12 where the whole becomes more than the sum of
13 the parts. And when you coordinate efforts,
14 when you coordinate funding, when you
15 coordinate expertise you have that synergistic
16 effect that takes place. And then thirdly,
17 certainly when you work together the
18 expectation is that results will be more
19 meaningful, more substantive than if it's just
20 individuals working separately. So I know
21 certainly as a member of the university
22 community, you know, where I think we invented

1 silos to be honest with you.

2 (Laughter)

3 MEMBER MURANO: See, they're all
4 saying amen back there. I know from firsthand
5 experience that for people to work together
6 there has to be a driver. It's that simple.
7 The driver can be just simply the desire to
8 work together but most of the time that's not
9 enough of a drive. The driver needs to be
10 more compelling in nature. It needs to be one
11 that minimizes those costs that I just
12 mentioned and maximizes the benefits as well.
13 I certainly can say very safely and it was
14 seen and demonstrated this week during the
15 Research Forum that was organized by APLU and
16 certainly by the comments from my colleague
17 this morning that universities are very eager
18 to participate in Feed the Future. The e-
19 consultation certainly was a testament of this
20 with so many comments being offered on behalf
21 of many members of the academic community.
22 And that is because we in the land grant

1 university community, at universities we have
2 the expertise in the agricultural sciences.
3 All the way from agronomy to nutrition to food
4 safety to economics to climate change issues,
5 we have that expertise. We also have
6 experience in working in a lot of these Feed
7 the Future focus countries and we have the
8 experience also of working with the agencies
9 that are involved in Feed the Future. And I
10 think also we have the structure that helps us
11 to get the Feed the Future priorities
12 accomplished because we're educators, we're
13 researchers, but we also love to translate
14 that information to the end user through
15 extension, and we're very, very good at it.

16 So there is certainly a lot of
17 commonality here between the land grant
18 university system and what the agencies are
19 trying to accomplish with Feed the Future.
20 And I do believe that there is a tremendous
21 interest by these agencies to work together.
22 They have demonstrated it this week. The fact

1 that they're sitting here at this table
2 certainly shows that as well, and we stand
3 ready, the land grant university community, to
4 work with all of these agencies in this
5 endeavor.

6 So what I wanted to do secondly
7 then this morning is to offer on behalf of the
8 academic community three thoughts that
9 probably you have had anyway, but it probably
10 would be helpful to mention. And these are by
11 no means the only thoughts that should be
12 offered by the academic community with regards
13 to how the government can work better
14 together, but these are just a beginning. So
15 first of all, we would suggest that the
16 agencies as they structure themselves to work
17 better together, that they take into
18 consideration how to avail themselves of the
19 advice from independent entities and BIFAD is
20 a great such entity. And here I'm advocating
21 for the very board that I serve on so it's a
22 little self-serving here, but I think it's for

1 a good purpose. And what I mean by that is
2 that BIFAD can act not just as an advisory
3 board to USAID in this case, but it can also
4 act as an accountability partner. BIFAD can
5 be an entity that can serve the agency in
6 ensuring that for example Feed the Future
7 projects not only keep to the objectives of
8 the initiative but also that they include the
9 participation of all other agencies. You
10 know, that's one way that BIFAD can certainly
11 serve its role well in ensuring that people
12 are working together by being kind of a little
13 bit of the watchdog, and I don't mean that in
14 a negative or overbearing way, but in a
15 friendly way to keep everybody accountable.

16 Secondly, the agencies can and
17 should avail themselves of the input that land
18 grant universities can offer through APLU in
19 terms of how to diminish the bureaucratic
20 barriers that sometimes make it difficult for
21 institutions, for universities to seek funds
22 from various agencies for the same project.

1 So for example having common deadlines, if you
2 have RFPs that you issue would be very helpful
3 as well as submitting joint RFPs by several
4 agencies together so that we can maximize the
5 impact of those resources.

6 And third, ultimately it's been my
7 experience that people follow their leaders.
8 So if the leaders of the government agencies
9 make a commitment to work together, make a
10 commitment to not care about turf, to not care
11 about who gets the credit, to not care that
12 they don't have total control of the issue,
13 then collaboration will happen. In my
14 experience when leaders act selflessly they
15 end up getting the credit anyway. When I was
16 at USDA as Under Secretary for Food Safety
17 heading the Food Safety Inspection Service at
18 USDA one of our colleague agencies was the
19 Food and Drug Administration, a completely
20 separate entity of the federal government.
21 And if you want to talk competition, you know,
22 I will daresay that you know we probably had

1 the market cornered there between FSIS and
2 FDA, positioning ourselves to see who could
3 say that they were the undisputed leader in
4 public health. And so friendly competition as
5 it was but it was competition. Well, it
6 turned out that just because of regulations
7 and the way the system works the Food and Drug
8 Administration doesn't have, even to this day
9 doesn't have enough food inspectors to do the
10 job that it needs to do to ensure the safety
11 of the food supply. In comparison, USDA has
12 exactly the number of inspectors they need to
13 inspect meat and poultry products. So we
14 collaborated with FDA offering the services of
15 our inspectors to help kind of fulfill their
16 mission to inspect the foods that they were --
17 were under their jurisdiction. So because it
18 was a worthy cause, protecting the public's
19 health, we came together, even as competitors
20 we came together. So I urge the leadership of
21 the agencies to make their commitment to
22 collaborate as one government a reality. And

1 we at the land grant university community
2 salute you, frankly, for the commitment that
3 I have certainly already observed to perhaps
4 the worthiest of causes which is eradicating
5 world hunger and poverty on our planet.

6 I'd like to in short conclude that
7 I believe that we have a unique opportunity to
8 get this right, ladies and gentlemen, to fully
9 address world hunger and make a difference in
10 people's lives. It is a golden opportunity
11 really that only comes once in a lifetime I
12 would say. If you're old enough I suppose
13 maybe twice. Dr. Deaton, I don't know.

14 (Laughter)

15 MEMBER MURANO: I'm not saying
16 you're that old, but I've heard your remarks
17 earlier about your efforts early on in your
18 life with the Peace Corps. But we need to
19 seize the moment and we need to make sure that
20 we marshal all our considerable resources and
21 talents in a coordinated fashion to get the
22 most bang for the taxpayer's buck who is

1 ultimately who is footing the bill for all of
2 this.

3 The academic community has
4 partnered with the federal government for
5 decades on a variety of issues including
6 global food security and I know I speak for my
7 colleagues when I say that we stand ready to
8 continue that partnership. And actually we
9 pledge to also do our level best to coordinate
10 and partner with each other because we are
11 guilty of that as well. As we prepare
12 proposals and as we address the researchable
13 questions not only in a multidisciplinary way
14 but also multi-institutional manner which is
15 hard for us to do too.

16 I will close by saying that Dr.
17 Norman Borlaug whose name was uttered many
18 times this past week, rightfully so for the
19 leader that he was. He ended his career as a
20 professor at Texas A&M University so he was
21 one of us in the academic community. And one
22 of the things that he used to say, in fact

1 there's a quote in a book that's attributed to
2 him that says that, "Man seems to insist on
3 ignoring the lessons available from history."

4 Well, let's not insist on ignoring those
5 lessons, let's learn from those lessons, learn
6 from our failure to work together in the past
7 and let us commit to working together right
8 here and now. So thank you very much.

9 (Applause)

10 MS. HOWARD: Thank you very, very
11 much, Dr. Murano, you know for the
12 suggestions. But I mean, also I think the
13 very important commitment of the university
14 community. I mean, we all know that we cannot
15 do this alone in the U.S. government so you
16 all with our partners in the private sector
17 and NGO community are just critical to whether
18 we're going to be able to get this right or
19 not. Do we have a few minutes for questions,
20 I hope so? Yes. And I also just wanted to
21 say that you said we needed a driver for this.
22 We have four very important drivers for this

1 starting with President Obama, Secretary
2 Clinton, Secretary Vilsack and Administrator
3 Shah. This is at the top of their agenda so
4 I think if we can't get it right with this
5 level of commitment it's not going to happen.

6 CHAIR DEATON: Julie, thank you,
7 and panel members, thank you. That was a
8 wonderful presentation. Let's turn to the
9 board for any questions or comments that you
10 would like to make. Bill DeLauder.

11 MEMBER DELAUDER: Talking about
12 coordination, could you say a bit more about
13 the relationship between this effort and the
14 Millennium Challenge? Because some of the
15 countries have received Millennium Challenge
16 grants and maybe also went through GAFSP for
17 additional funds. Say something about how
18 that effort is coordinated.

19 MS. HOWARD: Okay, well let me
20 start and then turn to Dan and Cindy for
21 additional comments. Well you know MCC is set
22 up in a different system, so country-driven,

1 country-solicited proposals and with a number
2 of ongoing proposals and compact
3 implementation. So I do want to say that MCC
4 has been a very active participant in the
5 interagency process, and I mean especially as
6 new compacts are being considered this is a
7 prime opportunity for us to sort of think
8 together about what are sort of the key areas
9 where MCC involvement might be most important.
10 In fact, we had a very good meeting with
11 Ghana's vice president about the, you know,
12 possible areas for their follow-up compact.
13 But also in the compacts that are already
14 under way, for example, in Mali the Alatona
15 Irrigation Project. This interagency process
16 has resulted in an agreement between MCC and
17 USAID for USAID to take on some of the
18 activities that as the compact is about to be
19 completed really still remain some work to do,
20 you know, especially farmer association, land
21 tenure arrangements. So I'm feeling very
22 optimistic about that. So let me turn to Dan

1 and Cindy for additional comments.

2 MR. PETERS: Thanks. I guess, you
3 know, between GAFSP and MCC I don't see
4 extremely direct linkages at this point. I
5 guess one thing that I would say is that I
6 think, you know, the design of GAFSP certainly
7 drew from some of MCC's principles in that,
8 you know, it's a competitive process and
9 you're looking at kind of outside indicators
10 for country eligibility. So I think MCC in
11 that way certainly informed some of the design
12 principles that GAFSP has.

13 MS. HUANG: Two examples of
14 cooperation are I think earlier it was
15 mentioned that with the comprehensive results
16 framework we're trying to align the indicators
17 that we use so there is good overlap, partly
18 because of joint creation of the results
19 framework. I think that's an important area.
20 And then the second is, and Julie also
21 mentioned how our investments can overlap.
22 And I think part of the benefit of

1 communication is that you're able to align
2 them. So for example in Tanzania the
3 agricultural investments will focus on the
4 southern corridor and that is in fact where
5 MCC has built a lot of roads and will continue
6 to. So that's another example where, you
7 know, where we're really harmonizing our
8 efforts.

9 CHAIR DEATON: Thank you.
10 Question? Yes, Marty.

11 MEMBER MCVEY: I heard some
12 discussion from each of the agencies
13 represented about donor programs. How are
14 they working together among the agencies so
15 you have a good donor base that are looking at
16 it as a holistic approach to government as
17 well? And how can we increase that
18 participation, donor participation?

19 MS. HOWARD: So, donors beyond the
20 U.S. government?

21 MEMBER MCVEY: That's correct.

22 MS. HOWARD: Okay.

1 MEMBER MCVEY: From private
2 organizations, NGOs, that type.

3 MS. HOWARD: Great, okay. Let me
4 start and then Cindy. Or maybe Cindy, why
5 don't you start?

6 MS. HUANG: No, go ahead.

7 MS. HOWARD: Okay. You know, I
8 think one of the really interesting things
9 that's happened as we think about what
10 country-driven strategies really mean is this
11 has provided an opportunity to frame at the
12 country and regional levels, you know, what
13 are sort of key strategy areas. And for the
14 U.S. to define, okay, within those country
15 strategies what do we most want to focus on.
16 So we have for example in Ghana, you know, a
17 focus on several value chains. So maize and
18 rice, for example. So I think once you define
19 those areas then it becomes easier, I mean,
20 for us certainly in the interagency to say
21 well, USDA's comparative advantage in that
22 value chain might be to provide this. You

1 know, USAID's might be to provide this. Does
2 this fit with the MCC compact? But it also
3 provides a window for the private sector to
4 come in, right, and say okay, for -- there may
5 be an agroprocessing opportunity here.

6 And we have a portal, do you
7 remember the private sector portal address for
8 inquiries from private sector? As we are
9 releasing the details of our multi-year
10 strategies at the country level for NGO
11 partners and for private sector partners,
12 we're developing portals for potential
13 partners and existing partners to email us
14 directly to get information, to get connected
15 with our folks in missions as well as here in
16 Washington to explore opportunities for
17 collaboration. For the NGO community, I mean
18 certainly -- I come from the NGO community and
19 the NGO community was instrumental in creating
20 a support base for this initiative. We have
21 really urged and facilitated NGO involvement
22 in the country-level consultation. So NGOs

1 both local and international have had a voice
2 in what are the priority areas at the country
3 level but also where the priority areas that
4 the U.S. is pursuing.

5 We recently committed at the
6 Cameroon meetings of the African Union, the
7 Comprehensive Agricultural Strategy review, to
8 facilitating 10 different civil society round
9 tables in our Feed the Future focus countries
10 to explore really how civil society can be
11 much more involved as we move into
12 implementation and accountability phase for
13 these country implementation strategies. So
14 Cindy? And Paul if you want to?

15 MS. HUANG: Yes, I agree with
16 everything that Julie said and it sounds like
17 you've been here much longer than three
18 months. I don't know how you've -- and
19 really, I think the main mechanism in order to
20 align investments has been the development of
21 the country investment plan so that, I think
22 one of the main issues has been whether you're

1 talking about new resources which we're very
2 excited about, or aligning resources, what are
3 you aligning against. And so I think that's
4 been, for all of the different actors the
5 country-led investment plan has been very
6 critical. And then the second piece that the
7 State Department is trying to ramp up its work
8 on is if you want to attract more private
9 sector but also foundation money that enabling
10 environment is so critical because you can,
11 you know, create all kinds of partnerships,
12 but if you want the sustainability that Paul
13 talked about you really need progress. And
14 that is another strong link with MCC that I
15 should have mentioned earlier which is they
16 have their 13 areas that they're measuring.
17 And also efforts like the World Bank's Doing
18 Business report and also Ag Clear which is a
19 similar effort in agriculture. You know, how
20 do we bring together advocacy around that so
21 that we can unlock private sector investment.

22 MR. WEISENFELD: Thanks. Just to

1 add a small bit to that I think the planning
2 process, the joint planning process as both
3 Julie and Cindy are saying is one of the key
4 ways in which we make sure that we're aligned
5 with other donors to make sure we're not
6 tripping over each other and that the
7 activities are mutually reinforcing. If you
8 think about -- so that's the investment side
9 of it. So in a place like Ghana which is one
10 of our key countries we are working together
11 with the World Bank which is one of the
12 principal donors there to jointly design the
13 government's commercial agricultural program.
14 And that kind of joint planning process is
15 helping us see where we can fit in, where the
16 World Bank can fit in to add. In the southern
17 agricultural growth corridor of Tanzania it's
18 a similar process where we're working with the
19 government, with other donors on a program to
20 think through how to stimulate private sector
21 investment and how to target our investment.

22 So the investment side is one

1 important point, but another point is thinking
2 about policy reforms getting a little bit to
3 what Cindy was saying. In a lot of these
4 countries, again, it's easy to give people
5 improved seeds and fertilizer and grow, but we
6 also have to think about what are the policy
7 constraints that prevent farmers from really
8 benefitting from those tools, from using those
9 tools to dramatically increase their incomes.
10 And we also are thinking through together with
11 other donors about policy reforms that we need
12 to jointly talk to the government about and
13 have a joint dialogue. Because if we just go
14 as the United States with guidance on input
15 subsidies it's not as powerful as if it's done
16 in a joint process together with the other
17 donors.

18 MS. HOWARD: So and just to add, I
19 mean I have a real example of that. I just
20 came back from Zambia, the AGOA Forum, a
21 couple of weeks ago. And after the AGOA Forum
22 the embassy and the mission set up a meeting

1 with the donors and also key government
2 officials where we did talk about key
3 agricultural policies in Zambia. Zambia has
4 just gone through its second bumper harvest of
5 maize because their subsidy programs, they've
6 been subsidizing fertilizer on the front end
7 but also buying back maize above market
8 prices. So exploring options for dealing with
9 that and sort of rethinking the subsidy
10 program in the future is now I think really on
11 the multi-donor agenda. So I think that's --
12 it's really important. There's a lot we can
13 do.

14 CHAIR DEATON: Gebisa, did you
15 have a question?

16 MEMBER EJETA: I would like to
17 thank the panelists for the information and
18 the clarification that is provided. My
19 colleague, Dr. Murano, for the thoughtful
20 response that has been given. Just to
21 accentuate on the point that has been made
22 relative to the possibilities of core mission

1 and the caution that Dr. Murano indicated.
2 I'm really not as worried as well as Julie had
3 indicated, the fact that this is indeed a
4 presidential initiative and the line of
5 command is set and the vision is set from the
6 top, and then the line of command that exists
7 there and the fact that the Secretary of State
8 is supportive and had said this all along. I
9 was very surprised when I got an invitation
10 from the Treasury Secretary to sit at a round
11 table discussion and I have, you know, as
12 Julie indicated I too was surprised how the
13 Treasury would be involved in this. And as
14 indicated and clarified this morning to
15 everybody and the vision set there is
16 wonderful in terms of -- and the buy-in that
17 that provides and the incentivization that it
18 provides to the country programs. And
19 something that has not been said but it's
20 implied both with the State Department and
21 with the Treasury Department, and the kinds of
22 things that we had not addressed in the future

1 of research strategy discussions is that
2 policy advocacy, that those two agencies could
3 provide for this initiative and that -- at
4 that level, the same way that top level of
5 this country's command is involved in Feed the
6 Future to the extent that that would buy us,
7 that kind of advocacy in the country program
8 that is the great opportunity that this
9 initiative provides.

10 But the thing that -- but on the
11 other hand really the challenge is to us and
12 those of us who are going to be participating
13 in much of this initiative both at the
14 national level, at the U.S. level. I think if
15 anyone in that field is not excited for this,
16 you know, with this initiative I don't know
17 what else we would want to have with an
18 initiative such as this, the resources and the
19 politics notwithstanding. But the line of
20 command that is supportive of this program.
21 So to the extent that we could be very
22 creative in putting in place a results-based

1 framework for the implementation of this
2 project, that is the task that we're charged
3 with. And how we could get that done,
4 recognizing in my view, recognizing the
5 difference between a program that is
6 implemented in an agency like NSF where
7 science is generating knowledge in the global
8 public good, or -- and then using the example
9 and the history and the legacy of a USDA where
10 we have knowledge, innovation and centrally
11 focused research working with a network of
12 U.S. universities and extension service and
13 the private sector to delivering that
14 technology to those who put it to use.

15 Now, when you're talking about a
16 USAID-led historically international
17 development assistance research that may be
18 done partly at the central level, what we need
19 to remember then is the task there is
20 different because we're dealing with the lack
21 of capacity at the delivery stage and how do
22 we create a results-based initiative that

1 would work with a capacity that is not as
2 developed. And then make sure that the
3 results that we generate is going to make that
4 livelihood change that is implicit to the Feed
5 the Future initiative. That is the task that
6 we are charged in and that's a charge that I
7 would ask Paul at your level that you would
8 continue to create a mechanism that that
9 definition is achieved so that at the end
10 you've got a relatively functional machinery
11 in place that vision set by the President is
12 eventually implemented.

13 CHAIR DEATON: Dr. Gebisa, thank
14 you so much. Jo?

15 MEMBER LUCK: Thanks. Well,
16 that's not my job with BIFAD is to take care
17 of the microphones, that's a good thing. I
18 would like to thank both panels. It's just
19 been really, really impressive, very exciting
20 and as we spend more time and learn more and
21 research more and have more discussions we'll
22 -- I'll have more questions for sure, and I'm

1 sure the others will as well. But let me just
2 express a couple of concerns. They're not
3 about you or anyone in particular, any
4 organization, but they're just thoughts that
5 I have coming into this, my first meeting and
6 second day with the group about that group.
7 You know, business, agribusiness, I don't want
8 to just give a small -- but the private sector
9 investments and all the things we've talked
10 about and those who are doing the research
11 have the science, have the information as well
12 as U.S. government does to give the inputs to
13 these countries whatever level the farmers are
14 so that they can have more productive, more
15 nutritious food, more -- you know, all the
16 things we're talking about. It seems to me,
17 and I don't know that the academia created
18 silos, I don't want to ever say that, you did,
19 that was kind of interesting, but the NGO
20 community which I cannot speak for all but I
21 was chair of the board of directors of
22 InterAction representing at least 200 of them

1 based here that work around the world and we
2 didn't all have the same opinion. But I felt
3 there was a real fence around that silo, I
4 mean, not a defensive one, but they almost
5 didn't want to talk to -- just some of them,
6 didn't want to talk to the agribusiness
7 because sometimes they things they were doing
8 was impacting in a negative way the
9 smallholder farmer which 70 percent of course
10 are women and particularly in the Africa area.
11 So I am very interested in -- with BIFAD and
12 any of the agencies to get more conversation
13 and dialogue, and not just dialogue. You
14 know, I've worked 50 years and I've heard so
15 much dialogue and I think we're getting to the
16 point now where we're going to go past that,
17 and even if we take one or two steps. But
18 getting them to come together is so important
19 because they have resources and technology
20 that's greatly needed, but because people --
21 and I've seen it on the ground. I mean, I've
22 talked to farmers and I've seen examples where

1 something's been polluted or the trade issue
2 hurt them, you know. But if we could come
3 together there's a way to make those fit. And
4 we have to if we're going to feed 9 billion
5 people in 2050.

6 And you know, over here is the
7 organic farmer and the, you know, I love to go
8 to my little farmer's market and I like the
9 schools to have more local food, healthy, all
10 those things. On the other hand, I'm right
11 now working with an advisory committee with
12 DuPont and of course my staff said oh, you
13 know, you're not going to go to that. And I
14 said of course, I need to learn what that side
15 is. And so we may have to give a little from
16 each but in order to achieve success we're
17 going to have to all work together. And so
18 I'd like to help with that, I'd like to
19 understand how we can make that happen because
20 Feed the Future, somehow we think the poverty
21 level, people and taking care of them which we
22 should. So is agribusiness going another way

1 to invest and thinking this is just for those
2 that will not be their future customers.
3 Well, I take exception with that. And very
4 quickly, Mr. Chair, not to -- but one example
5 is when I was in China some time ago. I think
6 Sasser was the ambassador then. And the
7 agriculture attache or someone came in and
8 said aren't you that woman that's giving
9 cattle away in China? I said well I guess so,
10 if you think I'm Heifer International, you
11 know. And he said don't you know we're over
12 here trying to build a market for buying, you
13 know, livestock or cattle. And I said well
14 then I'm one of your best friends. And he
15 said what. And I said yes. We're empowering
16 people to go beyond being subsistence farmers
17 and they're moving up into entrepreneurship,
18 and they will be your future customers so you
19 can say thank you. And so let's work
20 together. And I mean that was not to be
21 flippant, it's just that we've got to quit
22 making it so complex. So I hope that you'll

1 take that in consideration and as well as
2 BIFAD board, Mr. Chair, that we might talk
3 about how we can make some of that happen.

4 And the other thing, excuse me,
5 that really bothers me is that we're trying to
6 show results so quickly. I understand that
7 you can't be elected or reelected if you don't
8 hurry up and show something. I just think
9 that's terrible we do that to our elected
10 officials because if we want real progress
11 they plant seeds that we may not see for a
12 decade. And I understand the importance of
13 focusing, I certainly do. We've had to do
14 that with our work. But if we're also not
15 planting seeds for the long term we're just
16 showing results and looking really good for
17 awhile and let's be sure when we're -- in 2050
18 I won't have to help feed everybody. I won't
19 be here. That's interesting. But I want to
20 be sure the rest that are can do it. So thank
21 you very much.

22 CHAIR DEATON: Jo, thank you very

1 much and let me say you've raised a whole
2 range of questions that I know the members of
3 this panel given their responsiveness are
4 going to carry home, talk about and we will
5 all be engaged in important dialogue on these.

6 Given our time frame here at this
7 point I would like to thank the panel very
8 much for all that you've done. Julie, thank
9 you very much for moderating and bringing
10 forward just a very exciting program. Paul,
11 Cindy, Dan, Lona and our colleague Elsa who
12 reminds us to let's get it right this time and
13 Jo, you raised some challenges in your
14 concluding moments there that are -- we are
15 going to have to address directly and each of
16 you will be addressing to get it right. So
17 Julie, thanks again, panel thank you. And
18 let's give them a big round of applause.

19 (Applause)

20 CHAIR DEATON: Okay. We're moving
21 to a point here we want to take some time for
22 public comments. And I would ask -- we will

1 reassemble our board up front and anyone who
2 has questions there's mics here. And I would
3 ask if you have comments to please limit them
4 so that we can take here in the next, oh, 10
5 minutes or so an opportunity to get any ideas
6 in front of the board that you want to bring
7 forward.

8 May I ask BIFAD board members if
9 you would please take your seat at the head
10 table? We will continue with our public
11 comment period. Folks, it may be that there
12 are no public questions or comments but we are
13 committed to allowing this period. I know we
14 have a couple, so I'm going to ask BIFAD board
15 members to please resume your seats at the
16 head table and we will take time for some
17 questions and discussion before our final
18 speaker of this program. Yes, this is a
19 period for you to ask questions of the board
20 members. So yes, if we have a question.
21 Please, if you would just introduce yourself
22 and proceed.

1 MR. MILLER: Yes, I am Ray Miller,
2 University of Maryland. I think we've all
3 learned a great deal over these last four days
4 about many, many things, new information, a
5 lot of suggestions. I'd like to make two
6 observations. We've heard a lot about looking
7 for those discoveries that are going to change
8 how we do and so on, but we've also heard a
9 lot that we're going onto yield plateaus. Irv
10 said this morning that in the top pulses we
11 haven't made any gains. I have not heard any
12 discussion to speak of of maintenance
13 research. It takes a huge effort just to stay
14 where we are and I think we need to make sure
15 we factor that into all of these discussions
16 that we aren't really focusing as much as we
17 probably need to on maintaining where we are
18 so that we can make that next leap. That
19 leads me into my second observation.

20 We've heard an awful lot capacity
21 development and we've been talking almost
22 exclusively about capacity developing in these

1 countries, 20 countries or whatever we're
2 talking about. We've talked very little about
3 the capacity we have in this country. And if
4 you look at most of the universities that are
5 involved in agriculture there has been a huge
6 flattening of our capabilities. Everything is
7 being driven to grantsmanship and there has
8 not been very much money in the areas related
9 to what we're talking about these last few
10 days. And so we need to be worrying about our
11 capacity if we're going to be able to do all
12 these things we're talking about. Very, very
13 important. Thank you.

14 CHAIR DEATON: Mr. Miller, thank
15 you very much. And that sure resonates with
16 all of us in the university community let me
17 say, but if anyone would like to make a
18 comment on the board. Response? Yes.
19 Gebisa?

20 MEMBER EJETA: These are great
21 comments, great questions, both of them. I
22 think the vision that we would like to or I

1 would like to see happen is a vision of how do
2 you deliver technology that's already there
3 and the kind of adaptive research that needs
4 to be done. And so the so-called short-term
5 kind of expectation. And at the same time
6 while you do that use that to build a capacity
7 through that adaptive research. And at the
8 same time in areas where you have some
9 significant research advances that have been
10 made, the kind of maintenance research you're
11 talking about, that that focus is provided at
12 that level while the global public good
13 hardcore research or centrally coordinated
14 research could be done as well. And so using
15 each one of them at the same time in building
16 that capacity.

17 I have spoken in numerous
18 occasions about the erosion of skilled
19 programs and disciplines in this country that
20 we have lost. Just to give you an example you
21 would be hard-pressed to find a place where
22 you would send people to train to study crop

1 physiology or plant pathology. These are the
2 kind of disciplines that were so important, so
3 integral to bringing about the agricultural
4 revolution that have taken place in this
5 country. And so in my comments the other day
6 I was deliberately including capacity-building
7 at the national level as well. The kind of
8 people, the Borlaugs of the '60s, we need to
9 be thinking about those kinds of individuals
10 being trained not only in the skill sets that
11 they have here for national development but at
12 the same time people whose focus and interest
13 in international engagement as well. So I --
14 your comments are very well taken in my
15 opinion.

16 CHAIR DEATON: Thank you. Yes?

17 MR. MATZ: My name is Marshall
18 Matz. I'm an attorney that specializes in
19 agriculture. I have, like a lot of your
20 constituents, been excited by the events of
21 this week from State to the convention center
22 to here. And I think my comment is probably

1 a little broader than just this morning but I
2 wanted to put it on the record.

3 The thing that excited me the most
4 about Feed the Future were the comments
5 articulated that the goal was to actually link
6 production agriculture, improve production
7 agriculture, quantity and quality, and then
8 link it directly to people that need the food.
9 Child nutrition in the first thousand days, et
10 cetera. Within the world of child nutrition
11 which I have spent some 30 to 40 years dealing
12 with here in the States and around the world
13 there's really two subsets of experts, the
14 nutritionists that can tell you what
15 micronutrients and macronutrients should be in
16 that food, the people at Tufts who did the
17 wonderful document for USAID which they -- the
18 report that was released last month. But
19 there are also a group of experts that really
20 focus on how do you deliver that food, how do
21 you get those calories into the kids' mouths
22 and stomachs. And I don't feel we have -- we,

1 larger "we" have reached out adequately to
2 that group of people. I didn't see them here.
3 That's -- talk about silos, Elsa. I mean, you
4 know, that's another silo. It's very, very
5 separate. But there are experts on that at
6 World Food Programme, at the World Bank, at
7 CAADP and NEPA, at the Global Child Nutrition
8 Foundation here in Washington. There are
9 people that have spent their time doing that,
10 that know how to do it, that work with the
11 institutional structures that can help deliver
12 that food. And I just think that's a huge
13 category of people, if you're actually going
14 to end hunger and end -- focusing on the first
15 thousand days in children and in schools
16 you've got to bring that group in. And
17 they're a very different group than the people
18 that study the actual nutritional benefit of
19 the food.

20 CHAIR DEATON: Excellent. Great
21 observation, thank you very much. Other
22 comments or questions?

1 MR. MCGIRR: My name is Mike
2 McGirr. I'm with the Department of
3 Agriculture, NIFA, National Institute of Food
4 and Agriculture. Back in the 1980s and into
5 the '90s we used to talk a lot about
6 development education. How do we educate
7 Americans here in this country about the
8 importance of what we do overseas and why it's
9 important even in tough economic times like we
10 have now, important to invest in foreign
11 assistance and programs like Feed the Future.
12 And for those of you who have served in Peace
13 Corps this was one of the primary goals of
14 returning volunteers. I think we've lost
15 sight of some of that, and I think Feed the
16 Future offers us a real opportunity to once
17 again engage the American public in describing
18 how food security is important for all of us,
19 and even describing what food security is. I
20 think if you go to most people on the street
21 and mention the term they won't know what
22 you're referring to. It's just like climate

1 change. That was brought up a couple of times
2 today. We've got an American public where
3 it's increasingly thinking that climate change
4 is not a reality and that humans don't play a
5 role in it.

6 So I think as we focus our
7 attention, rightly so, on all these countries
8 overseas that have severe food insecurity we
9 need to keep at least one eye here on the U.S.
10 in how we develop effective communication
11 messages to engage and build a constituency
12 for what we do in efforts like Feed the
13 Future. And I think the media offers an
14 opportunity to do that, but also our
15 university community. And not just in the
16 classrooms. We have thousands of extension
17 agents in communities around the country who
18 can help carry this message to local
19 communities.

20 CHAIR DEATON: Yes, wonderful.
21 Excellent comment, thank you. Yes, Bill.

22 MEMBER DELAUDER: Those are

1 excellent comments and I agree with those.
2 But I would also add to I that we need to do
3 more to educate the American public about
4 what's happening in countries for them to
5 improve what they do in terms of food and
6 productivity. We don't hear enough about
7 what's happening especially in the African
8 countries, and I think what it does is gives
9 the American people the wrong idea, that
10 perhaps we're putting money into countries and
11 it's not going to good use because good things
12 are not happening. So we really need a better
13 way of not only informing them of the good
14 that our investment does, but to talk more
15 about what countries are doing themselves to
16 help themselves.

17 CHAIR DEATON: Thank you. Yes,
18 Irv.

19 MR. WIDDERS: I wasn't planning to
20 make a comment but I feel compelled to. Over
21 the last several months we've been focusing a
22 lot on a research agenda, an agricultural

1 research agenda to achieve a worthy end. I've
2 heard this morning some reassuring comments
3 that the administration is very committed to
4 spending and investing that \$3.5 billion into
5 achieving Feed the Future goals. My fear --
6 and I know that we live in very difficult
7 economic times and there has to be belt-
8 tightening, there has to be some hard
9 decisions made about where we make these
10 investments. But I still am concerned about
11 what priority agricultural research has within
12 this administration. As we look to the
13 foreign appropriations bill for next year
14 there is no language, not even report
15 language, regarding the CRSPs. Current levels
16 of funding for the CRSPs are around \$30
17 million. Current levels of funding for the
18 CGIAR maybe \$30 to \$50, I don't know the exact
19 number. You could -- by our government. You
20 add that up, it's not a lot of money. We're
21 talking about pittance and this is out of the
22 \$3.5 billion investment. I visit missions and

1 I applaud the focused effort of our
2 government. I think it's a must and this is
3 wonderful. But I go to countries that are
4 receiving \$50 billion and what's our global
5 investment through the agricultural
6 university? It's only a very, very small
7 fraction. I would just appeal to BIFAD that
8 as you think about where we go that you're
9 thinking about the cost. There needs to be
10 greater investment and I think this is an
11 opportunity to change direction. I know
12 there's a Borlaug, there's other things, but
13 if you total it up it isn't all that much
14 money.

15 CHAIR DEATON: Thank you very
16 much. Any other comments from the public? I
17 don't want to cut off anything. Handy?

18 MR. WILLIAMSON: Well, I want to
19 say that I'm a supporter of BIFAD and have
20 been associated with it in the earlier years
21 as a consultant to the board. And my concern
22 over the past years is that we have gone into

1 a period of being adrift, away from the things
2 that were important when many of us initially
3 committed to working with USAID 20-30 years
4 ago back when the handshake on that symbol
5 meant something when we say from the American
6 people. I think we need to seize this
7 opportunity to recommit to the old values we
8 had and at the same time realize that two
9 years is not long enough. Old wine in new
10 bottles is not good enough. And so while we
11 all are excited there is a longer term that we
12 need to be concerned about. But I believe
13 that this board, I hope that this board can
14 lead that charge.

15 One last comment about the media.
16 I just wanted to put in a plug for a school in
17 the Midwest that happens to have the world's
18 oldest school of journalism working with some
19 of our Missouri advantage initiatives. One of
20 them is on media and the future, and we have
21 been hosting a series of forums bringing in
22 experts from around the country to discuss the

1 food issue, Feed the Future, food and fuel.
2 And I think that going through a mechanism
3 like that we can engage constructive media
4 engagement and help them to deliver the
5 message. Thank you.

6 CHAIR DEATON: Handy, thank you.
7 Unless there's a burning question from the
8 public, given our schedule we have another
9 speaker who is here that I know you're also
10 waiting to listen to. We will move ahead. We
11 wanted to provide ample time for public
12 comments and you've made some very wonderful
13 ones that this board as I believe you're aware
14 is very sensitive to and certainly stands
15 ready to continue in its advisory role with
16 AID to address just every single issue that is
17 out here including the expansive commitment to
18 communicate with the public here and abroad
19 because of the nature of the financial
20 situation that we're working in today in the
21 world. So I want to thank members of the
22 public that are here very much and every

1 comment will be taken very seriously. We will
2 continue to deliberate on those later on even
3 today.

4 With that let's turn to our final
5 speaker of this morning is Littleton Tazewell,
6 coordinator for Procurement Reform at the
7 Office of the General Counsel of USAID. And
8 Littleton, thank you very much for being
9 flexible with your schedule and I know you
10 have done that on our behalf. We appreciate
11 you being here now. Thank you.

12 MR. TAZEWELL: Well, thank you.
13 It's a pleasure to be here. And you've
14 actually given me a bit of a boost. I work
15 for the coordinator of Implementation and
16 Procurement Reform, Lisa Gomer, who is our
17 general counsel at USAID. I've been working
18 on this particular effort for the last year
19 with Lisa Gomer and it is led by the general
20 counsel's office. But it, let me see if I can
21 get this thing to work. There we go. Good,
22 thank you. It's really an interagency effort

1 in a big way. And I think it's important for
2 me to be speaking to you today to
3 contextualize what it is we're trying to do in
4 the context of Implementation and Procurement
5 Reform and how that could be impacting the
6 entities that you represent.

7 As you are I think aware,
8 Implementation and Procurement Reform is part
9 of the overall USAID Forward reform agenda of
10 which it is just one element, one of seven
11 different elements. The importance of this
12 particular piece I don't think can be
13 overstated, but I do want to mention the other
14 portions of USAID Forward, including the
15 talent management which is focusing on our own
16 personnel strengthening, rebuilding our policy
17 capacities, standing up our policy shop which
18 we had lost several years ago, strengthening
19 monitoring and evaluation which is a key
20 element to what our reform effort is all about
21 and is very much linked to Implementation and
22 Procurement Reform. Rebuilding our budget

1 management capacity, innovation, and science
2 and technology. Now again, all of these
3 various components of the USAID Forward
4 initiative or reform effort are linked in.
5 What I am directly responsible with is in the
6 context of how we operate, how we actually
7 spend the money. And of course that is of
8 great interest to just about everybody.

9 The overarching goal associated
10 with this effort is to work ourselves out of
11 a job. How can we work to ensure that our
12 assistance includes the strengthening of local
13 institutions, local actors, so they can take
14 over these responsibilities in the long term.
15 Not discounting the incredible power and
16 importance of what the international community
17 and the institutions that come out of the
18 United States bring to the table, but
19 ultimately, end of the day the developmental
20 things that we support are those things that
21 need to be taken over by the host countries
22 themselves.

1 There are six different components
2 to Implementation and Procurement Reform. The
3 first is focused specifically on the partner
4 country financial management systems. Where
5 we can work through those financial management
6 systems we'd like to expand in doing so, and
7 there's a whole effort under that which I'll
8 go into in a little bit more detail in a
9 couple of moments. Objective 2 focuses
10 specifically on working with local civil
11 society and the private sector, and that again
12 is broken into two pieces between the
13 government and civil society, private sector,
14 but there's a great deal of linkage in how it
15 is we work through our local partners and how
16 those efforts need to be linked together.

17 The third objective focuses on the
18 partner base that we utilize. And as I think
19 most people are aware, USAID over the course
20 of the last 15 to 20 years has moved away from
21 working through host country financial
22 management systems and more towards working

1 through large institutional contractors and
2 large international NGOs. The underlying
3 objective behind this third component is to
4 expand that partnership base to look to those
5 organizations that have capacity in the United
6 States, small businesses, minority-owned
7 businesses, institutions serving other aspects
8 of our community, particularly such as some of
9 the agricultural universities, the smaller,
10 that have capacity that they might more
11 readily be able to be partners with USAID.

12 Objective 4 looks at our systems
13 and how we can improve our efficiency and
14 effectiveness in how we do our business.
15 Objective 5 looks at how and when we can work
16 through other donors, other multilateral
17 actors as well as public international
18 organizations. These are entities that are
19 often in the field, have expertise and may be
20 the logical entities for us to be working
21 through. Objective 6 looks at our own
22 internal capacity, and this is an area where

1 particularly in the acquisition assistance,
2 our contracting officers, our technical
3 personnel, there's been an under-investment
4 over the course of the last number of years
5 because of the lack of resources available for
6 our operational expenses.

7 In the context of Objective 1,
8 working through the public financial
9 management systems of our host governments,
10 the major focus has been on returning to the
11 table. We used to implement close to 50
12 percent of our foreign assistance through host
13 government financial management systems and
14 that percentage has drifted down over the
15 years to where it's roughly about 8 percent
16 now. To do so though we want to make sure
17 that we're doing so in a financially
18 responsible fashion. So the primary focus has
19 been on developing a risk management
20 assessment framework. And that process has
21 been ongoing over the course of the last year
22 and focused primarily on initially four pilot

1 countries, Rwanda, Peru, Liberia and Nepal.
2 This process basically looks at the financial
3 management systems of countries that we
4 believe are strong enough to manage our
5 resources in a manner that is accountable
6 sufficient to satisfy our concerns
7 domestically. We've expanded that pilot to
8 include now six countries. The process does
9 involve several phases. The top-level phase
10 that is highlighted up there, Stage 1, is done
11 by USAID itself and goes in, utilizes the
12 existing financial management assessments of
13 other partners and donors to do a top-level
14 review. Based upon that review a
15 determination is made to bring in or not bring
16 in an audit firm to take a much more deep dive
17 into how those systems actually function.
18 Again, it's looking at utilizing the public
19 financial management systems of the host
20 government to implement some of the
21 programming that we're looking to do.
22 Expectations in the context of this Objective

1 is to expand our work through host
2 government systems over the course of the next
3 five years up to 20 percent of our financial
4 resources. There are several different
5 training courses being developed associated
6 with this on how we actually do that
7 implementation. This is something that
8 unfortunately over the course of the last 15
9 or 20 years we've lost that ability as we've
10 grown to rely much more on international
11 contractors and large NGOs.

12 The Objective 2 is again looking
13 at how we can expand our work directly with
14 local organizations and how we can ensure that
15 when we work through intermediaries that we're
16 looking to organizational capacity-
17 strengthening as well as technical capacity-
18 strengthening in our interventions. We as an
19 agency have focused on capacity-strengthening,
20 capacity development, capacity-building for
21 many, many years and we have some great
22 examples of success there. We also have a lot

1 of examples of where we have provided
2 technical assistance in the capacity
3 development arena that really is focused on
4 inputs as opposed to results. A significant
5 part of this effort is to take a look at our
6 capacity development interventions and hold
7 our intermediaries accountable when we are
8 working through intermediaries, but also to
9 look to where we can work more directly with
10 local organizations. Part of that of course
11 is we are a difficult funder to work with.
12 Our expectations are very, very high. Part of
13 what we're doing in that context is looking at
14 our rules and how they impact local
15 organizations, non-U.S. NGOs, and where it
16 makes sense to align our expectations with
17 general accounting practices that are
18 applicable in a global context. Again, take
19 a look at our systems to ensure that we're
20 actually an entity that local organizations
21 can work with.

22 To that effort we have established

1 initially five local capacity development
2 teams around the globe in Peru, Egypt, South
3 Africa, Kenya and the Phillippines, and
4 recently added two more, Senegal and Ghana.
5 These teams are interdisciplinary which I
6 think is something that is critically
7 important in looking at local capacity
8 development, and bring together backstops of
9 financial management, contracting, program as
10 well as technical. We're bringing together
11 and relying heavily on our experienced FSN,
12 our Foreign Service National staff and our new
13 officers that we're bringing into the agency.
14 This is an exciting area and I think has a
15 real opportunity to change how we actually
16 operate, and also how we operate through our
17 intermediaries.

18 Some of the things we've done to
19 foster a better ability to work with local
20 organizations is expanded the use of fixed
21 obligation grants. And fixed obligation
22 grants are grants that are provided, paid on

1 results attained or outcomes, milestones, as
2 opposed to reimbursing for cost incurred. So
3 a different approach. We've had this type of
4 a grant format in the past but it has been
5 restricted to only entities that are -- that
6 we had experience with in the past. What
7 we've expanded our guidance to allow for fixed
8 obligation grants to serve as a vehicle with
9 new organizations, new organizations that have
10 not worked in the past with USAID. It is
11 limited in the amount, it's up to \$500,000 per
12 year for up to three years and the expectation
13 in the guidance is it would be an entry-level
14 grant mechanism for use while you work with
15 the organization developing their internal
16 capacity.

17 The other major thing that I think
18 has been very well received by our partner
19 community is work on our source origin
20 nationality rules. These are rules that
21 basically implement by America requirements
22 that we have in a statutory framework. Our

1 actual rules in the statutory framework, our
2 rules are actually more restrictive than the
3 statutory framework allows. The statutory
4 framework for AID allows for procurement from
5 the cooperating country and from developing
6 countries on equal parity with the U.S.
7 government, but our source origin nationality
8 rules have a preference for U.S. procurement.
9 What we have done is started a process by
10 enacting or exercising some waiver of
11 authority to allow for local procurement up to
12 \$5 million per instrument which again relieves
13 some of the burden on the part of our local
14 implementers from having to go through either
15 purchasing U.S.-sourced goods or having to go
16 through a waiver process to do so. We've also
17 increased the amount of money that mission
18 directors can award on their own authority
19 with local organizations and increased the
20 amount that mission directors can settle
21 claims against local organizations, again
22 enabling the mission where there's a much

1 better grounding as to what the capabilities
2 and the extenuating circumstances may be
3 around the implementation by a local
4 organization to be able to make the decisions
5 appropriate to the circumstances.

6 In the context of Objective 3, the
7 focus up to this point in time is in
8 increasing the competitive opportunities on
9 the part of small organizations. We've
10 recently released our small business goals.
11 The Office of Small and Disadvantaged Business
12 Utilization has been very active and has just
13 held its fourth annual Small Business
14 Conference, again, linking together small
15 businesses with other partners that we
16 traditionally work with but also our senior
17 leadership to expand opportunities and
18 information about what is available for
19 working with USAID.

20 Another major thing, major reform
21 initiative has been requirements for non-
22 competitive extensions or follow-on awards

1 above the \$5 million level. That has recently
2 been put into place and basically requires
3 senior, top-level approval for any extensions
4 of awards in excess of \$5 million.

5 In addition to, and this is
6 interesting because the Objective 3 and 4 are
7 very much linked and part of Objective 4 but
8 linked back to Objective 3 is increasing the
9 amount of the Contract Review Board threshold.
10 The Contract Review Board is a mechanism by
11 which the agency maintains quality control and
12 ensures that large contracts are being
13 executed consistent with our policies. But it
14 has the prospective of slowing down awards and
15 that threshold has been increased from \$10
16 million to \$25 million. This is linked to --
17 I'll just jump to the next -- the Board of
18 Acquisition Assistance Reform at the very
19 bottom, the BAAR, which is an entity that was
20 set up a year ago to basically review all
21 large planned acquisitions or large planned
22 procurement actions to look to see where they

1 could be broken up and reduced in size to
2 expand the opportunity for other smaller
3 organizations to be able to partner with us.

4 Associated with it is review of
5 our -- use of IQCs, the indefinite quantity
6 contracts and the leader with associate awards
7 which are large, fairly long-term awards that
8 are typically only accessible by fairly large
9 contractors and international NGOs, and
10 basically reviewing our policy with regards to
11 utilizing those types of mechanisms to again
12 discourage our reliance on those type of
13 mechanisms for implementation of our
14 assistance programs and expanding the
15 opportunity of small businesses and other non-
16 traditional partners.

17 In the context of the leader with
18 associate award guidance we have tightened up
19 the ability to use it, basically noting or
20 providing that you cannot exceed the award
21 amount without high-level review and approval,
22 that it cannot go beyond five years without

1 high-level review and approval, and that any
2 field or mission-level buy-in has to be
3 anticipated actually when the award is
4 planned.

5 In addition, and I think this has
6 been very well received in the health sector
7 on the part of our partners is a
8 pharmaceutical waiver that was recently
9 exercised in a revision of ADS guidance. This
10 basically was to streamline our approval of
11 the purchase of pharmaceuticals. Again, this
12 is part of the process of how we can reduce
13 some of the burden on the part of our staff as
14 well as our partner staff in going through
15 bureaucratic processes that have no value-
16 added at the end of the day. How can we --
17 what this effort is largely about is how we
18 can reduce the overall bureaucracy that we
19 have over time instilled upon ourselves.

20 A major area as I mentioned before
21 is how we can strengthen our collaboration
22 with other bilateral donors as well as

1 multilateral international organizations.
2 Traditionally we have not worked through other
3 bilateral donors directly and our work through
4 public international organizations has been
5 limited to the large ones. We have been
6 reluctant to use basket funding mechanisms for
7 a variety of reasons largely around the fact
8 that much of our funding has so many different
9 types of regulatory and policy-related
10 restrictions. What we have done to address
11 that again is looking at how we can exercise
12 waivers that exist in current regulations,
13 particularly with respect to source origin
14 nationality requirements, but also develop
15 some templates that we have been successful in
16 working with other bilateral donors and expand
17 the use of them. So basically from Washington
18 taking the initiative to work through some of
19 these issues so that the field can actually
20 have the ability to work through other
21 bilateral donors or other multilateral
22 organizations without having to go through the

1 negotiation process for each time. And again,
2 it's looking to which entity in the field is
3 in the best position, has the strongest
4 capabilities to implement the type of
5 programming that we have. Looking at the
6 other side we do often take money from other
7 bilateral donors in particular and implement
8 where we have that capacity.

9 A major effort has been the
10 revision of our guidance on our grants to
11 public international organizations, expanding
12 the definition of what is a public
13 international organization to include those
14 entities that don't have U.S. government
15 membership. The prior definition was
16 restrictive to only those entities that U.S. -
17 had membership and by expanding that expands
18 the types of other partners that we can work
19 with in the field. It also breaks the types
20 of awards into three different categories
21 which will allow us to basically provide
22 general contribution and program contribution-

1 type arrangements and achieve the multi-donor
2 pool funding results that we have not been
3 able to do by stripping away many of our
4 regulatory and statutory requirements and only
5 including those things that are absolutely
6 critical from a political standpoint as a
7 policy matter in those types of agreements.

8 Again, a major part of the
9 Implementation and Procurement Reform is on
10 our own internal capabilities, and part of our
11 focus is on expanding the warrant level of
12 various types of contracting agreement
13 officers as well as looking to utilizing
14 Foreign Service Nationals and third-country
15 nationals for certain roles in procurement
16 actions above what they currently have.

17 I mentioned the source origin
18 nationality. Another one that just was
19 released earlier this week is a waiver for
20 vehicles, right-hand drive vehicles and
21 motorcycles and three-wheel vehicles. A
22 bureaucratic requirement associated with

1 having to process a waiver for purchase of
2 these types of vehicles has been around for a
3 long time. There's no need for it and it was
4 a fairly easy way to relieve everyone of some
5 bureaucratic burden and that has just recently
6 been passed.

7 There's an overall effort in
8 rewriting the source origin nationality rules.
9 That process has already gone through the
10 initial notice of intent to change the rules
11 and in short order you'll be seeing a -- for
12 public comment a revised regulation. So I
13 think that will be welcomed by our partner
14 community as well as our local partners.

15 Next steps. We're in the process
16 of developing guidance on the use of partner
17 country systems. As I mentioned we're going
18 to be breaking up some large IQCs into smaller
19 ones, or at least that's the expectation.
20 There's an expectation to be simplifying the
21 RFP and RFA processes. I think a big, an
22 important piece is requiring that private

1 contractors use local, non-profit and private
2 businesses, and U.S. small and disadvantaged
3 businesses and then be held accountable for
4 having done so in their commitments. And as
5 I mentioned, the pilot program to give FSNs
6 and TCNs warrant authority.

7 So with that I will open up to
8 some questions. Typically there's a lot of
9 interest in what it is we're doing in
10 Implementation and Procurement Reform because
11 it does impact how we spend our money.

12 CHAIR DEATON: Littleton, thank
13 you very much and that's a fascinating
14 presentation and I think enlightening to many
15 of us as we look at ways in which given the
16 kind of financial constraints we're facing as
17 we look into the future the potential for
18 regulatory reform for capacity-building both
19 within the U.S. and abroad is a fundamental
20 aspect. Gaining the efficiencies it frees up
21 some of the dollars so to speak that we know
22 are so constrained out there in the economy.

1 So I particularly felt that was an important
2 message that I took from what you're doing.
3 Let's open it up to any questions from members
4 of the board. Comments?

5 MEMBER EJETA: I had a question
6 that's kind of peripheral but very useful to
7 me and also has relevance to BIFAD. I sit on
8 the board of the CGIAR and -- the Consultancy
9 Group for International Agricultural Research
10 where USAID is a major funding there. And so
11 the reform that has taken place there, they
12 have windows for funding, Window 1, 2 and 3.
13 Window 3 fits into what you refer to as a
14 blanket basket funding. And in the past USAID
15 provided if I recall about \$2 million to all
16 of the centers to an activity that is very,
17 very important to the U.S. university
18 community. It is a targeted fund to build a
19 relationship between the CGIAR and the U.S.
20 university communities. Small competitive
21 grant funding between a scientist at a center
22 and a scientist at a U.S. university. And so

1 there was a pool of funds that was available
2 and now with the new structure on the fund
3 structure that has been developed I was told
4 that there was some recalcitrance on the part
5 of USAID, allowing that \$2 million or whatever
6 that amount is to be put on that Window 3
7 which is a blanket basket. What may be a way
8 to get around that because this is a small
9 amount of resources but an extremely valuable
10 instrument for engaging the U.S. university
11 community in international research?

12 MR. TAZEWELL: Certainly it sounds
13 like a very valuable tool. And I don't know,
14 I can't give you an answer to this but perhaps
15 we could follow up afterwards. My sense is
16 that it isn't a procurement reform-related
17 matter, it's more of a programmatic decision
18 with regards to the use of funds because -- I
19 would be interested to know what the mechanism
20 has been in the past for AID to provide the
21 support for that particular mechanism. But I
22 think that level of detail, perhaps we could

1 share some more information offline.

2 MEMBER EJETA: Thank you.

3 MR. TAZEWELL: Certainly.

4 CHAIR DEATON: Any questions from
5 other members of the board? Littleton, thank
6 you very much.

7 MR. TAZEWELL: Great. My
8 pleasure.

9 CHAIR DEATON: And we look forward
10 to continued dialogue with you and your
11 colleagues as we address these very complex
12 issues that have been brought before us.
13 Thanks so much.

14 MR. TAZEWELL: Thank you.

15 (Applause)

16 CHAIR DEATON: Well, this
17 concludes the public session of our board
18 meeting and I want to take just a moment to
19 express thanks on behalf of the board to two
20 key staff members that help us so much. Susan
21 Owens, if you would raise your hand in the
22 back, who's the secretary at AID and Malcolm

1 Butler at APLU, thank you so much to both of
2 you for what you do. They deserve a round of
3 applause.

4 (Applause)

5 CHAIR DEATON: Thank you all for
6 being here and we will adjourn the meeting at
7 this time. Thank you.

8 (Whereupon, the foregoing matter
9 went off the record at 12:42 p.m.)

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