

USAID Alumni Association Report on the 2014 Annual General Meeting

Date: Friday, October 24, 2014 from 8:45 AM to 3:15 PM

Location: Center for Global Development (CGD)

2055 L Street, NW, 5th Floor
Washington, DC 20036

Attendance: Approximately 117 registered alumni and 31 guests from USAID and the CGD, for a total of 148 attendees.

Guests of honor:

- Former USAID Administrator Peter McPherson
- New USAID Deputy Administrator Alfonso E. Lenhardt
- CGD President Nancy Birdsall
- USAID Counselor Susan Reichle
- USAID Young Professionals

Agenda: See **Attachment 1** of this report.

Theme and Panels: The theme for this sixth Annual General Meeting (AGM) of the UAA was **Innovation and Development at USAID - past and present**.

The selection of this theme evolved from discussions over several months among UAA Executive Committee members and senior USAID staff. Both the UAA and USAID, along with our host partner (CGD), considered the topic timely. Innovations in the formulation, financing and delivery of responses to development constraints have been the focus of attention by current USAID management. USAID alumni bring a unique historical perspective in delivering innovative solutions to development constraints. Therefore, it was agreed that the 2014 AGM would focus participants' attention on a range of innovations that have been and are being championed by USAID from the past to the present.

The innovation theme was featured in the six panels that were organized for the event. The specific panel themes were selected from input submitted by UAA members, CGD senior fellows, as well as from USAID current leadership. Each of the six panels addressed one of the following topics:

- Private Sector Engagement
- Innovation in Analytics: Logframe, DHS, FEWSnet
- Building Capacity for Innovation: the India Experience
- Democracy, Human Rights and Governance
- Agriculture: USAID's Support for Both Green Revolutions
- Global Health – 50 Years of Innovation

Panel composition and salient discussion points for each of the panels are summarized in **Attachments 7 to 12**.

Presentations by:

- CGD President Nancy Birdsall (**see Attachment 4**)
- Former USAID Administrator McPherson (**see Attachment 5**) and
- USAID Deputy Administrator Lendhardt, accompanied by Counselor Susan Reichle (**see Attachment 6**)

Their presentations reinforced the focus of the Agenda on innovations at USAID and on the delivery of US assistance.

UAA business:

- The AGM also offered an opportunity to bring the membership up-to-date on UAA initiatives in the past year and to focus attention on plans to build upon and expand UAA programs, activities and membership. These are summarized in the September 2014 **“Report to Members on Activities in 2014 and on Proposed Activities in 2015 – 2017 to Achieve Progress Toward UAA Strategic Goals,”** which was posted in the UAA website prior to the AGM and which is incorporated into this report as **Attachment 2**.
- **UAA first annual “Alumni of the Year” awards.** This award is described in **Attachment 3**. The winners were announced:
 - In the primarily international category, the winner was **Anne Dammarell**.
 - In the primarily domestic category, there was a tie. Hence, two alumni were honored: **Mary Kilgour and Satish Shah**.

Description of the work of the three winners will be published separately in the UAA website. The UAA Awards Committee asked all alumni to be thinking about this UAA recognition as they observe the work of their fellow alumni. Comments and suggestions for next year's awards cycle should be sent to awards@usaidalumni.org.

- **UAA Board Elections:** As in the past, elections for three of the seven Board seats took place electronically in the weeks preceding the AGM and in-person.

Ballots were cast by 160 contributing members. The results were announced at the end of the meeting. Elected for the period 2014-2016:

- **David Cohen** (for a second term)
- **Nancy Pielemeier** (for a second term) and
- **Denise Rollins** (for a first term. She will start her Board service as of December 1, 2014).

Members were reminded to consider running for a seat on the Board next year. In October 2015, four Board seats will be on the ballot, two of which are held by second-term Board members (Almaguer and Shakow) ineligible to run for another term.

- **Social activities:** The AGM also served to reinforce one of the key objectives of the UAA: to serve as a vehicle to stay in touch with former colleagues through the various formal and informal opportunities the UAA makes available – e.g., website, registered alumni directory, receptions and other social events. The AGM provided ample opportunities for the attendees to mingle before and after the event, as well as at lunchtime.

Attachments

The attachments that follow provide greater detail for each of the main events at the AGM.

UAA Business:

1. 2014 UAA Annual General Meeting Agenda
2. Report to Members on Activities in 2014 and on Proposed Activities in 2015-2017 to Achieve Progress Toward UAA Strategic Goals
3. USAID Alumni Association Alumni Awards for 2014

Notes from remarks by guest speakers:

4. Welcoming words from the President of the Center for Global Development (CGD), Nancy Birdsall
5. Keynote address by former USAID Administrator Peter McPherson
6. Remarks by USAID Deputy Administrator Alfonso Lenhardt and USAID Counselor Susan Reichle

Notes from panel discussions:

7. Private Sector Engagement
8. Innovation in Analytics: DHS, FEWSNET and Logframe
9. Building Capacity for Innovation – the India Experience
10. Democracy, Human Rights and Governance
11. Agriculture: USAID’s Support for Both Green Revolutions
12. Global Health – 50 Years of Innovation

ATTACHMENT 1**2014 UAA Annual General Meeting Agenda**

8:00 – 8:45: Coffee and registration

8:45 – 9:15: Introductory session. The UAA Co-Chairs provide a brief update on the status of the Association and introduce the AGM theme.

9:15 – 9:25: Welcome and introduction to CGD – Nancy Birdsall, President of the Center for Global Development

9:30 – 10:00: Keynote – M. Peter McPherson, President of the Association of Public and Land-grant Universities (APLU); former USAID Administrator (1981-1987)

10:00 – 10:15: Break and transition to first panel session

10:15 – 11:30: three concurrent panels on past and current innovations

Panel on Private Sector Engagement

John Sanbrailo, Executive Director of the Pan American Development Foundation (PADF)

Peter Kimm, Emeritus Director, and one of the founders of the International Housing Coalition

Gordon West, Former Vice President for Business Development and Chief of Party in Indonesia, RTI International (2005 – 2014); former USAID Deputy Assistant Administrator for Asia and Near East; former Mission Director, Cambodia and Bangladesh

Chris Jurgens, Director, Global Partnerships Division, US Global Development Lab at USAID

Margaret Spears, Director, Office of Market and Partnership Innovations, USAID's Bureau for Food Security

Virginia Brown, Director, Office of Trade and Regulatory Reform at USAID

Ben Leo, Senior Fellow, Center for Global Development, Moderator

Panel Innovation in Analytics: Logframe, DHS, FEWSNet

Terrence Brown, Senior Policy Advisor in USAID's Policy Bureau

Gary Eilerts, USAID Program Manager for the Famine Early Warning System Network (FEWS NET)

Molly Hageboeck, evaluation specialist

Felix Lee, specialist in monitoring and evaluation, GIS, and information technology at FEWS NET

Scott Radloff, Senior Scientist at the Gates Institute at Johns Hopkins

Bloomberg School of Public Health

Madeleine Short Fabric, Public Health Advisor for USAID's Office of Population and Reproductive Health

Panel on Building Capacity for Innovation – the India Experience

Gary Merritt, served with USAID from 1973 to 1998, including 4 years in India 1979-1983

Owen Cylke, served with USAID from 1966 to 1987, and as USAID/India Mission Director 1983-1987

Elizabeth Warfield, USAID Local Solutions Coordinator, USAID/India Deputy Mission Director 2009-2013

Manpreet Singh Anand, Deputy Assistant Administrator for USAID's Asia Bureau, Moderator

11:30 – 11:45: Break and transition to second panel session

11:45 – 1:00: three concurrent panels on past and current innovations

Panel on Democracy, Human Rights and Governance

Norma Parker, Senior Adviser, USAID Office of Afghanistan and Pakistan; former Deputy Assistant Administrator and Director, Office of Democratic Initiatives, LAC Bureau

Neil Levine, Assistant Professor of Behavioral Science, National Defense University (on assignment from USAID); former Director, Office of Conflict Management and Mitigation, DCHA Bureau

Catie Lott, Acting Director, USAID Center of Excellence on Democracy, Human Rights and Governance, DCHA Bureau; former DRG officer in Missions in Africa, Asia, and Latin America

Larry Garber, Senior Policy Adviser, USAID PPL Bureau; former Mission Director, West Bank and Gaza, and Acting Assistant Administrator, PPC and PPL Bureaus

Jim Michel, former USAID Counselor and Assistant Administrator, LAC Bureau, Moderator.

Panel on Agriculture: USAID's Support for Both Green Revolutions

Rob Bertram, Chief Scientist, USAID/BFS

Mark Huisenga, Program Director, MPI, USAID/BFS

Jim Riordan, Development Economist

John Westley, Adjunct Associate Professor of Economics, John Cabot University (Rome, Italy)

Emmy Simmons, former USAID, AA/EGAT, Moderator

Panel on Global Health – 50 Years of Innovation

Robert Clay, incoming Vice President for Health and Nutrition at Save the Children; former Deputy Assistant Administrator for USAID's Bureau for Global Health

James Shelton, Science Advisor for the Bureau for Global Health, with particular concentration in HIV prevention and family planning

Wendy Taylor, Director, Center for Accelerating Innovation and Impact, USAID

Mead Over, Senior Fellow, Center for Global Development, Moderator

1:00 – 2:00: Lunch

2:00 – 2:15: Presentation of UAA Alumni Awards

2:15 – 3:00: Remarks by USAID Deputy Administrator Alfonso E. Lendhardt and USAID Counselor Susan Reichle

3:00 – 3:15: Announcement UAA Board Election results and wrap up

ATTACHMENT 2

REPORT TO MEMBERS ON ACTIVITIES IN 2014 AND ON PROPOSED ACTIVITIES IN 2015-2017 TO ACHIEVE PROGRESS TOWARD UAA STRATEGIC GOALS

September 2014

In February 2014 the Board of Directors of the USAID Alumni Association approved strategic goals and proposed implementing measures for 2014-2016. This strategic plan benefited from input provided by UAA members in response to requests from the Board. The strategic plan sets out five operational goals and relies primarily upon the Association's five operating committees, each of which takes a lead role for implementing activities in furtherance of a strategic goal.

The Board intends to update the strategic plan in December 2014 by reviewing the existing goals and 2014 activities and then proposing implementing activities for 2015-2017. As a part of that process, it has prepared this report to members on progress toward the goals and projected implementing actions. The Annual General Meeting on October 24, 2014, will provide an opportunity for discussion of the UAA goals and implementation plan. In addition, the Board plans to elicit membership views through a survey following the Annual General Meeting. The views of UAA members will be a primary source of guidance in the update of the strategic plan for Board approval before the end of 2014.

PART I. REPORT ON PROGRESS TOWARD UAA GOALS IN 2014

The five goals adopted for 2014-2016 and the implementing actions taken or planned during 2014 are summarized below to inform UAA members and to elicit their comments, questions, and suggestions.

Goal 1. Expand, maintain, and enhance beneficial relationships with other organizations and facilitate opportunities for USAID alumni to inform audiences and communities about development and the role of the United States and UAID. Lead: Public Outreach Committee.

In furtherance of this goal, in 2014 UAA undertook the following actions:

- UAA strengthened collaborative relationships with:

- Woodrow Wilson Center and Society for International Development through co-hosting of discussions on development issues;
 - DACOR, through joint sponsorship of Development Dialogue luncheon discussions;
 - Santa Fe World Affairs Forum through UAA partnership and participation in the Forum's symposium on diplomacy and development;
 - The Urban Roundtable, through participation in periodic discussions among institutions concerned with growing urbanization in the developing world.
- UAA exchanged information and ideas on possible opportunities for collaboration with the following organizations: American Foreign Service Association, US National Peace Corps Association, EPA Alumni Association. These conversations will continue during 2014 and will extend to additional organizations.
 - UAA adopted a distinctive logo to enhance the visibility of the Association on its various communications (see letterhead on page 1 of this report).
 - In June the UAA Co-chairs wrote to the Secretary of State and USAID Administrator to encourage them to do everything possible to ensure that captured development workers Warren Weinstein and Alan Gross are returned safely to their families. UAA has shared the letter with other foreign affairs organizations and published it on the UAA website.
 - In planning for the 2014 AGM, the UAA assembled a panel of experts inside and outside USAID to discuss innovations in analytics spearheaded by USAID. Topics include the Demographic and Health Surveys, the Famine Early Warning System, and the Log Frame -- three tools with remarkable staying power.
 - Plans to compile a bibliography of memoirs and publications of USAID alumni were set aside last winter, but work will resume this fall. A team of USAID alumni have expressed interest in helping with this effort.
 - Similarly, there is growing interest in expanding the collection of oral histories and other documentation of the past 50+ years of US foreign assistance. A large number of UAA members have volunteered to help in this effort, and the UAA will be exploring funding options for such an endeavor during the remainder of 2014.

Goal 2. Maintain and enhance a continuing relationship with USAID that will make alumni available to support the training, mentoring, and coaching of USAID staff on a systematic basis. Lead: Strengthening USAID Committee.

In furtherance of this goal, in 2014 UAA undertook the following actions:

- UAA and USAID expanded the mentorship program, which pairs alumni volunteers with officers serving in USAID Missions, building on the successful pilot program for USAID Missions in Europe and Eurasia. The expanded program includes approximately 30 mentors and a corresponding number of mentees in Missions around the world. It is implemented in close collaboration with USAID's Office of Human Capital and Talent Management and the Asia, E&E, Global Health, LAC, and PPL Bureaus.
- UAA recruited additional volunteer mentors from among alumni with relevant experience in order to keep pace with the expanded demand for the mentoring program and encouraged more alumni to volunteer (including through a request that is posted on the UAA website for expressions of interest in becoming mentors).
- UAA completed a survey of mentors and mentees and documented results and lessons learned to inform the program as it moves forward.
- The next cohort of mentors and mentees will begin in October 2014.
- UAA published on its website information provided by USAID periodically on assignments, promotions, and departures of USAID staff. This information is of interest to alumni and to current USAID employees.

Goal 3. Facilitate contributions by alumni and sharing of information with respect to USAID policies and developments and trends in development cooperation. Lead: Development Issues Committee.

In furtherance of this goal, in 2014 UAA undertook the following actions:

- UAA concluded its series of activities relating to the implications of urbanization for development and the evolution of USAID's urban and related policies with a seminar in May organized with the Woodrow Wilson Center. The subject was innovation in urban infrastructure financing in Latin America. The seminar is described at <http://www.wilsoncenter.org/event/innovation-urban-infrastructure-financing-latin-america>.

- UAA engaged other organizations in an Africa Development Forum to coincide with the US-Africa Leaders' Summit. The Africa Development Forum organized 12 public events on a broad range of subjects relating to development in Africa. Descriptions of these events are available at <http://www.sidw.org/africa-development-forum>.
- As a principal Africa Development Forum event, UAA collaborated with the Society for International Development in organizing an August panel discussion of African leaders on the subject of demography and development: youth and the future for Africa's development – views from the continent. The event is described at http://www.sidw.org/index.php?option=com_mc&view=mc&mcid=72&eventId=440424&orgId=wdcsid. The panel discussion was followed by a Development Dialogue at DACOR luncheon with the NEPAD Executive Director, Ibrahim Assane Mayaki, speaking on development in Africa – Whose Agenda?
- UAA provided comments on several of the proposed USAID policy instruments on which the Agency invited public comment, including its Local Solutions Framework, LGBT Vision Statement, and Multi-sectoral Nutrition Strategy.
- UAA undertook activities relating to the treatment of development issues in the 2014 Quadrennial Diplomacy and Development Review (QDDR).
 - o In June UAA suggested to USAID and the State Department several broad themes for possible consideration in the QDDR deliberations. It posted these suggestions on the Forum page of the UAA website with an invitation for member input.
 - o In July UAA submitted to USAID and State specific recommendations for QDDR concerning development policy and operations. It also published these recommendations on the UAA website.
- UAA organized interactive conversations on a broad range of topics relevant to the interests of international development and foreign affairs professionals. These are the UAA/DACOR Development Dialogues and the Friday Forums for USAID alumni. Events are publicized in the UAA newsletter and website and audio transcriptions of these events are posted on the UAA website. Discussions in 2014 have included:
 - o January – John Sanbrailo on the history of US foreign assistance
 - o February – Maria Otero on challenges and opportunities in collaboration between State and USAID
 - o March – Peter Davis and Cynthia Clapp-Wincek on progress and challenges in evaluating State and USAID projects and programs

- John Schlidlovsky on finding new ways to cover global development issues
- Andy Sisson and Alex Deghan on reinventing science and technology at USAID
- o April – Beth Cole on USAID-DOD collaboration in a complex world
- o May – Charles Kenny on his book, *The Upside of Down: The Rise of the Rest is Good for the West*
- o June – Tim Wirth on the politics of climate change
- o August – Ibrahim Assane Mayaki on development in Africa – Whose Agenda?
- o September – John Norris on the history of USAID’s leadership
- Eric Postel on what USAID is doing these days on economic growth

Goal 4. Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new contributing members who reside outside the Washington area; increase opportunities for social events and interaction among alumni. Lead: Membership Committee.

In furtherance of this goal, in 2014 UAA undertook the following actions:

- UAA conducted a survey of member interests and views on AGM priorities to guide completion of the current strategic plan.
- UAA continued to expand communication with registered alumni to encourage their broader participation and becoming UAA members. As of September 2014, the number of contributing UAA members exceeds 200 and the number of USAID alumni registered in the UAA directory exceeds 850.
- In May UAA organized its annual spring reception to coincide with the occasion of the worldwide Mission Directors conference in Washington. More than 20 visiting Mission Directors attended. The USAID Administrator made remarks expressing appreciation for the support of USAID alumni to the cause of development and the work of USAID.
- In August UAA organized its annual summer picnic at Fort Hunt Park in Alexandria, Virginia.
- UAA inaugurated an award for outstanding USAID alumni who have made unusual and significant contributions since leaving USAID through work overseas or in the US. These awards (one for US and one for overseas contributions) will be presented at UAA annual general meetings beginning in 2014.

Goal 5. Assure that internal UAA systems and procedures provide effective, efficient and transparent management of resources and services to USAID alumni. Lead: Finance and Administration Committee.

In furtherance of this goal, in 2014 UAA undertook the following actions:

- UAA revised and improved its monthly Executive Committee minutes, financial reports and membership reports, all of which are posted on the UAA website.
- UAA expanded the content of its website to increase its value to alumni. The number of visits to the website increased as this site has become an increasingly useful and user-friendly source of information concerning:
 - o UAA activities, including a calendar of upcoming events
 - o Opportunities for jobs and volunteer activities
 - o Recent UAA newsletters
 - o News of USAID staff movements and profiles of individual alumni
 - o Current policies and activities of USAID
 - o Articles and other publications on development themes of general interest
 - o When technically feasible, audio and video recordings of UAA-sponsored discussions and events (such as the development dialogues and Friday forums listed under Goal 3).

PART II. UAA GOALS PROPOSED FOR 2015-2017 AND PROJECTED IMPLEMENTING ACTIONS

For the period 2015-2017 the Board proposes to retain the five goals adopted for 2014-2016. This will permit an additional year of experience to be gained with a projection of UAA activities to a more extended horizon. UAA members are encouraged to offer comments, questions, and suggestions regarding these proposals.

Goal 1. Expand, maintain, and enhance beneficial relationships with other organizations and facilitate opportunities for USAID alumni to inform audiences and communities about development and the role of the United States and USAID. Lead: Public Outreach Committee.

In furtherance of this goal, in 2015-2017 UAA proposes to take the following actions:

- UAA intends in each year to develop a program of collaborative activities with other organizations with which UAA has shared interests.
- Over the three-year period UAA intends to promote efforts to document the history of USAID, building on the interest aroused by the collection of stories published on the occasion of USAID's 50th anniversary. Illustrative activities under consideration for inclusion in this effort include the following:
 - o Develop a bibliography of books and articles about USAID, especially those written by USAID alumni.
 - o Catalog the oral histories of USAID employees and alumni compiled by the Association for Diplomatic Studies and Training, encourage ADST to expand the inclusion of USAID professionals in the collection, coordinate with USAID to obtain financial support for new oral histories, and recruit additional USAID alumni who might be candidates for oral histories (including more women, minorities, and Washington staff).
 - o Support the collection and organizing of copies of USAID files retained by USAID alumni as contributions to the USAID archives, to replace documents of historical significance that have been lost over the years.
 - o Support USAID's participation in the United States Diplomacy Center.

Goal 2. Maintain and enhance a continuing relationship with USAID that will make alumni available to support the training, mentoring, and coaching of USAID staff on a systematic basis. Lead: Strengthening USAID Committee.

In furtherance of this goal, in 2015-2017 UAA proposes to take the following actions:

- In each year UAA will recruit, train and help to establish mentoring relationships for mentors in order to sustain the expanded mentoring program.
- In 2016, UAA will review the operation of the mentoring program and, in consultation with USAID, develop plans for its expansion, modification, or termination.

Goal 3. Facilitate contributions by alumni and sharing of information with respect to USAID policies and developments and trends in development cooperation. Lead: Development Issues Committee.

In furtherance of this goal, in 2015-2017 UAA proposes to take the following actions:

- UAA intends to organize each year discussion programs focused on specific current development issues of interest to alumni. Possible subjects include the evolving international framework for development cooperation, changing patterns of development finance, relationships between donors and their various partners (developing countries, implementing organizations, private sector entities, etc.), updates on USAID Forward, sectoral issues such as climate change, democratic governance and human rights, food security, fragile states, global health, and poverty. These discussions will seek to strengthen relationships with USAID and the broader development community and to identify potential themes for more sustained engagement.
- Building on its 2013 experience with urbanization and 2014 experience with the African Development Forum, UAA intends to organize one or more series of meetings each year to address in depth selected key issues. For 2015 the following topics are under consideration:
 - o Improving learning through evaluation and measurement, including in areas of development cooperation where impact evaluation experience is limited, such as conflict mitigation, democracy, human rights, and governance.
 - o Increasing collaboration among the development, diplomatic and defense communities on key development challenges, such as biodiversity loss and climate change; the potential for both national and international collaboration in areas of science and technology important to USAID's development agenda.
- UAA, in collaboration with DACOR, will organize four or more Development Dialogue luncheons at DACOR each year, with emphasis on themes being currently addressed by UAA.

Goal 4. Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new contributing members who reside outside the Washington area; increase opportunities for social events and interaction among alumni. Lead: Membership Committee.

In furtherance of this goal, in 2015-2017 UAA proposes to take the following actions:

- UAA intends in each year to conduct a survey of alumni interests and priorities for UAA programs and activities, as well as communications preferences.
- UAA will schedule each year a range of programs and social events intended to respond to interests of members and potential members, including events outside the Washington area. Possibilities under consideration include:
 - o Annual spring reception
 - o Annual summer picnics;
 - o Happy hours for networking;
 - o Panel discussions and presentations on subjects of interest to USAID alumni;
 - o Discussions of post-USAID options for employment and other activities;
 - o Discussion of issues of particular interest to FSN alumni.
- UAA will seek each year to expand UAA membership and active participation by:
 - o Recruiting new USAID retirees, including through participation in retirement seminars;
 - o Encouraging, including through use of the UAA website and newsletters, USAID alumni to update their contact information, become and remain contributing UAA members, and help to identify other alumni who might be interested in joining UAA;
 - o Expanding outreach to former FSN employees and to non-Foreign Service alumni and encouraging their participation in the UAA.

Goal 5. Assure that internal UAA systems and procedures provide effective, efficient and transparent management of resources and services to USAID alumni. Lead: Finance and Administration Committee.

In furtherance of this goal, in 2015-2017 UAA proposes to take the following actions:

- UAA will expand the flow of information to alumni and identify ways to increase feedback from alumni to UAA.

- UAA will recruit from among its members capable leaders to maintain sound management of activities and resources and will recruit additional volunteers willing to serve actively on UAA committees and carry out activities on the Association's behalf.
- UAA will seek a low-cost site suitable for a permanent office and meeting space.

ATTACHMENT 3**USAID Alumni Association Alumni Awards for 2014**

As an inspiration to our alumni community, the USAID Alumni Association (UAA) launched in 2014 the first annual “**Alumni of the Year**” Awards, which we anticipate will become a regular feature of the UAA’s annual program of activities. Beginning this year, awards recipients will be announced at the Annual General Meetings.

The award was conceived as a way to honor USAID alumni who have made unusual and significant contributions since leaving USAID. Rather than the usual lifetime achievement awards, the UAA wants to focus on **innovative and inspiring post-retirement service and contributions to communities overseas or in the US**. These awards celebrate new paths taken by outstanding alumni who may have built on their USAID experience and skills but who have chosen to work in different arenas, with different partner organizations, or on their own. The recipients will also have shown passion for new activities and made significant and lasting contributions.

For this year’s first cycle of annual awards the UAA Awards Committee agreed to focus on two categories: One category honors for paid or volunteer work overseas, and the other for work in the US. Nominations could come from third parties or from the individual. Nominations had to describe what the nominee had done since leaving USAID that represented innovative and transformative service in development work overseas, or in community work or the arts in the US. The Committee asked that nominations describe the impact of the contribution and why it might be inspiring to other USAID alumni or to those contemplating life after USAID.

The Committee launched the search for outstanding alumni service in the UAA newsletter and on the UAA website beginning this past April, calling for UAA members to nominate others or to submit applications themselves. In response, the Committee received nominations for ten alumni.

The Awards Committee was challenged by the excellent nominations that it reviewed for this first cycle of awards. Given the quality of the nominees, the UAA plans to feature in the coming weeks their profiles in the Newsletter and in the UAA website.

ATTACHMENT 4

Annual General Meeting – October 24, 2014
Record of Discussions
Words of Welcome from the President of the Center for
Global Development, Nancy Birdsall

Nancy Birdsall, President of the Center for Global Development (CGD), warmly welcomed alumni and spoke briefly about the Center and its mission. She characterized the Center as a "think and do" tank whose distinctive approach is to focus on what the rich world is doing and how their policies impact poor countries -- whether those policies relate to assistance, trade, investment, immigration, health, natural resources, climate change, intellectual property rights or other issues -- where choices made here affect people there.

She spoke about the Center's broad program on "Rethinking U.S. Development Policy," noting that the CGD has long argued that the USAID Administrator should be the thought leader in the U.S. on development policy. She indicated that in the last decade USAID's key role in setting US development policy had been reestablished after a hiatus. She was happy that the AGM program was addressing USAID's important innovative work and noted as well two major CGD innovations:

- The "advance market commitment" permits financing the development and dissemination of important vaccines needed in poor countries but for which there is no market in developed countries.
- Another innovation developed by CGD is the "cash on delivery" approach in which payments are made *ex post* for verified outcomes. She stressed that this provides more space for governments to find their own way to solve problems and is a different approach to capacity building.

She concluded by hoping that, as our gift to her, the UAA could establish a new category of membership so that she could be an "Honorary Member".

Following the meeting, Dr. Birdsall wrote that she hoped the UAA's Annual General Meeting could be held at the CGD every year and reiterated that "this is the point of having a Center dedicated to development issues in Washington." She also indicated the Center's interest in discussing further how USAID's history can be better documented.

ATTACHMENT 5

**Annual General Meeting – October 24, 2014
Record of Discussions
Peter McPherson’s talk to the alumni**

Former USAID Administrator Peter McPherson gave the keynote address at the AGM. He expressed his delight at being invited to speak and complimented the alumni on the wonderful job they did during their years at USAID. He congratulated the organizers on the choice of the innovation theme for the meeting, noting that he agreed with the definition used as it captured much of what USAID has done - finding better solutions to meet new and challenging problems.

He stressed USAID’s help in changing institutions and structures in a lasting fashion. USAID’s ability to work in the country mission structure was key to understanding the people with whom we worked, and this permitted partnerships that brought good ideas together.

Among the many such ideas and innovations – which could only be a small sample - he cited the following:

Building new structures:

- Famine early warning system in northern Ethiopia
- Rural electrification in a substantial part of rural Philippines
- Creation of IFIS - an organization to assist in conducting elections
- University building – e.g., the University of Minnesota still has close ties in Morocco; Earth College in Costa Rica was endowed with ESF-generated local currencies, as was the American University in Cairo.

USAID changed itself:

- Evaluation – we were not always consistent, but we were early supporters
- Women in Development – started as a much-maligned advocacy office, but became a force for change, as in the El Salvador program
- Long term training – we went from 7,000 to 16,000 trainees in a short time.

Distribution of technology:

- ORT effort done with Jim Grant and UNICEF – in collaboration with the government, mass mobilization in Egypt reached 85 percent of the population in 18 months
- \$500 million investment in sewage and water projects in Egypt rather than following State Dept. push for \$200 million cash transfer to the government
- Economic policy work in Indonesia and elsewhere

- Family Planning – used very creative techniques in advocating programs, such as in soap operas in Mexico
- In Mozambique overcame political objections to feeding poor children

Research:

- Supported research by others, including massive support for the “green revolution”
- Leadership in support of CGIAR
- Family planning research

McPherson stressed the importance of capturing the patterns and history of USAID’s experience in a serious study, which would show what had been achieved by USAID staff, to have these development professionals recognized and memorialized, and to pull out real lessons that can be valuable today in various sectors. For example, the current Power Africa program staff should know about past rural electrification work. Expanding oral histories of USAID staff is important, but much more is needed. He recently commented to Administrator Shah that a full-time person is needed to be put in charge of this effort and at least \$100,000 should be raised – from USAID and elsewhere - to hire a social scientist to pull this together, with alumni help. He is very eager to help this effort.

In the short Q&A exchange, McPherson indicated that he thought the involvement of USAID in covert activities was probably a mistake given the sensitivities and complexities of such highly political areas. He thought the relationship between the USAID Administrator and the Secretary of State and the President in his day was far preferable to the subordinate role the A/AID has today, which is, in part, the result of Secretary Clinton’s laudable interest in development. He said that it had been a major battle to push family planning programs during his tenure but that he was sure that President Reagan actually was supportive, even if he did not say so openly. McPherson complimented the current USAID work on use of evidence, information technology and other areas while indicating that inevitably there will need to be course corrections.

ATTACHMENT 6

Annual General Meeting – October 24, 2014
Record of Discussion
Remarks by USAID Deputy Administrator Alfonso Lenhardt and
Counselor Susan Reichle

Although he has been in office for only three weeks, Deputy Administrator, Ambassador Alfonso Lenhardt made an exceptional effort to come to the AGM to speak to the alumni. Agency Counselor Susan Reichle accompanied him to the meeting.

Ambassador Lenhardt spoke about his background in the military, private sector, non-profit sector, and as U.S. Ambassador to Tanzania – and emphasized that his background is management and leadership. He spoke about USAID staff members being overstretched, and that his job is to provide relief, to reduce the peaks and valleys in workloads, and to seek more balance in the distribution of work assignments. His focus will be on supporting his people. He wants them to understand that he believes in them and that he expects them to get on and do the job. He will do all he can to support them in their efforts. As he noted, "if you take care of your people, they will take care of everything else."

He will focus on getting staff vacancies filled and getting USAID up to strength. He made clear that organizations could not operate on the premise that you can do more with less - soon you do less with less!

He similarly spoke about setting priorities, especially in focusing on those priorities that are important over the final two years of the current Administration. This includes institutionalization of some of the recent initiatives. The Agency must decide its core functions and then hang onto to them even in responding to new crises. USAID also needs to be able to say no. It is impossible to be all things to all people.

He added that USAID staff needs to think about the sustainability of what it does. It needs actions to match its words. He also indicated that he hopes to enhance teamwork and collaboration within USAID and between USAID and other agencies. He emphasized that the State Department, Defense Department and other agencies working on development issues are all members of one team, with one mission, representing the American people. He emphasized the importance of getting rid of silos and working smarter.

Ambassador Lenhardt also indicated that he would like to maintain an ongoing relationship with the UAA. He believes there is very little new in the world, and thus wants to draw on UAA alumni experience. He wants to learn from people who have

done international development work in the past. He would like to return to the UAA with a progress report. He also indicated the desire to meet periodically with a smaller group of UAA members ["kitchen cabinet"] to discuss issues facing the Agency. He will work with Susan Reichle to make that happen.

Finally, Susan Reichle also spoke briefly to the membership, again emphasizing the interest of USAID to work collaboratively with the UAA. She indicated a desire to move forward on collecting new alumni oral histories. She also emphasized the importance of the new Deputy Administrator's focus on people issues and valuing the career service

Private Sector Engagement Panel Highlights of Discussions

The Private Sector Engagement Panel was tasked with reviewing the history of USAID collaboration with the private sector, as well as current programs and practices that continue to make USAID both a pioneer and leader in engaging the private sector to achieve development objectives. The panel was composed of distinguished development professionals who have worked with the private sector in innovative ways to help USAID and its partner countries achieve their economic growth and social development agenda.

Panel Members and topics (in order of presentations):

- John Sanbrailo** (UAA): “Overview: a history of USAID engagement and innovation with private sector partners, 1961-2014”
- Peter Kimm** (UAA): “Innovations in housing and urban development: engaging builders and lenders and organizing to maximize USAID sector capacity (RHUDOs)”
- Gordon West** (UAA): “The Eastern Europe experience in partnering with the private sector to achieve macroeconomic reforms, as well as capital formation through the enterprise funds”
- Chris Jurgens** (USAID): “The role of USAID’s US Global Development Lab in promoting public-private partnerships and the Global Development Alliance”
- Margaret Spears** (USAID): “Private sector partnerships in support of ‘Feed the Future’ and the New Alliance for Food Security and Nutrition”
- **Virginia Brown** (USAID): “The role of the private sector in supporting trade facilitation under the new ‘Trade Facilitation Alliance’.”
- Ben Leo** (CGD): Facilitator and commentator

Panel member observations:

John Sanbrailo

The Agency was born with a private sector mandate: “Operation Tycoon” set up by JFK, composed of private sector executives to advise the Agency on tapping private sector know-how and resources.

50% of USAID’s budget in the 1960’s was directed at activities that engaged the private sector. This story is not well documented, but the LAC Bureau led the way.

Seven USAID key Innovations that engaged the private sector:

- Focus on private sector development in host countries and among donors

- Implementing country programming
- Building local institutions
- Housing guarantees that led to OPIC
- Developing private incubators and think tanks
- Public-private partnerships/GDAs
- Cutting edge projects (e.g., stock exchanges, bank regulations)

Bottom Line: USAID has been incredibly innovative, and we need to collect the history of all we have done to better guide the Agency today and in the future.

An extensive history of USAID engagement with the private sector over the decades was prepared by Sanbrailo and distributed to the audience. It is being posted in the UAA website.

Peter Kimm:

Authority for housing guarantees came from Congressional push instigated by US private sector builders who were seeking financing for projects in the developing world.

Initially, this program was not welcomed by USAID, but legislation was re-written in 1965 to focus more attention on savings and loans, co-ops, and low-income populations.

Seven Regional Offices (RHUDOs) were set up to run the program at the regional and local levels. They were very independent, funded from one half of one percent of all loan fees. A conscious decision was made early on to keep housing staffing small, and use money for more staff travel to monitor the program in the field.

Focus of the program soon shifted to slum upgrades, water and sewage. In addition, RHUDOs did program lending for policy goals (e.g., in Indonesia - cash for GOI budget targeting 2% of GOI lending to low income programs).

Bottom Line: Program started by the private sector, then turned into a USAID goal-driven initiative that retained its public-private partnership.

Gordon West:

The Eastern Europe Program from 1991 to 1994 was the first “whole of government” program managed by USAID, thanks to the SEED and FSA legislation mandating multi-agency engagement.

The multi-agency approach fostered shared policy objectives and a unified response ... where USAID actually led Treasury and other agency advisors.

The “notwithstanding authority” in the SEED and FSA legislation were critical to rapid and innovative responses, including the creation of the enterprise funds, no earmarks, increased use of IQCs, etc.

Focus of the program was on:

- Macro- economic reform
- Privatization
- Strengthening IMF/private sector influence
-

Multitude of actors: business, industry, govts, IFIs with a broad spectrum of voices.

This provided a more complete view of development challenges and responses, working in all sectors to build systems, institutions and structures.

Programs benefited from high-level (Cabinet, Congress and private sector CEOs) engagement. State, Congress and USAID were all on the same page.

Ten Enterprise Funds created were all different but they leveraged \$8 billion in private capital, of which \$400 million were repaid to governments.

Sustainability was fundamental: sunset clauses and focus early on how to repay governments.

Bottom Line: Working with the private sector is not a “transaction”. It is an approach to build systems and institutions (their core strength). This approach should be how private sector can leverage US resources.

Chris Jurgens:

Private sector provides a frame of engagement in all sectors: democracy and governance, climate change, agriculture and especially health.

USAID has a cadre of field investment officers to build partnerships with private sector to eradicate extreme poverty.

Key areas of current involvement:

- Strengthening investment climate
- Investment capitalization (DCA)
- Public Private Partnerships (e.g., Coca Cola, using distribution systems for medical supplies)
- Advocacy for policy change (Net Zero Deforestation) with multi-stakeholder coalitions

Lessons learned:

- Need to move partnerships with CSR offices to core business

- Move from one-off PPPs to core mission strategies
- Focus not on dollars leveraged, but how to leverage impact

Need to source and scale development innovations by working with social enterprises and finance impact investors for quicker impact.

Biggest challenge is going to scale.

Margaret Spears:

Feed the Future goals are to increase income by 20% and reduce malnutrition by 20%

Private sector engagement is key to the success of the Feed the Future... FtF supports:

- Missions to engage with private sector entities
- Commercializing technologies to small holders through research and development
- Funding new actors (investment funds)
- Catalyzing new investment (new alliances to lift 50 million people out of poverty over 15 years)
- Private sector investments by other donors and host governments

New Alliances have grown from three to ten, leveraging \$1.1 billion, with 96% of policy commitments attained.

Virginia Brown:

Bali was the first trade facilitation agreement under WTO/GATT to move goods across borders.

Also, agreement laid the framework for developed countries to assist developing countries in trade facilitation.

USAID Economic Growth funds crowded out: don't have funds to put in contracts to help countries anymore

New way of doing trade facilitation:

- Seek private sector voices
- Provide funds to multilateral trust funds
- Build alliances with the private sector to support WTO partnerships
- - American National Standards Institute good example
- -Also, American Chamber of Commerce

USAID focus on Core Business: don't talk to CSR offices, talk to those in the core business sectors of companies

Questions and Answer Takeaways:

Key challenge: how will USAID adapt to economic growth resource constraints?

Private sector partnerships should not be viewed as transactions

New Nigeria Foundation is a model for engaging communities with the private sector

USAID Regional Housing & Urban Development Office should have done more investing in slums

In working with the private sector, USAID needs to pay more attention to due diligence, timing of resource flows, and give more emphasis on systems

Private sector is more effective partnering at local level than at central levels of government

In the past, we underestimated private sector engagement and defaulted to NGOs where there is less chance for sustainability

Opportunities for partnerships: fertile sectors include animal trafficking and private sector expertise in customs and border issues

Need to build more partnerships with business alliances and associations

To leverage policy you can use technical assistance, not only money

USAID can make better use of its convening power, especially to reduce barriers to investment

ATTACHMENT 8**Panel on Innovation in Analytics: DHS, FEWSNET and Logframe
Highlights of Discussion**

CGD's William Savedoff moderated this panel that considered three quite different tools that were largely developed by USAID staff decades ago and continue to be essential tools for USAID and other development agencies. The alumni panelists described the origins of each of these instruments and their evolution over the years, with the current USAID staff indicating how the Agency was now making use of them.

The Demographic and Health Surveys Program (DHS) is “widely recognized as the gold standard” to track developments and guide policy decisions in a range of health areas.

Scott Radloff (now Senior Scientist at Johns Hopkins School of Public Health) noted that DHS was started in 1984 as the first project jointly funded by AID's separate Population and Health Offices, in response to the global demand for more and better health data. Initially funded only by USAID, other donors soon began to join in, and the coverage of DHS was broadened to include more topic areas and more regional and sub-regional data.

Madeleine Short Fabric, now USAID's DHS Manager, described the rapid growth in the program with a total of over 300 surveys in 90 countries with 40 now underway. Before “Open Data” was an initiative, DHS was already easily accessed and much used by host governments and their many partners. Other donors now provide one-third of DHS's annual funding. Over thirty years DHS has retained its capacity to innovate by requiring that the contract for DHS be re-awarded every five years and priority has been placed on maintaining data quality even as demands on the system have increased.

The Famine Early Warning Systems Network (FEWS NET) was created by USAID in 1985 after devastating famines in East and West Africa. **Gary Eilerts** was part of the original team that developed FEWS NET and is now back managing it. He described the efforts to predict where famine was likely to occur so that scarce food aid could be targeted to these most needy areas. In concert with NASA, NOAA and USGS, USAID relied on satellite imagery and other scientific resources to stay ahead of the issues. As with DHS, the use of five year contracting encouraged innovation, and the scope of the program keeps expanding to address climate change patterns, livelihoods data, vulnerability indicators, and so forth.

Bruce Isaacson, contractor chief of party for FEWS NET field operations, described the program's greater attention to using data for country comparisons and to the

use of scenarios to help in its predictive capacity. Like DHS, FEWS NET data is increasingly relied upon by the global community, particularly in conflict areas.

The Logical Framework (Logframe) Molly Hageboeck was an intern in USAID's evaluation office in the early 1970s when its leaders realized that staff needed a way to describe what USAID projects were intended to do, simply and clearly stated. Fry Associates produced the one page four quadrant log frame form for practitioners to fill out, and before long the evolving tool was adopted by other donors, UN agencies, the World Bank and NGOs as it provided a common language and base to guide project design, development and evaluation across all sectors. Despite its popularity and value, and unlike FEWS NET and DHS, the log frame was dropped by USAID in the 1990s, along with country strategies and project design, as USAID became essentially a procurement agency. Contractors decided on project outcomes, not USAID staff.

Terry Brown (now senior policy advisor in USAID's Policy Bureau) described how reforms begun in 2011-12 re-introduced these tools, including the log frame, as USAID policy, engendering a massive change in USAID that is still underway. The log frame, like FEWS NET and DHS, is being adapted to the changing nature of development, including figuring out how to address "wicked problems" where the causal pathway is cluttered or unknown. Real time monitoring is crucial, and Mission staff struggle to establish indicators of change above the level of instruments and higher-level outcomes, but the log frame is back as the useful tool it was intended to be when it began over 40 years ago.

Analytical tools such as DHS, FEWS NET, and Log Frames are some of the most visible USAID contributions to development practice and with some of the widest applicability and long-lasting effects. USAID's current decentralized focus has many benefits because it taps in-country knowledge and expertise, but it may be problematic for the development of these kinds globally applicable analytical tools. The DHS, for example, required a formal Agency-wide agreement to make it happen, and people in the audience wondered if it would have been possible today.

One challenge with the success of these analytic instruments is that as interest grew, so too did pressure to broaden the instruments. DHS and FEWS NET set up information systems for particular purposes, but they became "go to" places for information outside those original purposes and faced pressure to expand. For DHS, the survey has expanded from a 30-minute to 3-hour instrument. FEWS NET was focused on early warning for famines but is now a source of information on vulnerability more generally. The Log Frame when used well is viewed as dynamic but its widespread use without good training has often led to inflexibility and lack of attention to monitoring assumptions and adaptation.

Panelists stressed the value of having both a long-term horizon for these programs and with rolling 5-year contracts. The long-term perspective provides continuity,

maintains skills and institutional learning. The rolling 5-year contracts force regular review and adaptation, as well as pressure to innovate.

In conclusion, there is a great amount of power and utility in setting standards, pioneering common language, tools, and instruments across disciplines and sectors.

The key obstacles to innovation are people being stuck in their habits and systems that are static.

The key promoters of innovation are (1) longer time horizons; (2) regular (but not too frequent) review and adaptation; (3) continued searching to define the “right questions” (and using that to guide the scientific and technical experts); (4) real time monitoring of progress with the goal of adapting (not punishing); and (5) cross-disciplinary work, engaging technical, social and political perspectives.

ATTACHMENT 9**Panel on Country Capacity for Innovation -
The India Experience: Highlights of Discussion**

Innovation is widely recognized as an engine that could drive the economic transformation of developing countries. However, this recognition is only beginning to be featured as a part of national development policies. This panel explored approaches to building country capacity for innovation, with USAID experience in India as the focus for the discussion.

Innovation was an integral part of ancient Indian civilization and culture. India has great scientific discoveries and technological innovations in various fields to its credits. Indeed, Albert Einstein once said: "We owe a lot to Indians who taught us how to count, without which no worthwhile scientific discovery could have been made".

Most discussion on India's innovation system focuses on a science and technology foundation (S&T), formal research and development (R&D) and the formal part of the economy. The link between S&T and R&D was explored, as well as its relevance to important development challenges in India and elsewhere. India, of course, is an extremely heterogeneous economy, and most of its population operates in the informal sector. The need for a more inclusive approach to innovation will be explored by the panel.

Manpreet Anand

Mr. Anand currently serves as USAID's Deputy Assistant Administrator for Asia. Earlier Mr. Anand served as a Senior Policy Advisor on emerging issues for Chevron Corporation. He held similar positions with the U.S. House of Representatives' Committee on Foreign Affairs and with the Office of the U.S. Trade Representative.

Owen Cylke

Mr. Cylke is a member of the USAID Alumni Association. Most recently, he served as Director of the World Wildlife Fund's international Macroeconomic Programs Office. Earlier Mr. Cylke was associated with the Tata Energy Resources Institute In Washington, D.C., and earlier still served as president of the Association of Big Eight Universities. Mr. Cylke joined USAID in 1966, serving as Mission Director in India (1983-1987) and retiring in 1989.

Gary Merritt

Mr. Merritt is a member of the USAID Alumni Association. He is a well-known and well-regarded member of USAID's population community, linking his professional time with USAID to his energetic promotion of communication and engagement with USAID's large group of population alumni. He served with USAID in India (1979-1983), subsequently in other overseas assignments, retiring in 1998.

Elizabeth Warfield

Ms Warfield currently serves as Local Solutions Coordinator in the Office of the Counselor at USAID. In July 2013, Ms Warfield completed four years as Deputy Mission Director in India. During her tenure, USAID/India reframed its role from a donor=recipient to a strategic partnership where India shares globally its proven innovations in addressing key development challenges.

Manpreet Anand moderated the session and started with a brief survey of USAID strategy for India and reference to the development lab.

Despite India's growing economy and rising geopolitical status, the country still faces a wide range of development challenges stemming from its uneven growth and quickly growing population. India is home to 17 percent of the world's population and largest concentration of poor people.

Manpreet noted, however, that India is also home to one of the world's largest groups of millionaires and billionaires and has a large number of highly educated people, offering the largest pool of technically skilled graduates in the world. Given these realities, USAID is transforming its 60-year relationship with India from a traditional donor-recipient relationship to a true partnership where both countries jointly tackle development challenges.

Manpreet made the point that the USAID strategy for India very much reflects the idea behind the new U.S. Global Development Lab that seeks to increase the application of science, technology, **innovation** and partnerships to achieve, sustain and extend the Agency's development impact to help hundreds of millions of [people to lift themselves out of extreme poverty.

Owen Cylke traced India's early commitment to science and education to its later emphasis on technology and innovation. His presentation noted USAID's early support for India's commitment to science and education, noting its investments in the Indian Institutes for Technology and agricultural universities. He brought that story up to date with references to investments in his own time in India (1983-1987), including PACT/PACER, The Center for Technology Development at Bangalore, the Serum Institute and the HIG program.

Throughout, Owen emphasized the link between overall development policy and the capacity for innovation. He argued that without a development theory and doctrine that matches the new realities of the global economy, it will be harder for policymakers to take the steps that will most effectively foster growth. Fortunately a new theory and narrative of economic growth grounded in innovation began to emerge in the latter decades of the last century, a narrative that has found adherents in India. Known by a range of terms – “institutional economics,” “new growth economics,” “evolutionary economics,” or just plain “innovation economics”: – collectively, this new narrative reformulates the traditional economic growth model so that knowledge, technology, entrepreneurship, and innovation and are now

positioned at the center, rather than seen as forces that operate independently.

Gary Merritt took up the topic of “social innovation”, focusing on his time in India (1979-1983) and with particular attention to family planning. Gary noted, like Owen, that India was committed to family planning even before independence, and with a vengeance at independence. Indeed, the First Five Year Plan focused on child welfare and family planning, emphasizing education in schools, increases in the number of clinics, access to contraceptives, along with further research.

Within that strategy, the emphasis was on permanent technologies (i.e., sterilization). USAID in his period focused on widening the range of choice (e.g., temporary methods), taking advantage of new technological discoveries, drawing on USAID investment in operations research around diffusion of those technologies, and the demand side. The demand initiative drew on the power of TV and fascination with soap operas – this initiative and innovation giving rise today to the important role of Bollywood in challenging assumptions and norms across India society, and continuing the connection with America through USAID’s role in facilitating easy access to new ideas and approaches emerging from our development and family planning communities.

Elizabeth Warfield brought the room up to date through the experience of her years in India (2009-2013). USAID’s strategy for India acknowledges its growing economy, rising geopolitical status, and remaining development challenges, while simultaneously building on USAID’s comparative advantage and long relationship with the country. Indeed, Elizabeth argued that the current strategy reflects a total recasting of the USAID-India relationship from a traditional donor-recipient relationship to a peer-to-peer partnership for addressing Indian and (significantly) global development challenges. In this regard, she described USAID’s efforts to leverage India’s development experience to Africa. She noted then that USAID’s comparative advantage is not its dollars – rather it is as a convener, accelerator, and broker. She described how USAID has leveraged a range of resources – partnerships, skills, expertise, and technologies – to identify, test, and scale innovations that have contributed to economic development in India; and again that have strong potential for development impact in other countries.

With particular regard to innovation, Elizabeth noted that USAID Administrator Rajiv Shah visited India, as part of Secretary of State John Kerry's delegation, for the fourth annual U.S.-India Strategic Dialogue in June of this year. Administrator Shah participated in discussions on clean energy and climate change, education and women's empowerment. He also met with public and private sector leaders and young innovators at an event highlighting U.S.-India partnership on affordable innovation. He announced the nine winners of the first round of awards for the Millennium Alliance. The Millennium Alliance is a partnership between USAID, the Federation of Indian Chambers of Commerce and Industry (FICCI) and India's Department of Science and Technology, to support innovation.

ATTACHMENT 10**Democracy, Human Rights and Governance Panel
Highlights of Discussion**

Panel: Norma Parker, Neil Levine, Catie Lott, Larry Garber; **Moderator:** Jim Michel

- Promotion of democratic values has long been a core U.S. foreign policy objective, and a rationale for US foreign aid dating back to the Marshall Plan and the Point IV program. Analysis and experimentation in the 1960s and 1970s evolved over time to include a broad program extending to popular participation, free and fair elections, human rights, and legislative, judicial and other democratic institutions.
- Many of the strategic and technical approaches ultimately more broadly adapted by USAID, were pioneered in the LAC Bureau, and also in ANE, in the '80s and early '90s.
- USAID experience in DRG also led to a broader consensus within the international community on the role of sound governance as a fundamental element of sustainable development. This led to the later involvement of other donors and greater availability of assistance resources.
- Important lessons learned in early LAC experience: the importance of host country political will, host country supporting budgets, and engagement of local solutions (for both sustainability and political buy-in).
- Administrator Natsios focused on the key role of conflict as “development in reverse.” He saw conflict as a present or looming factor in two-thirds of all country programs. Established USAID Conflict Office.
- Fragile States Strategy established relationship between conflict and fragility and paved the way for broader international engagement, as in the World Bank analysis showing that jobs, security and justice are essential for development.
- QDDR recognized USAID’s pioneering role in DRG.
- USAID’s current approach focuses on the presence of its field missions, the need for broad advocacy (especially in DC), and the need to restore the Agency’s technical competence in key related areas.
- An important objective is to better integrate DRG in other sectors (e.g. health, education) as a fundamental aspect of long-term sustainable development.
- Since 2009, there has been a 38% reduction in DRG funding. DRG competes with other sector priorities (e.g. Economic Growth), initiatives and earmarks. Need more budget reliability. A reduced number of countries receive DRG assistance.
- A number of recipient countries have reduced the “space” available for DRG programs (e.g. prohibitions on funding assistance to local Civil Society groups). Since 2012, 50 countries have been affected.
- New technology brings both opportunities and challenges (e.g. new ways to corrupt elections)
- USAID DRG engagement brought politics into development, analysis and strategy.

- In the 2000s, USAID has lost leadership in the DRG sector. In recent years, there has been a relative pullback from programming in AOJ and anti-corruption.
- Challenge: The need to show short-term results influences choice in ways that aren't always productive.
- Skepticism still present re. the role of DRG in development.
- Problem: Agency programming structures emphasize sectoral programming, rather than integration (a key factor for DRG success). USAID has not internalized political programming approaches to integrate DRG programs and objectives.
- USAID short on trained cadre and tools.
- Earmarking is a challenge to effective, strategic programming.
- We still have much to learn re. this subject.

ATTACHMENT 11**Agriculture Panel – The Two Green Revolutions
Highlights of Discussion**

Moderator: Emmy Simmons, Retired USAID FSO and Former AA/EGAT

Panelists: Rob Bertram, Chief Scientist, USAID/BFS
Mark Huisenga, Program Director, MPI, USAID/BFS
James Riordan, Former USAID Economist and Implementing Partner
John Westley, Retired FSO and Vice President of IFAD

Emmy Simmons set the stage for the panel by highlighting the fundamental characteristics of the two Green Revolutions: the focus of the first on rice and wheat technology/production; and the focus of the second on agricultural commercialization and value-chains. While saluting Nobel Peace Prize winner Norman Borlaug's leadership role in the first revolution, we need to recall that many were involved, including the International Rice Research Institute (IRRI), the International Maize and Wheat Research Institute (CIMMYT), the Rockefeller and Ford foundations, and USAID. She highlighted USAID's leadership in the creation of the Consultative Group on International Agricultural Research (CGIAR) in 1972, as a founding sponsor and over the longer term as a financial supporter. Emmy also pointed the participants toward the upcoming "third Green Revolution" in which agricultural production and marketing will need to adapt to climate change.

First Green Revolution

John Westley provided an overview of the Green Revolution in India, focusing his remarks on four major topics:

1. The pre-conditions in India were unique and positive in laying groundwork for the "revolution." These included (a) the high water table and ease of irrigation; (b) excellent local farmers willing to try new technologies; (c) large numbers of small holders as a result of land reform at time of independence; (d) good institutional infrastructure; and (e) reasonably good markets.
2. Many external actors were involved in preparation for the "revolution," including both USAID and USDA from the USG, Rockefeller Foundation, Ford Foundation, and the World Bank. The early U.S. investments in the 1950's and 1960's in Indian agricultural universities were especially important – including the 350 some U.S. faculty members in country and many participant trainees. PL-480 local currency generations also facilitated important infrastructure investment.
3. Policy reform was critically important – and much of the policy dialogue took place at highest levels of U.S. Government, including USDA Secretary, Orville

Freeman, and President Lyndon Johnson. They worked closely with reform leaders in India.

4. The “revolution” in India was not limited to larger, wealthier landowners; the dwarf CIMMYT and IRRI varieties became easily available to small farmers.

Agriculture in USAID

Rob Bertram provided a summary of USAID involvement in the agricultural sector following the first Green Revolution, reminding participants about the global “food glut” of the mid-1980’s. Even though the surpluses were primarily in “bread basket countries,” it nonetheless led to decreased USAID agricultural funding. USAID did maintain its commitment to technology through its CRSPs and support for CGIAR. There was also increased emphasis on the importance of agriculture as part of post-disaster recovery, as well as the links between agriculture and the environment. Most importantly, during the years of reduced funding for agriculture, USAID sought ways to increase integration of agriculture into other sectors, such as the environment, economic growth, child survival, etc.

In the mid to late 2000’s, global food shortages became apparent; this led to a new, increased emphasis on agriculture and food security. The current Feed the Future Initiative has twin goals: to decrease poverty and decrease stunting. This has helped to bring nutrition and agricultural experts together. Now seeking to expand linkages with water and sanitation experts, as well as to climate change experts.

Value Chains

Jim Riordan provided a history of and lessons learned from USAID’s work on value chains. The first academic reference to “value chains” was by Michael Porter of Harvard in 1985, although there had been earlier USAID work on non-traditional export projects. Jim has done extensive research on USAID’s work in this area, including reviews of evaluations. Data collection has been poor, and data across projects not comparable. Nonetheless, most attempts to calculate rates of return have been positive.

Most importantly, Jim shared important lessons learned:

- Take “demand driven” seriously – break away from our natural tendency to be “supply pushers;”
- Foster trust between buyers and sellers;
- Manage for results, not activities – are farmers better off?
- Let the market pick the winners;
- Don’t predict solutions ahead of time; not everything can be tied down ahead of time;
- Use value chain intelligence to inform policy priorities;
- Facilitate, don’t intervene

- Align incentives, e.g., having buyers provide TA rather than consultants;
- Search, don't plan – need to maintain flexibility to adjust to circumstances on the ground.

USAID Today in Agriculture/Value Chain Development

Mark Huisenga summarized results from an assessment 240 USAID Agribusiness and Agriculture Value Chain projects worth nearly \$5 billion. As a result of the review and lessons learned, USAID has shifted to more of a facilitative role, providing incentives, and looking more rigorously at value chains as systems.

He emphasized the increasingly complex environment agricultural producers face, especially that market requirements are getting increasing tighter and more complex. The bar to enter international markets is much higher now because of food safety and regulatory issues. USAID is constantly adapting its efforts to recognize this evolution. USAID thus increasingly focused on scaling and food safety/regulatory requirements – e.g., concerning issues such as Aflatoxin. There is also increased focus on public-private partnerships, e.g., with the World Cocoa Foundation.

Ten years ago, there were fewer than 20 USDH agricultural officers. After major efforts by USAID, that number has now increased to 90.

ATTACHMENT 12

Panel on Health Innovation – 50 Years of Global Health Highlights of Discussion

Robert Clay, incoming Vice-President for Health and Nutrition at Save the Children and former USAID Deputy Assistant Administrator for Global Health, introduced the recent USAID publication, *50 Years of Global Health* (<http://www.usaid.gov/what-we-do/global-health/50-years-global-health>). He noted that the enthusiasm of contributors to this volume is a manifestation of the need for people to share history. He highlighted the research contributions summarized on pp. 44-45 of the document as a tribute to USAID over the decades for maintaining a focus on research and innovation, even in the face of continual program and management crises.

Robert emphasized the following points:

- Health research innovations supported by USAID are significant in size and magnitude, from the development of the jet injector for smallpox vaccination, to oral rehydration therapy and addition of zinc supplementation to ORT, to studies on the efficacy of insecticide-treated mosquito nets, to development of new techniques for and scaling up of male circumcision for HIV/AIDS prevention, and many more....
- Innovation is not just about products but also about program, such as USAID's contributions to health systems development, research on effectiveness of community health workers, development of tools for information generation, such as the DHS and National Health Accounts (NHA), and contributions to capacity building, such as USAID's long-term commitment to the ICDDR-B.
- Innovation is not always successful, such as the early focus on building of large infrastructure, e.g., hospitals, and the installation of hand pumps in villages without adequate community preparation and involvement, and misplaced efforts on HIV/AIDS prevention.

Robert also noted that the sense of urgency, as in the early days of the HIV/AIDS epidemic, and empowerment of staff (particularly in the field) can foster innovation.

Jim Shelton, USAID's Science Advisor for the Bureau for Global Health, discussed his recommendations for the top 10 innovations in global health: measles vaccination, mosquito nets, anti-retroviral therapy (ARVs) for AIDS treatment, ORS-Zinc, hormonal contraceptives, co-trimoxazole, artemisinin combination therapy (ACTs) for malaria treatment, Vitamin A supplementation, chlorohexadine for cord care in newborns, and male circumcision to prevent HIV.

He referred to an article in the British Medical Journal: **Twenty criteria to make the best of scarce health resources in developing countries**

BMJ 2011; 343 doi: <http://dx.doi.org/10.1136/bmj.d7023> (Published 25 November 2011) Cite this as: *BMJ* 2011;343:d7023

This article identifies “frugal technologies” based on 20 criteria, including low cost, simplicity, efficacy, scalability, acceptability, etc.

Jim noted that looking back at health technologies and approaches that work can give us clues about what may work in the future.

Emily Hillman, Public Health Advisor in the Maternal and Child Health Division within USAID’s Bureau for Global Health, described various approaches the agency is taking to promote new and promising innovations in MCH. One of these is the Saving Lives at Birth Grand Challenge, supported by USAID and other donors. This program uses a crowd-sourcing model to solicit e- and m-health and other solutions to leapfrog conventional approaches to saving newborn lives. The program has had 4 rounds to date and has awarded 91 grants for 81 innovations, such as new ways to administer oxytocin, new types of food fortification, new diagnostics tests for eclampsia and pre-eclampsia. While not all projects have been successful and scaling is a limiting factor, the program has contributed to building a community of innovators.

Moderator **Mead Over**, senior fellow at the Center for Global Development, discussed financing mechanisms that could create innovation, including cash on delivery approaches that reward achievement of outcomes, not output. Mead also responded to a question about the inadequate response to the Ebola epidemic, noting that after the H1N1 outbreak subsided, donors lost interest in supporting development of a robust surveillance system, a classic problem with global public goods.

Discussion focused on issues in applying/delivering tools that are currently available, how to increase support for health systems strengthening, and how encourage innovation at the community level.