

# 5. Program and Technical Guidance

The PD/A CRSP is administered by Oregon State University, which functions as Management Entity (ME) and has technical, programmatic, and fiscal responsibility for the performance of the USAID grant provisions. The ME appoints a Program Director to administer the CRSP. Program functions are carried out through a Program Management Office (PMO), which is the operational component of the ME and serves as the link between USAID and the CRSP projects. The PMO is supported by three advisory bodies: the Board of Directors (BOD), the Technical Committee (TC), and the External Evaluation Panel (EEP). Program participants, including PMO staff and BOD, TC, and EEP members, are identified in Chapter 14, Staff Summary.

## PMO Activities

Major highlights of 1996-1997 Program Management Office activities include:

- Commencement of *Continuation Plan 1996-2001* activities under the PD/A CRSPs new five-year USAID grant. Subcontracts were issued to research projects at the following US institutions:

- Auburn University (5)
- Southern Illinois University at Carbondale (1)
- The University of Michigan (1)
- University of Arizona (1)
- University of Arkansas at Pine Bluff (2)
- University of California at Davis (1)
- University of Oklahoma (1)
- University of Texas (1)

In addition, the PMO, which is itself housed in the Office of International Research and Development at Oregon State University, issued intramural Memoranda of Understanding to projects based in the Departments of Fisheries and Wildlife (2) and Bioresource Engineering (2).

- Development of impact indicators to measure project success and relevance
- Development of Regional Plan concept for increasing impact of research accomplishments
- Development of Philippines project Request for Proposals and conduct of peer reviews
- Completion of Eighth Work Plan
- Initiation of Ninth Work Plan Request for Proposals
- Search and appointment of three new members of the Board of Directors
- Successful nomination of new External Evaluation Panel member
- Recruitment and hiring of program financial manager
- Coordination of the 14th Annual Meeting, 17-19 February 1997, in Seattle, Washington
- Participation in West Africa Natural Resource Management InterCRSP planning activities
- Participation in USAID revision of the participant training guidelines (Handbook 10, Chapter 253)

- Contribution to USAID publication on CRSPs entitled, “Global Research for Sustainable Development,”
- Editing and writing of “Dynamics of Pond Aquaculture,” a multi-author text on the latest advances in aquaculture
- Commissioning of a handbook on fertilization guidelines
- Assisting with the development of new Memoranda of Understanding between US and Host Country institutions

CRSP publication and information-related work of the program management office is carried out by the program’s Information Management and Networking research support component and is described in Chapters 4.3 and 4.4.

## Meetings

In September 1996, Deputy Director Brigitte Goetze attended the INTSORMIL Principal Investigators Conference in Lubbock, Texas, as an observer. The information gleaned was useful in establishing the PD / A CRSPs regional plan development process. In October, Director Eгна participated in International Centers Week and met with representatives of ICLARM (International Center for Living Aquatic Resources Management) in Washington DC; in December, she traveled to Chicago to attend meetings of the InterCRSP and of the CRSP Council; in January, the Director went to Washington to participate in a meeting of CRSPs, IARCs (International Agriculture Resources Centers), and universities with Board Chair Bryan Duncan; during an April visit to Washington, the Director met with USAID technical and contract staff, with representatives of CIESIN (Consortium for International Earth Sciences Information Network), and with External Evaluation Panel member Gary Jensen; in June she traveled to Washington to attend a meeting of AIARD (Association for International Agriculture and Rural Development) and to meet with USAID staff.

At the 1997 meeting of the World Aquaculture Society in Seattle, Washington, Director Eгна spoke on the history and experience of US institutions of higher learning working with USAID in a talk entitled, “International Aquaculture: Research.”

Director Eгна also participated in CRSP Council conference calls on 3 October 1996, 7 November 1996, 6 February 1997, 21 March 1997, and 29 May 1997. Among other collaborative activities during the reporting period, the CRSP Council prepared and submitted to USAID a set of recommendations for revised BIFAD guidelines relating to CRSPs.

## Advisory Groups

Three advisory groups—the Board of Directors, Technical Committee, and External Evaluation Panel—support the management of the CRSP. These groups work closely with the Director to assist the ME with policy decisions, budget allocations, research strategy, review, and evaluation.

## Board of Directors

The Board consists of a minimum of four representatives from participating institutions and operates under a defined charter to deal with policy issues, to review and approve plans and proposed budgets, to assess progress, and to advise the PMO on these and other matters. The Project Officer from USAID and the CRSP Director serve as ex-officio Board members.

The ME has a permanent member on the Board (this member is not eligible to serve as chair). The three other Board members come from participating US institutions on a rotating basis. Outside members may be appointed to the Board based on availability of funding and need. Board members are selected by their participating institutions from their higher administrative management levels. Selections are based on their responsibilities and relevant experience. The term length on the Board is three years, typically with service as chair in the third year.

*CRSP researchers Raul Piedrahita and Antonio Circa chat with Mark Prein of ICLARM during the program's 1997 Annual Meeting in Seattle, Washington.*

BOD members came together at the PD/A CRSP Annual Meeting (17-19 February in Seattle, Washington), where two Board meetings were held, one on general program activities and one specifically devoted to policy setting. In June the Board participated in a mail ballot vote on a budget allocation issue at the request of the Director. During the year the BOD also provided input on the Ninth Work Plan Request for Proposals, Regional Plan development and other issues. The director holds informal discussions regularly with the Board, and advice on some decisions is provided through correspondence.

## Technical Committee

Technical guidance for the program is provided by the Technical Committee (TC), whose purpose is to monitor the technical research of the PD/A CRSP, propose modifications, and recommend allocations of funds for research activities. The USAID Project Officer, CRSP Director, and Deputy Director serve as ex-officio members on the TC.

Under the *Continuation Plan 1996-2001* the structure of the TC was modified as a way to ensure equitable representation of participating institutions and to encourage diversity of expertise in the program's three strategic research areas: production optimization, environmental effects, and social and economic aspects (see Chapter 3). TC members are selected based on their expertise in these areas and once selected represent their respective disciplines; at least three TC members represent each of the three strategic research areas. Host country members are included in the selection process. In addition, the PMO may appoint additional members to the TC to provide expertise in unrepresented areas. TC members serve for three-year terms. Each member, with the exception of the Chair or Co-Chairs, serves as an active member of one of three standing subcommittees: Work Plan and Budget, Technical Progress, or Materials and Methods.

In the fall of 1996 program principal investigators participated in an election process to implement the new TC structure described above. (See Chapter 14, Staff Summary, for the composition of the new TC.) The newly-elected TC met for two days at the February 1997 Annual Meeting in Seattle. Major items under consideration in Seattle were follow-up on the election, fine-tuning of committee bylaws, technical components of the Philippines Request for Proposal, and the development of Regional Plans. Also during the Annual Meeting, the TC conducted the election for an at-large TC member.

## External Evaluation Panel

The External Evaluation Panel (EEP) periodically evaluates the accomplishments of CRSP research activities and of the program as a whole. The EEP reviews the CRSP annually and provides an in depth review every five years. EEP reviews are of great use to the ME for program management purposes. Once received, the ME shares EEP reviews with the program's advisory bodies and with USAID. At that time the ME also has an opportunity to address points made in the review. ME responses to the EEP review are included as part of the final EEP Report that is produced for general distribution.

The panel is composed of up to four specialists who are external to the program. Members are selected so that their expertise in international aquatic resources collectively encompasses the scope of the CRSP (including socioeconomic factors that can influence research and adoption of technology generated from research). Candidates for the EEP are nominated by the ME in consultation with the Board, TC, participating institutions and

other sources; nominees must be approved by USAID after concurrence from BIFAD. New members are rotated in as members resign or are replaced. With changes to BIFAD, the appointment of EEP members now appears to rest with USAID.

Owing to several factors, among them attrition and the difficulty of finding qualified diverse candidates who can commit the time needed to serve on the panel and whose participation does not involve a conflict of interest (given that the field of aquaculture is a decidedly small community), the program does not yet have a fully seated four-member panel.

For the greater part of the reporting period, the EEP consisted of one member. This EEP member participated in the 14th Annual Meeting in Seattle and has been involved in all major program activities, including the development of the Philippines, the Ninth Work Plan Request for Proposals, and Regional Plans and others. Over the past reporting period, the ME has proposed four individuals to USAID, of which only one has been appointed to the EEP. This one nominee was approved in May 1997, bringing the EEP to two members.