

**Minutes of the UAA Executive Committee**  
**June 19, 2014**  
**10:30 am – 12:30 pm**  
**TetraTech Offices**  
**1320 N. Courthouse Road, Ste. 600, Arlington, VA**

**Board Members Attending:** David Cohen, David Eckerson, Jim Michel, Carol Peasley, Nancy Pielemeier, Alex Shakow

**Board Members Not Attending:** Frank Almaguer

**Committee Co-Chairs Attending:** George Hill, Marilyn Schmidt, Nancy Tumavick, Owen Cylke, Jerry Wood

**Committee Co-Chairs Not Attending:** Bill Anderson, Paula Goddard, Ann Van Dusen

**Executive Assistant:** Kristina Short

**Meeting Chair:** Nancy Pielemeier

**1. May 2014 Executive Committee Meeting Minutes:**

The minutes of the May 2014 meeting of the Executive Committee were approved by the Board for posting on the UAA website with minor revisions.

**2. Finance and Membership Reports:**

**a. Finance Report:**

The treasury report on the UAA accounts as of May 31 was circulated to EXCOM members prior to the meeting (see **ATTACHMENT A** of these Minutes). This report included the finalized expenses associated with the May 18 UAA Spring Reception at DACOR.

George Hill reported that the Washington, DC government apparently has DC government has no record of the UAA's registration as an unincorporated association.

**Action:** George is checking into the situation and will update Executive Committee members as more information comes available.

**b. Membership Report:**

The UAA Executive Assistant circulated the May 2014 membership report (see **ATTACHMENT B**) prior to the meeting.

**Registered Alumni:** Nine new alumni registered with the UAA in May 2014, bringing the number of alumni newly registered in 2014 to 38 and the total number of registered alumni as of May 31 to 840.

**Contributing Members:** 17 alumni made their annual membership contribution in May, bringing the total number of 2014 contributing members to 144. Two of those 17 alumni contributed at the \$100+ level, bringing the number of \$100+ contributors in 2014 to 54.

**Action:** Kristina will draw up a list of last year's contributors who have not yet contributed this year. A nice note will be sent to them urging that they renew for 2014 now.

### **3. Proposal to open UAA membership to USAID Contractors:**

Following a brief discussion at an earlier ExecComm session, Owen Cylke prepared a proposal to broaden eligibility for UAA membership to include individuals who have worked for USAID-funded institutional contractors. (See ATTACHMENT C for details). In the spirited discussion that followed, it became clear that a substantial majority of the ExecComm believed that the essential nature of the UAA would be weakened significantly by including others who had not been immediate members of the USAID "family".

**Conclusion:** The Executive Committee agreed to table the discussion with the option to reconsider the issue in the future if circumstances change. While broadening UAA membership criteria was not endorsed, the value of working in partnership with like-minded organizations and institutional contractors in UAA activities, especially those of the Development Issues Committee, was enthusiastically supported by all.

### **4. 2014 Annual General Meeting:**

A proposed schedule and outline for the AGM was circulated to Executive Committee members prior to the meeting. (See ATTACHMENT D for details)

- The AGM theme focuses on innovation and development, past, present and future. Adding a partnership feature was also suggested. The exact title will be set closer to the event.
- Peter McPherson has agreed to be the keynote speaker early in the program.
- The eight potential program panels (ultimately to be reduced to six) will be discussed with USAID (Susan Reichle and others) asap to gain their reactions and suggestions for two USAID staff to focus on current initiatives for each panel.
- Additional names were discussed as potential UAA organizers for each panel.
- The possibility of opening one session to the public was dropped.

Several logistical questions remain open, including:

- Start time: Registration is tentatively scheduled to begin at 8:30am to allow for networking and socializing in the morning. Need to confirm.
- Need to decide on the maximum number of attendees we can accept.
- Need to be sure to allow sufficient time for networking and socializing along with the breakout sessions.
- Need to decide how to handle payment for lunch.

**Action for Nancy P. and her AGM Committee:**

1. Need to confirm panel organizers, moderators (from CGD where possible), and participants.
2. Finalize AGM start and finish times and other logistical questions.
3. Meet with Susan Reichle (and possibly Richard Green, someone from DCHA) to discuss outline of panels and suggested topics, and get feedback on USAID topic preference and on who from USAID would be able to participate.
4. Inform USAID that Peter McPherson has agreed to speak.

**5. Annual Awards to Alumni:**

The Awards Subcommittee will meet during the week of June 22. ExecComm members were reminded to continue pressing for more nominations.

**6. Operating Committee Updates:**

**a. Membership Committee:**

Nancy Tumavick reported on the May 18 Spring Reception at DACOR:

- While 128 RSVP'd, only 99 actually showed up. In response to a message Nancy sent to those who said they would come but did not, various reasons were given. Nancy concludes that the only way to really know event attendance in advance is to have pre-registration and payment.
- The UAA also needs to pay greater attention to the details of event contracts to insure most efficient use of scarce resources.

There was some concern reflected that while the party was a great success and those that attended had a very good time, once Mission Directors and other USAID staff as well as spouses are taken out of the total number of attendees, the actual number of UAA members in attendance was probably 62. Any further comments regarding the reception should be sent to Nancy Tumavick.

**Action:** Paula Goddard and Kristina Short are preparing an announcement regarding the UAA Summer Picnic set for Saturday, August 9. Please send names and emails of former FSNs to Kristina for inclusion in the distribution.

**b. Development Issues:**

- Owen Cylke reported that the Development Dialogue with Tim Wirth was excellent.
- Jim and Owen met with the DAA of the Africa Bureau and have had productive meetings with Alex Thier and his deputies on Development Issues topics.
- Work continues on the Africa Development Forum. Committee members will meet with African ambassadors next week and are aiming to have events focused on Agriculture, Health, and Youth Employment. A Development Dialogue is scheduled for August 1 at DACOR.
- Carol Peasley, David Cole and Jim Michel will attend the Friday, June 20 meeting with USAID on QDDR and report back.
- A DACOR Development Dialogue with Admiral Stavridis, Dean of the Fletcher School, has been rescheduled for October 29, 2014.

**Action:** Owen and colleagues are working very hard to prepare the Africa Development Forum program. Jim continues to pursue the QDDR and 3Ds initiatives, among others.

#### **c. Public Outreach:**

No representatives of the Public Outreach committee were in attendance. The committee is waiting on the new UAA logo from Nilka Varela. The bibliography of alumni publications remains on hold until September. Carol Peasley will discuss with Susan Reichle the possibility of the UAA undertaking a targeted oral history project that would be of use to current agency employees.

#### **d. Strengthening USAID:**

The committee will meet with USAID coordinators to discuss the mentoring program on June 25, 2014. Goals of this meeting include bringing congruence between monitoring done by UAA and that done by USAID, and how it is reported out. The committee has pushed to have Africa Bureau attend the coordinators meeting. The mentoring program is nearing the ceiling of 33 mentorships that UAA can handle (there are currently 31 active mentors), and reiterated its continued search for more Strengthening USAID committee members.

#### **7. Other business:**

- The Executive Committee briefly discussed the UAA Website. David Cohen informed committee members that he has been consulting webmaster Sean McKee about mobile site display. A photo gallery containing photos taken by Monica Stein-Olson at the Spring Reception is up on website.
- The Board Nominations Subcommittee encouraged Executive Committee members to forward nominations for potential 2014-2016 board members to Frank Almaguer.
- The Committee also discussed the situation of USAID Contractor Warren Weinstein in light of the recent negotiations for the return home of Sgt. Burgdahl. It was agreed that

David Cohen would do a first draft of a letter to Secretary Kerry and USAID Administrator Shah urging greater attention to the Weinstein (and Gross) cases. Once sent the letter will be posted on the UAA website.

**8. Next Meeting:**

The July 2014 meeting of the UAA Executive Committee will occur on July 17, 2014 from 10:30 am – 12:30 pm at TetraTech.

Minutes compiled by KS 6/25/2014/AS7/3/14

**UAA Finance Report as of May 31, 2014**

**Financial Report of the UAA as of May, 2014**

❖ Balance as of May 1, 2014	\$10,935.56
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• Member contributions received in May:	\$1,195.00
• Disbursements for the month:	\$2,219.98
○ Intern:	\$630.50
○ Web site:	\$285.00
○ 2nd Dacor deposit	\$1,180.00
○ Miscellaneous	\$124.48
❖ End May balance:	\$9,911.08

Note: UAA savings account: Balance 10,059.52

**UAA Membership and Contribution Summary**  
**May 1, 2014 – May 31, 2014**  
*Includes 2013 Data for comparison*

**Alumni Registration Summary:**

New Alumni Registrations, May 1 – May 31:	9
Total New Alumni Registrations for 2014 to-date:	38
Total Registered Alumni to-date:	840

**Newly Registered Alumni since last report:**

William Douglass  
David Grossman  
Jon Lindborg  
Kevin Mullaly  
Michael Reardon  
Ernest Rojas  
Barbara Seligman  
Satish Shah  
Harry Wing

**Membership Contribution Summary:**

Alumni Contributions, May 1 – May 31:	17
Total Number of new contributors for 2014 – to-date (no 2013 contribution):	29
Total Number Contributors 2014 to date:	144
Total Number of Contributors through May 2013:	161
Total Number of \$100+ Contributors, May 1 – May 31:	2
Total Number of \$100+ Contributors for 2014 to-date:	52
Total Number of \$100+ Contributors through May 2013:	54

**Contributions received since last report from:**

**Friends of the UAA: 2 (0 new \*)**

David Garms  
David Shear

**Contributing Members: 15 (7 new \*)**

Marilyn Buchan

Carol Dabbs

Peter Delp \*

Richard Gold

Charles Gordon \*

Barbara Herz \*

Mary Huntington

Frank Miller

Gloria Roces

Ernest Rojas \*

Barbara Seligman \*

Joan Silver

Satish Shah \*

Mohamed Tanamly

Harry Wing \*



TO: Nancy Tumavick  
UAA Membership Committee

FROM: Owen Cylke

SUBJ: Amending Membership Criteria

DATE: June 10, 2014

Proposal: To amend UAA By Laws, Article III, Membership, Section 1 – following the third sentence: “Individuals employed and directly paid under contracts and agreements funded by USAID for two years are also eligible for membership when nominated by a current member in good standing of the UAA.”

And to amend UAA By-Laws, Article IV, Governing Body, Section 1 – Following the third sentence: “A majority of the Board must be former direct-hire employees of USAID.”

Background: Individuals employed and directly paid under contracts and agreements funded by USAID are not currently eligible for membership. The rationale, as I understand it, being: i) such individual do not share a common experience with other eligible categories; and ii) membership of such individuals might taint the Association in the eyes of USAID because of the commercial interests of their employers.

Argument: Do these concerns stand up to scrutiny? I would argue not. With regard to common experience, one could argue that there is only but a tenuous shared experience between the civil and foreign service, administrative and technical cones, long-term and shorter-term employment, earlier and later employment, etc. I would also argue that the potential benefits of shared experience in the activities of the UAA may outweigh whatever benefits may be associated with current and narrower definitions of eligibility.

With regard to the potential taint of commercial interests – do UAA members currently active with institutional contractors and grantees really earn some kind of immunity from commercial taint by an earlier two year stint with USAID? Further, I would argue that the distinction so often articulated by USAID between direct hire (or equivalent) and contractors and grantees is destructive to the morale and trust of such contractors and grantees whose success is so fundamentally important to the Agency’s success.

Indeed, I have no reason to believe that these contractors and grantees have dissimilar backgrounds, experience or commitment to development from us. And even more than many of us, they serve on the front lines in places like Afghanistan, Cuba, Pakistan and Yemen. In 2009, eighty aid contractors employed by USAID in Afghanistan were killed. In 2010, almost 250 were wounded. Would we really want to deny membership to a Linda Norgrove, director for a jobs program financed by USAID and kidnapped in Afghanistan, or to an Alan Gross, held in detention by the Cuban government today?

On a more positive note, there is no question that the Association could benefit by an enhanced dues-paying membership and pool of individuals willing to actively participate in the activities of the Association. This need is particularly pronounced in the work of the Development Issues Committee. Illustratively, someone who has spent years working at DAI, for example, under AID-financed contracts could have allegiance to DAI and to USAID without any difficulty. Having people of such experience would greatly enhance the intellectual strength of UAA and its appeal to others in similar fields. Many such contractors would be well-known to USAID direct hire staff as former colleagues in the field.

Criteria: In thinking about this proposition, I struggled with the question of criteria. Should individuals that served as contractors or grantees have to have “former” as a qualification? Should they have to be “retired” in some fashion or another? Would “five” or “ten” years of service make them more legitimate? My conclusion, no discrimination or distinction in membership criteria, other than i) the requirement and evidence that such individuals must have been directly paid under contracts and agreements funded by USAID for two years, and ii) the requirement that such individuals would require nomination by a current member in good standing of the UAA.” Any other criteria or requirement would only serve to perpetuate the already dysfunctional discrimination and distinction by the Agency and Association.

I believe the adoption of the second proposed amendment to the By-Laws ought to alleviate any concern that the Association might run the risk of being overwhelmed by individuals with contractor or grantee backgrounds or interests.

Dear Excom members,

The AGM program committee met last week to develop a proposed program for the 2014 AGM. We are proposing the following schedule for the meeting, to respond to members' input from last year:

9:30 coffee and registration

10-10:30 Introductory session – update from Co-Chairs, committees, and introduction of theme

10:40-11:40 – 3 concurrent panels on past and current innovations (see below)

11:50-12:50 – 3 concurrent panels on past and current innovations (see below)

(Note: panels would be moderated by CGD Senior Fellows, and each would include 2 UAA members to discuss past innovations and 2 current USAID staff to discuss current innovations/initiatives)

1:00-2:30 lunch, wrap-up, awards, Raj

We are proposing starting an hour later and ending a half- to one-hour later; it would also be possible to have registration from 9 to 9:30, or end at 3. We might need to do either or both to fit everything in, especially if we are able to get one or more high-profile alumni to participate and want to give them separate billing, perhaps in addition to participating in a panel.

Based on the input from alumni and from CGD Senior Fellows (see summary of input attached, including the definition of innovation we have adopted), we are suggesting the following topics (along with names of knowledgeable member(s)) for breakout sessions:

- Panel on data development – past innovations: DHS, CDIE; current focus on big data/data mining?, performance management data (knowledgeable members: Steve Sinding, Gary Merritt)
- Panel on design/evaluation/logframe.... (knowledgeable members: Richard Blue)
- Panel on health technologies; past innovation –ORT; current focus – Grand Challenges, e.g., Saving Lives at Birth (knowledgeable members: Connie Collins, David Eckerson, Nancy Pielemeier, Robert Clay when he retires and joins shortly)
- Panel on capacity building/training – past innovations such as institution building and/or participant training; current focus??? (knowledgeable members: Dave Sprague, Sy Taubenblatt)
- Panel on agriculture/livelihoods – past innovations such as green revolution/extension/credit/value chain; current focus on Feed the Future
- Panel on Title IX, democracy, human rights, civil society and governance....(knowledgeable members: Jim Michel)

- Panel on building country innovation capacity as critical infrastructure for its modernization strategy (India, Korea, etc); current focus on the role of "the Lab" and on "groundbreaking technology and novel program models." (knowledgeable members: Owen Cylke)
- Panel on past innovations on government-government programs/cash transfers; current focus on Afghan trust funds, local systems? (knowledgeable members: Carol Peasley)

We would like to end up with 6 panels, whose selection would depend largely on identifying appropriate panelists. We might consider including one active UAA member on each panel, and/or as organizer of the panel, and perhaps that person would be able identify and invite a high profile person (like a former Administrator) associated with the subject area as the second alumni panelist.

As you see, we have identified several content areas and several process approaches to include and would like to balance both.

**What we need from you:**

- Comments on schedule and timing
- Feedback on panel topics, including which of the innovations to feature from the past and the present/future
- Suggestions for panelists to present on the proposed past innovations

Please feel free to comment by email, and we will also discuss together at the upcoming Excom meeting on June 19.

Once we have a consensus on the program, we will go back to CGD to request moderators, and to Susan Reichle to request USAID input and suggested panelists to represent the current innovations for each panel.

## Attachment to proposed program for 2014 AGM

Innovation Suggestions from UAA members (**bold indicates multiple nominations**)

### 1. SECTORAL

- HEALTH etc
  - ORT**
  - NUTRITION
  - FAMILY PLANNING**
  - DEMOGRAPHIC/HEALTH SURVEYS/OPS RESEARCH**
  - COMMUNITY-BASED HEALTH CARE
- AGRICULTURE
  - GREEN REVOLUTION**
  - VALUE CHAIN INTRODUCTION
- MICROENTERPRISE DEVELOPMENT
- MICROFINANCE
- HOUSING FINANCE
- PROPERTY RIGHTS
- DEMOCRACY/HUMAN RIGHTS/CIVIL SOCIETY DEVELOPMENT

### 2. POLICY REFORM/INSTITUTION BUILDING/TECHNOLOGY TRANSFER – COUNTRY PROGRAMS

- POLICY-BASED PROGRAMMING AND DIALOGUE; E.G., MARSHALL PLAN/TAIWAN/KOREA
- ESTABLISHMENT OF TECHNICAL INSTITUTES IN INDIA (Owen et al)
- LOCAL CAPACITY BUILDING; E.G., IN-COUNTRY AG RESEARCH CENTERS
- PARTICIPANT TRAINING – (including on-the-job contractor training)

### 3. LEADERSHIP ON NEW APPROACHES FOR DELIVERING DEVELOPMENT ASSISTANCE

- COOPERATIVE AGREEMENTS leading to PARTNERSHIPS – private sector, NGOS, etc
- LogFrame
- SPIN OFF NEW ENTITIES – OPIC, TDA, ETC
- BILATERAL/MULTILATERAL AID ORGANIZATIONS/OECD/DAC etc
- ESTABLISHMENT OF INTERNATIONAL AG RESEARCH CENTERS
- SYSTEMATIZING THE CIVILIAN-MILITARY RELATIONSHIP

ALSO SUGGESTED: DO A “BOOKLET” with a page on each idea.....

Suggestions from CGD Senior Fellows Informal Poll:

- DHS Surveys (x2)
- Development of every modern contraceptive in use
- Bio-fortified orange sweet potato
- Green Revolution (x2)
- Local Solutions implementation method
- ORT
- Use of financial instruments for development i.e. Development Credit Authority
- Delivery of smallpox vaccination

Definition of “innovation”:

“Innovation” is the application of better solutions that meet new requirements, in-articulated needs, or existing market needs. While something novel is often described as an innovation, in economics, management science, and other fields of practice and analysis it is generally considered a process that brings together various novel ideas in a way that they have an impact on society. Innovation differs from invention in that innovation refers to the use of a better and, as a result, novel idea or method, whereas invention refers more directly to the creation of the idea or method itself.