

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON D C 20523

70

PD AFR - 121  
SN - 48956

NOTICE OF MEETING

TO: See Distribution  
FROM: AFR/PD, Laurence Hausman   
MEETING: Sahel Regional Institutions II Project  
Identification Document, (625-0975)

The previously delayed ECPR meeting for the subject project will be held on July 9, 1986 at 2:00 p.m. in Room 5930. Attached is a copy of the project issues paper, which was distributed previously to all Sahel missions as well as the cable comments received from Cape Verde and Mali.

AGENDA

Review of Subject PID  
Chairperson: DAA/AFR, L. Richards

Attachment: PID

Distribution:

AA/AFR:MLEdelman 6936 NS	PPC/PB:HHandler 3841 NS
DAA/AFR:ARLove 6936 NS	PPC/PDPR/SP:RSheppard (5) 3894 NS
DAA/AFR/CWA:LRichards 6944 NS	OSDBU/MRC:LDrummond 648 SA-14
AFR/PD:LHausman (2) 2497 NS	S&T/PO:JGower (4) 308B SA-18
AFR/PD/PS:LWilliams 2485 NS	AFR/PD: AHarding 2485 NS
GC/AFR:TBork 6889 NS	SER/AAM/OS:MDarvin 733 SA-14
AFR/DP:JPatterson (3) 3913 NS	BIFAD/S:JOweis 5314A NS
AAA/AFR/PRE:HIMunson 1056A NS	AFR/SWA:PDichter (2) 3941 NS
AFR/TR:KShemper (3) 2497 NS	AFR/TR:Divisions (7) 2485NS
PRE/H:SLOW 3212 NS	AFR/PD/SWAP:JHradsky 2733A NS

Project Committee Members:  
AFR/PD/SWAP:JHradsky  
GC/AFR:BBryant

AFR/SWA:RFriedline  
AFR/DP:SGrossman

ECPR  
PID Issues Paper  
(date and room to be announced)

Country: Sahel Regional  
Project Name and Number: Sahel Regional  
Institutions II (625-0975)  
LOP Funding: \$5,000,000  
FY 87 Obligation: \$2,500,000  
Authorization Venue: AID/W  
CN Expiration Date:

1) Description

This project funds the second phase (1987-91) of an ongoing international effort to better coordinate the development activities of donors and local governments in the Sahel through the CILSS/Club system. AID and other donors will be more actively involved in establishing CILSS/Club objectives through a new Donor Steering Committee and will monitor progress toward attaining those objectives on a periodic basis through donor representatives located in Ouagadougou. An estimated \$500,000 of AID funds will be allocated on an annual basis to support both the CILSS and Club Secretariats. Previous project support for the Sahel Institute (INSAH) will now be dealt with through a separate project.

2) Issues and Concerns

- (a) Issue # 1: What is the purpose of this project? Should AID support the broader "process" framework afforded by the CILSS/Club or should it view CILSS/Club as a forum to promote its priority objectives in the Sahel?

Discussion: In the past, AID has tended to view the CILSS/Club as a structure through which independent analysis of Sahelian development issues could be undertaken and from which a more coordinated Sahelian-donor response might be obtained in selected areas of mutual agreement.

Increasingly, however, AID and other donors have become vociferous over the need to reorient the CILSS/Club into a framework which better reflects donor concerns. In this respect AID, for example, would currently favor an emphasis on greater structural reform coordination and emphasis on population and private sectors.

Recommendation: The Project Committee emphasized the utility of supporting the broader process framework as fundamental to the international dialogue process. That framework must offer AID the possibility of introducing its

perspective into the donor-Sahelian coordination process. The Committee, therefore, supports the PID proposal to place illustrative examples of the current AID objectives toward the Sahel in the PP, so that these objectives can be fairly addressed, and formally incorporated, where appropriate, into the CILSS/Club development strategy and Workplans. The PP should include an analysis of commonality of objectives among donors to assess the degree to which AID objectives would be addressed.

- b) Issue #2: What is an appropriate funding level for the project?

Discussion: For the past several years funding levels for the CILSS Executive Secretariat have fluctuated in the \$300-700,000 range and those of the Club Secretariat in the \$400-450,000 range. The PID team examined historical trends, took note of currently anticipated budgetary needs, and finally rounded its estimate to \$500,000 per Secretariat per year. The Project Committee requested greater justification in arriving at these figures.

Recommendation: The PP design team should undertake budgetary analysis and make an attempt to derive an illustrative project budget in its paper.

- c) Issue #3: Is there sufficient evidence to demonstrate substantive personnel policy reform in the CILSS Executive Secretariat?

Discussion: The Project Committee noted with satisfaction that the CILSS Executive appears to be taking action on the donor recommendation to improve personnel policies - both in terms of reducing overall numbers while improving the quality of staff and by encouraging use of a CILSS standard pay scale. Past experience elsewhere in the Sahel has demonstrated that such policies are difficult to pursue given special interest groups on both the donor and Sahelian sides. Donors can easily slip into the habit of paying very high salaries to the members of the CILSS staff backed by them. Member states can apply substantial pressure to hire favorites with sub-standard qualifications, and most institutions have a propensity to grow in size, if left unchecked.

Recommendation: The PP should realistically examine this issue and make clear recommendation to AID management concerning appropriate CILSS roles, approximate personnel needs to undertake those roles, and their approximate cost.

ACTION  
COPY

UNCLASSIFIED  
Department of State

INCOMING  
TELEGRAM

PAGE 01 BAMAFO 03794 011028Z 4378 090579 AID9764  
ACTION AID-00

ACTION OFFICE AFFD-04  
INFO AAAP-02 AFFW-04 PFDC-01 AFDA-02 RELC-01 014 A4 81

INFO LOG-00 COPY-01 AF-00 CIAE-00 EB-08 DODE-00 SVC-00  
/009 W

-----165136 011043Z /16 37

R 011025Z JUL 86  
FM AMEMBASSY BAMAFO  
TO SECSTATE WASHDC 6648  
AMEMBASSY BANJUL  
AMEMBASSY NDJAMENA  
AMEMBASSY NIAMEY  
AMEMBASSY NOUAKCHOTT  
AMEMBASSY OUAGADOUGOU  
AMEMBASSY PARIS  
AMEMBASSY PRAIA

UNCLAS BAMAFO 03794

AIDAC

PARIS FOR SLOCUM, OECD CLUB DU SAHEL

E.O. 12958, N.A.  
SUBJECT: SAHEL REGIONAL INSTITUTIONS II (625-0975)

REF: STATE 176985

1. USAID BAMAFO REVIEWED SUBJECT DOCUMENT AND FOUND IT TO BE GENERALLY REASONABLE. WE AGREE WITH THE SEPARATION OF INSAH AND FAC ELEMENTS OF THE 625-0911 PROJECT FROM THE NEW ONE. DEFINITION OF "STRONG CONDITIONALITY" WITH REGARD TO THE FUNCTIONING OF THE CLUB AND CILSS EXECUTIVE SECRET (H) WILL BE A CHALLENGE, HOWEVER, WE WOULD RECOMMEND THAT THE FP BE REVIEWED AT A SAHEL MISSION DIRECTORS CONFERENCE.

2. RE THE INSAH SEPARATION: WE OBVIOUSLY HAVE A SPECIAL CONCERN HERE. AWAIT ADVISE ON FCA AND WHEN POSSIBLE FOLLOW-UP PROJECT (S) WITH INSAH WILL BE CONSIDERED.  
RYAN#

NOTE BY OCM: (#) OMISSION, PARA 1. CORRECTION TO FOLLOW.

UNCLASSIFIED

4

UNCLASSIFIED  
Department of State

INCOMING  
TELEGRAM

PAGE 01  
ACTION AID-00

PRAIA 01390 191709Z

3775 083649 AID0510

ACTION OFFICE AFPD-04  
INFO AFFW-04 AMAD-01 RELO-01 /010 A0

INFO LOG-00 EUR-00 AF-00 /000 W

-----322346 192013Z /38

R 191635Z JUN 86  
FM AMEMBASSY PRAIA  
TO SECSTATE WASHDC 0616  
INFO AMEMBASSY OUAGADOUGOU  
AMEMBASSY PARIS

UNCLAS PRAIA 01390

AIDAC

SECSTATE FOR AFR/PD/SWAP, HRADSKY

E. O. 12356: N/A

SUBJECT: SAHEL REGIONAL INSTITUTIONS II, (625-0975) PID

1. USAID/PRAIA HAS REVIEWED SUBJECT PID FORWARDED UNDER HRADSKY MEMO OF 5/28/86 AND WISHES TO EXPRESS ITS SUPPORT FOR CONTINUED AID FUNDING OF THE CILSS ORGANIZATION. IN DEFINING THAT SUPPORT, HOWEVER, IT IS SUGGESTED THAT IMPLICATIONS OF THE STATEMENT ON PAGE 3 OF THE EXECUTIVE SUMMARY OF THE 8/84 PROJECT EVALUATION BE KEPT IN MIND, QUOTE...CILSS/CLUB TO DATE HAVE NOT SUCCEEDED IN THE FORMULATION OF A COHESIVE REGIONAL DEVELOPMENT STRATEGY. SPECIFIC POLICY RECOMMENDATIONS BY CILSS/CLUB AND TECHNICAL FINDINGS OF WORKING GROUPS, SEMINARS, COLLOQUIES, ETC., HAVE ONLY RARELY -- AND THEN MOSTLY INCIDENTLY -- BEEN IMPLEMENTED BY CILSS MEMBERS IN THEIR COUNTRIES. UNQUOTE. PERHAPS WHAT THIS IS REFLECTING IS THAT CILSS SHOULD NOT HAVE A ROLE IN DEFINING STRATEGIES AND POLICIES. A MORE REALISTIC, AND PERHAPS MORE WORTH-WHILE ROLE, MAY BE ONE LIMITED TO SERVING AS A FOCAL POINT FOR AN INTERCHANGE OF IDEAS AND STRATEGIES TO BE BACKED UP BY APPROPRIATE INFORMATION AND STUDIES, AND/OR FROM WHICH APPROPRIATE STUDIES OR INFORMATION CAN BE INITIATED. IN THIS WAY COUNTRIES CAN UTILIZE CILSS AS A DEVELOPMENT FORUM IN WHICH THEY CAN INFLUENCE AND BE INFLUENCED. ENCUMBERING CILSS WITH A RESPONSIBILITY FOR DICTATING STRATEGY AND POLICY, MAY NEITHER BE IN THE BEST INTEREST OF CILSS NOR REALISTIC. JOHNSON

UNCLASSIFIED