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FINAL REPORT

"EVALUATION OF THE SAHEL REGIONAL AID COORDINATION AND PLANNING PROJECT"

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TABLE OF CONTENTS

	<u>Page</u>
I. INTRODUCTION	1
A. The Team's Approach	1
B. Acknowledgements	3
C. Contents of the Report	3
II. EXECUTIVE SUMMARY	5
Recommendations	14
III. ANALYSIS OF SAHEL-RELATED INSTITUTIONS AND PROGRAMS . . .	18
A. CLISS/Club	18
1. CILSS: Mandate and Organization	18
2. CILSS Member Countries	27
3. The Club du Sahel: Mandate and Organization	32
4. CILSS/Club Performance	34
5. CILSS/Club Achievements	37
6. The Need for CILSS/Club	43
7. A New Mandate for CILSS	44
B. INSAH	53
1. Mandate	53
2. Structure	53
3. Performance	54
4. Recommendations	56
C. AGRHYMET	56
D. FAO's Sahel Program	58
1. FAO Financial Systems	59
2. FAO Recruitment of Experts	60
3. Recommendations	61
E. Other Participants in the Sahel	62
1. Other Donors	62
2. French Assistance -- A Special Case	63
3. The Economic Community of West Africa (CEAO)	65
4. The Problem of Proliferating Regional Institutions	67
IV. ANALYSIS OF THE SAHEL REGIONAL AND PROJECT (625-0911) . . .	69
A. Summary of Resource Inputs	69
B. Logical Framework	70
C. Achievements, Deficiencies, Constraints	79
D. Sahel Management Assessment Team (SMAT)	82
E. The Irvin Report	84

ANNEXES

- Annex A: Evaluation Resource Personnel**
- Annex B: List of Club/CILSS Studies**
- Annex C: West African Intergovernmental Organizations**
- Annex D: The Activities of the Club du Sahel Funded
by USAID, 1976 - 1983**

I. INTRODUCTION

In FY 1978, AID authorized the first phase of the Sahel Regional Aid Coordination and Planning Project (625-0911). An evaluation of the project in 1981 endorsed the soundness of the approach. Based on this recommendation, AID authorized a second phase of the project in July 1981. The final obligation year is FY 1984, with a project completion date of September 1985. Its basic objectives remain the same as those of the first phase of the project: the strengthening of Sahelian institutions and the eight member countries' capacity for regional and national development planning, coordination and implementation.

This evaluation of Phase II of the project, by Development Associates, Inc., seeks to assess the impact of the four institutions supported by the project in achieving their stated purposes as defined in the contract:

- The Inter-State Committee for Drought Control in the Sahel (whose French acronym is CILSS);
- The Secretariat of the Club du Sahel (Club);
- The Institute of the Sahel (INSAH); and
- Sahel programs of the Food and Agricultural Organization (FAO).

The team saw its basic task as an evaluation of how well these four institutions, the underpinnings of the Sahel regional development concept, were performing; the extent and impact of AID's Sahel Regional Aid project, and how the performance of these institutions and of AID's input could be strengthened. Finally, the team addressed the question of a possible third phase of AID Project 625-0911.

A. The Team's Approach

The team spent the period May 21-25, 1984, in Washington reviewing basic CILSS/Club documentation, and in discussions with a broad range of AID officers and others with past and present associations with these institutions.

Unfortunately, the overseas phase (May 28 - June 28) of the evaluation coincided with several local holidays and with Ramadan. At times, this made contacts more difficult. In addition, irregular airline connections in West Africa forced a number of scheduling adjustments in the timetable suggested by the contract's terms of reference.

The first stop was Paris. The workings of the Club's Secretariat and of CILSS -- in the Paris perspective -- were covered with the professional staff seconded to the Secretariat, with OECD and French officials. An early field view was contributed by USAID/Upper Volta's CILSS liaison officer who had joined the team in Paris and continued with the team for the first three African stops. It also had been intended that a Sahelian official be added to the team. However, a scheduling conflict aborted this plan. In retrospect, his absence undoubtedly resulted in much more candid comments from interviews.

From Paris the team proceeded to Ouagadougou. Two meetings were held over the weekend with the new CILSS Executive Secretary prior to his departure for a meeting in Rome. Focus was on his perceptions of CILSS' future role. Discussions with Embassy and AID personnel were complemented by talks with donor representatives, both bilateral and multilateral. Because of recent Cabinet changes following a coup attempt in Upper Volta, no host country officials concerned with CILSS were available. Most of the time was taken up by meetings with the heads of the various CILSS offices and divisions.

In Niamey, Niger, the team met again with American and donor personnel. In contrast to Ouagadougou, it was possible to schedule appointments with senior government officials with links to CILSS-related matters. Discussions were held with the leadership of AGRHYMET as well. The team also called on the local banking community.

Next on the itinerary was a stop in Bamako, Mali, where several rounds of meetings were held with the INSAH Director General and his senior staff.

The vagaries of airline connections resulted in two extra days in Dakar, Senegal. This permitted contact with an extensive list of Senegalese officials in addition to USAID personnel and foreign donor representatives.

Fortunately, CILSS' Executive Secretary was able to join the team for a preliminary discussion of issues and findings.

A two-day stay in Rome provided meetings with FAO personnel concerned with the programmatic, technical and fiscal aspects of AID's sub-project. A brief final stopover in Paris permitted only perfunctory contact with the Club Secretariat as its Executive Secretary was ill and the AID representative was in the process of departing post. On returning to Washington, there were appointments with the former head of AID's Sahel program and with policy-level Department of State officers. (See Annex A for a list of resource persons contacted.)

B. Acknowledgments

It seems fitting that this report also should open on a note of gratitude to the control and backstop officers in AID/W, the Sahel Missions, the Club du Sahel and FAO/FODAG for their help with physical arrangements and appointment scheduling; to the American Ambassadors, USAID Directors, their staffs and AID/W officers for their willingness to share their insights and reactions. The team would also like to thank the Executive Secretary/CILSS and his senior staff, the Director Generals of INSAH and AGRHYMET and their associates, as well as the many Sahelian government official and donor representatives for their candid views and comments. Lastly the team would like to extend special thanks to those in Embassies and AID Missions who generously extended their personal hospitality.

C. Contents of the Report

The report that follows represents the findings, conclusions and recommendations of the evaluation team. Following this introduction are three major sections:

- Section II represents an executive summary of our evaluation efforts. It provides a brief but comprehensive statement of the team's analysis, major conclusions and recommendations.

- Section III provides an analysis of the four major entities being supported by AID-CILSS, the Club, INSAH, and FAO programs. In addition, it discusses other organizations in the Sahel being supported by the donor community, including AID, whose activities bear directly upon those four.
- Section IV provides an evaluation of the Sahel Regional Aid Coordination and Planning Project from the perspective of its own logical framework.

Finally, a series of Annexes to this report are provided which bear importantly upon its contents. Section II, the Executive Summary, now follows.

II. EXECUTIVE SUMMARY

The Project Paper defines the general objectives of the Sahel Regional Aid Coordination and Planning Project (625-0911) as the strengthening of the regional and national planning, coordination, and implementation capacity of the eight Sahelian countries.

The first project authorization, dated July 1978, provided \$6,077,000 for the initial three-year period. Additional funding of \$6,647,000 for a second three-year period was authorized in 1981. These funds were provided to assist the Inter-State Committee for Drought Control in the Sahel (whose French acronym is CILSS), the Sahel Institute (INSAH), the Club du Sahel (Club) and FAO activities in support of the Sahel Development Program. Present funding is estimated to provide U.S. support for these institutes through 1985. Thus, this evaluation by Development Associates (in accordance with the contract terms) describes the impact of these four institutions and their success in achieving their stated purposes, as follows.

1. The Inter-State Committee for Drought Control in the Sahel was established in 1973 to develop an indigenous capacity for regional planning, management, coordination and evaluation of programs and projects, and to mobilize funds. In each member country CILSS is represented by a National Correspondent Committee System (CONACILSS). AID's assistance of approximately \$700,000 per year has:
 - contributed to the functioning of the Executive Secretariat;
 - provided experts to the technical Working Groups and for conferences;
 - funded training of Sahelians;
 - financed National CILSS Correspondence Committees (CONACILSS) in member countries; and
 - sponsored special activities including financial management training.

2. The Institute of the Sahel (INSAH) was created in 1974 to develop a documentation/information network and to carry out a program of research

coordination, demographic research, training activities and dissemination of research findings. AID has been providing annual funding in an amount of approximately \$475,000, mainly for:

- support of the Secretariat;
- technical assistance;
- conferences and seminars;
- local operating costs; and
- commodities and supplies.

3. The Club du Sahel Secretariat (Club) was formed in 1976 to mobilize and to coordinate donor support, and to support CILSS in the definition of Sahel development strategy by providing a forum for Sahelians and foreign donors, as well as in the attainment of its other objectives. AID's average contribution of \$375,000 per year has contributed notably to:

- operating funds to the Secretariat;
- financing of some 260 technical studies and missions between 1976-1983. (Their titles and brief descriptions are found in Annex B); and
- under separate funding AID has seconded a senior officer (Deputy Executive Officer) to the Secretariat.

*For study on
read?*

4. FAO has been supported through this project to facilitate its participation in design and implementation activities in the Sahel, and in the provision of long- and short-term technical assistance to CILSS, the Club, INSAH and CILSS member states -- as well as for bilateral USAID efforts. AID has made available \$225,000 a year for:

- the provision by FAO of long- and short-term experts to CILSS/Club; and
- technical assistance to USAID design studies.

An analysis of the effectiveness of these Sahelian institutions and of the usefulness of AID's contributions must take into account two considerations:

- The Sahel appropriation is a special line item in the Foreign Assistance Act (FAA) which in Sections 119 and 121 speaks of "the development of the Sahelian Region, international coordination for the planning and implementation of the Sahel program" and mandates annual reports on the "integrated effort

through the Club du Sahel." Meant originally as a means of ensuring other donor participation, these phrases in the Sahel line item have seemed to some in AID to require continuing financial support of the Club and its sister organization, CILSS.

AID's program has been providing an average of \$100 million per year to the Sahel. Through the project under discussion AID has contributed annually 1%-2% of this amount towards the "international coordination of the development of the Sahelian region" required by the FAA. Regardless of the strengths or weaknesses of the existing Sahelian regional infrastructure, it appears obvious that, if only in view of the Congressional legislation, AID may need a Sahelian/donor counterpart organization just as much as these institutions require AID assistance. In this perspective, AID's use of 1%-2% of the Sahel budget for the CILSS/Club institutions in the guise of creating a counterpart for regional development appears fully justified. The upside prospects of this relatively small obligation for creating a viable regional structure far outweigh the downside risk of failure.

Sahelian CILSS members generally hold the view that the prime and lasting value of the Club and CILSS is their ability to keep donor attention and funding engaged by stressing the problems of the Sahel as a large climatic and geographic unit in critical and increasing need of help.

In the areas of fund-raising, the Club -- and to a lesser extent CILSS -- have had success beyond expectation. The Club and CILSS staff can take pride in having achieved major resource flows in excess of \$1 billion per year into the area.

In contrast to this undisputed financial success, 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 incidentally -- been implemented by CILSS members in their countries. The multi-billion contributions by the donor community have been programmed almost entirely without specific regard to regional development considerations on a bilateral basis between individual host countries and donor organizations.

Still an issue
1/26/67

This further underlines the fact that, lip-service to regionalism notwithstanding, both donors (including the U.S. in the foremost ranks) and CILSS members continue to want and to stress bilateral aid. The record of the

past ten years shows convincingly that the Sahelian countries are just as uninterested in regional action -- as opposed to regional theory and rhetoric -- as are their western friends.

Earlier this year, President Kountche of Niger assumed the role of Chairman of the CILSS Council of Chiefs of State. Simultaneously, Dr. Brah Mahamane, a former Nigerien cabinet minister, became Executive Secretary. They have defined two priority tasks:

1. The formulation of a new, actionable mandate for CILSS. They recognize that CILSS has run out of steam and is floundering in the absence of a charted course towards defined objectives.
2. The need to prune radically the size of the Executive Secretariat's staff while at the same time raising its professionalism.

The new CILSS Executive Secretary (and also presumably the new Chairman) has a vision of a new look for CILSS, one that calls specifically for:

- the creation of a think tank capacity to deal with the big issues of the Sahel that -- to date -- CILSS/Club have not been able to address in a consistent, practical fashion;
- a vastly expanded bilingual communications, documentation and publications capability;
- "recasting CILSS in the image of the Club," i.e., presumably to move certain activities now headquartered in Paris to Ouagadougou or to duplicate them there; and
- shrinking and upgrading the Executive Secretariat to manage and support the "new look."

The evaluation team considers the basic thrust of the proposed initiatives sound and deserving of strong support. At the same time the team is cognizant of the "quantum jump" needed to adapt the existing organization to any new look and of the obvious need for a much more detailed exposition of the agenda for the future.

Among many questions, there are two of special interest to AID. One concerns the future priority of endowing CILSS with an evaluation capacity. While there exists a CILSS resolution calling for the establishment of an evaluation unit with CILSS area-wide attributions, the AID-financed expert has not been able to

date to muster adequate support for this effort. A second aspect of special (and in most countries almost exclusive) concern to AID is the CONACILSS, the national councils which are to relate to CILSS.

Within the CILSS structure, they seem the weakest link, although as the member country secretariats they are theoretically the primary, grassroots building blocks. Virtually none of them function; in some countries they do not really exist. In no country have they functioned to date as intended. The UNDP representative in Senegal, virtually the only country where another donor has contributed to CONACILSS, informed the team that his organization was discontinuing support for the local CONACILSS "as a waste of funds." Evidently, a new mandate for CILSS must address the question of the mechanism through which regional policy recommendations will be implemented by CILSS members as part of their national policies, be it through a revitalized CONACILSS or other means.

The most recent years have been disastrous for CILSS as the quality of staff and leadership has declined, and its mission has become blurred by its own rhetoric and hindered by its poor management and ballooning bureaucracy. At the same time, many senior CILSS officials, from the former Executive Secretary on down, seem to have been in almost permanent travel status on random missions, further adding to the climate of aimlessness and disorganization. Moreover, CILSS's physical quarters and appointments are not conducive to efficiency or professionalism. Its personnel administration and fiscal management need major improvements. Its staff of almost 90 employees, some without firm assignments, needs a major reduction. In confirmation, the new CILSS Chairman commented to an American ambassador that he considered the CILSS Executive Secretariat a "costly and inefficient organization."

CILSS's programmatic and organization malaise was recognized by its higher councils some time ago. One of the puzzling and distressing aspects of the history of CILSS is its inability or unwillingness to deal with policy issues or to take policy stands. This was evidenced at the last annual meeting of the Sahelian Chiefs of State in Niamey in January 1984. Presented with policy recommendations requested from and developed by senior CILSS staff over the previous year, the assembled Chiefs of State rejected the entire list of

recommendations. Thus began still another year with no known policies or agreements promoting the regional development process.

The team's most frustrating experience during the field evaluation was its attempt to determine what, if any, policy issues and strategies Club/CILSS were stressing. CILSS/Club staff routinely use the terms "objectives" and "strategies" interchangeably.

What became clear to the team was that the original objectives of CILSS/Club of sensitizing, concerting, coordinating, reflecting and convening have reached a point of diminishing returns. It is time that a more substantive phase be inaugurated: forcing to the top those issues begging for policy formulation, political backing, and implementation throughout the Sahel.

This is not to demean the work done in familiarizing Sahelian officials with the need for greater attention to such items as recurrent costs and cereals policy. It is instead to submit that much of the CILSS/Club effort has been riveted on important yet subsidiary issues. The CILSS/Club agenda at this point should simply be reduced to those life and future-threatening issues of the Sahel: food, water, ecology and population.

However, the outline of the Joint Work Program for the years 1984-1985, prepared during CILSS/Club meetings in March 1984, does not hold out much hope for actionable specificity in these priority areas:

"Outline of the Joint Work Program

- reflection on future prospects for the Sahel;
- promotion of regional agricultural policy;
- pursuit of certain sectoral activities;
- support for increased participation in development from local populations;
- dialogue on development policies and coordination of development programs at the national level;
- miscellaneous activities."

One can only hope, without being overly optimistic, that the Kountche/Brah team's projected efforts will lead to a new departure for CILSS. In discussions with other donors, it became evident that CILSS has rapidly been losing credibility and that future contributions to the organization could well be endangered unless basic changes are instituted. On the positive side, the new CILSS leadership recently approached the IBRD with a request for planning, organizational and management assistance on a grant basis in its desire to turn the organization around. For obvious reasons, this approach would appear to offer a much better chance of success than would a Club or bilateral donor initiative. The team understands that Dr. Brah has been invited to visit IBRD/W in September to expose his plans for the reform of CILSS in detail. IBRD's decision will be based on their appraisal of the proposals' realism.

The Institut du Sahel (INSAH), located in Bamako, is floundering in much the same way as CILSS, and for many of the same reasons. Although its mandate, in many respects, is much clearer than CILSS, and its management stronger, the signals it receives from its three policy councils are too widely spaced and provide insufficient guidance.

The head of INSAH feels he has two chiefs, the head of his Administrative Council (the Malian Minister of Rural Development) and the Executive Secretary of CILSS. With a stronger incumbent now in the latter position, further policy conflicts may be in store.

However, INSAH is the only one of the four agencies supported under this project which has set itself a priority: to find more water and to use it more efficiently. Why water is not a major agenda item of the Club, CILSS and FAO was not satisfactorily explained to the evaluation team (unless one were to ascribe this deficiency to the existence of another regional organization to which most CILSS members belong).*

INSAH is at the same time the only one of the four entities evaluated which is working on the important area of demography (with major USAID support). The

* Interstate Committee for Water (CIEH)

evaluation team came away with the strong impression that population today in the Sahel is not as taboo a topic as some in the Club and CILSS would have outsiders believe. Taboo or not, population growth is a time bomb. Unfortunately, the promotion of private enterprise efforts in lieu of state and parastatal organizations is not a CILSS priority. The private sector cannot be counted on to help respond to the population issue in line with the U.S. Delegation's presentation in Mexico City.

INSAH is an incipient research, training and information center with big ideas and manifold problems, including its involvement in both coordination and (at AID's urging) project operations. Its subordinate relationship to CILSS is a serious constraint. INSAH needs a great deal of guidance that it is not receiving from its absentee advisory councils or from CILSS. The latter is INSAH's parent organization, but so far has been unable to manage itself -- to say nothing of overseeing an organization hundreds of miles removed and in another country.

If CILSS adopts and implements its proposed new agenda (think-tank, expanded communications/documentation center), a clear delineation of functions between CILSS and INSAH must be drawn. There is great potential here for conflict, rivalry, and duplication.

The team was struck by a major problem confronting CILSS/INSAH: virtually each of the functions mandated to CILSS/INSAH is also being carried out (or attempted) by one or more of the more than 30 other regional institutions in West Africa. (See Annex C for a list of West African Regional organizations.) The region seems to become more cluttered with each passing season with new bureaucracies and more dubious use of resources. Answers, however, come hard in the search to find ways to amalgamate, weed out and rationalize this massive bureaucratic assault by almost two score regional agencies to save the climatic zone which also encompasses the Sahel.

The Club, in contrast to CILSS, is a model of lean management. Above all, its unique role as assistance mobilizer and coordinator avoids the risk of being seen as just one more of the many overlapping agencies operating in West Africa. The Secretariat's careful monitoring and recording of assistance flow is an asset and useful tool, especially for the donor community. The Club has

played a catalytic role in the organizing of literally hundreds of working groups, studies, seminars, conferences, etc. It cannot be held responsible that relatively little of the findings and recommendations have been incorporated by CILSS members into their national development plans and policies. That remains the responsibility and prerogative of the Sahel countries. The Club secretariat has made great efforts to underline its two-sides-of-one coin relationship with CILSS. Yet, the team perceives some nascent feeling of rivalry in Ouagadougou. Perhaps an exchange of personnel, especially the addition of one or two Sahelian professionals to the Club Secretariat, would further underline the often vaunted "symbiotic" relationship and assuage CILSS stated desire to recast itself in the image of the Club. In the context of CILSS' projected "new look," it was not at all clear to the evaluation team whether, or to what extent, the Club du Sahel's view of CILSS' mission and the view of CILSS of its own new mission coincide any longer.

As for the fourth project element, FAO's performance has been uneven. While there was praise in the field for individual FAO experts, there have been considerable delays, at times, in fielding technicians. It also became obvious that FAO and AID procedures and practices of financial reporting have been at variance. AID, however, may have been remiss in providing specific guidance regarding its special requirements. FAO experts should be able to respond to all reporting formats speedily once the computerization of its financial management system is completed. There has been limited demand by USAIDs for FAO design assistance. There appears no reason to continue the arrangement making FAO the exclusive source of technical backstopping in a third phase of the project.

In conclusion, the team considers some continued U.S. support of the CILSS/Club structure a necessity as long as American assistance to the Sahel is tied to regionalism in the Foreign Assistance Act. CILSS, among West African regional organizations, is the only one whose membership is identical with the current definition of the Sahel. It includes the Gambia and Cape Verde, i.e., the 3% of the Sahelian population that is missing in the other West Africa groupings which cover the other 97% of the CILSS population. Member countries are satisfied that CILSS/Club has successfully mobilized large additional resources for bilateral programs. In addition, they benefit from studies, seminars, meetings, etc., that are sensitizing future leadership cadres to

improved technologies and management approaches and are promoting regional thinking and concepts.

In the early years of CILSS, the drought crisis was both substance and hope. The crisis persists, though it now is met more efficiently by CILSS members and donors. The hope that Sahelian countries and donors would formulate and implement a truly regional stabilization and long-term development strategy has yet to be realized. CILSS members to date have given scant indications (except in conference proceedings) of their willingness to subordinate national concerns to larger regional concepts. The team believes donors, especially AID, would find it easier to reconcile themselves to the present gap between CILSS and the regional development objective by substituting the more realistic term "region-wide development." This should not detract from the imperatives to see the Sahel develop as a region. The future U.S. contributions should strongly underline the need for escalation of national action by CILSS members in achieving regional priorities.

Recommendations

A. Project Related Issues

1. Upon termination of AID's Project 625-0911/Phase II, and based on the assumptions that:
 - a. CILSS has defined a set of actionable mandates;
 - b. Member countries, on a national level, will strengthen their commitment to implement CILSS recommendations, approved by the Councils of Ministers/Heads of State; and
 - c. CILSS has embarked on a time-phased schedule to reduce and upgrade its staff and to streamline its administrative-fiscal management in conformance with its redefined mandate, then, AID should authorize a third project phase.
2. In this context, AID's support for the Club Secretariat should continue unchanged except for adjustments to reflect major exchange rate

fluctuations. AID financing for the Working Groups should be allocated (at least cosmetically) to CILSS rather than to the Club (see below).

For the CILSS Executive Secretariat and INSAH, AID should be supportive of the redefined mandates and revamped organizations. As presently, it would provide budget inputs and short- and long-term experts (not necessarily Americans, but preferably Sahelians commanding pay scales beyond the financial capacity of CILSS). Funding and recruiting of ad hoc experts, previously financed via the Club and FAO, should be vested in CILSS to raise its profile. USAID/Upper Volta should co-manage the commitment and fiscal phases. Care should be taken not to over-Americanize CILSS. Though the Executive Secretary's re-organization plans are not yet spelled out and costed, the evaluation team believes the current ceiling of the Sahel regional aid project provide appropriate guidelines for a Phase III.

3. The role of the AID CILSS liaison officer should be strengthened by delegating to the position stewardship for increased funding routed through CILSS, and responsibility for interaction between SMDC, USAID missions and CILSS/Club.
4. As a result of CILSS' forthcoming redefinition of its mandate, the respective roles of Club/CILSS/INSAH need to be clearly delineated. The Club's revised tasks should reflect its principal purpose, i.e., the support of CILSS. Care should be taken to assure that CILSS and INSAH fill complementary roles and that existing automated data/computer capacity (including AGRHYMET's) is fully exploited and not unintentionally duplicated. The IBRD should be encouraged to provide technical assistance for the CILSS reform agenda.
5. AID's future support should aim, when feasible, at strengthening the role of CILSS (rather than the Club's). As a rule, CILSS should be the convening authority for working groups, seminars, conferences, etc. This would not preclude CILSS requesting the Club to act as its executive agent for recruitment and arrangements.
6. CILSS should take great care not to duplicate tasks already being acted upon by others among the plethora of West African organizations.

7. The membership of CILSS Council of Ministers should be changed from Ministers of Rural Development to a portfolio with broader responsibilities.
8. INSAH and AGRHYMET should be elevated to co-equal status with CILSS under the Council of Ministers/Council of Chiefs of State. They should be vested with autonomous budgets.
9. The heads of CILSS, INSAH, and AGRHYMET should be endowed with the authority of a Secretary General (rather than Executive Secretary/Director General) reflecting greater programmatic and fiscal delegations (e.g., budget changes within overall ceilings).
10. ✓ Neither CILSS nor INSAH (with the possible exception of its largely AID-financed demographic unit) should manage projects, as opposed to coordination, evaluation and dissemination of information.
11. AID should suspend the financing of national CILSS units (CONACILSS) pending decisions under Recommendation 1 and subsequent clarification of the role of CONACILSS.
12. CONACILSS, if and when (re)activated, should be headed by the Minister of Planning or jointly by Planning, Rural Development and Finance. (Rural Development leadership is ineffective since implementation of CILSS recommendations usually requires a ministry with a broader mandate.)
13. AID should discontinue using FAO as its sole source for technical expertise. Funds could be placed into a trust fund, jointly managed by CILSS and USAID/Upper Volta, permitting worldwide recruitment without precluding use of FAO. Special arrangements could be made for bilateral use of funds by USAID.
14. AID's Sahel Development Planning Team should be phased out. The annual Sahel Regional Report could be written in AID/W. Any technical expertise lacking in Sahelian USAID missions could be supplied by strengthening REDSO or by adding staff to USAID missions.

B. Sahelian Related Issues

Beyond the agency-specific recommendations outlined further below, the team believes certain other pressing issues relevant to all participants should be moved up on their collective agendas and aggressively pursued within the CILSS and in conjunction with other regional organizations. Those priorities fall within the context of four major headings: food, water, ecology and population:

1. Assessment of groundwater availability throughout the region.
2. Promotion of intra-regional trade of commodities through systematic reduction of political, bureaucratic and fiscal impediments.
3. Promotion of greater cooperative and private trader participation in supplying agricultural and livestock inputs.
4. Encouragement and facilitation of greatly expanded demographic and population projects.
5. Evaluation of subsidy and borrowing practices of governmental agencies.
6. Removal of institutional and policy restraints on agricultural production.

III. ANALYSIS OF SAHEL-RELATED INSTITUTIONS AND PROGRAMS

This section provides the team's analysis of the four major institutions and programs that AID has been supporting through its Sahel regional aid project. Each of the four is examined in some detail on the basis of its organization and structure, its mandate, and its performance, including achievements, deficiencies and constraints. In addition, recommendations for improving performance end each analysis.

Because of their close relationship, CILSS and the Club are considered together. The next subsection reviews INSAH and is followed by a brief subsection on AGRHYMET which, although not supported through the Sahel regional aid project, is part of the CILSS "family" and receives AID funding from other sources. The report then moves to a consideration of AID-supported FAO activities in the Sahel. The section concludes with a consideration of other participants in Sahel development programs, both regional organizations and other donors.

A. CLISS/Club

Clearly the most important organizations to emerge from the 1973 drought conditions in the Sahel were CILSS and the Club du Sahel. Here each of these regional entities is examined in some detail, placing them in the context of the national states whose interests maintain them.

1. CILSS: Mandate and Organization

CILSS was created in September 1973 by the Chiefs of State of Chad, Mali, Mauritania, Niger, Senegal and Upper Volta. Gambia joined the organization in 1976, followed by Cape Verde in 1977. Its principal purpose (stated somewhat differently at different times and for different audiences) was drought relief and coordinated regional development.

An official CILSS brochure¹ gives a more detailed breakdown of the organization's mission:

¹Translated from "CILSS in 10 Points," Executive Secretariat, Office of Documentation and Information, January 1982.

- Coordination of all actions against the drought and its consequences within the subregion;
- Sensitizing of the international community regarding drought problems;
- Mobilizing resources for the execution of the special program designed by the states [in the context of the battle] against the drought;
- Mobilizing resources for the financing of activities within the framework of subregional cooperation;
- Assisting member states and organizations of the region to find financing for their own programs.

CILSS has three administrative levels:

- The conference of Chiefs of State, the supreme policy body, meets every other year under a system of rotating presidencies.
- The Council of Ministers (composed of Ministers of Rural Development/ Agriculture) convenes annually under the chairmanship of a Minister Coordinator whose term runs for two years. Its task is the translation of the broad policies set by the Heads of State into strategies. The Council also supervises the Executive Secretariat and its two specialized institutions (see below). The Minister-Coordinator acts on behalf of the Council in routine matters between Council meetings.
- The Executive Secretariat is located in Ouagadougou and has as its task the implementation of the decisions taken by the Council of Ministers.

The Executive Secretariat supervises two specialized institutions:

- The AGRHYMET Center in Niamey which collects, processes and diffuses agrometeorological and hydrological data and trains Sahelians in these disciplines.
- The Sahel Institute (INSAH), located in Bamako, which is concerned with the coordination and diffusion of scientific research and techniques relating to drought control.

And, finally, there are provisions for CILSS National Correspondents and CILSS National Committees (CONACILSS) in each CILSS member country.

Organization of the CILSS Executive Secretariat

As the attached chart shows (Exhibit III-1), the CILSS Executive Secretariat has six major divisions, all of them reporting to the Executive Secretary. The present Executive Secretary, who has been in office a relatively short time, has expressed his desire to make major changes in the direction, mandates and activities of these divisions -- the outcome of which is not clear at this time. The divisions, their present work, and future prospects are described below.

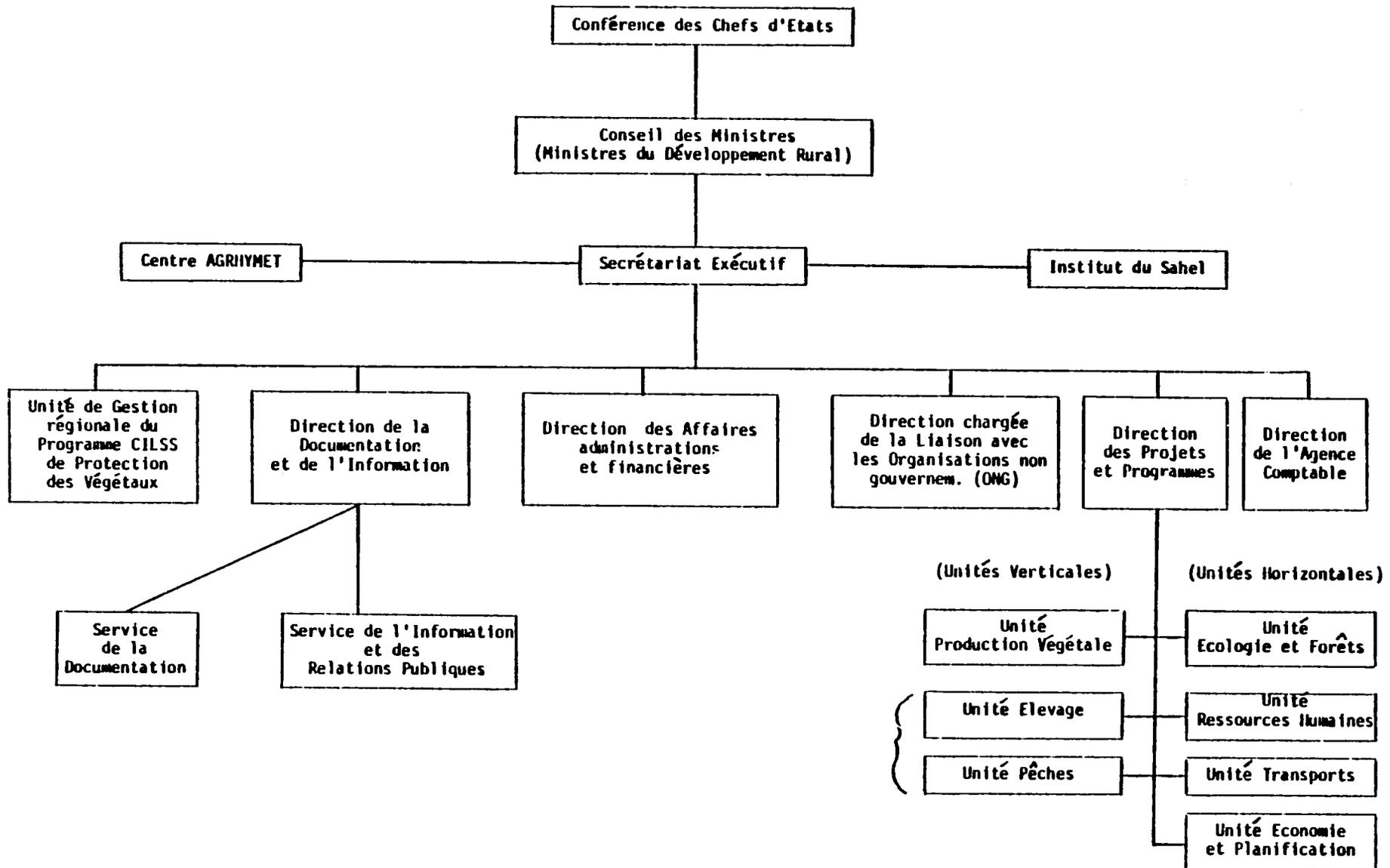
a. Division of Projects and Programs

This Division is subdivided into seven units, some of which are presently staffed by only one or two experts. Their major preoccupation has been the preparation of summaries, the so-called Bilan Programme (BP) for each sector (ecology/forestry, livestock, fisheries, transport, agricultural production, human resources) for each country. These will then be combined into Sahelian syntheses. Each sector study is to address:

- The present status in general, defined objectives, resource inputs, accomplishments to date, residual tasks, obstacles and limitations.
- Description and analysis of projects underway with special emphasis on those belonging to the "First Generation Program" (FGP).
- Overall configuration and breakdown of future programs/projects.
- Preparation of specific projects for which donor financing is to be found. Most of the BP's (except for livestock) were completed or in their final stages of preparation according to CILSS officials; the entire exercise is running approximately two years behind schedule.

This Division would presumably be the heart of the Executive Secretary's projected future "think tank." Apparently, his stated intention to upgrade certain professional categories is aimed to a large extent at the staff of the Division of Plans and Programs. The team should point out that a number of the experts it interviewed seemed highly professional and well qualified. Unfortunately, the long lack of leadership, unequal salaries and benefits and a hierarchical structure not always based on

EXHIBIT III-1



criteria of competence have resulted in a severe decline of morale. Several valuable experts are on the verge of leaving CILSS -- or in the case of Sahelians -- have asked for recall by their governments. At the same time new vacancies may facilitate, in some respects, the Executive Secretary's planned reorganization of the Division.

b. Division of Administrative and Financial Affairs

The title of this Division is descriptive of its functions and responsibilities except for the fact that they do not include accounting and bookkeeping as opposed to fiscal management. The need to modernize the personnel and financial management of CILSS is discussed elsewhere in this report. Job descriptions, a review of CILSS salary tables and benefit schedules, and a system under which CILSS becomes the primary employer of all personnel working for the organization would seem to be priority tasks in the personnel field. Introduction of financial controls, more realistic budgeting and upgrading of office equipment also should be addressed by the new Division Chief.

c. Division of Accounts

This Division is in charge of bookkeeping, accounting and disbursements as opposed to budgeting and fiscal management. This office is about to install an AID-prescribed system to obtain AID-provided funds. Other donors apparently have less stringent reporting requirements. A desire was expressed for a closer relationship with the USAID Controller's office in order to better conform to AID's special requirements. All bookkeeping operations are done by hand; thus, some upgrading of the process seems vital. There is a clear requirement, at a minimum, for a bookkeeping machine (e.g., the Elliot-Fisher type used in American offices for many years or, more ideally, a small computerized installation). Also, donors and CILSS should try to agree on a single reporting format, preferably AID's since the latter has much greater concerns about fiscal management than other donors.

d. Division of Liaison with Non-Governmental Agencies

In spite of several efforts, the team was unable to obtain a definition of the unit's precise tasks, including details of who or what was being "faised."

e. Regional Pest Management Unit

This unit originally was in charge of AID's Regional Pest Management Project. CILSS proved unsuited to project implementation (for which it was never set up) and AID was compelled to resume management of the project. The CILSS unit, however, survived the loss of its mission by changing its mandate from project management to project "monitoring." The team was unable to determine the precise nature of the residual functions or why this reduction of responsibility did not entail a corresponding reduction in staffing. The unit at this time is headed by the Chief of the Division of Liaison with Non-Governmental Agencies, which was discussed earlier.

f. Division of Documentation and Information

This Division functions as a depository for documents, retrieval facility, diffusion and communications point and provides interpreting and translating services. It suffers from lack of space and equipment. This is the other office (besides DPP) that would assume a greatly expanded role under the Executive Secretary's tentative redefinition of CILSS' mandate. The need to delineate future tasks in this field among CILSS, Club and INSAH is discussed elsewhere in this report.

The functional structure of the Executive Secretariat's professional organization must evidently be tailored to carry out CILSS' mandate. The new CILSS Executive Team's first priority is the very (re)definition of this mandate. Thus, it would be premature and presumptive to suggest changes in the present structure and staffing pattern of the Executive Secretariat in the absence of the decisive premise which would underlie them.

The CILSS staff of close to 100 people is located in two buildings which are not within convenient walking distance of one another. They are dingy, poorly maintained and furnished, cramped, and cluttered. Unavoidably, the offices do not give an appearance of efficiency and professionalism. A major face-lifting or change and consolidation of quarters should have high priority. In addition, employees complained of a lack of operating funds resulting in sporadic shortages of basic office supplies, cutting off of utilities, immobilized vehicles due to breakdowns and lack of gasoline, inoperative telex system, etc. CILSS local credit standing is said to be poor; merchants and repair facilities frequently insist on cash payments. To the extent that operating accounts are funded by CILSS member contributions, the projected receipts -- year after year -- seem to be based on the presumption that all payments will be received in full and on time. Yet, two country members have been in arrears for years. Expenditures apparently are projected on the basis of 100% of anticipated receipts; moreover, there are no provisions for emergencies, contingencies or reserves.

The team's short stay in Ouagadougou precluded a detailed analysis of CILSS' financial management. CILSS has an Office of Administrative and Financial Affairs and a separate Office of Accounts at the same hierarchic level. However, it appeared that there were few internal controls. Accounts seemed to be debited at the time of the receipt of invoices without running totals showing purchase orders or other indentures against budget chapters and overall availabilities. The new Director of Administration and Financial Affairs, who has just assumed his position, made a good professional impression. The CILSS system, however, gives the Executive Secretariat only extremely limited leeway in the areas of fiscal management and personnel administration. Most budget adjustments within ceilingd must be submitted to the Minister-Coordinator or, if he declines to take action (or the proposed changes surpass his attributions), they must be referred to the Council of Ministers, which meets once a year in regular session. Similarly, virtually every hiring and firing action requires the Minister-Coordinator's agreement -- at best a cumbersome process.

The system is further complicated by the many different statutes under which CILSS' personnel work. Some are hired or seconded to CILSS and paid by CILSS' own budget; others are hired by CILSS but paid from donor contributions. Still others are seconded to CILSS by different sponsors. Each one receives different benefits, depending on the parent organization. As a common denominator, virtually all expatriate and African employees of international organizations receive salaries and benefits vastly in excess of those drawn by the Executive Secretary himself.

The CILSS personnel roster showed a total strength of 86 employees, including some 30 professionals. There appeared to be no standardized job descriptions. The variety of donors, each with its own pay scale and benefit plans, evidently makes it impossible to link levels of responsibility and professional experience to a common standard. Moreover, there exists no global budget since payment of numerous experts takes place outside of the CILSS budget as explained above. CILSS' own pay scales would not attract expatriates or African employees of international organizations.

The excess shipping allowances of a recently transferred senior office director from a CILSS member country were 220 lbs., 110 lbs. for his spouse, and 30 lbs. for each child. The employee also received approximately \$2,500 as a salary advance to enable him to rent a house and to buy furniture. The employee receives no storage allowance in his country of origin. This example illustrates the futility of a proposal (advanced several times) that all CILSS' personnel should have one salary and benefit schedule depending on rank/responsibility.

What should be considered is making CILSS a party to each contract. All personnel would be contracted to CILSS; their salaries and emoluments could be deposited directly by the sponsoring donor agency or be disbursed through CILSS. At least this system would mitigate the present divided loyalties as staff naturally continue to look to their parent agency by whom they are employed. Importantly, CILSS could discharge employees, even seconded expatriates, since it signed the contract, and avoid going

through the time-consuming process of negotiating and brokering such actions with the sponsoring donor.

The new Executive Secretary fully recognizes these administrative problems. His awareness, undoubtedly, reflects also the familiarity of the current President of the Council of Chiefs of State with the issues. Both the Executive Secretary, in discussion with the team and the President, in a meeting with an American Ambassador, have stated their intention to reduce, upgrade and streamline CILSS' bureaucracy.

However, even with the best of intentions, there may be limits to how far and how fast the new CILSS team can go. In virtually every international organization, there exists at least an unspoken quota system, i.e., every member is entitled to fill a number of positions. CILSS is no exception to this system. Elimination of slots, under these conditions, or the replacement of an incumbent by a better-qualified expert, frequently involve issues of national pride and patronage. Countries, particularly those with few qualified cadres, usually do not send their very best people to international organizations. On the contrary, these positions frequently become parking places for mediocre officials or pastures for political undesirables (regardless of qualifications). There are good indications that some of the assignments of Sahelians to CILSS have fitted that mold. The visitor to CILSS headquarters also gets the impression that the organization has on its payroll a number of virtually unemployed lower-level staff, e.g., chauffeurs, messengers, caretakers. Most of these are hired locally. A decisive pruning of these supernumeraries may well run into objections by the host government given the limited work alternatives for semi- and unskilled labor.

All directors of CILSS offices who were in Ouagadougou and a number of staff members were contacted. Even in the course of relatively brief discussions it became apparent that there were wide variations in the qualifications and attitudes of the senior cadre. The Executive Secretary's intention to transform the CILSS mandate and to conform the staffing pattern and table will hopefully respond to the team's

reservations regarding certain senior staff. The previous Executive Secretary reportedly spent much of his tour in travel status. Apparently he saw his role more as that of a "sensitizer" and fundraiser than that of a regional development coordinator. Without passing judgment (his priorities reflected CILSS' own perceptions), the CILSS headquarters organization inevitably became rudderless in both a programmatic and an administrative sense. As reported to the team, office chiefs emulated the Executive Director by extensive travel and attendance at seminars and conferences.

The new Executive Director has indicated his intention to reduce travel and senior staff time away from Ouagadougou. Various categories of employees have different travel budgets. Those who depend on CILSS' own budget have the smallest. They frequently approach donors and international organizations with requests for ad hoc financing to permit their attendance at conferences and seminars. Experts paid directly by their parent organizations generally have their own travel budgets which they administer autonomously. Relatively comfortable per diems for officials tied to low salary scales appear to be a major cause of excessive travel.

The same funding inequality exists in the field of transportation. CILSS itself has three vehicles, all of which are assigned to the Executive Secretary's office. There are four other vehicles titled to donors (two Dutch, one Canadian, one UN) which are assigned to three of the CILSS offices. However, it was understood that several expatriate experts have vehicles assigned to them by their parent organizations. Thus, in some cases entire divisions are without transport while in others, individual experts have cars and budgets for their operation and maintenance. These logistics require review, some pooling and standardization.

2. CILSS Member Countries

As a regional institution, CILSS is sharply affected by the attitudes and activities of the member countries, and particularly by those national

institutions which have been created specifically to relate to it and implement its program within each country. Questions arise for CILSS on three counts: membership, contributions, and coordination.

a. CILSS Membership

The team learned that Guinea, Guinea-Bissau, Nigeria and Cameroon have applied for membership in CILSS. They have pointed out that at least part of their territories lie in the Sahelian zone and are suffering from the drought and its consequences. To date the organization has taken no action on these requests. The team gained the impression that there was very little enthusiasm for the expansion of the present eight country compact. No particular reason for this reluctance was given. However, the emphasis on CILSS' money-raising mandate may have led to the belief that the inclusion of additional members is more likely to diminish than to increase the present members' slice of the CILSS/Club generated aid pie.

In many respects, the expansion of CILSS would make good sense. Its *raison d'être* is the Sahelian drought and the plight of affected populations. The formulation of strategies and recommendations for their implementation would be more effective if applied to a larger number of the zone's countries. Sahelian trade and communications move along the North-South axis rather than within the East-West expanse of the present CILSS area. For example, it makes little sense to talk about Niger's cereal policies and harmonization of its and Upper Volta's subsidy, pricing and tariff systems while disregarding Niger's much more important official and unofficial (contraband) commerce with Nigeria. ✓

The Economic Community for West Africa (CEAO), under France's sponsorship, was established largely as a counterweight to Nigeria's economic influence. Rather than duplicate CEAO membership (five CILSS countries belong to both organizations), CILSS might want to consider breaking out of that mold and instead forge a new zone sharing common Sahelian denominators.

The same argument, possibly even stronger, exists in the case of INSAH. Why should the coordination and diffusion of research efforts and results be restricted to only part of the Sahelian area? In the case of both CILSS and the Sahel Institute, additional African membership contributions would make the operation of the Office of the Executive Secretary (Director General) more cost-effective. And in the case of donors, contributions to the formulation of Sahel strategies and recommendations for their implementation would show greater cost-benefit results. Since desertification and its ravages are a regional problem -- not a national one -- it would seem self-defeating to restrict the target zone by excluding certain affected countries.

b. CILSS Member Contributions

CILSS members, over the years, have frequently been remiss or tardy in making their contributions to CILSS, i.e., to the Executive Secretariat, INSAH and AGRHYMET. These institutions, especially the Executive Secretariat, depend on the timely receipt of these funds for the financing of operating expenses. At present, Mauritania is in arrears and Chad has made no payments since 1978. As previously pointed out, CILSS budgets assume that all contributions will be received on time. This may have a political rationale as the Council of Ministers/Chiefs of States may find it difficult to formally acknowledge, when approving income projections, that some members will not live up to their commitments. This, of course, does not explain why amounts equal to the contributions in question (Mauritania, Chad) could not be shown as "contingency reserves." The annual shortfall in the CILSS operating expense account has led to periods of administrative deterioration (lack of utilities, travel funds, dead-lined equipment, etc.) and required donor intervention to keep CILSS afloat. The situation must be faced head on so that a solution to this serious problem may be found. The following options, or a combination of two or more, appear possible:

- CILSS/Club appeals to the members in default reminding them of CILSS' importance and vital mandate which should make these payments a very high priority.

- Shrink operating budgets to take account of Chad/Mauritania's failure to pay their current and all, or part, of their past contributions. This may be a viable option in the context of the new Executive Secretary's intention to significantly reduce the CILSS staff.
- All or some of the other six members increase their contributions to compensate for the shortfall.
- Donors make payments on behalf of defaulted CILSS members.
- Donors' bilateral assistance programs in the debtor countries supply the funds for their membership contribution. This could be done either by earmarking budget support or other non-project funds. Alternatively, donors could fund an item in the host country budget and thus free CFA for CILSS contributions.

A cardinal question, of course, is the priority assigned by the defaulted countries to their CILSS arrears. (The team understands that most Sahel countries are not current with their contributions to many other regional organizations, e.g., CEA0; this raises the question of the relative priority among the arrears.) Conversely, the problem is also one of the priority assigned by donors to the effective functioning of CILSS. Probably no donor is more committed to CILSS (and, quite possibly, for its own political reasons more in need of CILSS) than the U.S. The Executive Secretary/CILSS has formally requested AID to pay Chad's contributions.

The team submits that the CILSS operating budget should be increasingly assumed by its members rather than by donors. If the CILSS Executive Secretariat is permitted to become even more dependent on donor support (especially AID) for its routine operations, it will be seen as a donor "puppet" organization rather than as the united and independent voice of the Sahel. To date CILSS members' interest has been largely focused on the "mobilization of resources" in the international community. There are virtually no examples of members putting CILSS strategies into effect. Payment of the relatively small contributions by the Sahel members should be viewed as bona fide evidence of their belief in CILSS. If the defaulting countries are unable to pay, then the assumption of their obligations by the other six members would attest to true Sahelian solidarity and CILSS's high priority.

c. CILSS National Correspondent National Committees

In each of the Sahel countries, there exist -- at least on paper -- National CILSS Committees (CONACILSS). Their table of organization includes representatives from key ministries. The senior official is the so-called CILSS National Correspondent who (on the diagram) is in direct communication with the CILSS Executive Secretariat. This official is almost invariably a senior employee of the Ministry of Rural Affairs/Agriculture. The CILSS Council of Ministers is composed of the eight countries' Ministers of Rural Development/Agriculture. The CILSS National Correspondent is required to supply the secretariat and logistic support for the CONACILSS. The CONACILSS structure is intended to provide the extension of CILSS activities to national levels.

Its main purposes can be summarized into four tasks: (a) to promote and facilitate the application in and by the member country of the policies, programs and recommendations that have been formulated by CILSS/Club at the regional level; (b) to aid in the coordination of donor assistance in the context of (a) above; (c) to serve as a reception and diffusion point for CILSS communications, publications and studies, and conversely, communicate national studies, statistics, project data, evaluations, etc., to the CILSS Executive Secretariat; and (d) provide logistic support for visiting CILSS missions, arrange seminars at the national level, etc. But, as it turned out, most of the foregoing is still theory.

In the four Sahel countries visited by the team, the national CILSS structure was virtually invisible. We met with two National Correspondents, both very senior officials of their Ministry of Rural Development. Neither one professed great interest in nor knowledge of CILSS. In one country, CONACILSS had convened three times in seven years; in the other, CONACILSS had not met since the National Correspondent assumed his office. Quite aside from the underlying issue, previously discussed, of the extent to which members look to CILSS for additional funds as opposed to policy coordination, there evidently is a structural problem. The report has already examined the question of whether the Ministers of Rural Development/Agriculture represent the ideal composition

of CILSS' Council of Ministers. The choice of officials from that Ministry as CILSS National Correspondents raises identical issues; how can the representative of a politically weak ministry effectively promote policies and decisions that infringe on turf-conscious, rival bureaucracies, such as the Ministries of Planning and Finance?

AID has made considerable effort to shore up and invigorate the CONACILSS system. This includes the funding of offices, vehicles, and secretaries who are mostly used for routine government tasks rather than for CONACILSS. It was also noted that CONACILSS budgets include what appears to be excessive amounts of travel and per diem, e.g., 104 days in one of the countries. There are few indications of positive results. At present, disbursement of AID funds is frozen pending the installation of accounting systems meeting AID's requirements.

In the absence of a clear mandate for CILSS itself, and the lack of willingness at national policy levels to apply coordinated CILSS policies, AID should suspend its support to CONACILSS. The minor actions possible under current conditions, such as collecting, forwarding and distributing documents, could and should be taken on by the member government. This would provide a realistic test of their interest in CILSS. Failing this, even AID's enthusiastic and generous support for CONACILSS will remain ineffectual and wasteful. AID's action would not be a first. The team was informed that UNDP/Senegal is discontinuing its support (approximately \$125,000 during the past two years) for the local CONACILSS as a program element which can no longer be justified.

3. The Club du Sahel: Mandate and Organization

The Club des Amis du Sahel (subsequently changed to Club du Sahel) was formally established in 1976. The term "Club" was chosen to emphasize the unstructured character of the organization. There are no special requirements for membership. Any donor, bilateral or multilateral, can participate in activities. At present there are approximately 20 members, mostly OECD countries and several OPEC states.

The Club's mandate, at its inauguration, was defined as follows:

- Support of CILSS, a principal Sahelian organization for regional cooperation.
- Sensitize the international community regarding the conditions in the Sahel, its needs and its development potential.
- Constitute a forum for discussions, among and between Sahelians and donors, of policies and priorities for the Sahel's coordinated development.
- Mobilize resources for the implementation of projects presented by CILSS.
- Organize technical working groups to study sectoral issues and problems.

It is important to remember that CILSS/Club have no supranational attributions and that their policies, decisions, and recommendations are not binding on their members.

The Club initially agreed to meet annually; subsequently, this was changed to a biennial schedule. The Secretariat was established at OECD headquarters in August 1975, with the immediate task of facilitating CILSS rapport with donors (OECD/DAC). Once the Club was established, the Secretariat's function became one of following through on the Club's objectives.

The Secretariat is a small office staffed by four experts of several nationalities. They are paid by their parent organizations (e.g., AID) and seconded to the Secretariat. Clerical personnel and logistic support are funded through various contributions to the Club.

The Secretariats of the Club and CILSS jointly established a number of technical Working Groups (food production, animal production, fisheries, forestry/ecology, etc.). A number of Club members have made annual contributions specifically earmarked for Working Group activities.

It is not possible to give precise figures of contributions for either amount. Figures are available only for cash contributions and are

credited to the OECD/Club account. However, a number of donors also provide experts, consultants and supporting services that they payroll/defray directly. The DAC reporting formats of international assistance flows do not permit breaking out items such as TDY assignments.

The sharp fluctuation of currencies in recent years makes it difficult to compare contributions on a year-by-year basis, especially in \$U.S. terms. France's contribution to the Club Secretariat rose from FF 600,000 in 1979 to FF 750,000 in 1983, an increase of 25%. Yet, translated into \$U.S., France's contribution declined by 30%. It might be more meaningful to translate the U.S. contribution into French francs or Common Market Units (ECU). This would show that most donors maintained, or even slightly augmented, their contributions while the U.S. (contributing an unchanged amount in \$U.S.) made major increases in its contribution. To the extent that U.S. contributions are used for local cost expenses and the dollar maintains its present comparative position, this segment of Project 0911 could be reduced.

4. CILSS/Club Performance

a. The First Generation Program and the "Contract for a Generation"

The First Generation Program (FGP) is a compilation of 612 national development projects and of 40 regional development projects which was submitted to the Ottawa Conference of the Club du Sahel in 1977. These projects had been prepared largely by the Sahelians. The "First Generation" referred to the five-year period of 1977-82. These projects were to address the immediate consequences of the drought and set the stage for increased food production and environmental renewal. The Second Generation Program, projected for the period 1982-1990, was to reinforce the results of the first phase on the road to food self-sufficiency. A final, third phase (1990-2000) would attain this primary objective. Earlier donor assurances of long-term assistance to the Sahel were identified with the period covered by the three projected program phases, becoming known collectively as "The Contract for a Generation" between the CILSS countries and the donor community.

"Donors were rather disappointed by the FGP.² They had been expecting a Sahel development plan in which projects would be prioritized and clearly related to strategic objectives. Instead, they got a list of projects, some large, some small; some important, some trivial; some first-rate, others of apparently marginal utility, among which the Sahelians refused to identify priorities. A few donors stated rather harshly that the First Generation Program was a "shopping list."

Moreover, most projects were sketchily prepared and lacked back-up dossiers. Donors who had expected CILSS to focus on sector analysis planning and coordination were chagrined to find that it had developed more into a fund raiser for individual, sometimes eclectic projects. CILSS/Club Working Groups tried in the ensuing two years to cull the best projects and to provide the minimum documentation needed for donor consideration. This effort, with much input by the Club/Working Groups, became institutionalized and led to a sector-by-sector and country-by-country summation/evaluation of progress and problems [the so-called "bilan programme" (BP)]. CILSS, however, had no authority to negotiate projects or collect funds in place of its member countries who wished to assure that final approval of projects, funding and implementation would take place on a strictly bilateral level.

By the end of 1983, approximately 60% of the FGP had been accepted by donors, frequently in greatly revised form. This represented commitments of approximately \$2.5 billion. The original submission of some 600 projects at the time totalled an estimated \$3.5 billion.³

The team encountered several references to the residual, unfinanced portion of the FGP in the CILSS Secretariat and in member countries. In some quarters there is the conviction that the Contract of a

² This information is drawn from the draft of a forthcoming book "The Club du Sahel, an Experiment in International Cooperation" by A. de Lattre and A.M. Fell, probably the most scholarly and authoritative source on the Club/CILSS. The authors are senior officials of the Club du Sahel Secretariat in Paris.

³ Sahel Plan d'Action, CILSS/UNO/UNSO April 1984 (in French).

Generation commits the donor community to implement the entire project list. Donors, without exception, consider the FGP closed and, in general, would like CILSS "to concentrate on conceptual planning and study rather than devoting its energies to mobilizing funds for specific projects."⁴ Yet the mobilizing of funds for projects over and above the bilateral level of individual donors is precisely what member countries want most from CILSS and why, presumably, there is still so much talk of the unfinished portion of the FGP. To date there has been no submission of a Second Generation Program. This would, on closer analysis, present some conceptual difficulties. Since the formulation of the FGP in 1977, all CILSS members have fashioned their own multi-year (mainly five-year) development plans reflecting their own sense of priorities. Some of these coincide with CILSS strategies/recommendations, others do not. The submission of projects outside of the Plan would automatically rank such projects as having less than high priority. A possible solution may be the presentation of projects falling into CILSS priority categories (agreed to by the donors) but not covered by national development plans (which require certain non-CILSS priorities for political balance).

This is part of CILSS' dilemma necessitating the present search for a new mandate.

b. The "Dole" Mentality

Both in CILSS and in member countries, the team encountered the attitude that the Contract of a Generation obliged the donor community to offset any deficits. There was no mention of the need for extraordinary self-help efforts by the CILSS members. There is a presumption that it is the moral and quasi-legal (Contract of a Generation) responsibility of the donors to supply food security stocks, in whatever amount is required, as part of their assistance programs. Similarly, there is a feeling that recurrent costs, associated with projects and programs, should increasingly -- not decreasingly -- be assumed by the donors. The joint CILSS/UN Sahel

⁴ deLattre-Fell.

Action Plan sets out a four-year program of "emergency and medium term actions." (May 1984) It requests assistance in the amount of \$2,331 billion for food (including \$500 million for its distribution) and secondary roads, including \$19 million for the recurrent costs maintenance. There is not a single indication that CILSS members would make any contributions to these undertakings. If this action plan is intended to represent the Second Generation Program, it fails to provide an adequate basis for potential donors.

In any event, it was apparent to the team throughout the evaluation that the original pivotal concept of achieving food self-sufficiency in the Sahel had been badly eroded -- if not replaced -- by the term "food security." Such a not-so-subtle shift clearly implies the long-term substitution of food commodities from abroad, with cost, freight and storage indefinitely financed by the donor. A "dole" mentality may be in the making.

5. CILSS/Club Achievements

What has been the major achievement of CILSS/Club? The answer to this question is summarized in a Club Secretariat Note.⁵

"This has basically been the organization of discussions at the regional level between, on the one hand, representatives of the Secretariat of the CILSS and of governments of CILSS Members countries, and, on the other, representatives of AID agencies."

Discussions have covered:

- the general strategy for the struggle against drought and for development;
- sectoral policies: cereals policy, development of irrigated farming, intensification of cereal cultivation, problems or recurrent costs, energy policy, reforestation, etc.
- financing of projects: agreement has been reached on a standard method for presenting projects, increasing their chance of being financed."

⁵ Reflections of the Methods and Means of the Club in Sahel (D-81-137).

These "discussions" (note the underlining in the above quote) of the topics identified above, colloquia, seminars, meetings and conferences have resulted in the production of an enormous amount of technical literature. The vast majority of these studies reflect the high professional credentials of many of the authors. They provide cogent expositions of problems and issues, and of possible approaches to solutions. Yet as a rule, these analyses have resulted in the definition of objectives and discussions rather than in the formulation of concrete actionable strategies; e.g., donors pointed out to the team that a real strategy to attain either food self-sufficiency or food security was lacking though both objectives were viewed as valid.

Perhaps it is time to look at the Club/CILSS from the perspective of results. What has really happened as a consequence of the many Club/CILSS sponsored discussions over the years? To what extent have the recommendations -- especially those approved by the CILSS Council for Ministers/Council of Chiefs of State and/or by the biannual Club meetings -- been acted upon by the member states? What specific actions have CILSS countries taken to conform their national plans and development orientations to CILSS/Club conclusions? Have CILSS countries deleted projects or programs because they did not conform to CILSS/Club advice? The foremost CILSS/Club protagonist, the Club Secretariat, in its previously cited Note provides a partial response to these questions:

"Nevertheless, limits to this approach (discussions) can be perceived. When meetings are held at regional levels, participants readily agree as to the priority to be given to intensification, reforestation, maintenance of irrigated perimeters, the need for a satisfactory price policy for cereals, etc. However, the gap that remains between agreement and actual implementation can also be perceived, i.e., in the preparation of development projects and the supporting measure to be taken.

It would be unfair to claim that nothing has been done to implement the strategies and priorities adopted in the CILSS/Club du Sahel framework. Quite to the contrary, certain measures have been taken by States to follow up the choices and priorities defined on the basis of the CILSS/Club work, several of which would probably not have been put into effect, or have been taken later if this work had not been done.

But it is striking to see how slowly most ideas which have found agreement at the regional level are taken up by States and engender concrete action...

In practice, all decisions are taken at the national level, by plan directors or officials in charge of sectoral policies. Although the Sahel countries wish to cooperate, they have not delegated any power to a supranational organization and have strictly limited the CILSS' role to the mobilization of greater food aid and more financial assistance.

This must be viewed as a feature of the Sahelian problem, and one which must be taken into account in reviewing the possible future action of the Club.

Would it be possible, while continuing to deal with the Sahel's problems at the regional level, which is the approach the CILSS has followed up to now, and even enhancing regional action (for it is important to keep the Club's mandate in mind as assigned at its creation: to support the action of the CILSS) to complement action at the regional level by action at the level of each State?"

Clearly, there is a danger that CILSS/Club meetings too often become ends in themselves rather than means to an end, i.e., catalysts for specific actions in member countries. In most cases, CILSS countries have taken no implementation actions even though their Presidents in the CILSS Council of Chiefs of State have concurred in CILSS' recommendations. A director of a national service in a CILSS country who had attended numerous CILSS/Club meetings concerning his area of responsibility (forestry/ecology) put it this way: "CILSS cannot mandate us to do anything. If CILSS' advice fits our own plans, we shall take action. If CILSS' recommendations do not coincide with our plans, we shall disregard them." Still CILSS/Club-sponsored sessions clearly do have sensitizing value. No intelligent technocrat can attend such seminars without becoming familiar with new or alternate approaches or see the merits of his policies tested in free and far-ranging exchanges with his Sahelian colleagues and experts from donor countries and organizations. Moreover, CILSS/Club sponsored meetings are supplemented by an endless series of similar conferences sponsored by many of the other 30-plus West African regional organizations, and various U.N. and diverse donor agencies.

However, in the end, these conclaves, even when they result in actionable recommendations, produce few if any, tangible acts in the countries of the participants, and to date have added little to the poor Sahelian's food bowl.

A donor-interviewee drew attention to a problem which is seldom recognized. Most of the conferences and seminars, below the highest policy level, are attended by mid-to-senior-level Sahelian officials. Many of these are well-trained younger professionals with French or other overseas schooling. They fully comprehend the technical aspects of whatever messages are conveyed. However, in the African context, communications are strictly one way, vertical and downward; virtually never from the bottom upward to the top. Change, however, requires direction and policy from the top where professional credentials are generally less important than political power. Knowledge gleaned at conferences frequently does not reach the top, and frequently that level may not be interested in enhancing the professional nimbus of their subordinates. Thus, no follow-through actions ensue. A consoling thought is the reasonable certainty that sooner or later, some of these "sensitized" cadres will move up into positions of leadership. While not immediately effective, in the longer run there may be some delayed pay-offs from Club/CILSS' succession of colloquia, workshops, seminars, etc.

It might well be argued that arrangements for the various types of meetings would not, per se, justify or require the CILSS/Club administrative structures. But as discussed in this report, CILSS/Club existence rests on multifaceted political premises. Its utility as the broker and platform for meetings is just one dimension of its mission.

While not proportional to the number of studies and meetings, certain actions have been taken by some CILSS members that probably were triggered by CILSS/Club discussions. For example, the ongoing restructuring of Mali's cereals market took place in the wake of Elliot Berg's study on "Marketing Price Policy and Storage of Food Grains in the Sahel" which was commissioned by CILSS/Club and the related colloquia on cereals policy in Noukchott. Donors, including AID, agreed to a coordinated effort in support of Mali's efforts. Perhaps the Government would have taken some

of these initiatives even without CILSS/Club at the urging of bilateral donors. However, the formulation of a coherent series of policy actions, many of them controversial and unpopular, was certainly facilitated by the neutral forum provided by CILSS/Club. This permitted regional discussions in a non-threatening ambiance among and between Sahelians and donors. The setting helped preclude rigid or defensive positions clinging to the status quo as a matter of national pride and assertiveness.

Another fledgling example is the forestry sector. CILSS/Club-sponsored analyses of the forestry/ecology sector were conducted in all eight Sahelian countries. This sector clearly had been neglected. In 1975 only \$3 million (.3%)⁶ of concessional assistance to the Sahel went to forestry/ ecology projects. Growing emphasis by CILSS/Club on this sector increased the AID volume gradually to a peak of \$45 million (3%) of assistance flows in 1980 after which it declined to \$15 million (.9%) in 1982.

Some in CILSS/Club see success and point to the growth rate of total investment in the forestry sector over the eight year period of the campaign. At the same time, however, the amount as a percentage of the total assistance volume remains minute given the CILSS/Club efforts at sensitizing, cooperation, coordination and concertation in a sector that has been proclaimed high priority by Sahelian states and donors alike.

CILSS/Club also have been instrumental in moving the problem of recurrent expenses to the fore. AID made a major contribution to the basic study conducted by the Harvard Institute for International Development. The Working Groups's report was the subject of a regional symposium in Ouagadougou in 1982. This meeting resulted in a set of expert recommendations to CILSS countries ranging from alternative project designs, to decentralized taxation, user charges, the costly role of parastatal organizations, private sector initiatives and the desirability of allocating a greater volume of foreign assistance to the financing of recurrent expenses. The meeting was followed by a series of national

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Overview and prospects, Brussels Conference, October 1983.

workshops sponsored by CILSS/Club to provide Sahel countries with deeper insights in the problems of recurrent costs and to suggest possible solutions. Special emphasis was placed on the role of recurrent costs in drawing up budgets, both nationally funded and the development plans financed by foreign assistance. The much needed focus on recurrent expenses was a timely CILSS/Club initiative done at AID's urging. It has had some beneficial results. For example, Senegal, largely at IMF's insistence, has adopted a policy of vastly reducing new construction involving additional recurrent expenses in favor of rehabilitating/maintaining the existing infrastructure.

Officials who have participated in the national workshops undoubtedly have been alerted to the onerous implications of recurrent costs. Unfortunately, national decisions generally are made at levels senior to those of the participants and on the basis of various political and socio-economic factors, of which recurrent expenses are only one.

This report is not to evaluate every CILSS/Club initiative and to document what has or, mostly, what has not yet happened as a result. The important conclusion that can be drawn is that CILSS/Club have addressed and analyzed a large spectrum of problems germane to the Sahel region. In many cases there are no ready solutions such as cost effective and socially acceptable technical packages. Members countries' immediate preoccupation is survival -- both economically and politically -- economic aid becomes far more important than advice on the harmonization and coordination of programs. Yet the presence of CILSS/Club, their steady insistence on the causes, not only the effects, of the Sahel's underdevelopment, their patient role in familiarizing and sensitizing the members countries to policy options and actions that eventually must be taken to emerge from the impasse lends these organizations a defensible and needed role, despite their flaws.

This effort does not lend itself to cost/benefit calculations. The total cost of the Club/CILSS structure amounts roughly to 1/3 of one percent of the annual Sahel assistance volume. In that perspective the costs of its support, including the AID contributions, can be justified even in the

face of the calculated risk that no great progress may result soon in terms of coordinated, concerted regional development. While many aspects of the CILSS operation are open to criticism, it has seldom been accused of having negative effects (except for the possible institutionalizing of a dole mentality). The argument generally revolves around the degree of positive achievements. Given the many constraints ranging from perceptions of its mandate-money raising vs. coordination of the region's development -- budget and staffing problems, inability or unwillingness of its members to act on its recommendations -- CILSS, in the eyes of an optimist, may have done as well as can be expected. A pessimist might agree by rejoining "I am afraid so."

6. The Need for CILSS/CLUB

The number of people who are intimately familiar with the Club du Sahel and its Secretariat and the Organization of African States Against the Drought is surprisingly limited. Many of the Africans (excepting CILSS staff, of course, and local donor representatives) to whom we spoke on the official and personal level showed indifference to the CILSS/Club. Most discussions are limited to CILSS; the Club is relatively uncontroversial. The reactions among the relatively small number of those familiar with CILSS range between extremes. The American Ambassador to one of the Sahel countries, a firm protagonist, stated succinctly "if CILSS did not exist, it would have to be invented." The other end of the spectrum is reflected by a donor representative's comment "if CILSS went over a cliff tomorrow, there would be few mourners."

At first blush, these two judgments appear totally antithetical. Yet, both have validity as they address very different facets of CILSS. Some donors, notably the U.S., need to be able to deal with and through an organization of Sahelian states in order to validate and justify regional funding for the Sahel area. It is much easier and persuasive to project long-term development assistance in a Sahelian context than to plead the need for more funds, year after year, for individual, relatively obscure and politically unimportant countries. Their names and locations are often meaningless to U.S. legislators and voters. But the term "Sahel"

has the more familiar ring of the Sahara. It engenders visions of horizonless wastelands, endless sand dunes, dehydration of man and beast, merciless sun, lonely caravans, shrouded riders mounted on camel backs, flashes of Beau Geste -- all in all -- a picture that is readily understood. This Sahel concept justifies succor and relief, measures to inhibit the desert, and programs to make it bloom. It would be hard for donors to plead a Sahel relief and development program without a Sahelian counterpart or to justify a U.S. budget line item for the Sahel without an organization grouping the beneficiaries.

The Club, essentially a specialized OECD agency, and its secretariat do valuable work as liaison with donors, especially those who are relatively new to foreign assistance and the Sahel. Its "sensitizing role" is a continuing one. Similarly, its work of providing statistical data of Sahel conditions, aid flows, and sectorial allocations remains valuable and needed. Its role without CILSS as a counterpart (regardless of a lack of congruity in many respects) might appear condescending and possibly arrogant when providing unsolicited guidance and advice directly to Sahel countries. Thus, the very continuation of a focused Sahel relief and development effort by the donor community and especially AID requires a CILSS. This is not meant to derogate the CILSS/Club contribution to greater understanding by African and donor of underlying problems and their nature. Working groups, conferences, seminars, and technical missions do help to bring issues and possible options to the fore. Each CILSS meeting revalidates the political act of the eight independent countries to constitute themselves into a new organization in the drought context. The lack of forceful action and national follow-through on CILSS recommendations is not the fault of the secretariats. Perhaps those who imagined true regional development should revise their vision and think in terms of regionwide development with some regional facets when these happen to conform to national concerns and goals.

7. A New Mandate for CILSS

At its meeting in Niamey, in January 1984, the CILSS Council of Chiefs of State rejected totally a set of policy recommendations developed at their

request by the CILSS Secretariat over the previous year. This year had been officially designated as "a year of reflection" during which most initiatives were put on hold. The nature and content of the rejected recommendations are not known. Neither are the reasons for rejection. In spite of consistent efforts, the team was unable to obtain any details. The Club Secretariat was left in the dark, and CILSS personnel were either uninformed or would not discuss the episode. It is understood that the Chiefs of State subsequently remanded the task of developing new policies to a group of senior officials from the member countries rather than to the CILSS Secretariat. However, the impression was gained that, to date, the new group has rarely met. By all appearances, this effort has been assumed by CILSS' new Executive Secretary. He took office in April 1984 and, as his first priority, is addressing the need for a (re)definition of CILSS' mandate -- a highly encouraging development. In several discussions, he outlined his preliminary thinking which envisions two major lines of approach:

- (1) Reconstitute CILSS as a think-tank. Its task would be to tackle policy-level issues and formulate recommendations for consideration by the CILSS Council of Ministers/Chiefs of State.
- (2) Make CILSS into a major center for the collection, inventory, analysis, publishing, translation, retrieval, diffusion and bilingual communications of and on Sahel-related materials.

This reorientation, the Executive Secretary emphasized, would take the form of making CILSS over in the image of the Club. CILSS' staff would be greatly reduced and professionally upgraded, i.e., a trading of quantity for quality. It is fair to assume that these ideas are a direct reflection of President Kountche's (Chairman of CILSS's Chief of State Council) directions. The Chairman and the Executive Secretary (Brah Mahamane) were named at the same time. Both are Nigerien, and Dr. Brah has served as minister in three different portfolios in President Kountche's cabinet. It would seem unlikely that Brah would advocate

radical changes in CILSS and its Executive Secretariat's missions without concurrence, at least in principle, from the Chairman. It is not known to what extent, if any, Club Secretariat staff have been involved in the proposed changes. CILSS' projected emphasis on policy issues seems well-taken. This, of course, has also been part of its past mandate. But it suffered at times from loosely promoting a set of objectives to the more elevated appellation of CILSS strategies, e.g., food self-sufficiency, later on demoted to food security. Moreover, CILSS, with only modest success, has tried to carve out for itself an operational role. Members, on the whole, responded unenthusiastically to CILSS offers of assistance with program and project formulations, evaluations and, in a many cases, took rather passive positions in CILSS' effort to inventory various sectors as part of its "bilan programme."

General agreement exists that CILSS itself should not manage projects, a task for which it was neither intended nor equipped. The prime lesson was AID's effort to enhance CILSS' role and image by transferring to it management responsibility for the Regional Integrated Pest Management Project. The ensuing fiasco compelled AID to resume operational stewardship and to implement the project on essentially a country-by-country, bilateral rather than regional basis.

In its new "think-tank" era, CILSS might well be guided by two principles: for one, the selection of policy issues should be realistic and specific. This would seem to require:

- (1) Agreement by members on the existence of a regionwide, well-defined problem or issue.
- (2) Some assurance that recommendations for the solution of common problems, once approved by the Council of Ministers/Chiefs of State, will be adopted or adapted and applied at the national level. Otherwise, the studies and recommendations in the end would merely serve to enrich libraries and archives.

(3) That donors, especially AID, should recognize that after ten years, earlier, somewhat overblown hopes and expectations for CILSS need adjustment. CILSS' principal value and role is essentially one of providing donors political/geographic dimension to the Sahel and the drought and of giving a psychological sense of identity and cohesion to Sahelians. Second, it can play a part in defining Sahel-common problems, and can recommend courses of solution that member countries may wish to apply. Its constituents clearly see CILSS more as an element in regionwide than in regional development. Donors, especially AID, should reflect these realities in their expectations of and dealings with CILSS.

(4) A review among the more than 30 organizations which are studying the same problems under their mandates (to which the CILSS countries have also subscribed). In some cases, joint studies may be possible with the acronyms of both organizations emblazoned on the final report.

The emphasis must be on specifics in contrast to the Joint Work Program prepared during the CILSS/Club meeting in March, 1984. The topics that were selected for the period 1984-1986 are listed as:

- reflection on future prospects for the Sahel;
- promotion of regional agricultural policy;
- pursuit of certain sectoral activities;
- support for increased participation in development from local populations;
- dialogue on development policies and coordination of development programs at the national level; and
- miscellaneous activities.

Club/CILSS development success stories will probably continue to be elusive and hard to quantify until such time as agendas become more goal specific; that is, until participants agree to try to elevate legitimate pilot or local breakthroughs into regional efforts whose results can be measured.

One of the more significant examples of this came to the attention of the team in the case of Senegal's success with small-scale reforestation. The Government of Senegal undertook to provide a crucial incentive to small farmers to increase tree planting by changing the applicable regulations on ownership of trees. Once the law was changed to shift ownership of trees to the farmers who plant them, a very significant and a continuing increase in small-scale reforestation occurred.

Given the generally dismal results of so many reforestation efforts recently in the Sahel, it strikes the team that something as basic and workable as the new Senegalese technique might well be the topic of Club/CILSS analysis to determine the applicability of this approach in other Sahelian countries. In any event, the team believes it is time that policy makers in the Sahel begin to emphasize building on successful projects, consolidating success now instead of experimenting forever.

Other subjects that come to mind which might be addressed either by CILSS or by some other regional organization (with membership by CILSS countries) as a combined effort are:

- Agricultural credit policies;
- Groundwater assessment;
- Agricultural subsidies;
- Demographic projections and implications for the future of the Sahel together with consideration of family planning perspectives;
- Urbanization and flight from the land and their implications;
- Illiteracy, especially in rural areas, ASEAN modular teaching-approach (Liberian pilot project), special focus on rural women; and
- Promotion of intra-regional trade, especially agricultural commodities and reduction of fiscal, bureaucratic and political constraints.

All of these topics would be inscribed into the focus on food production, water, environment and population. The Club describes its primary role as one of supporting CILSS. Thus, the Club should accord to CILSS primacy in such studies. Its assistance might best be provided by acting as CILSS executive agent in the recruitment of teams, arranging for seminars and conferences and advising on preparatory stages, e.g., assembly of data bases.

One of the topics deserving special discussion is population. The IBRD has just released its new World Development Report which provides population projections for six CILSS countries; for completeness slightly older UN figures for the Gambia and Cape Verde are cited. The picture that emerges is one of a population 20 million larger by the end of the century, less than 18 years away:

POPULATION PROJECTIONS

	<u>MID-1982 ESTIMATE (MILLIONS)</u>	<u>YEAR 2,000 PROJECTION</u>
Cape Verde	.4	.5
Chad	5	7
Gambia	.6	1
Mali	7	12
Mauritania	2	3
Niger	6	11
Senegal	6	10
Upper Volta	<u>7</u>	<u>10</u>
	34.0	54.5

(The year 2,050 may be too remote to be of immediate concern, though IBRD projections indicate a Sahelian population then of 137 million.)

Club/CILSS publications⁷ document the population growth and contrast the long-range annual cereals production increase of 1% with a population increase of 2.7%. They extrapolate the shortfall and growing import requirement. Attention is also called to the problem of urbanization which means that a smaller farm sector must produce for a larger consumer population. Yet, the term "family

⁷ For example, 5th Conference, Club da Sahel 1983 "Situation at the Start of the 1980's-Overview and Prospects."

planning" does not appear a single time. There is no intimation that some measures should -- as a first step -- at least be studied to counter the population growth which threatens to far outrun the region's productivity. The only solution that CILSS/Club suggest is larger donor flows to compensate for the increasing food shortfall.

While CILSS/Club seem to consider the topic of family planning taboo, there are indications that African societies are not necessarily close-minded. The successful approach to the problem by USAID/Upper Volta's Population/Health Advisor was mentioned repeatedly to the team. Clearly, the Sahel must come to grips with its population problem, just as other countries have done. Donors may well be prepared to meet the region's food deficit as a matter of moral conscience. But they will tire of meeting the requirements of the social overhead and infrastructure sector, i.e., the need to expand health, education and administrative services to prevent developmental regression, not even speaking of raising the Sahel's standard of living. It is difficult to see how CILSS/Club can valiantly or responsibly speak of the region's future without simultaneously recognizing a major constraint to development and a better life for the Sahelian people.

There is another, less controversial mandate that CILSS should consider as part of the redefinition of its mission: evaluation. To date, CILSS has not developed an effective evaluation mechanism. The Evaluation Unit in the Division of Projects and Programs has not yet engaged in a systematic evaluation effort. An American expert has been contracted as an advisor but, for a number of reasons, he has not been able to give life and energy to his assignment. This fact is noted without wishing to assign blame. It is clear that the individual concerned, the Executive Secretary/CILSS, USAID/UV and AID/W are cognizant of the situation. What is needed, irrespective of personalities, is a rethinking of the issues. Always assuming that the Chiefs of State are willing to give concrete form to the often-vaunted statements of Sahelian concertation (of which there is little proof to date) and coordination, of wanting to define common problems and forge common solutions, meaningful evaluations of national approaches would be a basic step in this context. Particularly, as part of CILSS' intention to expand its role as a central depository of Sahelian program and project documentation, one could visualize measures such as the following:

- (1) CILSS members and donors agree to provide CILSS with copies of program/project documents.
- (2) CILSS should take the initiative, with Club assistance, in the design of a suggested evaluation format together with guidance material. The adoption/adaption of the proposed approach could be the subject of a senior-level conference.
- (3) Subsequently, copies of regular evaluations, end of project evaluations and special evaluations would be automatically supplied to CILSS.

(NOTE: CONACILSS would simultaneously be given the mission of following up on Steps 1. and 3.)

- (4) CILSS, using in-house talent, augmented when needed by short-term subject specialists, would inventory and cross-reference evaluations and results in retrievable form and diffuse major findings.
- (5) Countries embarking on new projects would request from CILSS all information and data relating to similar projects and their results. Thus, new designs can reflect earlier relevant experiences and eliminate the need for constantly using meager human and financial resources to learn what is already known.
- (6) Obviously, it would be very advantageous to have CILSS staff involved in bilateral evaluations to maximize standardization for purposes of comparing similar activities. Based on discussions in CILSS, with donors and host governments, this type of applied effort, for the time being, goes considerably beyond the CILSS members' spirit of concrete coordination.
- (7) At present INSAH, CILSS and the Club have document libraries, process data, and diffuse information. Clearly, agreement must be reached on the roles of the mission to avoid duplications of effort and equipment.

The team recommends that before AID renews funding for an evaluation advisor (or possibly even continues the present effort), it should request assurances from CILSS/Club, as follows:

- (1) That the CILSS members agree that CILSS should synthesize the results of national project evaluations.
- (2) That the members will cooperate by making routinely available to CILSS all relevant documentation.
- (3) That CILSS members intend to use relevant, CILSS-provided data in the formulation and (re)design of project activities.
- (4) That CILSS, Club and INSAH agree on their respective roles in the field of documentation/processing/retrieval to avoid duplication of effort.

The Executive Secretary's second new emphasis aims at a large expansion of CILSS capacity in the field of collection, analysis, compilation, publication, retrieval, diffusion and communication with bilingual translation/interpreting capability. One effect would be to increase the visibility of CILSS and its Executive Secretariat. There appears to be the danger of duplication of functions that to date have been filled by the Club, especially were one to assume that the upgrading of its professional staff would enable CILSS to meet its projected think-tank mandate. A clear delineation should be established as to what documents and records will be collected, analyzed and recorded in retrievable form in CILSS and in Paris. If certain records are needed in more than one place, an exchange via satellite relay, floppy disc, etc., should be considered. The requirements for bilingual skills in both secretariates should also be closely examined. CILSS may wish to study to what extent, if any, Peace Corps volunteers could be utilized in meeting its needs. Similarly, a demarcation of roles of mission must be achieved between CILSS and INSAH. The latter also intends to acquire greater bilingual ability and to expand its role as a depository, processor and communicator of topics relating to agricultural and demographic research in their broadest sense. Both INSAH and AGRHYMET already have data processing and computer capacity; CILSS has neither. CILSS should obtain expert advice as to what extent these "family" assets can be exploited before duplicating them.

B. INSAH

In 1973, the CILSS Council of Ministers passed a resolution calling for the establishment of an Institut du Sahel (INSAH), whose principal functions would be applied research, coordination of research activities between the countries of the region, collection of research information and training. INSAH became operational a year later when its internal operating procedures were approved by the Administrative Council.

1. Mandate

The mandate of INSAH is to collect, coordinate, consolidate and disseminate basic technical and scientific information on development activities and issues in the Sahel, and to prepare appropriate journals and media materials for serving interested parties in and near the Sahel. INSAH is the research and outreach arm of CILSS. It has an important and ongoing training function.

The mandate of INSAH does not include direct involvement in project implementation. Nevertheless, major projects have been implemented by INSAH, largely at AID's behest (Integrated Pest Management and a demographic project). Here, as in the case of CILSS carrying out project implementation, real concerns arise over both the appropriateness and the capability of the institution in successfully managing such activities.

2. Structure

A three-tiered committee system controls INSAH. There is an Administrative Council, a Consultative Council and a Scientific and Technical Council.

The first has supervisory control over policy, program development, project activities, finances, personnel, budget and external relations. Composed of representatives of the eight member countries, the Administrative Council makes its recommendations to the Council of Ministers of CILSS. Its statutory head is the Malian member, in effect, the Malian Minister of Rural Development.

The Consultative Council includes representation from four CILSS member countries (Chad, Niger, Mali and Senegal) plus several donor organizations and the Club du Sahel. This committee operates as a screening, brokering and fund-raising group and makes its recommendations on INSAH programs and funding sources to the Administrative Council.

Representatives from all member states, and several African and other universities and scientific and technical institutions, make up the membership of the Scientific and Technical Council of INSAH.

In structural terms, there continues to be the contradiction of the Director General of INSAH having two masters: the Executive Director of CILSS and the Chairman of the Administrative Council of INSAH. The team found no particular reason why this problem should not be corrected. The fact that it has not continues to cast some doubt on how professional an organization INSAH is -- or how closely it is related to CILSS. In practice, INSAH has not been appropriately coordinated with either AGRHYMET or CILSS on most matters. The very infrequent meetings of the supervisory councils of these institutions have promoted a sense of autonomy all around. Yet, much of the budget/fiscal and personnel administration of INSAH is vested in the CILSS Executive Secretariat which finds it difficult to discharge these responsibilities.

INSAH's internal organization consists of five departments: administrative and finance, accounting, communications, training and research, plus a number of special programs such as RESADOC (Sahel Information and Demographic Network), Bilan Analytique (Analytical inventory of Sahelian research and research institutions), and the Socio-Economic and Demographic Unit. The INSAH directors and coordinators are delegated full authority and report to the Director General. As is the case with department heads in CILSS, there is a requirement for much greater programmed exchange between and among INSAH's executive staff.

3. Performance

There is a heartening consensus that the overall performance of INSAH has improved substantially under the current Director General. As is the case with the new head of CILSS, the Director General has strong opinions on

how to make his organization more effective. Principal among his concerns is the fragmentation of focus and effort of INSAH. Rather than striving for the most diversified coverage possible of research topics and information, the Director General believes over half of INSAH's efforts should be directed to the issues of water and soil. If nothing else, such a concentration would seem likely to improve relations and exchange with AGRHYMET. To date, such relations have languished. At the same time care must be taken that any such activities are complementary to those undertaken by The InterAfrican Committee for Water Studies (CIEH). This organization numbers five CILSS countries among its members.

In the area of INSAH communications, good and needed work is being carried out even though neither RESADOC nor Communications Department publications qualify yet as highly technical or professional publications. A shortage of funds prevents the INSAH-INFO publication from being published on a regular basis. A similar problem has delayed the start of a radio program. Funding is a problem: it should be highlighted that of its \$91 million CFA budget allocation from CILSS for 1984, INSAH, as of June, had received only 15 million.

INSAH also continues to have problems in arranging for high quality technical translations of its materials. Part of the problem may well be that it carries bilingual efforts too far. As in the case with CILSS, the team believes that much of the material generated and transmitted need not be automatically translated into English, since only one of the eight Sahelian countries is English speaking. Reason would suggest that on an as-needed basis, English translations could be obtained through the Club or the AID mission in the Gambia. (The team questions the justification for INSAH-sponsored translations into Portuguese). As mentioned elsewhere, an even larger amount of duplication between INSAH, CILSS, AGRHYMET, and the Club du Sahel (not to mention a dozen or so other research and information agencies operating on a regional basis in the Sahel) appears likely as these four organizations strive to become functional documentation and information centers. To arrest tendencies to "build empires," the team urges that an internal coordinating mechanism be created to monitor and control research, documentation, and information between and among the four agencies involved. What is needed is a working review committee with representation from each.

4. Recommendations

In summary, INSAH itself has identified what its principal problems and deficiencies are. In a review of its operations, carried out in mid-1983, INSAH staff agreed that: (1) too many projects were being attempted; (2) a certain number of INSAH's projects were a duplication of projects being executed by other sub-regional organizations; (3) it appears that projects are selected on a random basis, with neither clear criteria for selection nor clear objectives in implementation; and (4) projects are carried out with very little symmetry or rapport among them.

The foregoing, excerpted from an INSAH document entitled Situation des projets et programmes de l'Institut du Sahel - Juin 1983, is a highly accurate description of both INSAH and CILSS today. Perhaps the team's best advice would be to declare a moratorium on all new projects in the Sahel while getting back to basics; the basics the Club and CILSS and INSAH were created to deal with: food, water and ecology, with the addition of population/demography.

C. AGRHYMET

AGRHYMET receives considerable funding from AID. However, these contributions are not part of the project we evaluated, and thus strictly speaking not included in our terms of reference. Yet, this organization is an integral part of CILSS/Club. Its status is identical to that of INSAH. Rather than limit this report to 75% (CILSS-Club-INSAH) of the institutions, we took the opportunity of our stay in Niamey to touch base with AGRHYMET. We also generally raised the subject with all those interviewed.

CILSS members contribute less than 10% to AGRHYMET's operating budget (approximately \$2 million). International experts are funded directly by their parent agencies/sponsors. AGRHYMET chafes -- as does INSAH -- under the cumbersome system that compels it to submit its budget proposals to the CILSS Secretariat for approval and then to the Council of Ministers/Chiefs of State.

Similarly, changes and adjustments (within the ceiling) in the course of the actual budget year require CILSS Secretariat concurrence and subsequent approval by the Minister Delegate. AGRHYMET believes greater fiscal independence, i.e., eliminating the layer of the CILSS Secretariat, would considerably reduce paperwork, save time and money, and streamline its fiscal management. Programmatically, AGRHYMET has a well-defined mandate and, as mentioned above, the great bulk of its resources comes from outside the CILSS circuit. As discussed under other headings, the CILSS Secretariat is hard pressed to organize its own administration/fiscal house. It might make good sense to free it from its oversight responsibilities for AGRHYMET and to accord that organization co-equal status with the CILSS Executive Secretariat, rather than subordinate it to that organization. Simultaneously, the Director General should be vested with the authorities of a Secretary General (as opposed to Executive Secretary) to reflect greater latitude for initiatives and in the administration/fiscal management sector. AGRHYMET would remain part of the CILSS structure under the Council of Ministers/Chiefs of State assuring coordination with other CILSS components.

Several contacts felt that AGRHYMET's membership should not remain limited to the Sahel. The considerable basic investment by the donor community could and should be made accessible to other countries in need of meteorological data for their agricultural sector. An expansion of AGRHYMET's area would show economies of scale and a greatly increased cost-benefit ratio (once benefits actually reach the farmer).

Most Sahelian officials and donor representatives (including USAID's) felt that AGRHYMET -- after a leadtime of many years -- was making progress. The delays were varyingly attributed to technological over-sophistication, deficiencies and frictions in AGRHYMET's management or a combination of the two. These difficulties seem to have been overcome. The remaining criticisms revolved mainly around a perceived imbalance in the emphasis placed on the "meteorological" versus "agricultural" components. It appears that most of the information, to date, has not been diffused beyond the national extension services, i.e., white collar headquarters level. This, of course, is a generic problem facing much of Africa's agricultural extension services. However, the specific problem of getting AGRHYMET's data out to the intended beneficiary peasant in farm-useful form and language, backed up

by extension agents, may serve as a prototype illustration of the agricultural communications problem. It could serve as the platform for a CILSS forum looking for actionable recommendations for solutions of this major constraint to rural development. AGRHYMET mentioned that it was currently renting computer time to other organizations, a valuable source of income. CILSS, in the context of its projected emphasis on data collection, diffusion and communications, should examine the possibility of exploiting this capacity before embarking on duplicatory efforts and acquisitions. It is recognized, of course, that AID, in the CILSS context, is only indirectly involved in AGRHYMET. Since the subject is somewhat peripheral to the team's terms of reference, this recommendation is limited to the issues most closely related to the above evaluation. In sum, the team believes:

1. Consideration should be given to moving AGRHYMET to co-equal status with the CILSS Executive Secretariat so that it would become directly subordinate to the Council of Ministers/Chiefs of State.
2. Concurrently, the attributions of the Director General should be amended to reflect those of a Secretary General with greater latitude for initiatives (as opposed to essentially executory functions) and much increased authority for the management of the organization's fiscal and administrative affairs.
3. CILSS should investigate whether its forthcoming requirements in the fields of data collection, processing, retrieving and diffusion can partly or wholly be met by exploiting AGRHYMET's excess computer capacity.

D. FAO's Sahel Program

The fourth element of the Sahel Regional Aid Project has been contributions to the United Nations Food and Agricultural Organization (FAO), headquartered in Rome. The project allocates \$600,000 to FAO for services to Club/CILSS and \$198,000 for "Joint FAO/USAID designs," a total of \$798,000, i.e., \$275,000 each for FY's 1982, 1983, and 1984. In the course of the team's many contacts with AID officers, donors and Sahelians, we regularly asked for comments regarding the usefulness of the AID-sponsored FAO activities and FAO's performance in general. Almost without exception, the reactions to FAO performance were negative, although there was occasional high praise for

individual FAO experts. It has become a standard attitude to associate FAO with everything that ails the U.N. System. USAIDs, in particular, appear to have a low opinion of FAO as an organization. Attitudes seem due to the parrot-and-repeat syndrome rather than to personal, specific and documented experiences. The team discussed CILSS/Club-related subjects in seven separate meetings with 12 middle to senior level FAO officials, every one of whom were highly professional and most cooperative.

Complaints about FAO have, in general, been in two areas: its tardiness in sub-obligating funds and delays in recruiting suitable technical assistance specialists. The team examined each problem area.

1. FAO Financial Systems

FAO managers readily admit that the U.N. system of getting things done, ranging from project design to recruitment and contracting to accounting and fiscal reporting, extremely cumbersome. Trying to mesh this system with the equally unwieldy AID and French-derived African formats cannot but lead to inefficiencies and endless delays.

The Financial Management Division was unable to provide reasonably recent data on obligations. FAO's accounting system is presently in a transition stage. The organization is currently computerizing its entire accounting system. This involves the design of programs for approximately 1,000 trust funds (involving over 150 donors, public and private) including the AID account. All of these trust funds are outside the regular FAO budget. A pilot project is now under way involving the use of satellites to transmit fiscal data from African and other field missions to FAO headquarters in Rome. Should this solution prove technically not feasible, alternative studies involve the use of floppy disks. In any event, the present three to nine month lead time for the transmission and hand-processing of field data will be cut radically.

It was pointed out that FAO missions have no fiscal management staff and must generally rely on UNDP or other agencies in the field. The new system, once operative, will provide prior year balances, future projections and show receivables, commitments, disbursements, interest accruals, etc. The system will be operative in early 1986 and at that time replace the present one which emphasizes annual reporting formats. The system will have the capacity to accommodate the special requirements of each funding source, including AID's. This presumes, however, that AID and FAO will reach early agreement on AID's requirements. AID has sent one or more representatives from its Controller Division to Rome. This dialogue resulted in a definition of AID's requirements. AID/W, however, voided this agreement as not meeting its needs; this was the situation as of June 1984. FAO hoped that AID would shortly dispatch a new financial emissary with the qualifications and authority to make binding proposals and decisions. It seems that at present most countries and larger institutional donors detail a financial expert to attend the annual review. AID, however, has not been represented.

2. FAO Recruitment of Experts

In one or more cases, FAO had apparently proceeded with the recruitment of an expert on the recommendation of one of the interested parties (Club, CILSS, USAID), but subsequently encountered opposition from one of the others. AID sources substantiated this account. Evidently, situations such as these unavoidably lead to lengthy recruitment delays.

Realism dictates facing up to the limitations of the present arrangement under the project which makes FAO a monopoly source of experts for CILSS and USAIDs. The team proposes that AID revamp the current or, at least, any future system for the procurement of technical services by the project. The funds might be placed into a CILSS trust fund, or similar arrangement, to be administered jointly by CILSS and the Director/USAID/Upper Volta. Thus, the funds would become available for world-wide recruitment of experts. CILSS' direct involvement would ensure that priority attention be given to contracting with qualified Sahelians. Moreover, CILSS would be the contracting party. CILSS could also involve the Club as its executive agent for recruitment in OECD countries and

similarly, AID, especially when particular tasks require no knowledge of French and permit accessing America's vast reservoir of technical expertise. Nothing in this arrangement would preclude CILSS from turning to FAO whenever appropriate. The Director/USAID/UV would presumably redelegate his oversight/joint signature authority to the USAID liaison officer (subject to a dollar ceiling). To the extent that the project presently provides money for joint USAID/FAO designs, these funds could be held centrally in AID/W and be used to augment other design funds, if necessary. There also should be no bar to utilizing FAO expertise when none is available from U.S. sources. However, other European and African capabilities could also be tapped by relaxing the present FAO monopoly.

3. Recommendations

After discussing the FAO role both in Rome and in the Sahelian countries, the team believes that the most prudent course of action, given experience and common perceptions, would be the following:

1. The present monopoly held by FAO as the sole source for technical assistance to CILSS and USAIDs within the project should be discontinued.
2. Instead, AID should grant technical assistance funds directly to CILSS under a trust fund arrangement requiring the Director/USAID/Upper Volta to approve by co-signing obligations. In turn, the Director could delegate the authority to the USAID/CILSS liaison officer. This would permit CILSS to draw on world-wide technical expertise including that of FAO. CILSS, from time to time, may appoint the Club as its executive agent for recruitment activities under this subproject.
3. AID should send a qualified financial expert (TDY) to FAO to obtain agreement on fiscal reporting formats meeting AID's requirements. The AID representative should be competent and authorized to make binding proposals.
4. AID should examine the desirability of having one or more representatives from its Controller's Office attend FAO's annual fiscal review of the AID project account until FAO's new computerized accounting system is activated in 1986.

E. Other Participants in the Sahel

In previous subsections the team's observations have been described for the four entities directly assisted by AID's Sahel Regional Aid Project. A central and recurring theme has been the proliferation of organizations working in the region, many of them in the same functional areas and on the same problems. A 1983 report by the U.N.'s Economic Commission for Africa (ECA) describes more than 30 West African inter-governmental groups -- more commonly called WAIGs. This list itself is incomplete since it fails to count organizations that are adjuncts to other bodies (e.g., INSAH to CILSS) or organizations with wider geographic coverage to which all or most of the Sahelian countries are members, e.g., (Entente Fund, U.N. specialized agencies, etc.). Senegal holds membership in 20 WAIGs, Upper Volta in 22, Niger in 25, Mali in 17, Mauritania in 12 and the Gambia in 10. Comparable figures for Cape Verde and Chad were not available.

In this subsection we deal with other participants in the Sahel whose activities are highly relevant to the future of CILSS/Club. First, the other donors, and particularly the French, are discussed; second, there is a review of other regional organizations in the Sahel who appear to have competing roles with CILSS.

1. Other Donors

The team, while traveling in the Sahel, had 18 meetings with the representatives of 11 bilateral and multilateral donors. Those resident in Ouagadougou were obviously familiar with CILSS. Their judgments were largely negative with one exception, the representative of a smaller donor whose reasons for supporting CILSS very much paralleled AID's. He pointed out that the Sahel regional concept facilitated dealings with his country's national assembly and was reinforced through the symbolism of a Sahelian counterpart. The other donors, to varying degrees, had soured on CILSS and cited its lack of mission and clear direction, and the sad state of its administrative and fiscal management. Again and again, they reverted to the fixation of CILSS members on the mobilization of additional funds as opposed to regional coordination and to the Sahelians'

unwillingness to make national concessions to regional concepts, i.e., to implement CILSS policies and recommendations. Most donors saw some hope in the new CILSS leadership team. One long-time donor observed that this was CILSS' last chance to make the reforms that would permit his country to continue its support.

In the other three Sahel countries, the team found the donor community had little interest and was not well informed regarding CILSS and -- with the exception of Bamako -- almost totally ignorant of INSAH. These representatives -- removed from Ouagadougou -- looked upon CILSS as only one of the multitude of West African regional organizations. Some seemed much more familiar with CEAO, WARDA and ECOWAS. What they knew of CILSS was generally more impressionistic than specific and almost always negative. The general attitude was to leave dealings with CILSS to their Ouagadougou colleagues or to their overseas headquarters. Virtually all assistance missions considered their role to be a bilateral one. In their programming discussions with the Sahel host country, they claimed, there had never been any references to CILSS policies and recommendations.

The team usually raised the recurrent cost issue. Donor representatives, often economists, were, of course, familiar with the problem. Some stated that they (rather than the Sahel host country) very much considered this aspect in the design of projects. Others felt that cost projections beyond the project termination date were the prerogative of the host country. Basically, the donor community outside of Ouagadougou holds no brief for CILSS and would accept news of its demise with equanimity and, in many cases, with a sense of relief.

2. French Assistance -- A Special Case

Both in State/AID and in Paris/Club, the team was informed that AID coordination with France had entered a new phase. France, traditionally the largest donor in the Sahelian region, had recognized that the area's needs far exceed its aid resources. France, therefore, was actively

seeking closer coordination of its African program with other donors, especially in the Sahel. The team met with a senior official of the Ministry of Finance in Paris who appeared supportive of closer cooperation. However, this change of policy evidently has not yet been translated into specific directives by Paris to its field missions. In three countries the team found French AID representatives disinterested, if not almost hostile. They felt that donor concertation was not desired by host governments (who preferred strictly one-on-one dealings with donors) nor necessarily useful as most French AID programs were elaborated by mixed French-host country commissions. Any changes, e.g., regular, national level donor meetings, etc. (unless convoked by the host government), would have to be mandated by Paris. Similarly, specific cooperation in support of CILSS actions would require a general directive from Paris. According to these representatives, to date no guidance from Paris had been received regarding any changes in the strictly bilateral approach of French assistance.

In the fourth country, a senior FAO official pointed to a close relationship with the donor community, especially USAID, and regular consultations down to the project level in some instances. The same official -- by his own admission -- had but very hazy notions regarding CILSS (which was never mentioned in local donor circles) and had never heard of INSAH. One characteristic that distinguished this representative from his colleagues in the other Sahel countries was his relative youth. The others were linked to France's colonial past, and as one mentioned, too old to change. Presumably, attrition will shortly bring a new French aid generation to the fore which, not fettered by the rigid legacy of the past, actively champions donor cooperation and concertation. Meanwhile, new guidelines by Paris could hasten the process. In a similar vein, France's commitment to the Club/CILSS also needs more backing by directives from Paris to its field missions, to take on concrete form. In the meantime, one can expect that most French AID operatives in Francophone Africa will continue to stress the dissimilarities between and among their countries as opposed to their common problems.

3. The Economic Community of West Africa (CEAO)

A major CILSS competitor is the Economic Community of West Africa (CEAO). Not only is its imposing headquarters in Ouagadougou virtually within walking distance of CILSS, whose quarters are notably more modest, but the two organizations were founded within weeks of each other. CILSS' first ministerial meeting took place in March 1973 in the Upper Voltan capital with five Sahelian countries in attendance (Senegal, Mali, Mauritania, Upper Volta and Niger). Shortly thereafter, the ministers were back in Ouagadougou, this time with representation from Ivory Coast, to found the CEAO.

The CEAO, in contrast to CILSS, is a supranational organization, i.e., its members have invested CEAO with authorities that the same members withheld from CILSS. The text of the CEAO Treaty opens with the statement that the six Presidents (including five from Sahelian countries) "Concerned for the promotion of the harmonious economic development of their States with a view to improving the standard of living of these populations, etc..." Title I "Fundamental Purpose and Objectives of the Community" states in Article Four that the member states "agree to jointly set up at the regional level an active policy of economic integration and cooperation, in particular with respect to the development of agriculture, cattle breeding, fisheries, industry, transportation, communications,... to develop the exchanges of agricultural and industrial projects between Member States... The Community shall constitute a regional economic unit and goods shall circulate without quantitative restrictions." Other provisions of the Treaty deal extensively with customs and tariff arrangements. Article 22 established within the Secretariat General an Office of Community Agricultural Development. CEAO's mandate parallels that of CILSS in striking fashion. For example, Article Two of the CEAO Treaty calls on the Secretary General of the Community to promote:

- In conjunction with the competent services and organizations of the Member States, scientific and technical research with respect to agriculture, agro-industry and food as well as the dissemination of their results.

- The coordination of the efforts in agricultural training, in particular through the more rational use of existing national organizations and the possible creation of specialized community organizations.
- The study and realization of national or pluri-national agricultural products likely to quantitatively improve the production of produce.
- The coordination of agricultural production and marketing programs, with respect to both the supply of the markets of the Member States and exports towards third countries.
- The study of common actions for developing the consumption of certain products, which actions shall be implemented by the Community Trade Promotion Office.
- The harmonization and application of the sanitary regulations with respect to products; and
- The study and harmonization of national policies with respect to the protection of flora and fauna.

In fulfilling these objectives, the Secretary General is to coordinate "the regional and international sources of financing which might intervene in the financing"

Organizationally, too, CEAO parallels CILSS. Through its Office of Community Agricultural Development, for example, it is charged with a variety of projects. For example, in the vital area of the production and marketing of cattle and meat products and by-products, that CEAO office is charged with:

- Implementing an integrated policy for the establishment of the conditions in which livestock is raised.
- Improving sanitary conditions.
- Creating or improving feeding and pasture areas.
- Simplifying administrative and tax regimes.
- Inventory of livestock.
- Setting of watering points.

Protocol after protocol of the CEAO Treaty empowers it to work in a variety of areas that CILSS considers within its mandate. Indeed, many of CILSS objectives and much of its vocabulary seems to have been inspired by CEAO, which started its planning in 1970 and whose broader mandate covers most of CILSS' goals.

4. The Problem of Proliferating Regional Institutions

All eight CILSS countries are members of the Economic Community of West African States (ECOWAS),⁸ another organization which hopes to harmonize policies and programs in most sectors, including agriculture. The organization has conducted various studies relevant to CILSS objectives (e.g., agriculture) for its geographical area which, of course, includes the Sahel countries.

Similarly, the eight CILSS countries are members of the West African Rice Association (WARDA). This center is well established and has created an effective research and information diffusion network. The cited ECA Report raises the question whether WARDA's infrastructure could not be used to extend its scope to cover other cereals (besides rice) like maize and millet, or at least those that are or could be inter-cropped with rice. Evidently, elevating WARDA to the major regional agricultural research center for the sub-region would largely invalidate the existence of INSAH. Suffice it to mention that at least Niger and Upper Volta belong to the Economic Community for Livestock and Meat (CEBV). Its purpose is the creation of links between the inland producers and coastal consumers/exporters.

All six Francophone CILSS members belong to the long established InterAfrican Committee for Water Studies (CIEH). Its objectives involve: compiling hydrological studies, facilitating the exchange of information between the member states, harmonizing regional studies, providing technical assistance and advise on wells, small items, boreholes, etc. CIEH has published some 200 studies, created a documentation center which houses 11,000 reference works, and has organized numerous seminars.

⁸ Proposals for strengthening Economic Integration in West Africa dated 1983, prepared by the United Nations Economic Commission for Africa and submitted to the Chairman, Heads of State and Government, Economic Community of West Africa States (ECOWAS).

This is not intended as an evaluation of sub-regional organizations. The foregoing detail was intended merely to draw attention to the great redundancy in CILSS members' 100-plus memberships in a vast array of overlapping, time-consuming and competing organizations. This represents not only a tremendous claim on members' sparse budgets but, equally important, on the attention of the small numbers of professionals and top officials. It has become a gigantic hureaucratic drag on Sahelian progress and, in effect, confuses rather than solves vital issues.

It appears justified to ask why CILSS was set up by the same players who established the CEAO. The answer is readily apparent and succinctly stated in the cited ECA study of West African Regional organizations: "It is evident that many countries still see intergovernmental organizations from the perception of receiving aid, rarely as vehicles for collective self-reliance." And in a somber reflection, the authors add "This perception has ominous implications for the effective operation of such organizations themselves." One could reason that if the existing organizations were successful in the administration of their mandates, an additional organization (CILSS) would be superfluous for the promotion of these same objectives. Conversely, if the existing organizations were/are unsuccessful, then the joining together of largely identical members under a new acronym hardly promised better results. Evidently what remains uppermost in the minds of the CILSS leadership is not regionalism and concerted development, coordination, cooperation and liaison, but attracting attention, sympathy and, above all, funds to the members countries in addition to -- not in lieu of -- existing bilateral assistance flows. CILSS is the expression of a political initiative by its members. The Club/CILSS has been highly successful in increasing assistance flows as evidenced by annual donor contributions of some \$1.5 billion to the area. It could be argued that CILSS is less needed than the Club for the solicitation of funds and its role as an agent and as a catalyst for regional development is certainly not a vital one. As has been pointed out above, if the will for regional coordinated development existed, there are more than enough organizations available to provide any required infrastructure.

IV. ANALYSIS OF THE SAHEL REGIONAL AID PROJECT (625-0911)

Although the previous chapter commented on aspects of AID's Sahel Regional Assistance project (625-0911), the analysis was primarily of the institutions and program directions which the project has helped to finance. This section focusses on the project itself, what it has contributed regionally to the Sahel in terms of resources, its achievements, deficiencies and constraints. The section ends with a discussion of two other recent evaluations of AID's Sahel program that bear on this analysis.

A. Summary of Resource Inputs

Before assessing project results in terms of the project's "logical framework" it may be useful to summarize the assistance extended to the CILSS/Club structure under Phase II of the Sahel regional aid project (625-0911). The total amount of \$6,647,000 breaks down as follows.

1. Club du Sahel

The allocation to this subproject of \$1,075 million corresponds to approximately \$375,000 per year (plus some pipeline funds) and is contributing to:

- The Club Secretariat by supplying a senior officer who occupies the position of Deputy Executive Secretary;
- Operating funds for the Secretariat's functioning; and
- Technical studies and missions sponsored by the Club in conjunction with CILSS. The titles and brief descriptions of approximately 260 interventions financed by AID from 1976-1983 are found in Annex D.

2. CILSS

This project provides \$2,767 million or an average annual contribution of \$700,000 to:

- The Secretariat for personnel and staffing costs;
- Experts assigned to Working Groups and for conferences;

- Supplies;
- Training of Sahelians;
- The National Committees (CONACILSS); and
- Special activities including financial management training and assessments of CILSS and INSAH.

3. INSAH

The sub-authorization provides a total of \$1.9 million, i.e., approximately \$475,000 per year, for:

- support of the Secretariat;
- conferences and seminars;
- commodities;
- data processing and technical assistance;
- local costs; and
- documentation center (RESADOC).

4. FAO

Phase II contributes \$900,000 corresponding to an average of \$225,000 per year for:

- Technical support (long and short-term) for CILSS/Club; and
- Technical support for USAID design studies.

B. Logical Framework*

This discussion is keyed to the Phase II Project Paper, Annex A "Logical Framework" and is reproduced immediately following this chapter.

*The numbering system used here follows the logical framework exactly.

A-4: Assumptions for Achieving Goal Inputs

- a. Validated in terms of sustained, large aid flows into the Sahel countries on a regionwide, bilateral basis; little evidence of a regional development program.
- b. Validated to the extent of continued lip service; little evidence of regional planning and coordination among CILSS countries.
- c. Validated - donors continue support of long-term development concept, but no donor (including AID) has made any specific long-term (15-20 years) commitment to any program or project.

A-1/A-2: Program or Sector Goals

The quality of life in the Sahel has shown little improvement, mainly due to renewed drought conditions and the high, unchecked birthrate which offsets the small advances in agricultural production and in the social overhead services sector. The time span to be measured is relatively short and the statistical bases too inexact to permit precise assessments. Available data indicate:

- a. No real p/c/i increase.
- b. Probably some reduction.
- c. Possibly some increase.
- d. Trend indicates 1% increase per year according to Club/CILSS, less according to the consensus of Sahelian Rural Development Ministries.⁹
- e. Probably some progress in urban areas, little, if any, in rural areas.

⁹Drought Control and Development in the Sahel, OECD/CILSS, October 1983

- f. No progress through development of drought-resistant species or techniques, but more efficient relief system in place (early warning, security stocks, improved distribution logistics).

B-4: Assumptions for Achieving Purpose

- a. There are examples of CILSS/Club having been catalysts in the elaboration of regional policies, e.g., cereals, forestry, etc. However, there are, at best, few examples of effectively applied or implemented regional policies/programs.
- b. The paucity of CILSS/Club-sponsored/inspired regional programs makes it difficult to validate this assumption.
- c. CILSS countries, at year-round meetings, seminars, workshops, colloquia, etc., continue to approve recommendations and conference proceedings. Theoretically they support program goals; however, in practical terms there is little implementation at the national level.
- d. Donors have continued their support through direct and in-kind (e.g., experts for working groups) contributions. Due to the steady devaluation of other currencies against the U.S. dollar, it is not possible to calculate precisely the proportion of the U.S. contribution to that of other donors. However, it does not appear that the 1:3,5 ratio projected in the Project Paper (PP) has been met.

B-1/B-2: Project Purpose

- a. No significant coordinated development projects as the direct result of CILSS/Club initiatives have been implemented; however, a substantial number of bilateral projects have been or are being executed which conform to CILSS/Club resolutions, though this was not a factor in their formulation.
- b. All CILSS countries subscribe to the priority of agricultural production and food self-sufficiency though there are insufficient

concentrations of resources (including foreign aid) on these priority sectors (op.cit.).

- c. There are fledgling attempts at donor cooperation in resource allocation, mostly informally at the national level and for specific programs. However, as the cited Club/CILSS document states "aid to the priority sectors remains modest. Less than 4.5% for rain fed farming and only 1.5% to ecology/forestry."
- d. AGRHYMET and INSAH have begun to coordinate some research and, to a lesser extent, development activities.
- e. There has recently been improvement in the payment of contributions; two member states remain in arrears. However, the amount of self-imposed contributions is insufficient to permit the institutions to operate efficiently.

PROJECT OUTPUTS

1. CILSS

Institutional Development

C-4: Assumptions for Achieving Outputs

- a. Donors have generally provided assistance on time; the fact that many contributions are made in-kind (direct payment of experts, etc.) and do not appear on the CILSS books, and the sharp devaluation of other currencies against the U.S. dollar, make it impossible to validate the U.S.: other donor ratio of 1:4 projected in the PP.
- b. Member states support for the CILSS organizations has been spotty; there is still little evidence of adherence to regional strategy in the sense of applying such strategies to the national development process.

C-1/C-2: Project Outputs

Institutional Development

- a.& b. There are several vacancies in the CILSS Sahelian and expatriate staffing pattern that may not be filled pending the new Executive Secretary's review of the organization's structure. Due to administrative shortcomings the staff, in recent times, has not been "fully functioning." CILSS has made good progress in meeting the objective of Africanizing its staff.
- c. Training has been received; results are described as uneven.
- d. Member states' five-year plans do not reflect adequate emphasis on CILSS priority sectors and are formulated without specific reference to CILSS regional strategies.

Diagnostic Activities

- a. According to the CILSS Executive Secretary, the sectoral studies (BPs) are largely completed with the exception of livestock.
- b. Underway.
- c. Project development has become largely a bilateral undertaking between the host countries and donors.
- d. CILSS has not yet succeeded in developing a macro-evaluation system.
- e. Such linkages exist in a limited way with respect to CILSS and, to a larger extent, in the case of INSAH.

2. Club du Sahel

C-4: Assumptions for Achieving Outputs

- a. Fully met.

b. Fully met although there are occasional delays.

c. Fully met.

C-1/C-2: Project Outputs

a. Fully met, core Club Secretariat has been expanded to four experts.

b. Fully met.

c. Met.

3. Sahel Institute (INSAH)

C-4: Assumptions for Achieving Outputs

a. Supply side of Sahelian personnel to be trained and retrained is less of a problem than deciding on appropriate training to be offered, and providing high-quality training. Funds continue to be in short supply.

b. Research cooperation from regional/member states has been very modest. Principal problems are lack of trained personnel and difficult communications, technical breakdowns.

c. Donor support continues to lag, and many priority projects go begging. Only about 30% of projects which INSAH has scheduled on its boards have found financing. Most donors seem to favor projects which have specific, tangible goals; donors tend to shy away from research and publication projects.

d. Member country support has not increased over time in any appreciable fashion. As a result of continuing drought crises, CILSS members tend to place low priorities on research-related activities. Until recently, INSAH has been viewed by members as poorly managed.

4. FAO

C-4: Assumptions for Achieving Outputs

- a. & b. Notwithstanding the priority given to the Sahel, FAO has found it difficult at times to provide timely technical assistance. The difficulties of identifying French-speaking experts available for Sahel-assignments and acceptable to all parties (CILSS/Club, host country, AID) will probably persist in the future.

C-1/C-2: Project Outputs

- a. Generally met, short-term experts have been provided but sometimes only after considerable delays.
- b. Generally met.
- c. There have been practically no requests from USAIDs for FAO assistance; in the few cases on record FAO has provided experts after some delays.

PROJECT INPUTS

1. CILSS

D-4: Assumptions for Providing Inputs

- a. Thus far valid.
- b. It has frequently been difficult for CILSS to attract competent Sahelian experts on account of:
- their relatively small numbers;

- reluctance, at times, by member governments, to release civil servants filling senior positions in technical fields;
- relative unattractiveness of CILSS pay scales/benefits; and
- perceived climate of instability and insecurity in Ouagadougou.

These conditions will presumably continue.

D-1/D-2: Project Inputs and Implementation Target

There have been deficiencies in the reporting system; the forthcoming activation of an AID-designed system for the fiscal management of AID contributions should resolve the problem for AID. However, overall budget and fiscal management requires considerable improvement. Regrettably, there seems no inclination to use the AID-format across-the-board.

2. INSAH

D-4: Assumptions for Providing Inputs

- a. Met; recruitment sometimes subject to delays.
- b. It has frequently been difficult for CILSS to attract competent Sahelian experts on account of:
 - their relatively small numbers;
 - government reluctance, at times, to release civil servants filling senior positions in technical fields; and
 - relative unattractiveness of CILSS pay scales and benefits.
- c. Met for donors, CILSS has been very slow in releasing budgeted funds to INSAH (as of June 1 only 11% of its 1984 funds had been received by INSAH from CILSS).

D-1/D-2: Project Inputs and Implementation Target

As in the case of CILSS, budget and fiscal management requires strengthening; there are few, if any, evaluation reports (as opposed to project audits) by other donors; minutes of the meetings of the various Councils are available.

3. Club Secretariat

D-4: Assumptions for Providing Inputs

a. Met.

b. Met.

D-1/D-2: Project Inputs and Implementation Target

a. through d.

Club Secretariat and OECD/DAC reporting, recordkeeping, proceedings of meetings and provision of fiscal data have been highly satisfactory. Not all donors are contributing to every effort and there are variations in annual funding levels. The great fluctuations in the value of non-dollar currencies introduces distortions into year-by-year comparisons of contributions. On the whole, other donors have met what they may consider their commitments although the U.S.:Other Donors ratio of contributions projected in PP IV.C. has not been fully achieved (on the basis of composite exchange rates during the period).

4. FAO

D-4: Assumptions for Providing Inputs

CILSS and member states clearly have continued requirements for technical assistance including FAO's.

D-1/D-2: Project Inputs and Implementation Target

- a. FAO's fiscal reporting system is being changed to a fully computerized format. Delays in information from the field and -- according to FAO -- failure of AID/W to provide guidance concerning its special requirements, in turn, have resulted in a delay of accounting data that meet AID's criteria. Due to the depreciation of other currencies vis-a-vis the U.S. dollar, FAO has experienced some difficulties in obtaining the contribution levels to its Sahel Fund from other donors projected in the PP Part IV B. Request from USAIDs for FAO design assistance have been minimal. FAO evaluation of projects in the CILSS context has been more in the nature of project audits than in accordance with the AID format.
- b. CILSS budget audits with respect to donor inputs are incomplete as they are limited to the often minor resources transferred to CILSS, i.e., they do not include direct payments by donors to and for technical experts, commodities conferences, etc.
- c. Working team reports prepared under FAO aegis have been prepared systematically and have been supplied to the CILSS Executive Secretariat for distribution.

C. Achievements, Deficiencies, Constraints

To date AID has been one of -- if not the -- most enthusiastic supporter of CILSS/Club and its associated objective of regional development. As discussed previously, the Sahel Program is a separate line item in the Foreign Assistance Act. The FAA, Sect. 121, speaks of the "development of the Sahelian Region" and mandates annual reports on the "integrated effort through the Club du Sahel," Sect. 119 refers to "international coordination for the planning and implementation of the program." In this perspective, leaving other considerations aside, AID needs the CILSS/Club structure as much as the latter needs AID. It bears repeating that CILSS/Club have had significant success in:

- Attracting attention and increased funds to the Sahel;

- Providing a vital forum for discussions and exchanges among and between Sahelians and donors;
- Authorizing important studies on Sahel drought and development related subjects; and
- Supplying specialized technical assistance for various program design and operational situations.

1. CILSS/Club

AID supports an efficient, lean operation in the Club. To the extent that it is a vital underpinning of the Congressional Sahel legislation, AID's contribution is clearly justified. Measured against the US \$100 million plus annual Sahel effort, the annual \$.375 million contribution comes to less than 1/2%. AID has financed a large number of conferences, working groups, study missions, etc. These, by all appearances, have been conducted professionally, and have resulted in a great accretion to the Sahel-related body of knowledge. Another part of this report addresses the problem that these many conferences and studies have resulted in relatively few actions by the intended Sahel beneficiaries. They have also, in important respects, not been reflected in the donors' assistance policies and emphases (e.g., the assistance allocated to the vital forestry/ecology sector, designated a priority by CILSS, remains at 1.5% of total flows). These failings -- particularly of the Sahelians who, in the cited case evidently did not insist on greater allocations to forestry -- generated a Club recommendation for obtaining greater Sahelian commitments to national actions. The need to assure the functioning of the Club Secretariat and the hope/expectation that a restructured CILSS will be a catalyst for more concerted Sahelian development, make a case for continued AID funding at approximately the present level. The team believes that the funds reserved for studies, conferences, etc., should be titled to CILSS to give that institution (once it has decided on its reorganization) a heightened profile. This would not preclude the Club's acting as CILSS' executive agent in this domain, the change would essentially be a cosmetic one. There is a nascent climate in CILSS of rivalry, not to say jealousy vis-a-vis the better endowed, more comfortably officed Club. The Executive Secretary stated that he intended

"to make CILSS over in the image of the Club." Possibly, cross secondments of personnel between the Club and CILSS might mitigate potential frictions. Club/CILSS like to refer to themselves as the two sides of one coin. The presence of an African face in the Paris Secretariat might give more visual expression to that symbiosis.

2. INSAH

An evaluation of developments in the light of the Logical Framework indicates that AID's project has made major contributions toward laying the groundwork for future achievements. Staff, training, equipment and funds are indispensable prerequisites for any successful efforts. As pointed out, the problem of INSAH's mandate, administrative weaknesses and poor support by CILSS have delayed tangible results. The recent arrival of a new Director General and of a new CILSS leadership team give hope for a more focussed, streamlined approach. The need for a clear delineation of tasks between CILSS/Club/INSAH has been discussed previously.

Research, by its nature, is a slow, long-range undertaking. Early results should never have been expected. The returns of INSAH's potential for contributions in this field are not yet in. The team believes that AID funding should continue at approximately the present level on the assumptions that (a) CILSS/INSAH will define meaningful research mandates; (b) such mandates will be complementary to those of other West African organizations (with membership by CILSS countries); and (c) the limitation of research efforts to the territories of the eight CILSS countries remains justified.

AID should also face up to the dichotomy introduced by INSAH's operational involvement in the largely AID-funded demographic project (INSAH's largest activity). Simultaneously, there seems to be -- particularly among donors -- a belief that INSAH should not be an operational entity but concentrate on research collection, synthesizing, dissemination, retrieval and communications.

3. FAO

The team's findings are discussed under this heading.

D. Sahel Management Assessment Team (SMAT)

AID commissioned an independent assessment of the management of the Sahel development program during the period October 1983-March 1984. While its focus was primarily on AID's efforts, the report necessarily also addressed the CILSS setting, a major underpinning of AID's Sahel program.

SMAT comments rather critically on the relationship between USAID missions and CILSS, "What comments missions do generate have a tendency to be negative and critical." Conversely, the report notes, in chiding USAID missions, "little attention is paid to the marked progress within the CILSS organization in particular its Executive Secretariat" and continues "The CILSS/Club cooperation has evolved through working groups, colloquia, and ad hoc seminars, producing policy papers and outlines on many fundamental topics The CILSS Secretariat is changing its mode of operation by refraining from project management and solicitation of donor support for individual projects. The principal emphasis is shifting to policy formulation and research, support of member country-donor dialogues, and engagement of short-term expert support."

The team agrees with SMAT's conclusions that USAID missions have a negative image of CILSS and would add that, unfortunately, this, in turn, largely reflects the perceptions of their host countries. The cited SMAT passage speaks eloquently of "working groups, colloquia, ad hoc seminars, policy papers, outlines, etc., on many fundamental topics" What USAID missions perceive -- as has the Club -- is the lack of interest by CILSS members to conform their development policies and projects, their priorities and allocations to the results of the CILSS round-robins of "palavers," to use the term frequently employed by critical donors. The SMAT report contains a specific recommendation to promote greater USAID-CILSS interaction: that the Sahel Mission Directors' Council invite the CILSS Minister Coordinator and

the CILSS and Club Executive Secretaries (along with the hosting country Minister of Rural Development) to the next-scheduled SMDC meeting and to annual meetings thereafter. The team fully supports the recommendation's basic intent to achieve greater USAID-CILSS cooperation. However, it has two reservations. Other donors also have periodic meetings of their Sahel representatives either in West Africa or in the metropole. Generally speaking, their field representations are even more indifferent, not to say outright disparaging, to CILSS. Thus, the SMAT recommendation should be extended to apply to all periodic donor conclaves. Whether the benefits of these additional travels outweigh the generally agreed-on priority need for the CILSS Executive Secretary to reduce travel and time away from his desk would need to be carefully examined. Another point, addressed in more detail elsewhere, is the relative impotence of most Rural Development Ministers to bring about changes in plans, policies, and allocations in view of their comparatively narrow mandates. Portfolios such as Finance, Plan, National Economy -- depending on the country -- would need to be represented in addition to or in lieu of Rural Development. Otherwise, the result of the SMDC meetings, in terms of CILSS-oriented actions, will be the same as that of other working groups, seminars, colloquia, etc.

The team submits that the task of briefing SMDC on CILSS policies, and on specific recommendations to be implemented by CILSS members on the national level, can be performed by the AID CILSS liaison officer. The SMDC can use this presentation as the basis for discussing the role USAID missions can play in advancing CILSS objectives. This will enable SMDC members to consider the CILSS context in their program formulations and in dialogues with the host country. Conversely, the AID CILSS liaison officer can report to the CILSS Executive Secretary the reactions, constructive criticisms and contemplated actions of the SMDC members. As an ancillary benefit, this approach would enhance the role and prestige and, presumably, the influence of the AID CILSS liaison officer, with the CILSS Executive Secretariat.

In a second recommendation, the SMAT report advocates that the AID liaison officers to the CILSS and Club Secretariats explore with their respective counterparts, a number of management improvements for consideration by the CILSS Secretariat and lists as examples the areas of staffing, budget management, and standardization of 'expert' positions.

The team fully concurs with SMATs perceptive identification of areas within the Executive Secretariat in need of priority attention. These problems and issues are cited in other parts of this report. The new CILSS Executive Secretary has stated his intention to revamp the Secretariat to conform with the CILSS mandate upon its (re)definition. Pending formulation of the new policies, it may be appropriate for the donor community to take a wait-and-see attitude permitting the Executive Secretary to exercise his own initiative. This, of course, does not preclude discussion of problems in the context of the on-going Club/CILSS/donor dialogue. As reported, there is a possibility that IBRD may provide technical assistance to the CILSS effort to restructure its mandate and administration. IBRD would undoubtedly be in a better position to counsel "strong medicine" than bilateral donors. IBRD's decision will be taken after a study of the reform agenda that the CILSS Executive Secretary will present in Washington in September 1984.

E. The Irvin Report

In 1981, Mr. Thomas C. Irvin prepared an assessment of the Executive Secretariat of CILSS. The report was based on a study of the Ouagadougou organization from October 21-November 25, 1981. Its emphasis was on "Organizational and Operational Practices and Procedures." In his discussion, Mr. Irvin states:

"What the Secretariat needs to address now ... is the role that it could and should play as the development process ... goes forward at national levels under the regional strategy approved by the Council of Ministers."

To this end, the report formulated a number of recommendations and suggested approaches:

1. Change the frequency of Council of Ministers meetings from two to one meeting a year. This action has been taken.
2. Develop terms of reference for the employment of foreign and Sahelian experts with a view to standardizing conditions of assignment and of benefits. Little, if anything, has been done in this field since the completion of Mr. Irvin's report. A study prepared by a former senior international official apparently was not completed satisfactorily.

3. Tighten budget controls and cost projections and focus on lagging member contributions including Chad's special problems.

The team is not in a position to draw detailed comparisons between fiscal situations in 1981 and 1984. Clearly, whatever progress may have been achieved in the field of financial/budgetary management is not adequate and additional efforts are required. While travel (a particular point of criticism in Mr. Irvin's report) may have been somewhat curtailed, considerable additional reductions appear indicated. The Chad arrears remain unresolved. However, other members with the exception of Mauritania, have cleared up past arrears. Thus, important progress can be noted.

4. Give top priority to the completion of the bilans de programme (BP). A major achievement can be recorded as all BPs, with the exception of livestock, have been completed according to the Executive Secretary.

5. Reorganize CILSS by separating planning and operational responsibilities. Upon completion of the BP, their coordination with member countries should be entrusted to the present Division for Coordination with Non-Government Agencies to be renamed Division for National Operations and Liaison (DNOL). Concurrently, part of the Division of Program and Project's experts would be transferred to DNOL.

No such reorganization has been undertaken or appears to be under active discussion. In any event, administration changes appear premature pending clarification of the use to which the completed BP exercise is to be put.

6. Mr. Irvin conceptualizes major interactions between CILSS/DNOL and the CONACILSS apparatus based on the completed BP, leading eventually to national donor conferences (round tables). Projects to be discussed would be presented in the form of the joint CILSS/Project Identification Document (PID).

Little progress appears to have been made in bringing CONACILSS and their secretariats up to the level of organization and responsibilities envisaged -- in considerable detail -- by the Irvin report. In fact, the team, in meetings with national planners and those (nominally) responsible for CONACILSS, has seen no evidence of any real interest on the part of member countries in active participation by CILSS in their planning and prioritizing efforts. This raises the question of just what importance CILSS members will accord to BPs, and especially to conclusions that do not conform to their present national development plans. Club du Sahel documents underline repeatedly that national plan emphases, in terms of funding allocations, generally fail to reflect the priorities agreed on in the CILSS meetings. In passing, it might be noted that the CILSS Executive Secretariat could not respond to the team's request for a sample PID. Its personnel and the senior planning officials of CILSS member countries contacted by the team seemed totally unfamiliar with the PID form. In summary, Mr. Irvin's recommendations may remain desirable targets for the future. CILSS' forthcoming reform of its mandate and organization will show whether they are practical and achievable.

* * *

This concludes the discussion on the Sahel project. On the following pages, the Logical Framework is presented. Following this are the annexes to this report.

LOGICAL FRAMEWORK

**ANNEX A
PROJECT DESIGN SUMMARY (REVISED)
LOGICAL FRAMEWORK**

Life of Project:
From FY 78 to FY 84
Total U.S. Funding \$12,724
Date Prepared: May 1981

Project Title & Number: BNZL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	KEY ASSUMPTIONS
<p>Program or Sector Goals: The broader objectives to which this project contributes: (A-1)</p> <p>To improve the quality of life of the Sahelian rural poor through sustained economic growth and improved living conditions while maintaining a stable ecological balance in the region.</p>	<p>Measures of Goal Achievement: (A-2)</p> <ul style="list-style-type: none"> a) Increased real per capita income. b) Reduced infant mortality and morbidity. c) Increased life expectancy d) Increased food grain production. e) Improved nutrition. f) Reduced region's vulnerability to periodic drought. 	<p>(A-3)</p> <ul style="list-style-type: none"> a) Annual data on National accounts. b) Demographic data. c) Food production distribution and security. d) Nutrition and food consumption surveys. e) Reduced level of emergency assistance requirements in the future. 	<p>Assumptions for Achieving Goal Inputs: (A-4)</p> <ul style="list-style-type: none"> a) The volume and pace of the regional development program will be maintained. b) Member states continue to support the concept of regional planning and coordination. c) Donor community continues to support long-term development program.

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK (REVISED)**

Life of Project:
From FY 78 to FY 84
Total U.S. Funding \$12,724
Date Prepared: May 1981

Project Title & Number: SAHEL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose: (B-1)</p> <p>To coordinate development activities in the Sahel and to strengthen Sahelian development planning and programming capability.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status: (B-2)</p> <ul style="list-style-type: none"> a) Significant development projects implemented. b) Priorities established by host governments and planning in process for future projects. c) Donor cooperation in resource allocation for above activities through regional coordinating institutions and host governments. d) Sahelian organizations functioning as coordinators of research and development activities. e) Continued member state contributions to Sahelian regional coordinating institutions. 	<p>(B 3)</p> <ul style="list-style-type: none"> a) Annual review of regional coordination organizations as reflected in budget and program documents, audit reports and plans of work. b) Annual review of regional program reports/budget records and individual project evaluation. c) Review of minutes of meetings of donor and member states with regional coordinating organizations. d) Review of host governments' five year plans for consistency with the development strategy. 	<p>Assumptions for Achieving Purpose: (B-4)</p> <ul style="list-style-type: none"> a) The coordinating institutions develop effective regional programs. b) Regional programs reinforce the programs and projects of member states. c) Continued member countries' adherence to program goals. d) Continued donor support for Sahel Development Program.

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK (REVISED)**

Life of Project: _____
 From FY 78 to FY 84
 Total U.S. Funding \$12,724
 Date Prepared: May 1981

Project Title & Number: SARL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1)</p> <p>1. <u>CILSS Institutional Development</u></p> <p>a) Trained, qualified African staff on board in key management/technical slots.</p> <p>b) Expatriate staff serving in advisory capacity.</p> <p>c) Integration of CILSS planning and program activities with member states.</p> <p>2. <u>CILSS Diagnostic Activities</u></p> <p>a) Refinement of common development strategy for the region.</p> <p>b) Planned and designed development projects.</p> <p>c) Utilize first generation studies to prepare future projects.</p> <p>d) Development of macro-evaluation system.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>1. <u>Institutional Development</u></p> <p>a) fully functioning Africanized staff with 9 expatriate technical advisors.</p> <p>b) 21 professional indigenous members of CILSS staff.</p> <p>c) Two documentalists have received short-term training.</p> <p>d) Member states' five-year plans consistent with CILSS regional strategy.</p> <p>2. <u>Diagnostic Activities</u></p> <p>b) Studies and planning activities which will identify, document and evaluate data and information regarding first generation projects and planning for future projects in (1) Agriculture (2) Livestock (3) Fisheries (4) Ecology and Forestry (5) Human Resources and (6) Transport.</p>	<p>(C-3)</p> <p>a) Annual meetings with each donor to review present and planned contributions to development projects.</p> <p>b) Informal meetings with donors and appropriate member state representatives for planning and review purposes.</p> <p>c) Feedback from documents developed through macro-evaluation system.</p> <p>d) Dissemination of documents by technical documentation center.</p>	<p>Assumptions for Achieving Outputs: (C-4)</p> <p>a) Donor inputs are provided on a timely basis.</p> <p>b) Member states support coordinating organization and adhere to regional strategy.</p>

43

**PROJECT DESIGN SUMMARY
 LOGICAL FRAMEWORK (REVISED)**

Life of Project:
 From FY 78 to FY 84
 Total U.S. Funding \$12,724
 Date Prepared: May 1981

Project Title & Number: SAHEL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1)</p>	<p>Magnitude of Outputs: (C-2)</p> <ul style="list-style-type: none"> b) Revision of comprehensive strategy based on integration of above components. c) Number of future projects developed by member states and regional coordinating institutions. d) Cost effective, functioning macro-evaluation system. e) Linkages established with research institutes, universities and national research institutes both within and outside the Sahel. 	<p>(C-3)</p>	<p>Assumptions for Achieving Outputs: (C-4)</p>

1

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK (REVISED)

Life of Project:
From FY 78 to FY 84
Total U.S. Funding \$12,724
Date Prepared: May 1981

Project Title & Number: SAHEL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1)</p> <p><u>Club du Sahel</u></p> <p>a) Stimulate and promote cooperation among international donors for regional planning and sustained development assistance to CILSS, Sahel regional institutions and member states.</p> <p>b) Provide a forum for Sahelian states to outline their policies, programs and priorities for long-term development.</p> <p>c) Assist CILSS and member states in mobilization of resources in support of the development program and in planning for future projects.</p> <p>d) Strengthened capacity of Africans to undertake regional and national planning and programming through CILSS and national committees.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>a) Core club secretariat (comprised of three technicians supported by donors) transmits systematic and objective assessment to donor community of types and magnitude of resources needed for both specific projects and long-term development of the Sahel.</p> <p>b) Periodic meeting of the Club du Sahel and donor participation in bi-monthly meetings of the Working Group Teams.</p> <p>c) Club secretariat providing short term technical assistance to CILSS and mobilizing donor support for regional and national planning institutions.</p>	<p>(C-3)</p> <p>a) Minutes of meetings of Club du Sahel, CILSS and Institute of Sahel.</p> <p>b) Minutes of meetings of CILSS Council of Ministers.</p> <p>c) Club Annual Reports and annual reports of bilateral and multilateral donors.</p> <p>d) Annual Club budget and programming documents and results of evaluation studies.</p>	<p>Assumptions for Achieving Outputs: (C-4)</p> <p>a) Sustained donor support.</p> <p>b) Donors able to recruit required technical assistance.</p> <p>c) Member state commitment to Club program evidenced by contributions and seconded personnel.</p>

**PROJECT DESIGN SUMMARY
LITHICAL PROGRAMS (REVISED)**

Title of Project:
From FY 78 to FY 84
Total U.S. Funding: \$12,724
Date Prepared: May 1981

Project Title & Number: SAHEL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE REPORT	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Project Outputs: (C-1) <u>Institute of the Sahel</u></p> <p>a) Fully functioning institute with all administrative and technical positions filled by Africans and research positions partially by Africans and expatriate research advisors as needed.</p> <p>b) Administrative Council, Scientific and Technical Council and Consultative Council established and functioning.</p> <p>c) Documentation Center functioning.</p> <p>d) Research information dissemination system established and functioning.</p> <p>e) Analytic inventory of Sahelian institutions completed; training of Sahelian researchers and technicians underway.</p> <p>f) Demographic research program developed and underway.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>a) Thirty trained, qualified African research, technical and administrative personnel and three expatriate advisors on board.</p> <p>b) System developed to coordinate, harmonize and promote research programs of national research institutions.</p> <p>c) Five full-time African personnel on board, national documentation policies harmonized and coordinated and the training of Sahelian documentalists will be promoted through a cooperative program with IIAI in Dakar.</p> <p>d) Systematic intake of research findings, documents and reports through cooperation with documentation centers in member states, African research centers and overseas documentation centers; system to move from manual to automated processing of documents; and system developed to disseminate bibliographic information to member states and national and regional documentation centers.</p>	<p>(C-3)</p> <p>a) Institute Annual Reports.</p> <p>b) AID evaluation of project implementation activities.</p> <p>c) Annual reports of national research and training institutes.</p>	<p>Assumptions for Achieving Outputs: (C-4)</p> <p>a) Sufficient number of Sahelian personnel available to be trained and retained.</p> <p>b) Regional/member state research cooperation mobilized and sustained.</p> <p>c) Continuation of donor support.</p> <p>d) Member country support is increased over time.</p>

**PROJECT DESIGN SUMMARY
LITERICAL FRAMEWORK (REVISED)**

Life of Project:
 From FY 78 to FY 84
 Total U.S. Funding \$12,724
 Date Prepared: May 1981

Project Title & Number: SAHEL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUPPORT	SUBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPLICIT ASSUMPTIONS
<p>Project Outputs: (C-1)</p> <p><u>FAO</u></p> <p>a) Reinforce the CILSS Secretariat and the Institute through technical assistance.</p> <p>b) Participate in Working Group Teams.</p> <p>c) Participate in or led joint AID/FAO or multi-donor design teams.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>a) Provision of short-term experts from FAO to CILSS Secretariat.</p> <p>b) Provision of short-term consultants as members of Working Groups for fisheries, live-stock and crop production.</p> <p>c) Responsiveness to AID requests for FAO participation on joint design missions.</p>	<p>(C-3)</p> <p>a) FAO annual and budget reports.</p> <p>b) CILSS and Institute annual reports.</p> <p>c) Minutes of Working Group meetings.</p> <p>d) Published PIDs, PPs and other design documents.</p>	<p>Assumptions for Achieving Outputs: (C-4)</p> <p>a) FAO will continue to give priority to the Sahel.</p> <p>b) Qualified FAO long and short term consultants provided on schedule.</p>

A-7

PROJECT DESIGN SUMMARY
 (REVISED)

Life of Project: _____
 From FY 78 to FY 84
 Total U.S. Funding \$12,774
 Date Prepared: May 1981

Project Title & Number: SAHEL REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1)</p> <p>A. <u>CILSS</u></p> <p>Technical Assistance Commodities and Local Costs</p> <p>D. <u>Institute of the Sahel</u></p> <p>Technical Assistance Commodities and Other Costs</p>	<p>Implementation Target (Type and Quantity): (D-2)</p> <p>See Financial Plan Part IV D.</p> <p>See Financial Plan Part IV E.</p>	<p>(D-3)</p> <p>Annual audit and budget reports; review and macro-evaluation documents.</p> <p>Annual budgets, audit reports, evaluation reports of donors, minutes of meetings of Administrative Council of Scientific and Technical Council and Consultative Council.</p>	<p>Assumptions for Providing Inputs: (D-4)</p> <p>a) Donor inputs will continue according to plan.</p> <p>b) Qualified technical personnel can be recruited from Sahelian countries.</p> <p>a) Qualified technical consultants and advisors can be recruited by donors.</p> <p>b) Qualified African administrators, technicians and research personnel can be recruited and retained.</p> <p>c) Donor and host country inputs will be provided according to schedule.</p>

PROJECT DESIGN SUMMARY
 TECHNICAL FRAMEWORK (REVISED)

Life of Project:
 From FY 70 to FY 84
 Total U.S. Funding \$12,774
 Date Prepared: May 1981

Project Title & Number: SAHRI, REGIONAL AID COORDINATION & PLANNING 625-0911

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project (D-1)</p> <p>C. <u>Club Secretariat</u></p> <p>Technical Assistance Other Costs</p>	<p>Implementation Target (Type and Quantity): (D-2)</p> <p>See Financial Plan Part IV C.</p>	<p>(C-3)</p> <p>a) See annual budgets, audit reports of donors and implementing institutions.</p> <p>b) OECD/DAC reports.</p> <p>c) Minutes of meetings of Club du Sahel.</p> <p>d) Minutes of meetings of Working Group teams.</p>	<p>Assumptions for Providing Inputs: (D-4)</p> <p>a) Inputs from all sources will be provided according to schedule.</p> <p>b) Other donors support to Club Secretariat is forthcoming.</p>
<p>D. <u>FAO</u></p> <p>Technical Assistance Other Costs</p>	<p>See Financial Plan Part IV B.</p>	<p>a) FAO budget statements evaluation reports.</p> <p>b) CILSS budget audits.</p> <p>c) Working Team reports.</p>	<p>CILSS¹ and member states¹ continued requirement for FAO assistance.</p>

A-9

ANNEXES

- ANNEX A: Evaluation Resource Personnel
- ANNEX B: List of Club/CILSS Studies
- ANNEX C: West African Intergovernmental Organizations
- ANNEX D: The Activities of the Club Du Sahel Funded
By USAID, 1976 - 1983

ANNEX A: EVALUATION RESOURCE PERSONNEL

93

EVALUATION RESOURCE PERSONS

DeLattre, Anne	Director, Club du Sahel Secretariat
Soos, Helen	AID/AFR
Slocum, Glenn	AID/AFR
Pippit, Cameron	AID/AFR
Rosenthal, Irving	AID/Eval. (formerly FAO Liaison Officer and Director USAID/Niger)
Dash, Larry	Chief, SDPT
Fell, Arthur	Depty. Director, Club du Sahel Secretariat
Ba Toure, Rokia	INSAH, Director, Communications Division
Tesha, Patrick V.	FAO, Project Operations Officer
Brah, Dr. Mahamane	CILSS, Executive Secretary
Sall, Alioune	CILSS, Director Human Resources Division
Drabo, A.S.	CILSS, Director, Projects and Programs Division
Barry, Dr. Sitta	CILSS, Livestock Section
Raymond, Max	CILSS, Agricultural Production Section
Pierce, Thomas	CILSS, Forestry/Ecology Section
Diallo, Dr. Moulaye	CILSS, Forestry/Ecology Section
Kaboré, Francois	CILSS, Water Resoueces Unit
Coulibaly, Lassana	CILSS, Forestry/Ecology Section
Abba, Dr. Salomon	CILSS, Director Administrative and Financial Services Division
Tangara, Moussa	CILSS, Accounting Division
North, Haven	AID/Evaluation (formerly Dept. Asst. Admin. AID/AFR)
Johnson, Jay	AID, Dept. Asst. Admin., Africa
Sherwin, Walter	AID, Depty. Director AFR/Reg.
Slattery, Jack	AID, Prof. Mgr. AFR/Reg.
Chandler, Dennis	AID, Director AFR
Gritzner, Dr. Jeffrey A.	NAS, Office of International Affairs
Corillon, Carol	NAS, Office of International Affairs
McSwain, Arlen	AID, Proj. Mgr. AFR/Reg.
Cox, Cyril	AID, Fin. Mgt.
Roush James	Consultant, Member, SMAT Team
Kaiser, James	CILSS, Evaluation Unit
Perkins Edward	State, Director, Office of West African Affairs
Bishop, James	State, Deputy Assistant Secretary AF
Lyman, Princeton	State, Deputy Assistant Secretary AF
Shear, David	AID (Ret'd.) Former Director Sahel Program&USAID/Senegal
Steeds, David	IBRD, West Africa Region
Dengowski, Don	OECD/DAC, Paris
Poats, Rutherford	OECD/DAC, US Representative, Paris
Garneau, Yves	Club du Sahel Secretariat, Paris
Clement, Jean	Ministry of Cooperation, Paris
Rouge, J.	Deputy Director, Treasury, Min. Fin., Paris
De Mercken, Beaudoin	USAID/UV, CILSS Liaison Officer
Melaven, Emerson	USAID/UV, Director
Heilman, Lawrence	USAID/UV, Deputy Director
Stanford, J.C.	USAID/UV, Controller
Becker, John A.	USAID/UV, Food and Ag. Officer
Smith, Dwight	USAID/UV, Food and Ag. Division
Pettitat,	Swiss Embassy, Ouagadougou
Vander Hoek, Dick C.	Netherlands Embassy, Sahel Coordinator Ouadadougou

Evaluation Resource Persons (Cont'd.)

Champignon, J. Akilou, Dr. Ali Ibrahim, Dr. Toubo Ali Saley, Moussa Bokhar, Dr. Kolo Mawddour, Ismael El Hadj, Omar	FAC, Diputy Director, Ouagadougou CONCILSS, Niger Minister Rural Development, Niger Director INRAN, Niger AGRYHMET, Niamey Ministry of Rural Development, IPM Project Secretary General, Ministry of Plan., Niger
Casey, William R. Snyder, Jesse L. Dogget, Clinton Fessenden, Abby McDuffie, Pat Stallsmith, Brooke Gervais, Maurice Chauinard, J.L. Geffard, J-P Bartlome, Ernst Walker, Julius Pringle, Robert Rogerson, R.	American Ambassador, Niger Act. Director, USAID/Niger Program Office, USAID/Niger Program Officer, USAID/Niger Project Manager, USAID/Niger Project Manager, USAID/Niger Representative, IBRD, Niger Representative, CIDA, Niger FAC, Niger Citibank, Director Gen., Niger American Ambassador, Upper Volta Depty. Chief of Mission, Upper Volta Representative, IBRD, Upper Volta
Borg Parker Donnelly, S. Wilson, David Anderson, James Huddleston, Robert Diller, John Simmons, Emmy Jones, Barbara Dickey, James Thomas, Reuben Konate, Mady Traoré, Conde M-T Mme Thiam, Dr. Babaly Gadiaga Rea, Sam Rifkin, Norman Schlesinger, Joel Stagliano, Vito White, Dr. Michael Cuellar, Alfredo Le Bloas, Jean J. Peterson, John M. Balis, John McAllister, Robert Damon, Jacqueline	American Ambassador, Mali Deputy Chief of Mission, Mali Director, USAID/Mali Deputy Director, USAID/Mali Program Office, USAID/Mali SDPT SDPT Liaison Officer INSAH, USAID/Mali SDPT Executive Secretary, INSAH Director, Administration INSAH Asst. Director, INSAH/REDASOL INSAH/Demographic Project Accounting Dir., INSAH Program Officer, USAID/Senegal None-Project Director (formerly SDPT) USAID/Senegal Project Development Division, USAID/Senegal River Basin Division (formerly CILSS) USAID/Senegal Health/Pop. Officer (formerly CILSS) USAID/Senegal River Basin Division, USAID/Senegal River Basin Division (formerly CILSS) USAID/Senegal Reg. Crop Protection Proj., USAID/Senegal Food and Ag. Officer, USAID/Senegal Food and Ag. Office, USAID/Senegal Joint Econ. Unit Emb./USAID, Senegal
Fourgeaud, Phillippe McAdams, David	FAC, Senegal UNDP Representative, Senegal

Evaluation Resource Persons (Cont'd.)

Slothower, G.	EEC Mission, Senegal
Ben Kheder, Mohammed	FAO Representative, Senegal
Sar, Dr. Samba Cor	FAO Asst. Dir. Gen. (Africa) Retired, Dakar
Trojano, Ugo	Italian Embassy, Senegal
Fuijawara, Masaya	Japanese Embassy, Senegal
Amar, Sangoné	IBRD Mission, Senegal
Falilou Mbacke, Gueye	Secretary General, Min. Rural Development, Senegal
Chaik, Kébé	Secretary General, Min. of Plan., Senegal
El Hadj, Tidiane Sy.	Director, School of Public Administration, Senegal
Kleefeld, Dr. Conrad	Advisor, Ministry of Plan., Senegal
Bingen, Dr. James	Chief of Party, ISRAN (ex. SDPT) Senegal
Fenwick, Millicent	American Ambassador, FAO, Rome
Furman, Allan R.	AID Liaison Officer, FAO, Rome
Ahdab, Hisham	Chief FAO/Forestry Dept., Rome
Tesha, Patrick V.	FAO, Forestry Dept., Rome
Van de Walle, Bruno	Chief, Food Security Program, Rome
Beringer, C.	FAO, Director Field Program Division, Rome
Bitar, A. R.	OIC, FAO, Special Programs, Rome
Lehel, J. T.	FAO, Project Division, Rome
Taka, T.	Chief, FAO, Regional Bureau for Africa, Rome
Bonte-Triedheim, C.H.	FAO, Director Ag. Operations Division, Rome
Siry, L. W.	Chief, W. Africa Operations, FAC, Rome
McLean, Dennis	Chief, Accounts Div., FAO, Rome
Coullet, G.	Accounts Div., FAO, Rome
Kojima,	Director FAO Fisheries Service, Rome
Blessick, D. Mrs.	FAO Fisheries Dept., Rome
Di Vecchia, A.V.	Italian Min. of Foreign Affairs, Rome

ANNEX B: LIST OF CLUB/CILSS STUDIES

CLUB DU SAHEL
OCDE
2 rue André Pascal
Paris 16ème
France

CILSS
BP 7049
Ouagadougou
Haute-Volta

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- III. ETUDES SECTORIELLES
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 - Production agricole
Agricultural Production
 - Hydraulique
Hydraulics
 - Pêches
Fisheries
 - Transports
Transportation
 - Energie
Energy
 - Santé
Health
 - Ressources Humaines
Human Resources
 - Elevage
Livestock
 - Recherche
Research
- IV. DEMOGRAPHIE ET STATISTIQUES
STATISTICS AND DEMOGRAPHY
- V. EVALUATIONS
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78

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FORESTS AND FORESTRY IN THE SAHEL : THE GAMBIA
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DEVELOPMENT OF RAINFED AGRICULTURE IN THE SAHEL, Overview
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 - (2) Rapport technique/technical Report

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123

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128

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ANNEX C: WEST AFRICAN INTERGOVERNMENTAL ORGANIZATIONS

Table 3.1 - Date of creation and composition of West African Intergovernmental Organizations.

Organization	Date of Creation	Tot. No. of memb.	No. of memb. from W/Africa	Members
A. Multilateral IGOs Whose members are exclusively from West Africa				
1. Council of understanding	1969	5	5	Benin, Ivory Coast, Niger, Togo, Upper Volta
2. Organisation for co-ordination and co-operation in the Fight Against Endemic Disease (OCCGE)	1960	8	8	Benin, Ivory Coast, Mali, Mauritania, Niger, Senegal, Togo, Upper Volta.
3. Central Bank of West African States (BCEAO)	1962	6	6	Benin, Ivory Coast, Niger, Senegal, Togo, Upper Volta
4. Authority for the Integrated Development of the Liptako-Gourma Region	1970	3	3	Mali, Niger, Upper Volta
5. Economic Community for Livestock and Meat CEBV	1970	5	5	Benin, Ivory Coast, Niger, Togo, Upper Volta
6. West African Rice Development Association (WARDA)	1970	14	14	Benin, Gambia, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo, Upper Volta

	Organization	Date of Creation	Tot. No. of memb.	No. of memb. from W/Africa	Members
7.	Economic Community of West Africa (CEAO)	1972 (but dates back to the UDAO created in 1960)	6	6	Ivory Coast, Mali, Mauritania Niger, Senegal, Upper Volta
8.	Organisation for the development of the Senegal River (OMVG)	1972 (but dates back to the OERS)	3	3	Mali, Mauritania, Senegal
9.	West African Development Bank (BOAD)	1972	6	6	Benin, Ivory Coast, Niger, Senegal, Togo, Upper Volta
10.	West African Health Community (WAHC)	1972	6	6	Gambia, Ghana, Guinea, Liberia, Nigeria, Sierra Leone
11.	Mano River Union (MRU)	1973	3	3	Guinea, Liberia, Sierra Leone
12.	West African Monetary Union (UMOA)	1973	6	6	Benin, Ivory Coast, Niger, Senegal, Togo, Upper Volta
13.	Economic Community of West African States (ECOWAS)	1975	16	16	Benin, Cape Verde, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo, Upper Volta
14.	West African Clearing House (1975)	1975	15	15	Central Banks of all six BCEAO countries, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Nigeria, Sierra Leone
15.	Organization for the Development of the Gambia River (OMVG)	1978	3	3	Gambia, Guinea, Senegal
B.	<i>Bilateral IGOS with members exclusively from West Africa</i>				
16.	Benin and Niger Common Organization for Railways and Transport (OCBN)	1959	2	2	Benin and Niger
17.	Senegambia Permanent Secretariat	1967	2	2	Gambia and Senegal
18.	Electricity Community of Benin (CEB) <i>with half or more of their members from West Africa</i>	1970	2	2	Benin and Togo

137

	Organization	Date of Creation	Tot. No of memb.	No. of Memb. from W/Africa	Members
20.	International Organization Against the African Migratory Locust (OICMA)	1952	17	11	Gambia, Ghana, Ivory Coast, Mali, Mauritania, Niger, Nigeria, Senegal, S/Leone, Togo, Upper Volta, Cameroon, Central African Republic, Chad, Congo, Uganda, Zaire.
21.	Agency for Air Transport Security in Africa (ASECNA)	1959	14	8	Benin, Ivory Coast, Mali, Mauritania, Niger, Senegal, Togo, Upper Volta, Cameroon, Central African Republic, Chad, Congo, Gabon, Madagascar.
22.	Inter-State Committee for Water Studies (CIEH)	1960	12	8	Benin, Ivory Coast, Mali, Mauritania, Niger, Senegal, Togo, Upper Volta, Cameroon, Chad, Congo, Gabon.
23.	Cocoa Producers Alliance	1962	7	4	Ghana, Ivory Coast, Nigeria, Togo, Brazil, Cameroon, Gabon.
24.	African Groundnut Council (AGC)	1964	7	6	Gambia, Mali, Niger, Nigeria, Senegal, Upper Volta, Sudan.
25.	Lake Chad Commission	1964	4	2	Niger, Nigeria, Cameroon, Chad.
26.	Common Organization for the Fight Against Locust and Fowl Pests (OCLALAV)	1965	10	8	Benin, Gambia, Ivory Coast, Mali, Mauritania, Niger, Senegal, Upper Volta, Cameroon, Chad.
27.	African and Mauritian Common Organization (OCAM)	1966 (but dates back to UAM created in 1961)	9	6	Benin, Ivory Coast, Niger, Senegal, Togo, Upper Volta, Central African Republic, Mauritius, Rwanda.
28.	African Society for the Development of Millet and Sorghum-based Food (SADIAMIL)	1972	5	4	Mali, Mauritania, Niger, Upper Volta, Sudan
29.	Inter-State Committee for the Fight Against Drought in the Sahel (CILSS)	1973	8	7	Cape Verde, Gambia, Mali, Mauritania, Niger, Senegal, Upper Volta, Chad.
30.	Niger Basin Authority (NBA)	1980 (but goes back to the Niger Basin Commission Created in 1963)	8	7	Benin, Guinea, Ivory Coast, Mali, Niger, Nigeria, Upper Volta, Cameroon.

**D. Multilateral IGOS
with many members
from West Africa
and with their
Headquarters in
West Africa**

31.	African and Malagasy Council for Higher Education (CAMES)	1968	17	7	Benin, Ivory Coast, Mali, Niger, Senegal, Togo, Upper Volta, Burundi, Cameroun, Central Afr- ican Republic, Chad, Congo- Gabon, Madagascar, Mauritius, Rwanda, Zaire.
32.	African Solidarity Fund	1976	16	7	Benin, Ivory Coast, Mali, Niger, Senegal, Togo, Upper Volta, Burundi, Cameroun, Central Afr- ican Republic, Chad, France, Gabon, Mauritius, Rwanda, Za- ire.

52. It should be immediately pointed out that the above list of West African IGOs is far from complete. The list will be substantially longer if bilateral arrangements with no permanent fixed structures such as the Nigeria-Benin Commission and the Nigeria-Ghana Commission, and multilateral or bilateral projects such as the Cement Project (CIMA) among Ghana, Ivory Coast and Togo and the Cement and Sugar Projects between Nigeria and Benin are included, all of which are important in the process of sub-regional economic integration. Nonetheless, the above table on West African IGOs lends itself to several conclusions.

53. The first conclusion one may be tempted to draw is that there are too many IGOs in West Africa. Indeed, it is true that there are more IGOs in West Africa than in any other sub-region in Africa or perhaps in the world for that matter. But one must be cautious here. The list is certainly long, but there is no way of determining how many IGOs are sufficient for West Africa. What one can say with a reasonable degree of confidence is that given the existence of this many IGOs, the fact of their overlapping memberships and objectives, the fact that they were created at different points in time with some dating back to the fifties (ASECNA, Council of the Entente, OICMA) and others dating back to the second half of the seventies (African Solidarity Fund, ECOWAS, OMVG, WACH), and the fact that there is no over-all policy or mechanism for ensuring that their activities are harmonious and co-ordinated, prevent these organizations from reinforcing one another or advancing the process of development and sub-regional economic integration.

54. It is also clear from the above table that the West African IGOs have different memberships, some of which are in other sub-regions and even in other regions of the world. The presence of non-West African countries in these IGOs is certainly a complicating factor in that they have to take into account the objectives of the non-sub-regional members and cannot devote their energies and adapt their policies towards meeting the exclusive needs of the sub-region. Further, it is more difficult for these organizations to co-ordinate their activities with other IGOs in the sub-region.

55. In subsequent pages, it will be shown that many West African IGOs engage in activities in the same or closely related sectors. This is sometimes implicit in their names. Table 3.2 highlights the complexity of the West African integrationist scene.

135

Table 3.2

Organization	Benin	Cape Verde	Gambia	Ghana	Guinea	Guinea Bissau	Ivory Coast	Liberia	Mali	Mauritania	Niger	Nigeria	Senegal	Sierra Leone	Togo	Upper Volta
African Groundnut Council			X						X		X	X			X	X
CAMES	X						X		X		X		X		X	X
OCAM	X						X		X	X	X					X
SADIAMIL							X		X		X		X		X	X
African Solidarity Fund	X						X		X	X	X				X	X
ASECNA	X								X		X					X
LIPTAKO-GOURMA Authority											X					
OCBN	X										X		X		X	X
BCEAO	X										X					
Cocoa Producers Alliance				X			X		X	X	X		X		X	X
OCLAI.AV	X		X				X		X		X				X	X
Council of Understanding	X						X				X				X	X
CEBV	X						X		X	X	X		X		X	X
CEAO							X		X	X	X	X	X	X	X	X
ECOWAS	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
CEB	X						X		X	X	X	X	X	X	X	X
CIEH	X						X		X	X	X	X	X	X	X	X
OICMA			X	X					X	X	X	X	X			X
CISS		X	X								X	X				
Lake Chad Basin Commission								X						X		
Mano River Union					X											
Niger-Nigeria Joint Commission for co-operation							X		X	X	X	X	X			
OCCGE	X				X				X	X	X		X			
OMVG			X		X				X	X			X			
OMVS					X		X		X		X	X				X
Niger Basin Authority	X				X		X		X		X	X	X			X
Senegambia Permanent Secretariat			X	X	X	X	X	X	X	X	X	X	X	X	X	X
West African Clearing House	X						X				X			X		X
BOAD	X		X	X	X			X			X	X		X		X
WAHC							X				X	X	X	X	X	X
UMOA	X		X		X	X	X	X	X	X	X	X	X	X	X	X
WARDA	X						X	X	X	X	X	X	X	X	X	X
Total	18	2	10	5	6	3	19	5	17	12	25	10	20	6	17	22

11

56. From Table 3.2, the following ranking of membership by West African countries in IGOs emerges:

Niger	—	25
Upper Volta	—	22
Senegal	—	20
Ivory Coast	—	19
Benin	—	18
Mali	—	17
Togo	—	17
Mauritania	—	12
Gambia	—	10
Nigeria	—	10
Guinea	—	7
Sierra Leone	—	6
Ghana	—	5
Liberia	—	5
Guinea-Bissau	—	3
Cape Verde	—	2

The picture that emerges from the table is indeed striking. First, the range in membership in IGOs is very wide indeed, from the high of 25 in the case of Niger to a low of 2 in the case of Cape Verde. Secondly, the former Portuguese colonies of Cape Verde and Guinea-Bissau could hardly be said to be part of the web of West African IGOs. Thirdly, it is striking to note that with the exception of Guinea, the former French colonies in West Africa belong to significantly more West African IGOs than other West African countries.

57. The difference between English and French-speaking West African countries becomes even sharper when we note that of the 32 West African IGOs analyzed above, the membership of 17 is made up exclusively of French-speaking countries. These are CAMES, OCAM, SADIAMIL, African Solidarity Fund, ASECNA, Liptako-Gourma Authority, OCBN, BCEAO, Council of Understanding, CEBV, CEAO, CEB, CIEH, OCCGE, OMVS, BOAD, and UMOA. This situation is partly a result of the geographical contiguity among the French-speaking countries. It is also a reflection of the greater unity among the French-speaking countries during colonial rule and their desire to maintain many of their previous ties. It is worth noting, however, that the existence of so many West African IGOs which draw their membership from only one linguistic group cannot but be a hindrance to economic integration at the sub-regional level. Almost invariably, these IGOs would tend to reinforce the linguistic division among West African countries. If economic integration is to be achieved in West Africa, it will clearly be necessary for the membership of at least some of these IGOs to be expanded to include all or most of the countries in the sub-region. There is no reason why organizations such as CEBV, CIEH, and OCCGE for example, which deal with functions that can most effectively be tackled on a sub-regional basis, should have their membership limited to one linguistic group.

58. A final point that needs to be made with respect to Table 1.2 relates to the imperative of co-ordinating the activities of these IGOs. It has already been noted that many of them operate in the same or related sectors. It has also been shown that many countries belong to many IGOs with over-lapping activities. The fact has also emerged that seven or nearly half of the countries in West Africa belong to seventeen or more of the thirty two West African IGOs. It is also the case that five of these seven countries are among the poorest countries in the sub-region. Such a high incidence of membership in IGOs cannot but impose enormous human and financial burdens on these countries. Moreover, in order to ensure that the activities of these IGOs at the national level are coherent and fit into the over-all national objectives, tremendous efforts will have to be made at the national level to co-ordinate national policies *vis-a-vis* those of the IGOs. Such co-ordination has not in fact been taking place at the national level in most countries of West Africa.

59. In sum, then, in order to reduce the human and financial burdens that derive from membership in many IGOs by West African states, to ensure that the IGOs adopt policies that are consonant with national objectives, and to simplify the task of co-ordinating the policies of the IGOs at the sub-regional level, a great deal of stream-lining in the number and linkages among West African IGOs is necessary. This kind of stream-lining will undoubtedly contribute towards the acceleration of the process of development and economic integration in West Africa.

**ANNEX D: THE ACTIVITIES OF THE CLUB DU SAHEL FUNDED
BY USAID, 1976 - 1983**

138

THE ACTIVITIES OF THE CLUB DU SAHEL
FUNDED BY USAID, 1976-1983

Report prepared by

Liviana Poropat

With the assistance of
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OECD Budget, Finance and Administration
Data Processing Service

April 1984

131

CONTENTS

- Introduction		p. 1
- Summary Tables		p. 2
- US Grant for the Working Group's Activities:		
Financial support for consultant and administrative		
costs of Working Group sectors and synthesis teams	-- 1976	p. 7
	-- 1977	p. 12
	-- 1978	p. 22
	-- 1979	p. 31
	-- 1980	p. 39
	-- 1981	p. 49
	-- 1982	p. 58
	-- 1983	p. 63
- US Grant for special activities: Cover the costs of the consultant services for the Club du Sahel of Mr. Ronald Kornell		p. 69
- US Grant for special activities: Study of social progress indicators in the Sahel		p. 71
- US Grant for special activities: Ecology/Forestry review and analysis		p. 72
- US Grant for special activities: Seminar on rainfed agriculture in the Sahel		p. 73
- US Grant for special activities: Preparation of country review and analyses on rainfed agriculture		p. 74
- US Grant for special activities: Financial management and training		p. 75
- US Grant for special activities: Ecology/Forestry review and analysis		p. 76
- US Grant for special activities: Ecology and forestry and rainfed agriculture		p. 79
- US Grant for special activities: Evaluation of the Sahel Management Programme		p. 81
- US Grant for special activities: Research into absorptive capacity of Sahel countries		p. 82
- US Grant for special activities: Seminar on the development of new lands		p. 83
- US Grant for special activities: A price policy, marketing and storage colloquium		p. 85
- US Grant for special activities: Study of recurrent costs of the Sahel Development Programme		p. 86
- US Grant for special activities: Study of donor flows of the Sahel Development Programme		p. 89
- US Grant for special activities: Socio-economic indicators of the Sahel Development Programme		p. 91
- US Grant for special activities: Preparation of projects in resource management, energy and reforestation		p. 92

INTRODUCTION

The following is an analysis of the activities of the Working Group of the Club du Sahel which were funded by USAID grants since the Working Group's establishment in 1976 until December 31, 1983*.

The programmes and projects developed during this period covered different fields of intervention, mainly livestock, human resources, irrigated and rainfed agriculture, new lands development, fishing, agricultural production, price policy, marketing, storage, recurrent costs, food strategy, ecology/forestry, donor flows sectors, etc. Changes and adjustments needed to better meet new and unexpected needs are also reflected. It is hoped that this report will demonstrate that these funds were used as judiciously as possible to allow the achievement of the tasks foreseen for the Working Group from its establishment.

Two tables, "Working Group's Financing and Expenditure" and "Missions", summarize the details explained in the second part of the report which takes into account the activities developed by general and special grants' financial support. For each grant, information such as type, subject, amount, legal titles, budgetary chapter and posting, and period have also been considered. The amounts were rounded off to the nearest franc, excluding cents.

*For the grant study on recurrent costs, some payments made in the beginning of 1984 were included.

WORKING GROUP'S FINANCING AND EXPENDITURE

TYPE AND SUBJECT	CURRENCIES	1976	1977	1978	1979	1980	1981	1982	1983	TOTAL
GENERAL										
Grant for the Working Group's Activities	US\$									
AMOUNT	FF	300,000 ¹⁾		200,000 ²⁾	175,000 ³⁾	177,000 ⁴⁾	157,000 ⁵⁾	62,000 ⁶⁾	250,000 ⁷⁾	1,321,000
REAL EXPENDITURE	FF	1,500,000		850,000	710,000	726,000	732,000	322,000	1,625,000	6,507,000
	US\$ est.	333,457	772,414	960,865	591,239	771,319	902,294	429,856	504,722	5,266,166
		(66,693)	(154,482)	(213,065)	(139,098)	(185,822)	(196,150)	(83,774)	(78,468)	(1,117,552)
SPECIAL										
Consultant Services of Mr. R. Kormell	US\$									
AMOUNT	FF		75,000 ⁸⁾							75,000
REAL EXPENDITURE	FF		363,750							363,750
	US\$ est.		150,846	212,904						363,750
			(31,102)	(43,898)						(75,000)
Study of Social Progress Indicators	US\$									
AMOUNT	FF					109,000 ⁹⁾				109,000
REAL EXPENDITURE	FF					447,000				447,000
	US\$					206,500	117,000	232,000		555,500
						50,000	20,000	38,000		108,000
Ecology/Forestry Review and Analysis	US\$									
AMOUNT	FF					50,000 ¹⁰⁾				50,000
REAL EXPENDITURE	FF					210,000				210,000
	US\$ est.						76,081	133,450		209,531
							(18,114)	(31,773)		(49,887)
Seminar - Rainfed Agriculture	US\$									
AMOUNT	FF					25,000 ¹¹⁾				25,000
REAL EXPENDITURE	FF					117,500				117,500
	US\$ est.						37,000	76,556	9,938	117,494
							(7,872)	(16,288)	(837)	(24,997)
Country Review and Analysis on Rainfed Agriculture	US\$									
AMOUNT	FF						45,000 ¹²⁾			45,000
REAL EXPENDITURE	FF						234,000			234,000
	US\$ est.						4,821	56,330		61,151
							(927)	(10,579)		(11,506)
Financial Management and Training	US\$									
AMOUNT	FF						45,000 ¹³⁾			45,000
REAL EXPENDITURE	FF						234,000			234,000
	US\$ est.						17,417	39,232	11,957	68,606
							(3,349)	(7,544)	(2,298)	(13,191)

WORKING GROUP'S FINANCING AND EXPENDITURE

TYPE AND SUBJECT	CURRENCIES	1976	1977	1978	1979	1980	1981	1982	1983	TOTAL
Ecology/Forestry Review and Analysis										
AMOUNT	US\$						45,000 ¹⁴⁾			45,000
REAL EXPENDITURE	FF US\$ est.						234,000			234,000
Ecology/Forestry/Rainfed Agriculture										
AMOUNT	US\$						40,000 ¹⁵⁾			40,000
REAL EXPENDITURE	FF US\$ est.						208,000	(22,476)	(9,574)	208,000
Evaluation Sahel Development Programme										
AMOUNT	US\$						20,000 ¹⁶⁾			20,000
REAL EXPENDITURE	FF US\$ est.						104,000	(22,780)	(13,375)	104,000
Research into Absorptive Capacity										
AMOUNT	US\$						15,000 ¹⁷⁾			15,000
REAL EXPENDITURE	FF US\$						78,000		49,000	78,000
Seminar - New Lands Development										
AMOUNT	US\$			20,000 ¹⁸⁾						20,000
REAL EXPENDITURE	FF US\$ est.			85,000	85,188	4,519	317			85,000
Price Policy, Marketing, Storage Colloquium										
AMOUNT	US\$			20,000 ¹⁹⁾						20,000
REAL EXPENDITURE	FF US\$ est.			85,000	83,200	(1,063)	(74)			85,000
Study on Recurrent Costs										
AMOUNT	US\$			505,000 ²⁰⁾			50,000 ²¹⁾	75,000 ²²⁾	170,000 ²³⁾	808,000
REAL EXPENDITURE	FF US\$ est.			2,147,500	1,033,255	958,349	229,200	205,230	222,000	2,904,599
Study of Donor Flows										
AMOUNT	US\$			35,000 ²⁴⁾	30,000 ²⁵⁾					65,000
REAL EXPENDITURE	FF US\$ est.			147,000	123,000	53,181				270,000
				109,153	108,457	(12,812)				270,791
				(26,300)	(26,133)					(65,245)

16

WORKING GROUP'S FINANCING AND EXPENDITURE

TYPE AND SUBJECT	CURRENCIES	1976		1977		1978		1979		1980		1981		1982		1983		TOTAL		
		Study of Socio-Economic Indicators	US\$ FF					10,000 ²⁶⁾ 42,200												10,000 42,200
AMOUNT																				
REAL EXPENDITURE	FF US\$ est.					34,752 (8,234)	-- --			2,700 (639)		4,747 (1,124)							42,199 (9,997)	
Projects in Resource Management, Energy, Reforestation	US\$ FF							30,000 ²⁷⁾ 122,000										30,000 122,000		
AMOUNT																				
REAL EXPENDITURE	FF US\$ est.							41,969 (10,322)		69,677 (17,142)		10,352 (2,536)							121,998 (30,000)	
TOTAL	US\$ FF					375,000 1,863,750		790,000 3,357,500		235,000 985,000		361,000 1,500,500		425,000 2,109,100		137,000 818,000		420,000 2,917,000	2,743,000 13,550,850	
AMOUNT																				
REAL EXPENDITURE	FF US\$ est.					333,457 (66,693)		923,260 (185,584)		1,374,448 (304,855)		1,883,308 (444,338)		2,066,245 (492,073)		1,448,158 (301,073)		1,510,343 (285,913)		10,693,559 (2,263,757)

See Notes on next page.

144

NOTES

- 1) Grant - June 30, 1976, and Grant Agreement AID/AFR/G-1493 - August 30, 1976 - Exchange Rate 1 US\$ = FF 5.00
- 2) Amendment No. 2 - August 25, 1978, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.25
- 3) Amendment No. 3 - December 22, 1978, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.23
- 4) Amendment No. 4 - March 2, 1980, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.10
- 5) Amendment No. 7 - January 30, 1981, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.70
- 6) Amendment No. 11 - December 11, 1981, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.29
- 7) Amendment No. 14 - November 25, 1982, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 6.50
- 8) Amendment - July 29, 1977, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4,85
- 9) Amendment No. 5 - June 23, 1980, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.10
- 10) Amendment No. 6 - September 5, 1980, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.20
- 11) Amendment No. 8 - March 6, 1981 of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.70
- 12) Amendment No. 9 (part (a)) - September 16, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.20
- 13) Amendment No. 9 (part (b)) - September 16, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.20
- 14) Amendment No. 9 (part (c)) - September 16, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.20
- 15) Amendment No. 10 (part (a)) - September 28, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.20
- 16) Amendment No. 10 (part (b)) - September 28, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.20
- 17) Amendment No. 10 (part (c)) - September 28, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 5.20
- 18) Grant Agreement AID/AFR/IGR-001 - September 11, 1978 (part) - Exchange Rate 1 US\$ = FF 4.25
- 19) Grant Agreement AID/AFR/IGR-001 - September 11, 1978 (part) - Exchange Rate 1 US\$ = FF 4.25
- 20) Grant Agreement AID/AFR/IGR-002 - September 26, 1978 and its Amendment No. 1 - December 11, 1978 - Exchange Rate 1 US\$ = FF 4.25
- 21) Amendment No. 2 - March 6, 1981, of the Grant AID/AFR/IGR-002 and Amendment No. 10 (d) - September 28, 1981, of Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 4.70
1 US\$ = FF 5.20
- 22) Amendment No. 3 - July 21, 1982, of the Grant AID/AFR/IGR-002 - Exchange Rate 1 US\$ = FF 6.50
- 23) Amendment No. 15 (1) - August 25, 1983, of the Grant AID/AFR/G-1493 - Exchange Rate 1 US\$ = FF 7.60
- 24) Grant Agreement AID/AFR/IGR-003 - September 26, 1978 (part) - Exchange Rate 1 US\$ = FF 4.22
- 25) Amendment No. 1 - August 31, 1979, of the Grant AID/AFR/IGR-003 - Exchange Rate 1 US\$ = FF 4.10
- 26) Grant Agreement AID/AFR/IGR-003 - September 26, 1978 (part) - Exchange Rate 1 US\$ = FF 4.22
- 27) Grant Agreement AID/AFR/IGR-004 - September 28, 1979, and its Amendment No. 1 - December 11, 1979 - Exchange Rate 1 US\$ = FF 4.10
1 US\$ = FF 4.00

145

MISSIONS

<u>TYPE AND SUBJECT</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>TOTAL</u>
<u>GENERAL</u>									
Grant for the Working Group's Activities	26	51	28	38	24	17	9	15	208
<u>SPECIAL</u>									
Consultant Services of Mr. R. Kornell		3	3						6
Study of Social Progress Indicators					--	--	--		--
Ecology/Forestry Review and Analysis						1	6		7
Seminar - Rainfed Agriculture							3		3
Country Review and Analysis of Rainfed Agriculture							3		3
Financial Management and Training						1	1	1	3
Ecology/Forestry Review and Analysis						1	5	3	9
Ecology/Forestry/Rainfed Agriculture							4	2	6
Evaluation Sahel Development Programme							1		1
Research into Absorptive Capacity						--	--	--	--
Seminar - New Lands Development			3						3
Price Policy, Marketing, Storage Colloquium				--	--				--
Study on Recurrent Costs					1				1
Study of Donor Flows			2	1					3
Study of Socio-Economic Indicators				1					1
Projects in Research Management, Energy, Reforestation				3					3
TOTAL	26	54	36	43	25	20	32	21	257

146

Type: US Grant for the Working Group's activities

Subject: Financial support for consultant and administrative costs of working group sectors and synthesis teams - 1976-77

Amount: Initial: US\$ 100,000
 FF 500,000
Additional: US\$ 200,000
 FF 1,000,000

Total: US\$ 300,000
 FF 1,500,000

US Legal Title: Grant dated June 30, 1976,
 and
 Grant Agreement AID/AFR/G-1493, dated August 30, 1976
Period covered: From May 1, 1976, to December 31, 1977

OECD Approval: SCB/76.17
 C(76)229
 C(76)236

Budget Chapter: 33.02 (1976) modified in 14.02 (1977)

Period Considered in the Budget Sheets: From 22-11-1976 to 31-12-1977

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
1976 DE MARTIN DE VIVIES, François	2	33,366	6,673	<p><u>Work programme:</u> Prepare the analytical basis for discussion in the dialogue missions to CILSS countries, action programmes in training and communications sector; make recommendations, synthesis of action and detailed projects dossiers.</p> <p><u>Period:</u> November 1976-March 1977</p> <p><u>Missions--Place:</u> Niamey-Bamako-Ouagadougou; <u>Subject:</u> Conversations on key subjects of training and communication; <u>Date:</u> November 7-27, 1976.</p> <p><u>Place:</u> Ndjamena; <u>Subject:</u> Contacts with Chad representatives; <u>Date:</u> December 7-12, 1976.</p> <p><u>Team:</u> Training</p> <p><u>Observations:</u> Consultant III; the first mission was partly paid in 1977.</p>
DERÉVIANKO, Jacques	1	18,782	3,756	<p><u>Work programme:</u> Preparation of a concise report on livestock and meat marketing for member states of CILSS (including Cape Verde Islands); make recommendations on a common policy in this sector.</p> <p><u>Period:</u> November 21, 1976-January 31, 1977</p> <p><u>Mission--Place:</u> Dakar-Praia-Fojo-Maõ; <u>Subject:</u> Meeting with Cape Verde officials on livestock marketing; <u>Date:</u> December 4-20, 1976.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; partly paid in 1977</p>
REPORTS	3	52,148	10,429	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	USS (est.)	
REPORTS	3	52,148	10,429	
GIRI, Jacques	5	95,215	19,043	<p><u>Work programme:</u> Help in the organization of the Working Group in order to elaborate a medium- and long-term development strategy for member states of CILSS, participate in different meetings, prepare documents, play a key role in the synthesis sub-group of the Working Group.</p> <p><u>Period:</u> June 1976-July 1977</p> <p><u>Missions--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the work of the dry-land farming team; <u>Date:</u> November 18-23, 1976.</p> <p><u>Place:</u> Ndjamena; <u>Subject:</u> Participation in the ministerial meeting of the CILSS; <u>Date:</u> December 6-9, 1976.</p> <p><u>Place:</u> Niamey-Ouagadougou; <u>Subject:</u> Discussions with Niger and Upper Volta authorities on the Working Group of the Club; <u>Date:</u> May 17-21, 1976.</p> <p><u>Place:</u> Ouagadougou; <u>Subject:</u> Participate in a meeting of the Working Group; <u>Date:</u> June 27-July 2, 1976.</p> <p><u>Place:</u> Rome; <u>Subject:</u> Discussions with officials of the FAO; <u>Date:</u> August 12, 1976.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III; partly paid in 1977 and in other chapters.</p>
HEFLIN, Allen	--	6,865	1,375**	<p><u>Work programme:</u> Provide technical services to the government of Cape Verde Islands in the animal disease sector (to this end, make reviews of previous work, prepare estimates of livestock production, study disease, define actions and training requirements for animal health personnel) and make an informal concise report on this subject.</p> <p><u>Period:</u> November 28, 1976-January 15, 1977</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; partly paid in 1977.</p>
REPORTS	8	154,228	30,847	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	8	154,228	30,847	
MONDOT- BERNARD, Jacqueline	1	4,951	990	<p><u>Mission--Place:</u> Washington; <u>Subject:</u> Conversations at USAID, World Bank and GCPI on the future activities of the Club; <u>Date:</u> November 29-December 2, 1976.</p> <p><u>Observations:</u> Consultant III</p>
MORRIS, Willford	--	13,979	2,800**	<p><u>Work programme:</u> Review with officials of each country the full range of options for promoting associations of livestock and agriculture (to this end, take basic information on the integrated systems of agro-pastoral production and experiences of the integrated development projects) and prepare a draft synthesis with recommendations for action for each country.</p> <p><u>Period:</u> November 22, 1976-February 20, 1977</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; work partly performed and paid in 1977.</p>
MUJANA, Mukendi	3	19,608	3,921	<p><u>Work programme:</u> Research bibliographical sources for an inventory on livestock. Consultant was responsible for the FAO sector.</p> <p><u>Period:</u> July 21-September 30, 1976</p> <p><u>Missions--Place:</u> Paris; <u>Subject:</u> Conversation with Mr. Stacy; <u>Date:</u> July 23, 1976.</p> <p><u>Place:</u> Rome; <u>Subject:</u> Bibliographical research at FAO; <u>Date:</u> July 26-August 10, 1976.</p> <p><u>Place:</u> Paris; <u>Subject:</u> Presentation and discussion of work at the Club; <u>Date:</u> August 17-September 4, 1976.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant II</p>
REPORTS	12	192,756	38,558	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	RUSS (est.)	
REPORTS	12	192,766	38,558	
TORRES, Claude Pascal	1	23,486	4,697	<p><u>Work programme:</u> Prepare a report describing the potentialities in agro-pastoral development projects for CILSS member states (to this end, make an inventory of natural resources, according to soil, vegetation, and natural resources maps), establish a standard framework for land capacities.</p> <p><u>Period:</u> November 20, 1976-January 22, 1977</p> <p><u>Mission--Place:</u> Niamey-Ouagadougou-Abidjan-Douala-Ndjamena; <u>Subject:</u> Work in the field and take data on natural resources distribution and potentialities; <u>Date:</u> November 25-December 18, 1976.</p> <p><u>Team:</u> Dry-land Farming; Livestock; Ecology.</p> <p><u>Observations:</u> Consultant III; partly paid in 1977</p>
BUSSERY, André	--	5,000	1,000	<p><u>Work programme:</u> Preparation of some reflections on the selection criteria of programmes and projects in the Sahel.</p> <p><u>Period:</u> October 1976</p> <p><u>Team:</u> Dry-land Farming; Livestock; etc.</p> <p><u>Observations:</u> Consultant III</p>
DOO-KINGUE Michel	1	3,485	697	<p><u>Invitation--Place:</u> Geneva-Paris; <u>Subject:</u> Conversations with multilateral organizations and participation in the synthesis group meeting; <u>Date:</u> November 1-6, 1976</p> <p><u>Observations:</u> ---</p>
BAH, Boubacar	3	31,009	6,201	<p><u>Work programme:</u> Prepare an initial literature survey for an inventory on livestock. (Bibliography of the information available, points of concentration, and principal gaps, quality of information, variations and consistencies of statistical data). Responsible for FED sources and for synthesizing and completing the final report.</p> <p><u>Period:</u> July 21-September 30, 1976</p> <p><u>Mission--Place:</u> Brussels; <u>Subject:</u> Bibliographical research; <u>Date:</u> August 16-18, 1976.</p>
REPORTS	17	255,746	51,153	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	17	255,746	51,153	
				<p><u>Place:</u> Bamako; <u>Subject:</u> Meeting of the Livestock Team and conversations with Sahelian experts; <u>Date:</u> September 6-10, 1976.</p> <p><u>Invitation--Place:</u> Addis Ababa; <u>Subject:</u> Conversations at ILCA (International Livestock Center in Africa) for a bibliography on livestock; <u>Date:</u> November 2-10, 1976.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III</p>
BERNUS, Edmond	1	6,037	1,207	<p><u>Invitation--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meetings on Human Resources and Ecology Teams; <u>Date:</u> December 5-11, 1976.</p> <p><u>Team:</u> Human Resources and Ecology</p> <p><u>Observations:</u> Consultant III</p>
BREMAUD, Olivier	1	4,779	955	<p><u>Mission--Place:</u> Freetown-Dakar; <u>Subject:</u> Participation in the Livestock Team Meeting on animal health and conversations with Senegalese responsible for this sector; <u>Date:</u> November 1-12, 1976.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; partly paid in 1977</p>
PONSY, Pierre	--	40,000	8,000	<p><u>Work programme:</u> Planning for water control equipment in Upper Volta, Chad, and Niger (present irrigated farming projects and projects for the future; the place of these operations in national economies; financial costs; interrelation with other sectors, e.g. industry; impact on environment, etc.)</p> <p><u>Period:</u> December 1976-March 1977.</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> Consultant III; contract with GERSAR Company, partly paid in 1977</p>
REPORTS	19	306,562	61,315	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	19	306,562	61,315	
LABONNE, Michel	7	17,056	3,411	<p><u>Invitations--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meeting of the Working Group of the Club des Amis du Sahel; <u>Date:</u> June 28-30, 1976.</p> <p><u>Place:</u> Five trips to Paris; <u>Subject:</u> Different conversations and meetings at the Club, with the vertical teams and the Synthesis Group; <u>Dates:</u> July 21-22; August 19-21; September 15-17; October 12; November 2-6, 1976.</p> <p><u>Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meeting of the dry-land agriculture team; <u>Date:</u> November 18-22, 1976.</p> <p><u>Period:</u> August 1976-July 1977</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III, contract with him through INRA (Institut National de la Recherche Agronomique) which foresaw different tasks, mainly elaboration of a work methodology for the production teams in the field of rural development and agricultural production.</p>
MOAL, Ronald	1	6,037	1,207	<p><u>Invitation--Place:</u> Ouagadougou; <u>Subject:</u> Participation, as an expert in maritime fishery, in the meeting of the Working Group's fishery team; <u>Date:</u> November 22-25, 1976.</p> <p><u>Team:</u> Fishing</p> <p><u>Observations:</u> Consultant III</p>
OTHERS		3,802	760	
TOTAL	26	333,457	66,693	
1977				
ADAM, Henri	4	47,642	9,528	<p><u>Work programme:</u> Contacts with governments, national aid agencies, multilateral organizations executives situated in Middle East oil-producing countries in order to persuade them to devote particular attention to the work of the Club and to coordinate bilateral and multilateral action in development assistance.</p> <p><u>Period:</u> April 15-July 15, 1977</p> <p><u>Missions--Place:</u> Jeddah-Kuwait; <u>Subject:</u> Contacts with officials for sensitizing them to the work of the Club; <u>Date:</u> April 23-May 17, 1977.</p>
REPORTS	4	47,642	9,528	

152

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	4	47,642	9,528	
				<p><u>Place:</u> Three missions in Vienna; <u>Subject:</u> Contacts with representatives of OPEC Fund in order to obtain a financial participation in the programmes of the Club; <u>Date:</u> June 23-26; October 9-14, 1977; January 3-7, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
BARBEDETTE, Loïc	1	21,803	4,360	<p><u>Work programme:</u> Comparative study of some institutions and programmes giving an interdisciplinary training for Sahel development (role and impact on development, medium-term perspectives) for the Human Resources Team of the Working Group.</p> <p><u>Period:</u> April 4-May 1, 1977</p> <p><u>Mission--Place:</u> Dakar-Ouagadougou; <u>Subject:</u> Qualitative evaluation of the above-mentioned problems and contacts with CILSS officials; <u>Date:</u> April 7-29, 1977.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
BREMAUD, Olivier	--	5,722	1,144	<p><u>Work programme:</u> Contacts developed during the mission made by the Consultant in November 1976 in the context of the Livestock Team of the Working Group.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III, partly paid in 1976.</p>
DE MARTIN DE VIVIES, François	1	35,460	7,092	<p><u>Mission--Place:</u> Bamako-Dakar-Ouagadougou; <u>Subject:</u> Conversations at the National Centre for Training (Bamako) and participation in the Livestock Team Meeting; <u>Date:</u> March 16-27, 1977.</p> <p><u>Team:</u> Training, Livestock</p> <p><u>Observations:</u> Consultant III; partly paid in 1976</p>
DEREVIANKO, Jacques	1	12,746	2,550	<p><u>Mission--Place:</u> Dakar-Nouakchott; <u>Subject:</u> Dialogue mission in the context of Working Group Livestock Team; <u>Date:</u> January 4-9, 1977.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; partly paid in 1976</p>
REPORTS	7	123,373	24,674	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	7	123,373	24,574	
DE SOUZA, Wilfrid	4	68,835	13,767	<p><u>Work programme:</u> Coordinate the work of the Training Commission of the Human Resources Team (prepare the activities of experts, organize various meetings in Africa, make the final report).</p> <p><u>Period:</u> February-June 15, 1977</p> <p><u>Missions--Place:</u> Ouagadougou-Niamey-Banako-Dakar; <u>Subject:</u> Conversations with national representatives in training/health sectors; <u>Date:</u> January 22-February 13, 1977.</p> <p><u>Place:</u> Rome-Geneva; <u>Subject:</u> Contacts with FAO, WHO, ILO, IPD; <u>Date:</u> January 11-13, 1977.</p> <p><u>Place:</u> Dakar-Ouagadougou; <u>Subject:</u> Preparation meeting of Human Resources Team; participation in Synthesis Group; <u>Date:</u> March 25-April 9, 1977.</p> <p><u>Place:</u> Ottawa; <u>Subject:</u> Participation in the second meeting of the Club; <u>Date:</u> May 21-June 3, 1977.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
FRESSON, Sylviane	1	6,344	1,268	<p><u>Mission--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meeting on rehabilitation of irrigated areas; <u>Date:</u> September 26-30, 1977.</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> Consultant II</p>
GIRI, Jacques	6	125,514	25,102	<p><u>Work programme:</u> Help CILSS Secretariat in its efforts to ensure a better coordination and coherence of the works of the sectoral teams of the Working Group; assist in the drafting of general studies for the Ottawa Conference; help the Club and the CILSS in the creation and implementation of CILSS national committees</p> <p><u>Period:</u> First seven months of 1977</p> <p><u>Missions--Place:</u> Brussels; <u>Subject:</u> Conversations on the Club at the EEC; <u>Date:</u> February 1, 1977.</p> <p><u>Place:</u> Two missions in Washington; <u>Subject:</u> Review of US programme for the Sahel and role of the Club; <u>Dates:</u> February 22-23, October 19-24, 1977.</p>
REPORTS	18	324,066	64,811	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	18	324,066	64,811	
				<p><u>Place:</u> Two missions to Ouagadougou; <u>Subject:</u> Participation in the meeting of the Synthesis Group and in the Meeting of CILSS Experts and Ministers; <u>Date:</u> April 6-10; April 22-24, 1977.</p> <p><u>Place:</u> Ottawa; <u>Subject:</u> Participation in the second meeting of the Club; <u>Date:</u> May 25-June 3, 1977.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
HEFLIN, Allen	1	17,480	3,500	<p><u>Mission--Place:</u> Paris-Dakar-Praia; <u>Subject:</u> Participation in dialogue mission with official of the Cape Verde Islands government; make site visits and determine presence and incidence of animal disease; <u>Date:</u> November 22-December 22, 1976.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III, partly paid in 1976</p>
HOCHET, Jean Marie	2	45,157	9,030	<p><u>Work programme:</u> Collect, analyze and classify technical data on dry-land farming and prepare first-generation projects for Sahel countries in the rural development sector; policy and selected programmes for short-, medium- and long-term in each country for the Dry-Land Farming Team.</p> <p><u>Period:</u> January 24-April 1, 1977</p> <p><u>Missions--Place:</u> Dakar-Nouakchott-St. Louis-Dakar-Bamako; <u>Subject:</u> Identification of rainfed cereal agriculture projects; study on colonization of new lands in Senegal; <u>Date:</u> February 8-March 5, 1977.</p> <p><u>Place:</u> Ouagadougou; <u>Subject:</u> Participation in the Dry-Land Farming Team meeting; <u>Date:</u> March 22-30, 1977.</p> <p><u>Team:</u> Dry-land Farming</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	21	386,703	77,341	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	21	386,703	77,341	
IMBOEDEN, Kathryn	1	14,419	2,884	<p><u>Work programme:</u> Prepare detailed information on official flows for the region taking into consideration official ODA disbursements through 1975 and 1976, by sector and sub-sector, and an analysis of any interesting trends for the future.</p> <p><u>Period:</u> February 21-April 20, 1977</p> <p><u>Mission--Place:</u> Brussels; <u>Subject:</u> Conversations on financial commitments to Sahel countries; <u>Date:</u> March 30, 1977.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II; a part of the second contract (see 1978) was paid in 1977</p>
LE MOIGNE, Marc	1	35,211	7,042	<p><u>Work programme:</u> Work in the field (Mali-Upper Volta-Niger-Chad-Senegal-Mauritania) for establishing an integrated approach and guidelines for the implementation of agricultural mechanization in these countries.</p> <p><u>Period:</u> July-October 1977</p> <p><u>Invitation--Place:</u> Banjul; <u>Subject:</u> Preparation and participation in the meeting of the "Technology Adjustment" Team; <u>Date:</u> January 4-8, 1977</p> <p><u>Team:</u> Technology Transfer</p> <p><u>Observations:</u> Consultant III; partly paid in 1978. Contract with the CEEMAT Company (Centre d'Etudes et d'Experimentation du Machinisme Agricole Tropical)</p>
MORRIS, Wilford	1	38,827	7,765	<p><u>Mission--Place:</u> Banjul-Niamey-Ouagadougou-Ndjamena; <u>Subject:</u> Conversations and work in the field in the context of livestock and agriculture programmes; <u>Date:</u> November 22-December 19, 1976.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; partly performed work and paid in 1976</p>
REPORTS	24	475,160	95,032	

18

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	24	475,160	95,032	
PONSY, Pierre	1	103,830	20,770	<p><u>Work programme:</u> Achievement of the work foreseen by the contract signed in 1976 and preparation of a synthesis report for the Working Sub-Group on Irrigated Agriculture from national reports prepared by each Sahel country.</p> <p>Missions were made in the following countries: Upper Volta, Chad, and Niger.</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> Consultant III; see also 1976.</p>
ROCHETTE, René	2	49,072	9,814	<p><u>Work programme:</u> Make an inventory of new, not exploited lands resources; evaluation of resources and potentialities; preparation of land-use projects and coordination with other sectors, especially labor and health conditions, migrants' situation, etc.. Make a list of priorities and relations with other on-going programmes.</p> <p><u>Period:</u> February 20-April 17, 1977</p> <p><u>Mission--Place:</u> Paris-Lansing-New York-Dakar-Bamako-Ouagadougou--Bobo-Dioulasso-Niamey; <u>Subject:</u> Documentation research, contacts with Sahelian officials on new lands problems and participation in a meeting in Upper Volta; <u>Date:</u> February 20-April 18, 1977.</p> <p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Conversations at the Club on new lands pilot projects; <u>Date:</u> December 6-7, 1977.</p> <p><u>Team:</u> New Lands Development</p> <p><u>Observations:</u> Consultant III</p>
TORRES, Claude Pascal	3	24,206	4,840	<p><u>Missions--Place:</u> Niamey-Ouagadougou; <u>Subject:</u> Participation in a dialogue mission of the Livestock Team; <u>Date:</u> January 4-10, 1977.</p> <p><u>Place:</u> Rome; <u>Subject:</u> Conversations at FAO on a synthesis report as follow-up of the dialogue mission; <u>Date:</u> January 13-14, 1977.</p> <p><u>Place:</u> Ouagadougou; <u>Subject:</u> -Different contacts with CILSS officials; <u>Date:</u> April 21-25, 1977.</p> <p><u>Team:</u> Livestock; Dry-land Farming</p> <p><u>Observations:</u> Consultant III, partly paid in 1976</p>
REPORTS	30	652,268	130,456	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	30	652,268	130,456	
BARRÉS, Jean François	1	5,207	1,040	<p><u>Invitation--Place:</u> Dakar; <u>Subject:</u> Participation in the meeting of Human Resources Team of the Working Group; <u>Date:</u> March 28-April 1, 1977.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
BRASSEUR	1	2,360	470	<p><u>Work programme:</u> Analysis and report of the habitat's present situation and future trends in the Sahelian region for the Ecology Team.</p> <p><u>Period:</u> February 10-March 29, 1977</p> <p><u>Mission--Place:</u> Bamako-Niamey-Ouagadougou; <u>Subject:</u> Analysis in the field; <u>Date:</u> Not reported.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Work partly performed in Dakar in the name of ENDA and partly paid by the Club.</p>
BUSSERY, André	--	9,979	2,000	<p><u>Work programme:</u> Draft of a document describing selection criteria in development programmes for Sahelian countries.</p> <p><u>Period:</u> July 1977</p> <p><u>Invitation--Place:</u> Ottawa; <u>Subject:</u> Participation in the second meeting of the Club; <u>Date:</u> May 26-28, 1977.</p> <p><u>Team:</u> Dry-land Farming, Livestock, etc.</p> <p><u>Observations:</u> Consultant III; work performed in collaboration with Mr. Khouadja.</p>
DE GRELING, Christian	1	5,085	1,020	<p><u>Invitation--Place:</u> Paris-Geneva; <u>Subject:</u> Conversations with the Staff Secretariat and work meeting in Geneva on training sector; <u>Date:</u> January 22-27, 1977.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	33	574,899	134,986	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	33	674,899	134,986	
FOURNIER, Georges	1	5,800	1,160	<p><u>Invitation--Place:</u> Dakar; <u>Subject:</u> Participation in the meeting of the Health Committee and preparation of a report for the Human Resources Team meeting; <u>Date:</u> March 26-April 1, 1977.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
GAILLARD, Tilly	2	12,460	2,490	<p><u>Work programme:</u> Administrative organization of the Synthesis Group Meeting in Ouagadougou.</p> <p><u>Period:</u> April 2-8, 1977</p> <p><u>Mission--Place:</u> Ouagadougou; <u>Subject:</u> Interpretation services in the meeting on Sahel Institute; <u>Date:</u> October 26-29, 1977.</p> <p><u>Observations:</u> Consultant III</p>
DURIEUX, Gilbert	--	10,000	2,000	<p><u>Work programme:</u> Prepare an inventory of remote sensing projects and aerial photography in Sahelian countries and study the possibility of complement between remote sensing and other aerial photography techniques to be applied in this area.</p> <p><u>Period:</u> March 1977</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Contract with the Institut Geographique National</p>
HERZOG ALTARELLI, Vanda	2	14,879	2,976	<p><u>Work programme:</u> Preparation of a report for the Human Resources Team on first-generation projects in the field of training and rural development.</p> <p><u>Period:</u> February 14-March 19, 1977</p> <p><u>Place:</u> Three missions in Nouakchott, Banjul, Paris (February 14-19, February 20-25, February 27-March 14, 1977) in the context of this work.</p>
REPORTS	38	718,038	143,612	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	38	718,038	143,612	
				<p><u>Invitation--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meeting of the Training Commission of the Human Resources Team; <u>Date:</u> January 22-February 1, 1977.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Work partly performed in Dakar in the name of ENDA and partly paid by the Club (missions in Paris and Ouagadougou).</p>
KHOUADJA, Hachni	--	4,000	800	<p><u>Work Programme:</u> Preparation and final draft on development programmes selection criteria in Sahel countries.</p> <p><u>Period:</u> June 1977</p> <p><u>Team:</u> Dry-land Farming, Livestock, etc.</p> <p><u>Observations:</u> Document prepared in collaboration with Mr. Bussery.</p>
LABONNE, Michel	11	38,102	7,620	<p><u>Invitations--Place:</u> Three trips to Ouagadougou; <u>Subject:</u> Preparation and participation in different meetings of the Dry-Land Farming Team and the Synthesis Group; <u>Dates:</u> January 26-28; March 21-27; November 4-10, 1977.</p> <p><u>Place:</u> Six trips to Paris; <u>Subject:</u> Participation in different meetings and preparation of reviews and synthesis reports for Dry-Land Farming, Irrigated Lands, Livestock, Agricultural Production, Marketing-Price-Storage Teams and Synthesis Group; <u>Dates:</u> April 12-14 and 20-21; September 21-22; October 13; November 4-10; December 6-7, 1977.</p> <p><u>Place:</u> Ottawa; <u>Subject:</u> Participation in the second meeting of the Club; <u>Date:</u> May 25-June 2, 1977.</p> <p><u>Place:</u> Paris-Rome; <u>Subject:</u> Implementation of Agricultural Production Team and participation in the FAO Marketing, Price Policy and Storage Meeting; <u>Date:</u> October 4-8, 1977.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	49	760,140	152,032	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	49	760,140	152,032	
MOAL, Ronald	1	6,050	1,210	<u>Invitation--Place:</u> Mindelo; <u>Subject:</u> Participation in the meeting of the Fisheries Team of the Working Group; <u>Date:</u> March 14-18, 1977. <u>Team:</u> Fishing <u>Observations:</u> Consultant III
PERETTI, Michel	1	708	140	<u>Invitation--Place:</u> Brussels; <u>Subject:</u> Participation in the meeting FED/World Bank concerning livestock planning in Chad; <u>Date:</u> February 24, 1977. <u>Observations:</u> ---
OTHERS		5,516	1,100	
TOTAL	51	772,414	154,482	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

**This amount was paid in US\$ according to the daily exchange rate.

Type: US Grant for the Working Group's Activities

Subject: Financial support for consultant and administrative costs of Working Group sectors and Synthesis Team - 1978

Amount: US\$ 200,000
FF 850,000

US Legal Title: Amendment No. 1 dated March 11, 1978, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976, has extended the Terminal Disbursement date to March 30, 1978

Amendment No. 2 dated August 25, 1978, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976.

Period covered: Extension through December 31, 1980

OECD Approval: C(78)185 (Final)

Budget Chapter: 14.02 and 14.03 (reports)

Period Considered in the Budget Sheets: From 16-1-1978 to 31-12-1978

Observations: In the following analysis, Reports 1976 and 1977 (Part I) have been cumulated to the regular expenditure of the year considered

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
ADAM, Henri	2	40,435	8,985	<p><u>Work programme:</u> Consultations with representatives of oil countries to obtain financial support for Sahel countries facing 1977 drought in the fields of rainfed and irrigated agriculture, fisheries and communications. These negotiations were made in connection with OPEC Fund.</p> <p><u>Period:</u> February - April 15, 1978</p> <p><u>Missions--Place:</u> Kuwait-Abu Dhabi-Jeddah-Doha-Riyad; <u>Subject:</u> Different contacts and meetings with officials of Gulf countries; <u>Date:</u> February 4-23, 1978.</p> <p><u>Place:</u> Vienna; <u>Subject:</u> Contacts with OPEC Fund representatives in order to implement co-financing and Arab participation in Sahel development projects; <u>Date:</u> October 9-13, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
BARRIER, Christian	1	5,340	1,186	<p><u>Mission--Place:</u> Bamako; <u>Subject:</u> Preparation of a dry-land farming project for a meeting organized by the Club; <u>Date:</u> July 13-August 4, 1978.</p> <p><u>Team:</u> Dry-land Farming</p> <p><u>Observations:</u> Consultant III</p>
CULVER, Anne	1	6,890	1,533	<p><u>Work programme:</u> Assist in the finalization of a data book of socio-economic indicators in the Sahel in order to provide an overview of the development direction in this zone.</p>
REPORTS	4	52,665	11,704	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	4	52,665	11,704	
				<p><u>Period:</u> August 15-September 9, 1978</p> <p><u>Mission--Place:</u> Paris; <u>Subject:</u> Statistical analysis at the Club's headquarters; <u>Date:</u> August 15-September 9, 1978.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant II; in this case only per diem was reimbursed.</p>
DE SAINT MARTIN, Veronique	--	5,000	1,111	<p><u>Work programme:</u> Assist in the study of official donor assistance to Sahel countries, in particular analysis of projects and their relation to the Club/CILSS First Generation List.</p> <p><u>Period:</u> August 16-September 15, 1978</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant I, working under R. Kornell's supervision. Her contract follows in Ch. 14.07.</p>
FRESSON, Sylviane	1	102,052	22,666	<p><u>Work programme:</u> Analyze and make recommendations in two fields of the Club's activities: irrigation and reforestation. In the first case, coordinate action for defining a general approach to socio-economic analysis of projects and a sectoral methodology for specific problems existing in evaluating irrigation programmes. In the second, take into consideration population activities and their connection with reforestation and rehabilitation projects.</p> <p><u>Period:</u> January-December 1978</p> <p><u>Mission--Place:</u> Rome; <u>Subject:</u> Evaluate FAO contribution to a statistical study of the Sahel; <u>Date:</u> July 26, 1978.</p> <p><u>Team:</u> Irrigated Agriculture, Forestry</p> <p><u>Observations:</u> Consultant II, partly paid in reports 1978</p>
GABAS, Jean Jacques	1	485	110	<p><u>Mission--Place:</u> Brussels; <u>Subject:</u> Conversations at the Agency for Development Cooperation on official donor assistance; <u>Date:</u> October 18, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II</p>
REPORTS	6	160,202	35,591	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS GIRI, Jacques	4	160,202	35,591	
	2	124,043	27,555	<p><u>Work programme:</u> Help the CILSS Secretariat to ensure coordination in the work of sectoral teams of the Working Group (take part in the definition of work programmes, their follow-up, liaison among them; attend meetings and ensure coherence); prepare synthesis reports for Amsterdam conference, organize national committees, defining their tasks and taking part in their implementation.</p> <p><u>Period:</u> November 1977-November 1978</p> <p><u>Missions--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meeting of <u>ad hoc</u> groups Orientation Committee and Agricultural Production Team; <u>Date:</u> February 1-4, 1978.</p> <p><u>Place:</u> Amsterdam; <u>Subject:</u> Participation in the third conference of the Club; <u>Date:</u> November 20-24, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III, partly paid in 1977</p>
IMBOOEN, Kathryn	2	14,384	3,200	<p><u>Work programme:</u> Updating of data concerning aid commitments in 1976 and estimates for 1977, '78, and '79; analysis of ODA disbursements in 1974, '75, and '76 and donor policies regarding local costs; assist in the evaluation of incidence of the Global Development Programme for the Sahel in national budgets of CILSS member countries.</p> <p><u>Period:</u> December 12, 1977-April 10, 1978</p> <p><u>Missions--Place:</u> Bern; <u>Subject:</u> Conversations with those responsible for Africa in the Federal Political Department; <u>Date:</u> January 2-4, 1978.</p> <p><u>Place:</u> Brussels; <u>Subject:</u> Conversations at the EEC on financial commitments to the Sahel; <u>Date:</u> January 19, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II; partly paid for in 1977</p>
KORNELL, Ronald	3	95,674	21,255	<p><u>Work programme:</u> Two Club activities were concerned: (1) Contacts with OPEC donors, (2) Donor flows report preparation.</p> <p><u>Period:</u> September 18, 1978-January 31, 1979</p> <p><u>Missions--Place:</u> Bonn, The Hague; <u>Subject:</u> Conversations with officials of Ministry for Cooperation on development projects financing; <u>Date:</u> September 26-29, 1978.</p>
REPORTS	11	394,303	87,601	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	11	394,303	87,601	<p><u>Place:</u> Ouagadougou; <u>Subject:</u> Take complement references and information in order to finalize the donor flows report; <u>Date:</u> October 25-28, 1978.</p> <p><u>Place:</u> Brussels-The Hague; <u>Subject:</u> Conversations with FED and Ministry for Cooperation officials on project financing in the Sahel; <u>Date:</u> October 10-11, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant IV (see also Ch. 80.11)</p>
LABONNE, Michel	8	82,752	18,388	<p><u>Work programme:</u> As co-reporter of the Agricultural Production Team (rainfed and irrigated agriculture, production and marketing), organize a working team for evaluating the possible impact of rainfed agriculture first generation projects and audit their coherence; organize a meeting on new lands colonization and implement a working team to formulate two pilot projects in this sector; take part in the implementation of a bank of data and a simulation model to ensure a monitoring of the Sahel ecosystem; ensure the follow-up of the marketing team.</p> <p><u>Missions--Place:</u> Four missions in Paris; <u>Subject:</u> Participation in different meetings on marketing price policy, storage, irrigated agriculture; <u>Date:</u> January 20-21, June 15-17, July 3-5, September 7-8, 1978.</p> <p><u>Place:</u> Two missions in Ouagadougou; <u>Subject:</u> Participation in the meeting of the Orientation Committee and preparation of rainfed agriculture projects; <u>Date:</u> February 1-4, March 24-26, 1978.</p> <p><u>Place:</u> Bamako-Dakar; <u>Subject:</u> Participation in the Production Optimization Colloquium and different consultations; <u>Date:</u> February 24-March 4, 1978.</p> <p><u>Place:</u> Dakar; <u>Subject:</u> Participation in the meeting on agricultural production; <u>Date:</u> September 19-22, 1978.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III, partly paid in 1977; the amount also considers indemnities foreseen for INRA contract.</p>
MARTIN, Paul	--	24,000	5,333	<p><u>Work programme:</u> Preparation of a series of projects in the field of livestock for a donor conference in this sector (updating of background papers, advising the Livestock Team, ensuring coherence and implementation of projects).</p>
REPORTS	19	501,055	111,322	

165

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	19	501,055	111,322	
				<p><u>Period:</u> March-April 18, 1978</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III</p>
PONCET, Yveline	1	1,872	420	<p><u>Mission--Place:</u> Ouagadougou-Niamey; <u>Subject:</u> Conversations at the CILSS Secretariat in order to prepare New Lands Seminar; <u>Date:</u> July 9-19, 1978.</p> <p><u>Team:</u> New Lands Development</p> <p><u>Observations:</u> Consultant II</p>
REYNOLDS, Collins J.	--	22,500	4,800**	<p><u>Work programme:</u> Lead three-person team to make a preliminary study of the establishment of a management information system (MIS) for the CILSS and the Club so that an on-going evaluation system can be designed in order to determine an appropriate frame to define MIS and external systems of evaluation; set a standardized format for aggregated data and to measure sector performance, data for long-range evaluation study and trend monitoring, selected village studies and comparison of micro-regions involved in development programmes with those not involved.</p> <p><u>Period:</u> February 27-April 15, 1978.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III, contract with the Center for Research and Education, partly paid directly by USAID (missions to Washington, Paris, and Ouagadougou).</p>
TUCKER, Michael Floyd	--	16,425	3,500**	<p><u>Work programme:</u> In the context of the establishment of a MIS, propose question of measurement and statistical recording of basic human needs within Sahel programme and the evaluation thereof.</p> <p><u>Period:</u> February 27-April 15, 1978</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III, contract with the Center for Research and Education; partly paid directly by USAID (missions to Washington, Paris, Ouagadougou).</p>
REPORTS	20	541,852	120,042	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	20	541,852	120,042	
RAWDON-SMITH, Rhoda	--	11,600	2,500**	<p><u>Work programme:</u> In the context of the establishment of a MIS, address question of processing and interpreting financial and budget trends, consistency of sector performance, and how these elements can be built in the management evaluation system.</p> <p><u>Period:</u> February 27-April 15, 1978</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III; contract with the Center for Research and Education; partly paid directly by USAID (missions to Washington, Paris, Ouagadougou).</p>
ROCHETTE, René	6	125,247	27,833	<p><u>Work programme:</u> Preparation of a project for new lands development in order to evaluate the development method established by S.T.N. (background paper on a limited dimension area, methods of interventions, means of implementation and their compatibility with other economic and social objectives).</p> <p><u>Period:</u> December 11, 1977-December 15, 1978</p> <p><u>Missions--Place:</u> Two missions in Montpellier; <u>Subject:</u> Participation in the meetings on agricultural production; <u>Date:</u> December 12-19, 1977, June 1-14, 1978.</p> <p><u>Place:</u> Two missions in Paris-Ouagadougou; <u>Subject:</u> Participation in New Lands Seminar and ORSTOM colloquium on rural planning areas and consultations at the Club; <u>Date:</u> October 2-27, November 28-December 12, 1978.</p> <p><u>Place:</u> Paris; <u>Subject:</u> Participation in the meeting of marketing restricted committee; <u>Date:</u> January 20-21, 1978.</p> <p><u>Place:</u> Paris-Bamako-Ouagadougou-Niamey-Dakar; <u>Subject:</u> Participation in the meeting on production optimization and preparation of a new lands test project; <u>Date:</u> February 17-May 20, 1978.</p> <p><u>Team:</u> New Lands Development</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	26	678,699	150,375	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	26	678,699	150,375	
SPOSATO, Stephen	--	15,000	3,333	<p><u>Work programme:</u> Assist in the selection of socio-economic indicators for the study on this problem to obtain an over-all view of the direction of Sahelian development, analysis of statistical data.</p> <p><u>Period:</u> June 20-August 31, 1978</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant II working under Ms. Fresson's supervision.</p>
WEBER, Fred	1	48,882	10,860	<p><u>Work programme:</u> Prepare a final programme within the framework of the CILSS forestry programme and the activities of the Ecology Team and forestry projects documents (to this end, provide technical advice and assist in the regional training activities--soil protection and conservation seminars, by making a synthesis of US experiences which could be applied to the Sahel).</p> <p><u>Period:</u> February 19, 1978-March 15, 1979</p> <p><u>Missions--Place:</u> Paris-Niamey-Ouagadougou-Dakar-Praia-New York-Washington; <u>Subject:</u> Different contacts for preparing a forestry programme; <u>Date:</u> April 10-May 20, 1978.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III, partly paid in 1979</p>
CORDIER, Denise	--	2,250	500	<p><u>Work programme:</u> Typing of the French version of the Energy Study.</p> <p><u>Period:</u> October 1978</p> <p><u>Observations:</u> ---</p>
DJIBRIL, Moulie	--	1,000	222	<p><u>Work programme:</u> Collect socio-economic statistics on Gambia's situation.</p> <p><u>Period:</u> September 1978</p> <p><u>Observations:</u> ---</p>
REPORTS	27	745,831	165,290	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	27	745,831	165,290	
GONTSCHAROW, Valentina	--	49,198	10,933	<p><u>Work programme:</u> Preparation of documents for meetings, secretarial duties and assistance to certain consultants in the preparation of their studies.</p> <p><u>Period:</u> February 14-December 31, 1978</p> <p><u>Observations:</u> Consultant I</p>
HIBON, Alberic	--	10,000	2,222	<p><u>Work programme:</u> Assist in the improvement of coherence of rainfed agriculture first generation programme; manage rainfed agriculture list; analyze low-yielding factors in this field in order to evaluate their impact on the entirety of the programme.</p> <p><u>Period:</u> February-June 1978</p> <p><u>Team:</u> Rainfed Agriculture</p> <p><u>Observations:</u> Consultant II</p>
LEFEBVRE, André	1	12,000	2,666	<p><u>Work programme:</u> Presentation of the project "Cereals Promotion in a Cotton Area" and preparation of a new lands colonization test project under the auspices of S.T.N. in Dakar.</p> <p><u>Period:</u> June 1978</p> <p><u>Team:</u> New Lands Development</p> <p><u>Observations:</u> Consultant III</p>
GAILLARD, Tilly	--	1,991	440	<p><u>Observations:</u> Reimbursement of expenses for a mission performed in 1977. Interpreter.</p>
LEMOIGNE, Marc	--	15,000	3,333	<p><u>Observations:</u> Payment of the indemnities foreseen in the contract CEEMAT for the study on agricultural mechanization in the CILSS member countries. (See also 1977.)</p>
PETER, Hilmar	--	797	175	<p><u>Invitation--Place:</u> Brussels; <u>Subject:</u> Consultations at FED on cereals transport and participation in the meeting of the Marketing, Price Policy, Storage Team; <u>Date:</u> September 28-29, 1978.</p> <p><u>Team:</u> Marketing, Price Policy, Storage</p> <p><u>Observations:</u> --Consultant III--</p>
REPORTS	28	834,817	185,059	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	28	834,817	185,059	
TEVOEDJRE, Tarcisus	--	7,000	1,555	<p><u>Work programme:</u> Make analyses on the works implemented by CILSS and the Club in vegetable protection field, reforestation, fisheries, livestock, transports, agricultural production.</p> <p><u>Period:</u> June 13-September 15, 1978</p> <p><u>Observations:</u> Consultant II, partly paid in 1978 reports.</p>
MORAN, Jacqueline	--	4,760	1,057	<p><u>Work programme:</u> Typing of different documents on dry-land farming and irrigated agriculture and studies on Cape Verde Islands, Chad, and Mali.</p> <p><u>Period:</u> July-August 1978</p> <p><u>Observations:</u> ---</p>
INTERPRETERS	--	7,194	1,600	
PRINTING	--	41,531	9,228	
DIFFERENCE IN EXCHANGE RATE	--	48,610	10,800	
OTHERS	--	16,953	3,766	
TOTAL	28	960,865	213,065	

*In this case, the US\$/FF ratio is based on an average of the rates of exchange applicable at the signing of Grant Agreement Amendments.

**This amount was paid in US\$ according to the daily exchange rate.

Type: US Grant for the Working Group's Activities

Subject: Financial support for consultant and administrative costs of Working Group sectors and Synthesis Team - 1979

Amount: US\$ 175,000
FF 740,000

US Legal Title: Amendment No. 3 dated December 22, 1978, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976

Period covered: Extension through March 31, 1981

OECD Approval: C(79)7 (Final)

Budget Chapter: 15.02, 15.04 and 15.09 (reports)

Period Considered in the Budget Sheets: From 18-1-1979 to 31-12-1979

Observations: In the following analysis, Reports 1977 (Part II) and 1978 have been cumulated to the regular expenditure of the year considered

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
GABAS, Jean Jacques	2	6,990	1,645	<p><u>Missions--Place:</u> Brussels; <u>Subject:</u> Collect information and statistical data on project financing in the Sahel at the Belgian Ministry for Cooperation; <u>Date:</u> February 5-9, 1979.</p> <p><u>Place:</u> New York; <u>Subject:</u> Contacts at UNPD for updating the first generation projects financing programme and collect other complementary data; <u>Date:</u> February 27-March 4, 1979.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II</p>
GIRI, Jacques	4	126,867	29,850	<p><u>Work programme:</u> Help CILSS Secretariat to ensure coordination in the work of sectoral teams of the Working Group (take part in the definition of their programmes, the implementation of their work and the interaction among different teams; attend their meeting; ensure coherence); prepare synthesis reports of general studies in cereal production, livestock, obstacles in the way of financing projects in the Sahelian region.</p> <p><u>Period:</u> March-December 1979</p> <p><u>Missions--Place:</u> Ouagadougou; <u>Subject:</u> Participation in a synthesis meeting; <u>Date:</u> January 23-26, 1979.</p> <p><u>Place:</u> Montpellier; <u>Subject:</u> Preparation of a programme on cereals marketing in the Sahel; <u>Date:</u> March 2, 1979.</p> <p><u>Place:</u> Dakar-Nouakchott; <u>Subject:</u> Preparation and participation in the colloquium on Sahel cereal policy; consultations at the Ministry of Rural Development in Senegal; <u>Date:</u> June 28-July 7, 1979.</p>
REPORTS	6	133,857	31,495	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	6	133,857	31,495	
				<p><u>Place:</u> Brussels; <u>Subject:</u> Participation in a meeting of the restricted committee of the Club on cereal policy in the Sahel; <u>Date:</u> October 24-26, 1979.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
KORNELL, Ronald	--	24,798	5,835	<p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant IV; final complement for the work performed in 1978 and January 1979 (see also 1978 and ch. 80.11).</p>
LEBLOAS, Jean	4	37,172	8,745	<p><u>Work programme:</u> Preparation of background papers on irrigated agriculture for each Sahel country for the second generation projects. Analysis of the present difficulties; proposals to eliminate these constraints; identification of studies, on-going and new projects; definition of needs in management and chronogrammes of future studies.</p> <p><u>Period:</u> September 1979-January 12, 1980</p> <p><u>Missions:</u> Four missions in Paris; <u>Subject:</u> Participation in different meetings and consultations with the Club and the French Ministry for Cooperation on irrigated agriculture; <u>Date:</u> September 24-26; October 29-31; November 19-20; December 3-5, 1979.</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> Consultant III from DAG; partly paid in 1980</p>
GONTSCHAROW, Valentina	--	69,098	16,255	<p><u>Work programme:</u> Take part in the work of the Club, such as preparation of documents for meetings, secretarial duties and assistance to certain consultants in the preparation of studies.</p> <p><u>Period:</u> January 1-February 13; March 15-December 31, 1979</p> <p><u>Observations:</u> Consultant I</p>
REPORTS	10	264,925	62,330	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	10	264,925	62,330	
NAIGEON, Christophe	2	21,016	4,945	<p><u>Work programme:</u> Visit some projects in Sahelian countries in order to make an exhaustive review of their consequences on the development process in this region for a special report to be published.</p> <p><u>Period:</u> March 19-June 15, 1979</p> <p><u>Missions--Place:</u> Niamey-Ouagadougou-Bamako; <u>Subject:</u> Visit of projects in Niger, Upper Volta, Mali; <u>Date:</u> May 21-26</p> <p><u>Place:</u> Dakar-Prata-Banjul; <u>Subject:</u> Visit of projects in Senegal, Cape Verde Islands, Gambia; <u>Date:</u> March 28-April 13, 1979.</p> <p><u>Observations:</u> Consultant II</p>
OLESEN, Henrich	1	27,172	6,395	<p><u>Work programme:</u> Make a report and prepare the budget for an expanded vaccination programme. Consult, to this end, CILSS Secretariat for a detailed and coordinated execution of these tasks.</p> <p><u>Period:</u> November 11-December 23, 1979</p> <p><u>Mission--Place:</u> Abidjan-Bamako; <u>Subject:</u> Field study of national vaccination programmes in Ivory Coast and consultations in Sahel countries; <u>Date:</u> November 13-December 20, 1979.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
RICHARD, Philippe	1	7,977	1,877	<p><u>Mission--Place:</u> Nouakchott; <u>Subject:</u> Participation in the meeting on cereal policy in the Sahel region; <u>Date:</u> July 1-6, 1979.</p> <p><u>Team:</u> Marketing, Price Policy, Storage</p> <p><u>Observations:</u> Consultant III</p>
ROCHETTE, René	--	258	60	<p><u>Mission--Place:</u> Ouagadougou-Paris; <u>Subject:</u> Participation in different meetings on new lands; <u>Date:</u> October 2-27, 1978.</p> <p><u>Team:</u> New Lands Development</p> <p><u>Observations:</u> This amount corresponds to a final complement to the mission made and considered in 1978.</p>
REPORTS	14	321,348	75,607	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	14	321,348	75,607	
SPAAR, Daniel	--	10,000	2,353	<p><u>Work programme:</u> Prepare an identification paper for a sylvo-pastoral development project in the Ansongo-Manako-Talataye region.</p> <p><u>Period:</u> November 20, 1979-January 20, 1980</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; partly paid for this contract in Ch. 15.09.</p>
STAGLIANO, Vito	1	36,424	8,570	<p><u>Work programme:</u> Review the obstacles to financing the first generation programme from the Sahelian aspect in close cooperation with other bodies, principally WARDA, CILSS, and Sahelian governments.</p> <p><u>Period:</u> August 15-November 15, 1979</p> <p><u>Mission--Place:</u> Ouagadougou-Dakar-Nouakchott; <u>Subject:</u> Analysis in the field of obstacles to financing first generation projects; <u>Date:</u> August 10-September 15, 1979.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II, member of DAG</p>
ADAM, Henri	1	3,500	823	<p><u>Work programme:</u> Make a survey of the OPEC countries' financial flows to the Sahel region (amounts of disbursements, procedures, distribution by sector and country) and analyze the position of OPEC aid agencies during the last three years.</p> <p><u>Period:</u> A week in July 1979</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
BASSAT, Nadine	--	3,870	910	<p><u>Work programme:</u> Typing of a manuscript concerning official assistance in Sahel countries (updating 1978; text and tables).</p> <p><u>Period:</u> July 1979</p> <p><u>Observations:</u> ---</p>
BATHANY, Jacques	--	184	43	<p><u>Invitation:</u> Reimbursement of some expenses for a mission to Ouagadougou.</p> <p><u>Observations:</u> ---</p>
REPORTS	16	375,326	88,306	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	16	375,326	88,306	
BOUDET, Gabriel	1	1,914	448	<p><u>Invitation-Place:</u> Niamey; <u>Subject:</u> Participation in the meeting of the Ecology-Forestry Team of the Club and CILSS; <u>Date:</u> June 25-29, 1979.</p> <p><u>Team:</u> Ecology-Forestry</p> <p><u>Observations:</u> Consultant III</p>
CALISTE, Marie	1	11,473	2,700	<p><u>Invitation--Place:</u> Ouagadougou; <u>Subject:</u> Interpreter at a Club meeting; <u>Date:</u> January 24-25, 1979.</p> <p><u>Observations:</u> ---</p>
FERGUSON, Eric	3	2,603	611	<p><u>Invitations:</u> Three trips to Paris; <u>Subject:</u> Participation in different meetings of the Club, mainly in energy in the development strategy of the Sahel; <u>Date:</u> February 23; March 20-21; May 3, 1979.</p> <p><u>Team:</u> Energy</p> <p><u>Observations:</u> Consultant III</p>
HARTMEYER SAULNIER, Monique	1	737	173	<p><u>Mission--Place:</u> Ouagadougou; <u>Subject:</u> Interpreter in a Club meeting; <u>Date:</u> January 24-25, 1979.</p> <p><u>Observations:</u> Partly paid in other chapters</p>
KÖHLER, Daniel F.	3	19,782	4,654	<p><u>Invitation and missions:</u> Two trips to Paris; <u>Subject:</u> Consultations with the Club Secretariat to prepare a paper on cereals storage for the Nouakchott colloquium and synthesis meeting on the same subject; <u>Date:</u> April 5-7 and 24-26, 1979.</p> <p><u>Place:</u> Nouakchott; <u>Subject:</u> Participation in the Nouakchott colloquium and presentation of a report; <u>Date:</u> July 1-6, 1979.</p> <p><u>Team:</u> Marketing, Price Policy, Storage</p> <p><u>Observations:</u> Consultant II, partly paid in 15.06</p>
LABONNE, Michel	2	12,660	2,978	<p><u>Invitations--Place:</u> Rome; <u>Subject:</u> Contacts with FAO, WFP, IFAD and the Italian government on Sahel development problems; <u>Date:</u> May 28-June 1, 1979.</p> <p><u>Place:</u> Nouakchott; <u>Subject:</u> Participation in the meeting on Sahel cereals policy; <u>Date:</u> July 2-6, 1979.</p>
REPORTS	27	424,495	99,870	

175

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	27	424,495	99,870	
				<u>Team:</u> Marketing, Price Policy, Storage <u>Observations:</u> Consultant III
LEFEBURE, Henry	1	6,479	1,524	<u>Invitation--Place:</u> Niamey; <u>Subject:</u> Participation in the Ecology-Forestry Team of the Club; <u>Date:</u> June 25-29, 1979. <u>Team:</u> Ecology-Forestry <u>Observations:</u> Consultant III
MANGENOT, Philippe	1	7,889	1,856	<u>Invitation--Place:</u> Dakar; <u>Subject:</u> Presentation of a report at the livestock and meat marketing meetings for Sahelian countries. <u>Date:</u> May 29-June 2, 1979. <u>Team:</u> Livestock <u>Observations:</u> Consultant III
SHEAR, David	2	18,425	4,335	<u>Work programme:</u> Make a report and recommendations on the problem of obstacles in the way of financing projects in the Sahel Development Programme; to this end, consult with certain donors (United Kingdom, Germany, UNDP, etc.), CILSS and Agrhymet and discuss the foregoing obstacles that tend either to prevent financing or to retard the implementation of projects. <u>Period:</u> March 25-May 15, 1979 <u>Missions--Place:</u> Ouagadougou-Niamey-Dakar; <u>Subject:</u> Consultations with CILSS, Agrhymet, OHVS; <u>Date:</u> March 27-April 8, 1979. <u>Place:</u> Paris-Bonn-The Hague-London; <u>Subject:</u> Consultations with different ministries and agencies for development cooperation and meeting at the Club; <u>Date:</u> March 17-26, 1979. <u>Team:</u> Synthesis Group <u>Observations:</u> Consultant III
TACHER, Georges	2	7,575	1,782	<u>Invitation--Place:</u> Dakar; <u>Subject:</u> Participation in the meeting on livestock and meat marketing; <u>Date:</u> May 30-June 1, 1979. <u>Team:</u> Livestock <u>Observations:</u> Consultant III
LEVY, Daniel Maurice	2	19,067	4,486	<u>Missions--Place:</u> Rome; <u>Subject:</u> Conversations at FAO on cereals policy in the Sahel; <u>Date:</u> May 8-11, 1979.
REPORTS	35	483,930	113,853	

1.14

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	35	483,930	113,853	
				<p><u>Place:</u> Nouakchott; <u>Subject:</u> Participation in the Nouakchott colloquium on cereals policy in the Sahel; <u>Date:</u> July 1-6, 1979.</p> <p><u>Team:</u> Marketing, Price Policy, Storage</p> <p><u>Observations:</u> Consultant II; part of the indemnities were also paid in this chapter.</p>
WEBER, Fred	1	20,703	4,870	<p><u>Work programme:</u> Accomplishment of programme in forestry field performed during 1978, elaboration of integrated sylvo-pastoral management projects in Upper Volta.</p> <p><u>Period:</u> February 19, 1978-March 15, 1979</p> <p><u>Mission--Place:</u> Washington-New York-Dakar-Ouagadougou; <u>Subject:</u> Preparation of a soil conservation programme in Upper Volta and conversations at USAID; <u>Date:</u> January 21-February 18, 1979.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III, partly paid in 1978</p>
REINES, Sheila	2	30,160	7,096	<p><u>Work programme:</u> Prepare a report describing fifteen key projects in several sectors, both for purposes of presentation at sectoral discussions, meetings, and in financial flow reports.</p> <p><u>Period:</u> July 23-September 15, 1979</p> <p><u>Missions--Place:</u> Paris; <u>Subject:</u> Preparation of project descriptions at the Club Secretariat; <u>Date:</u> July 25-September 15, 1979.</p> <p><u>Place:</u> Paris; <u>Subject:</u> Preparation and presentation of technology sector projects at the Club Secretariat; <u>Date:</u> November 11-December 19, 1979.</p> <p><u>Team:</u> Agricultural Production</p> <p><u>Observations:</u> Consultant II; the second contract was considered in Ch. 15.06</p>
TEVOEDJRE, Tarcisius	--	8,000	1,882	<p><u>Observations:</u> Final indemnity for tasks accomplished in 1978 (see also 1978)</p>
REPORTS	38	542,793	127,701	

177

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.) *	
REPORTS	38	542,793	127,701	
FRESSON, Sylviane	--	9,692	2,280	Observations: Final indemnity for the tasks accomplished in 1978 (see also 1978).
DIFFERENCE IN EXCHANGE RATE FOR KORNELL'S GRANT		22,208	5,225	
INTERPRETERS		10,751	2,529	
OTHERS	38	5,795	1,363	
TOTAL		591,239	139,098	

*The US\$/FF ratio is based on an average of the rate of exchange applicable at the signing of Grant Agreement Amendments.

175

Type: US Grant for the Working Group's Activities

Subject: Financial support for consultant and administrative costs of Working Group sectors and Synthesis Teams - 1980

Amount: USS 177,000
FF 726,000

US Legal Title: Amendment No. 4 dated March 28, 1980, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976

Period covered: Extension through September 31, 1982

DECD Approval: C(80)107 (Final)

Budget Chapter: 15.02

Period Considered in the Budget Sheets: From 4-1-1980 to 31-12-1980

Observations: In the following analysis, reports of past years were cumulated to the regular expenditure of the year considered.

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	USS (est.)	
ADAM, Henri	1	30,363	7,316	<p><u>Work programme:</u> Preparation of two reports describing strategies and development programmes implemented by the Club in order to deepen contacts with the Islamic Conference and in view of the Fourth Conference of the Club. Establish more structured relations with Gulf country representatives for changing and implementing their policies in the field of non-project aid.</p> <p><u>Period:</u> January and March, 1980; November 6-December 31, 1980</p> <p><u>Mission--Place:</u> Kuwait-Riyad-Jedda; <u>Subject:</u> Participation in the Fourth Conference of the Club; conversations with Kuwaiti and Saudi officials; <u>Date:</u> November 12-30, 1980.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
CARRIER, Simon Pierre	1	27,074	6,525	<p><u>Work programme:</u> Preparation of documents to discuss in different meetings and background papers for donors in the field of animal health, livestock training, and livestock and meat marketing.</p> <p><u>Period:</u> March 3-April 5, 1980</p> <p><u>Mission--Place:</u> Paris-Bamako-Ouagadougou; <u>Subject:</u> Conversations at the Club; preparation and participation in the Livestock Team meeting and preparation of livestock files; <u>Date:</u> March 10-28, 1980.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	2	57,437	13,841	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	2	57,437	13,841	
GABAS, Jean- Jacques	2	88,242	21,262	<p><u>Work programme:</u> Prepare a general study on economic development in the Sahel (analysis of the economic situation from 1975, the absorptive capacity, efficiency and impact of development programmes; creation of some institutions promoting self-development, etc.) and a specific study on financial flows in this area (coordination of work, analysis and synthesis).</p> <p><u>Period:</u> January-December 1980</p> <p><u>Missions--Place:</u> Brussels; <u>Subject:</u> Conversations with FED officials; <u>Date:</u> February 11-12, 1980.</p> <p><u>Place:</u> Ouagadougou-Bamako-Dakar-Nouakchott; <u>Subject:</u> Visit of projects for an evaluation of Sahel Development Programme; <u>Date:</u> October 13-25, 1980.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II</p>
OLESEN, Henrick	--	16,660	4,014	<p><u>Observations:</u> Final complement for the mission to Ivory Coast and Mali, November/December 1979 (see also 1979)</p>
REINES, Sheila	--	10,522	2,535	<p><u>Observations:</u> Reimbursement of expenses for mission made to Paris (November 11-December 19, 1979) considered in 1979</p>
ROGGMAN, Jean Bernard	2	18,798	4,530	<p><u>Work programme:</u> In the context of the improved stoves programme, describe construction methods and their dimensions, measure their thermal capacities (by analyzing temperatures, thermal flows, energy consumption, and thermal yields); make recommendations in this field and select more rational types.</p> <p><u>Period:</u> November 3, 1980-January 10, 1981</p> <p><u>Missions--Place:</u> Brussels-Eindhoven-Louvain; <u>Subject:</u> Conversations with scholars in the Universities of Louvain and Eindhoven on improved stoves; <u>Date:</u> October 14-15, 1980.</p> <p><u>Place:</u> Dakar-Ouagadougou; <u>Subject:</u> Tests and field measurement of improved stoves; <u>Date:</u> October 20-November 15, 1980.</p> <p><u>Team:</u> Energy, Renewable Resources</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	6	191,659	46,182	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	6	191,659	46,182	
WEBER, Fred	1	43,633	10,515	<p><u>Work programme:</u> In the context of a meeting of donor sources for ecology/forestry, fishing and livestock sectors, prepare a sensitization mission to principal participants both from CILSS and the Club, to explain projects and programmes under discussion, elucidate any points that need to be clarified, and assist in preparing and taking part in the meeting itself.</p> <p><u>Period:</u> April 8-July 11, 1980</p> <p><u>Mission--Place:</u> Washington-Paris-Bern-Rome-Eschborn-Copenhagen- Stockholm-Amsterdam-The Hague; <u>Subject:</u> Presentation of the Ecology/Forestry Programme to national aid donors agencies; <u>Date:</u> June 6-July 9, 1980.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
IEMVT Contract (Institut d'Élevage et de Médecine Vétérinaire des Pays Tropicaux)	1	55,200	13,301	<p><u>Work programme:</u> Following the requests promulgated during the Amsterdam Conference, reschedule the livestock strategy in the Sahel by taking into consideration its relationship with other sectors (agriculture, training, ecology/forestry), prepare a preliminary scheme for the Livestock Team meeting in Banjul; make project and final reports after commentaries.</p> <p><u>Period:</u> August 14, 1979-June, 1980</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultants involved in the project were Mr. Tacher, Mr. Boudet, Mr. Coulomb and Mr. Serre. The cumulative amounts considered represent the final regulation of the contract (the first part was considered in another chapter) and missions made by consultants.</p>
GONTSCHAROW, Valentina	--	85,032	20,490	<p><u>Work programme:</u> Take part in the work of the Club (preparation of documents for meetings, secretarial duties, and assistance to certain consultants in the preparation of their studies).</p> <p><u>Period:</u> January-June 15 and July 28-December 31, 1980</p> <p><u>Observations:</u> Consultant I</p>
JEANNERET, Charles	--	16,665	4,015	<p><u>Work programme:</u> Review of drought control and development strategy in the Sahel within the spirit of the Amsterdam Conference (draft of both the first and third parts concerning the harmonization of the strategy with national plans and policies and its operation coherence for the Kuwait Conference).</p>
REPORTS	8	392,189	94,503	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	8	392,189	94,503	
				<p><u>Period:</u> March 17-May 1, 1980</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
MALACAMP, Jean	1	6,465	1,557	<p><u>Work programme:</u> Prepare a monitoring project in the Sahel in order to implement a system for an ecology follow-up (remote sensing and aerial inspection, analysis in the field).</p> <p><u>Period:</u> February 20-March 29, 1980</p> <p><u>Mission--Place:</u> Ouagadougou-Niamey-Bamako-Dakar, <u>Subject:</u> Participation in a multi-disciplinary mission for preparing a monitoring project; <u>Date:</u> February 25-March 14, 1980.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III, mission indemnities only</p>
MAMET, Claude	--	15,000	3,614	<p><u>Work programme:</u> In the context of the study on official assistance to Sahel countries, updating of statistical data up to 1979; analysis of financial flows by sector and projects; make a summary of financial aid programmes by donor.</p> <p><u>Period:</u> April 1-July 1, 1980</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant II</p>
GIRI, Jacques	4	125,235	30,177	<p><u>Work programme:</u> Help CILSS and the Club Secretariats to coordinate the activities of sectoral teams of the Working Group; take part in the preparations of synthesis reports and reschedule the economic and social development strategy in the Sahel; prepare synthesis studies for the Fourth Conference of the Club in the field of cereal policy, obstacles to project financing in the Sahel, project evaluation.</p> <p><u>Period:</u> April-December, 1980</p> <p><u>Missions--Place:</u> Dakar; <u>Subject:</u> Participation in the meeting on irrigated agriculture; <u>Date:</u> May 20-22, 1980.</p> <p><u>Place:</u> Two missions in Ouagadougou; <u>Subject:</u> Consultations with CILSS officials in order to reschedule the development strategy and discussion of documents for the Fourth Conference of the Club; <u>Date:</u> July 14-16 and September 22-25, 1980.</p> <p><u>Place:</u> Kuwait; <u>Subject:</u> Participation in the Fourth Conference of the Club; <u>Date:</u> November 4-17, 1980.</p>
REPORTS	13	538,889	129,851	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	USS (est.)	
REPORTS	13	538,889	129,851	
				<p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
LEBLOAS, Jean	2	5,618	1,354	<p><u>Work programme:</u> Make a synthesis report on irrigated agriculture on the basis of the existing documents prepared in this field by the Club.</p> <p><u>Period:</u> April 1980</p> <p><u>Missions--Place:</u> Both missions made in Paris; <u>Subject:</u> Preparation of file on irrigated agriculture in the Sahel; <u>Date:</u> December 16-18, 1979, January 3-4, 1980.</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> Consultant III; both missions were made in the context of his first contract (see 1979).</p>
BRENOT- OULDALI, Myrian- Annie	--	24,683	5,948	<p><u>Work programme:</u> Prepare a study describing the population situation and projections for the year 2000 in the Sahel (change in volume, pattern by age and sex both in rural and urban areas) in view of the Fourth Conference of the Club.</p> <p><u>Period:</u> May 19-July 24, 1980</p> <p><u>Observations:</u> Consultant I; study made in collaboration with OECD Development Centre (under the supervision of Mr. Julien Condé).</p> <p><u>Team:</u> Human Resources</p>
BARRIER, Christian	--	10,000	2,409	<p><u>Work programme:</u> Collect data and ensure coherence for the study on dry-land farming development in the Sahel.</p> <p><u>Period:</u> October 1980</p> <p><u>Team:</u> Dry-land Farming</p> <p><u>Observations:</u> ---</p>
BASSAT, Nadine	--	1,250	300	<p><u>Work programme:</u> Typing of about ten reports in the fishery, ecology/forestry and livestock sectors for the donor meeting of July 1980.</p> <p><u>Period:</u> End of May 1980</p> <p><u>Observations:</u> ---</p>
REPORTS	15	580,440	139,862	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	15	580,440	139,862	
CORDIER, Denise	--	7,800	1,880	<p><u>Work programme:</u> Typing of different reports on financial flows (1975-78), on the development strategy, and finally on village water control in the Sahel.</p> <p><u>Period:</u> May, October, and November 1980</p> <p><u>Observations:</u> ---</p>
FERGUSSON, Bonnie	--	3,500	843	<p><u>Work programme:</u> Translation into English of six files on the project entitled "Ecology-Forestry".</p> <p><u>Period:</u> March 1980</p> <p><u>Observations:</u> ---</p>
GAILLARD, Philippe	--	8,000	1,927	<p><u>Work programme:</u> Synthesize a report on recurrent costs in the Sahel.</p> <p><u>Period:</u> September 1980</p> <p><u>Observations:</u> ---</p>
GERBAUD, Monique	--	8,500	2,048	<p><u>Work programme:</u> Typing of the study on official assistance to the Sahel (text and figures) 1975-79.</p> <p><u>Period:</u> July/August 1980</p> <p><u>Observations:</u> ---</p>
HLAVEK, Robert	--	7,000	1,686	<p><u>Work programme:</u> Preparation of a report on village and pastoral water control in the Sahel.</p> <p><u>Period:</u> October 1980</p> <p><u>Observations:</u> ---</p>
LEGENORE, Patrice	1	8,533	2,056	<p><u>Invitation--Place:</u> Praia; <u>Subject:</u> Interview with the CILSS coordinator-minister and preparation of a press report on social and economic development of Cape Verde Islands; <u>Date:</u> May 25-29, 1980.</p> <p><u>Observations:</u> Consultant III</p>
LÉSAGE, Elizabeth	--	1,500	361	<p><u>Work programme:</u> Typing of a report on official assistance to the Sahel--first review (text and figures).</p> <p><u>Period:</u> June 1980</p> <p><u>Observations:</u> ---</p>
REPORTS	16	625,273	150,663	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	16	625,273	150,663	
MARTIN, Paul	--	8,000	1,927	<p><u>Work programme:</u> Preparation of report on a project entitled "Silvo-pastoral Development in Mali--Ansongo, Menaka, Telataye Region," on the basis of the existing documents, following the principles established by the Club.</p> <p><u>Period:</u> April 1980</p> <p><u>Team:</u> Agricultural Production</p> <p><u>Observations:</u> Consultant III</p>
MONTAGNE, Pierre	--	5,000	1,204	<p><u>Work programme:</u> Preparation of a study on firewood use in rural areas of Niger, Mali, Upper Volta.</p> <p><u>Period:</u> May 1980</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> ---</p>
MORAN, Jacqueline	--	5,350	1,289	<p><u>Work programme:</u> Typing of statistical tables on first generation projects and some technical files for a donor meeting.</p> <p><u>Period:</u> January, May 1980</p> <p><u>Observations:</u> ---</p>
MOULHERAT, Jean-Louis	--	10,000	2,409	<p><u>Work programme:</u> Prepare the terms of reference for a study on planning and analysis of forestry sector in the Sahel (methodology, national reports, and bibliography).</p> <p><u>Period:</u> October/November 1980</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> ---</p>
PICHARD, Sally	--	2,350	566	<p><u>Work programme:</u> Typing of a report on Mali (text and figures).</p> <p><u>Period:</u> February 1980</p> <p><u>Observations:</u> ---</p>
PLAZY, Colette	--	9,500	2,289	<p><u>Work programme:</u> Typing of different reports and studies from manuscripts for the Fourth Conference of the Club.</p> <p><u>Period:</u> October/November 1980</p> <p><u>Observations:</u> ---</p>
REPORTS	16	665,473	160,347	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	16	665,473	160,347	
OSSELIN, Anne	--	5,000	1,204	<p><u>Work programme:</u> Preparation of a bibliography on the forestry sector in the Sahel.</p> <p><u>Period:</u> November 1980</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> ---</p>
OUÉDRAOGO, Sylvestre	1	10,150	2,445	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in the meeting on forestry sector planning and analysis for the Sahel; <u>Date:</u> November 3-5, 1980.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
RUELLE, Catherine	1	10,359	2,496	<p><u>Invitation--Place:</u> Ouagadougou-Bamako-Segou; <u>Subject:</u> Visit development projects in Upper Volta and Mali for a special issue on the Club's activities; <u>Date:</u> June 27-July 4, 1980.</p> <p><u>Observations:</u> Consultant III</p>
SENE, El-Hadjj	1	8,870	2,137	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in a meeting of the Club on forestry sector planning and analysis; <u>Date:</u> November 1-6, 1980.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
SOUMANA, Traore	1	10,910	2,628	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Participate in the work on development programme for the Sahel; <u>Date:</u> August 11-19, 1980.</p> <p><u>Team:</u> Development Strategy Review</p> <p><u>Observations:</u> Consultant III</p>
TOURE, Madiou	--	4,200	1,000**	<p><u>Work programme:</u> Preparation of a report describing costs and procedures for financing primary health care at the community level in the Sahel in view of the CILSS and the Club presence at the WHO Conference (December 1-5, 1980).</p> <p><u>Period:</u> September 15-30, 1980</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> ---</p>
REPORTS	20	714,962	172,257	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	20	714,962	172,257	
TRAORE, Mamadou Namory	--	4,200	1,000**	<p><u>Work programme:</u> Preparation of a report describing costs and procedures for financing primary health care at the community level in the Sahel in view of the CILSS and the Club presence at the WHO Conference (December 1-5, 1980).</p> <p><u>Period:</u> September 15-30, 1980</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> ---</p>
VANNIER, Bertrand	--	7,000	1,686	<p><u>Work programme:</u> Preparation of a series of special television programmes on the Sahel.</p> <p><u>Period:</u> December 1980</p> <p><u>Observations:</u> ---</p>
WARREN, Nadine	--	3,300	795	<p><u>Work programme:</u> Typing of reports on Mauritania's situation and renewable resources development in the Sahel (text and figures).</p> <p><u>Period:</u> Half of March and August 1980</p> <p><u>Observations:</u> ---</p>
TACHER	1	5,850	1,409	<p><u>Invitation --- Place:</u> Bamako; <u>Subject:</u> Participation in a meeting for rescheduling livestock development strategy in the Sahel; <u>Date:</u> January 15-18, 1980.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> This mission was done in the context of the IEMVT contract.</p>
PONSY, Pierre	3	19,052	4,591	<p><u>Work programme:</u> In the context of a contract for preparing a synthesis study on water control programmes in the Senegal River basin, different missions were made to this end.</p> <p><u>Missions--Place:</u> Dakar; <u>Subject:</u> Preparation of a water control programme in the Senegal River valley; <u>Date:</u> September 12-20, 1980.</p> <p><u>Place:</u> Dakar; <u>Subject:</u> Consultations at the OMVS in order to prepare documents on water control for the Kuwait Conference; <u>Date:</u> October 11-16, 1980.</p> <p><u>Place:</u> Rome; <u>Subject:</u> Conversations at FAO on irrigation programmes in the Sahel; <u>Date:</u> November 8-12, 1980.</p> <p><u>Team:</u> Irrigated Agriculture</p>
REPORTS	24	754,364	181,738	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	24	754,364	181,738	
				Observations: Consultant III; the consulting contract was posted in other chapters (principally French reliquats as well as a part of the indemnities for the missions.
INTERPRETERS	--	6,644	1,600	
OTHERS	--	18,301	4,409	
TOTAL	24	771,319 ^{***}	185,822	

*The US\$/FF ratio is based on an average of the rates of exchange applicable at the signing of Grant Agreement Amendments.

**This amount was paid in US\$ according to the daily exchange rate.

***To obtain this sum, it is necessary to deduct the amount of FF 7,990 (US\$ estimated at 1,925) from the total; this amount, which corresponds to an invitation, has been subsequently considered in another chapter.

Type: US Grant for the Working Group's Activities

Subject: Financial support for consultant and administrative costs of Working Group sectors and Synthesis Team - 1981

Amount: USS 157,000
FF 738,000

US Legal Title: Amendment No. 7 dated January 30, 1981, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976

OECD Approval: C(81)46 (Final)

Budget Chapter: 15.02

Period Considered in the Budget Sheets: From 23-1-1981 to 31-12-1981

Observations: In the following analysis, reports of past years have been cumulated to the regular expenditure of the year considered.

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	USS (est.)	
ADAM, Henri	1	34,403	7,479	<p><u>Work programme:</u> Make efforts to deepen links between the Club and Arab aid institutions; encourage their participation in the symposium on recurrent costs; examine the possibility of assuring their presence in the budget and the work of the Club and CILSS.</p> <p><u>Period:</u> April 15-December 31, 1981</p> <p><u>Mission--Place:</u> Jeddah-Riyad-Kuwait; <u>Subject:</u> Discussions with officials of Arab financial institutions in order to deepen links with the Club; <u>Date:</u> May 16-June 4, 1981.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
BELLONCLE, Guy	1	44,877	9,755	<p><u>Work programme:</u> Make a draft programme on alphabetization and then prepare a document on training in the context of rural development projects (vulgarization, alphabetization in connection with management use of national languages in management systems of irrigated agriculture projects).</p> <p><u>Period:</u> April 1981 and August 17-October 30, 1981</p> <p><u>Mission--Place:</u> Bamako; <u>Subject:</u> Participation in a meeting on human resources and in a workshop on training, visit in the field; <u>Date:</u> September 15-October 8, 1981.</p> <p><u>Team:</u> Human Resources; Training</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	2	79,280	17,234	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	2	79,280	17,234	
COUREL, Marie Françoise	1	14,817	3,221	<p><u>Work programme:</u> Investigate the phenomenon of desertification in the Sahel on the basis of Landsat satellite data. The consultant collaborated with an interdisciplinary team.</p> <p><u>Period:</u> January 15-April 15, 1981</p> <p><u>Mission--Place:</u> Dakar; <u>Subject:</u> Work in the field (Senegal) for studying physical conditions of desertification; <u>Date:</u> February 8-22, 1981.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III; only subsistence allowances for mission.</p>
GAILLARD, Tilly	1	9,299	2,021	<p><u>Mission--Place:</u> Bamako; <u>Subject:</u> Interpreter in the Workshop on Rainfed Agriculture in the Sahel; <u>Date:</u> May 12-14, 1981.</p> <p><u>Observations:</u> Consultant III</p>
GIRI, Jacques	1	130,339	28,335	<p><u>Work programme:</u> Help in the coordination of the Working Group's action by directing analyses linked to reviews of rainfed agriculture and village water control; taking part in different meetings (principally, the Symposium on Recurrent Costs); ensuring a better coherence of these works; participate in the synthesis review and reschedule economic and social development strategy for the Sahel; prepare synthesis studies for the Conference of the Club.</p> <p><u>Period:</u> March 1, 1981-January 31, 1982</p> <p><u>Mission--Place:</u> Ouagadougou; <u>Subject:</u> Participation in a meeting of the Club/CILSS; <u>Date:</u> November 9-14, 1981.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III, partly paid in 1982.</p>
GONTSCHAROW, Valentina	--	96,690	21,020	<p><u>Work programme:</u> Participate in the work of the Club such as preparation of documents for meetings, secretarial duties and assistance to certain consultants in the preparation of studies.</p> <p><u>Period:</u> January-July and September 15-December 31, 1981</p> <p><u>Observations:</u> Consultant I</p>
REPORTS	5	330,425	71,831	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	5	330,425	71,831	
MARTIN, Paul	1	48,382	10,517	<p><u>Work programme:</u> Verify progress and on-going projects of the livestock programme, evaluate its orientation and relationship with the strategy established by the Club; propose priorities and planning for reviews in each Sahelian country.</p> <p><u>Period:</u> November 2, 1981-January 31, 1982</p> <p><u>Mission--Place:</u> Ouagadougou-Dakar-Praia-Nouakchott-Banjul-Bamako-Niamey; <u>Subject:</u> Analysis in the field and progress reports on the livestock programme; <u>Date:</u> November 9-December 16, 1981.</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III, partly paid in 1982</p>
MOREL, Jean	2	42,687	9,280	<p><u>Work programme:</u> In the context of the study on forestry projects in Mali and Upper Volta connected with the general study on recurrent costs in the Sahel development programme, prepare a final report on this field by taking into consideration: the value of construction wood and timber, the inflation factor, real costs of on-going projects and the work of the expert accountant.</p> <p><u>Period:</u> July 15-November 15, 1981, then extended until February 28, 1982, with supplementary fees.</p> <p><u>Missions--Place:</u> Paris-Niamey-Ouagadougou-Bamako; <u>Subject:</u> Study on recurrent costs in forestry projects in Niger, Upper Volta and Mali; <u>Date:</u> October 1-November 12, 1981.</p> <p><u>Place:</u> Paris; <u>Subject:</u> Participation in the meeting on forestry review; <u>Date:</u> December 2-5, 1981.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
NAIGEON, Christophe	--	4,000	870	<p><u>Work programme:</u> Synthesis analysis and updating of a report on village and pastoral water control.</p> <p><u>Period:</u> January 1981</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> ---</p>
REPORTS	8	825,494	92,498	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	8	425,494	92,498	
PAJOR, Joseph	1	9,430	2,050	<p><u>Work programme:</u> Prepare a report on recurrent costs in forestry (particularly Mali and Upper Volta) and an accounting and financial management system for forestry projects.</p> <p><u>Period:</u> February 20, 1981-April 15, 1982</p> <p><u>Mission--Place:</u> Ouagadougou-Banako; <u>Subject:</u> Updating study on recurrent costs for forestry projects in Upper Volta and Mali; <u>Date:</u> April 6-10, 1981.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III, partly paid in 1982</p>
PONCET, Yveline	--	6,000	1,304	<p><u>Work programme:</u> Preparation of the study on new lands (editing of the manuscript, map control, photocopy reductions, etc.) in view of its publication. Work performed in collaboration with Michigan University (Prof. Hunter).</p> <p><u>Period:</u> September 1981</p> <p><u>Team:</u> New Lands Development</p> <p><u>Observations:</u> Consultant II</p>
RASOOL, Ichtiaque	1	19,906	4,327	<p><u>Work programme:</u> Investigate the phenomenon of desert advance in the Sahel based on existing satellite imagery and provide a report based on findings. The consultant performed his work in collaboration with an interdisciplinary team.</p> <p><u>Period:</u> January 9-April 15, 1981</p> <p><u>Mission--Place:</u> Dakar; <u>Subject:</u> Work in the field (Senegal) for studying physical conditions of desertification; <u>Date:</u> February 12-17, 1981.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III; only subsistence allowances for mission and purchase of documents were paid.</p>
ROCHETTE, René	1	66,189	14,390	<p><u>Work programme:</u> Make a review of rainfed agriculture in Upper Volta. To this end, evaluate on-going projects, their outcomes, constraints (technical, agronomic, economic, social and institutional aspects) and possible solutions; prepare new projects in close connection with interested governments.</p>
REPORTS	11	527,019	114,569	

health, livestock training, and livestock and meat marketing.

Period: March 3-April 5, 1980

Mission--Place: Paris-Bamako-Ouagadougou;
Subject: Conversations at the Club; preparation and participation in the Livestock Team meeting and preparation of livestock files;
Date: March 10-28, 1980.

Team: Livestock

Observations: Consultant III

REPORTS	2	57,437	13,841
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- 39 -

1981

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	USS (est.)*	
REPORTS	11	527,019	114,569	
				<p><u>Period:</u> May 18-July 18, 1981</p> <p><u>Mission--Place:</u> Paris-Ouagadougou; <u>Subject:</u> Visit some projects in Upper Volta in the context of the review on rainfed agriculture; conversations and meeting in the Club; <u>Date:</u> May 18-June 30, 1981.</p> <p><u>Team:</u> Rainfed Agriculture</p> <p><u>Observations:</u> Consultant III</p>
ROGEMAN, Bernard	--	34,855	7,577	<p><u>Work programme:</u> Achievement of the work and the study on improved stoves begun in 1980. Also, prepare a report on private enterprise in Niger.</p> <p><u>Period:</u> November 3, 1980-January 10, 1981</p> <p><u>Missions:</u> Reimbursement of expenses for two missions made in 1980 (see 1980).</p> <p><u>Team:</u> Energy - Renewable Resources</p> <p><u>Observations:</u> Consultant III</p>
SENE, Ousmane	--	9,355	2,034	<p><u>Work programme:</u> Participate in the updating of data on external aid (new lands sector) and in the statistical analysis linked to the study on socio-economic indicators.</p> <p><u>Period:</u> July 15-December 31, 1981</p> <p><u>Observations:</u> Trainee, working under the supervision of Staff Secretariat, partly paid in Ch. 15.06</p>
THENEVIN, Pierre	1	37,142	8,074	<p><u>Work programme:</u> Prepare a document concerning the development of rainfed agriculture in the Sahel (by taking into consideration a general approach, needs, terms to intensify rainfed agriculture, soil fertility, economic impact of intensification, etc.) for a colloquium; make recommendations and possible follow-up for action in this field.</p> <p><u>Period:</u> April 13-June 13, 1981</p> <p><u>Mission--Place:</u> Bamako; <u>Subject:</u> Participation in the meeting on rainfed agriculture; <u>Date:</u> May 12-15, 1981.</p> <p><u>Team:</u> Rainfed Agriculture</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	12	608,371	132,254	

- 53 -

113

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	12	608,371	132,254	
BECKMANN, Christiane	--	8,500	1,848	<p><u>Work programme:</u> Typing of a study on official assistance to the Sahel (with tables, manuscript difficult to read).</p> <p><u>Period:</u> October/November 1981</p> <p><u>Observations:</u> ---</p>
CABRAL, Nelson Enrico	--	4,000	870	<p><u>Work programme:</u> Make a synthesis of missions reports made by CILSS experts during 1980 on human resources projects in Sahelian countries and make a comparison of outcomes with Niamey Programme.</p> <p><u>Period:</u> April/May, 1981</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> ---</p>
DECOSTER, Renaud	1	13,431	2,920	<p><u>Work programme:</u> Prepare two notes, on socio-economic indicators in the Sahel and on the AMIRA programme, for the Seminar on Socio-economic Indicators.</p> <p><u>Period:</u> May 1981</p> <p><u>Invitation--Place:</u> Dakar; <u>Subject:</u> Participation in the Seminar; <u>Date:</u> June 28-30, 1981.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
FONTANEZ, Raoul	--	879	191	<p><u>Work programme:</u> Participate in the statistical analysis for the study on socio-economic indicators and updating official assistance to the Sahel data.</p> <p><u>Period:</u> June 1-August 31, 1981</p> <p><u>Observations:</u> Trainee, partly paid in Ch. 15.08</p>
FREEDMAN, Colette	--	10,000	2,174	<p><u>Work programme:</u> Having in mind the "Handbook on Presentation of Projects," prepare some accounting documents corresponding to donors' needs.</p> <p><u>Period:</u> Mid-August-October 1981</p> <p><u>Observations:</u> ---</p>
REPORTS	13	645,181	140,257	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	13	645,181	140,257	
GOUJON, Paul	--	10,000	2,174	<p><u>Work programme:</u> Preparation of some reports on soil conservation for a seminar organized in Upper Volta.</p> <p><u>Period:</u> January 20-February 7, 1981</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> ---</p>
JEANCARD, Dominique	1	13,178	2,865	<p><u>Work programme:</u> Help in the organization of a conference of Sahelian heads of state and make a report on estimated aid to be obtained from donor countries for this area.</p> <p><u>Period:</u> March 1981</p> <p><u>Invitation--Place:</u> Praia; <u>Subject:</u> Help in the organization of Praia Conference of Sahelian Heads of State; <u>Date:</u> February 8-15, 1981.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
JEZIC, Colette	--	17,060	3,709	<p><u>Work programme:</u> Typing of different documents and reports for the CILSS's ministerial meetings, on Niger forestry sector analysis and proposals; forestry sector analysis and programming - The Gambia - a case study.</p> <p><u>Period:</u> January/February; March, May, August 1981.</p> <p><u>Observations:</u> ---</p>
KANDEL, Robert S.	--	10,000	2,174	<p><u>Work programme:</u> Prepare an outline and terms of reference for a study to be made on the question of desertification and drought in the Sahel to establish to what extent the advance of desert is systematic in both space and time.</p> <p><u>Period:</u> December 10, 1980-January 5, 1981</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> ---</p>
LEFEBVRE, André	1	18,346	3,988	<p><u>Work programme:</u> Participate in an <u>ad hoc</u> group on food aid and prepare, to this end, a note on school feeding.</p> <p><u>Period:</u> June 1-15, 1981</p>
REPORTS	15	713,765	155,167	

1981

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	15	713,765	155,167	
				<p><u>Invitation--Place:</u> Bloomington; <u>Subject:</u> Participation in a meeting organized by the Indiana University for preparing an educational film series on water control in the Sahel, and make a report on this subject; <u>Date:</u> November 5-11, 1981, and report for the end of November.</p> <p><u>Team:</u> Irrigated Agriculture</p> <p><u>Observations:</u> Consultant III</p>
MAINE, Catherine	--	2,800	608	<p><u>Work programme:</u> Typing of a document describing the project on integrated control of food crop enemies in the Sahel (text and tables).</p> <p><u>Period:</u> October 1981</p> <p><u>Observations:</u> ---</p>
MAMET, Claude	--	10,000	2,174	<p><u>Work programme:</u> Prepare an analytical bibliography (by taking into consideration only French works and studies) on different methods of management of agricultural production and irrigated agriculture projects to ensure farmers' participation in this sector.</p> <p><u>Period:</u> May 10-July 1, 1981</p> <p><u>Team:</u> Agricultural Production</p> <p><u>Observations:</u> Consultant II</p>
NAJADA, Ibrahim	1	11,384	2,474	<p><u>Invitation--Place:</u> Paris-Banjul; <u>Subject:</u> Participation in the meeting on forestry sector planning organized by the Club; contact with Gambia representative for discussing a project on forestry sector planning and analysis; <u>Date:</u> January 19-23, 1981.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
SEKLANI, Mahmoud	1	10,173	2,211	<p><u>Invitation--Place:</u> Dakar; <u>Subject:</u> Participation in the Seminar on Social Indicators in the Sahel Countries, organized by the Overseas Development Council, the Club and CILSS; <u>Date:</u> June 28-30, 1981.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant III</p>
TRAORE, Soumana	--	12,000	2,609	<p><u>Work programme:</u> In the context of the rainfed agriculture development (analysis of Upper Volta situation), review rainfed agriculture programmes (evolution of areas, production systems, returns, etc.); analyze constraints in executing projects; use this information for improving methods in second generation projects.</p>
REPORTS	17	760,122	165,243	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	17	760,122	165,243	
				<u>Period:</u> June-July 1981 <u>Team:</u> Rainfed Agriculture <u>Observations:</u> Consultant III
PRINTING		113,137	24,595	
OTHERS		29,035	6,312	
TOTAL	17	902,294	196,150	

*The US\$/FF ratio is based on an average of the rates of exchange applicable at the signing of Grant Agreement Amendments.

Type: US Grant for the Working Group's Activities

Subject: Financial support for consultant and administrative costs of Working Group sectors and Synthesis Team - 1982

Amount: US\$ 62,000
FF 328,000

US Legal Title: Amendment No. 11, dated December 11, 1981, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976, which is a complement to the grant of US\$ 157,000 (Amendment No. 7, see 1981)

OECD Approval: C(82)9 (Final)

Budget Chapter: 15.02

Period Considered in the Budget Sheets: From 2-2-1982 to 31-12-1982

Observations: In the following analysis, reports of past years have been cumulated to the regular expenditure of the year considered.

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
GABAS, Jean Jacques	1	13,229	2,594	<p><u>Mission--Place:</u> Niamey-Ouagadougou; <u>Subject:</u> Participation in the project of Sahel Institute/UNESCO on socio-economic indicators in Niger and Upper Volta; <u>Date:</u> July 18-29, 1981.</p> <p><u>Team:</u> Human Resources</p> <p><u>Observations:</u> Consultant II</p>
GIRI, Jacques	3	34,867	6,837	<p><u>Missions--Place:</u> Two missions in Ouagadougou; <u>Subject:</u> Participation in the Colloquium on Recurrent Costs and a review of rainfed agriculture in Upper Volta; also in the meeting on a work programme for 1983 CILSS/Club; <u>Dates:</u> January 10-11, September 26-27, 1982.</p> <p><u>Place:</u> Dakar-Praia; <u>Subject:</u> Conversations in the Ministry of Rural Development (Senegal) and participation in the round table on orientation and development projects financing (Cape Verde Islands); <u>Date:</u> June 17-26, 1982.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
MARTIN, Paul	--	21,459	4,208	<p><u>Work programme:</u> Achieve the work begun in 1981 (see 1981), principally draft of a report on priorities and planning for reviews in each Sahelian country in the livestock sector on the basis of the mission made in 1981.</p> <p><u>Period:</u> November 2, 1981-January 31, 1982</p> <p><u>Team:</u> Livestock</p> <p><u>Observations:</u> Consultant III; the indemnities are comprehensive of a part of the mission made in 1981.</p>
REPORTS	4	69,555	13,639	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	4	69,555	13,639	
MONDOT- BERNARD, Jacqueline	--	15,000	2,941	<p><u>Work programme:</u> Prepare an analytical review of studies and research made on nutrition and local cereals implementation in the Sahel and make a computer analysis of data concerning the Mauritania food strategy.</p> <p><u>Period:</u> December 1-31, 1981, and March 1-31, 1982</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant III</p>
MOREL, Jean	1	25,086	4,920	<p><u>Work programme:</u> Achieve the work begun in 1981 (see 1981); in particular, analyze programmes and on-going projects, make a review of work accomplished; establish a mid-term programme in the forestry sector (5 years).</p> <p><u>Period:</u> July 15, 1981-February 28, 1982</p> <p><u>Mission--Place:</u> Paris; <u>Subject:</u> Conversations on Ecology-Forestry sector at the Club; <u>Date:</u> December 28-29, 1981.</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III</p>
PAJOR, Joseph	--	9,000	1,765	<p><u>Work programme:</u> Complete the work begun in 1981 for proposing an accounting and financial management system for forestry projects.</p> <p><u>Period:</u> February 20, 1981-April 15, 1982</p> <p><u>Team:</u> Ecology/Forestry</p> <p><u>Observations:</u> Consultant III, partly paid in 1981</p>
ROSS, Clark	1	77,816	15,259	<p><u>Work programme:</u> In the context of an economic analysis of the costs of the Club development strategy for the high-level conference of the Club, make an analysis of rainfed and irrigated agricultural costs implied by the strategy and allied costs for supportive programmes; assist in preparing sector economic papers in the agricultural field.</p> <p><u>Period:</u> June 15-October 31, 1982</p> <p><u>Mission--Place:</u> Paris-Bamako-Dakar-Nouakchott-Banjul; <u>Subject:</u> Analysis of rainfed and irrigated agricultural costs; <u>Date:</u> July 21-September 6, 1982.</p> <p><u>Team:</u> Rainfed and Irrigated Agriculture</p> <p><u>Observations:</u> Consultant II</p>
REPORTS	4	196,457	38,524	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	4	196,457	38,524	
MELBY, Pamela	--	49,265	9,660	<p><u>Work programme:</u> Work part-time to arrange catalogue and organize the collection of technical, policy and programme documents concerning the sectors of activity in the Sahel development strategy and documents produced by the Secretariat itself; do research in Sahel documentation.</p> <p><u>Period:</u> December 1, 1981-July 31, 1982</p> <p><u>Observations:</u> Consultant II working as a member of the Auxiliary Staff of the Club</p>
BECKMANN, Christiane	--	17,100	3,353	<p><u>Work programme:</u> Typing of different documents and studies on rainfed agriculture development in Upper Volta, statistical analyses, rainfed agriculture in Niger, fishery review in Mali.</p> <p><u>Period:</u> Mid-February, May, October, November 1982.</p> <p><u>Observations:</u> ---</p>
BELLONCLE, Guy	1	1,125	220	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in the meeting on training organized by the DAC; <u>Date:</u> June 21, 1982.</p> <p><u>Team:</u> Human Resources and Training</p> <p><u>Observations:</u> Consultant III</p>
CALISTE, Marie	1	10,065	1,973	<p><u>Work programme:</u> Interpretation at a meeting held in Dakar, June 1-6, 1982.</p> <p><u>Observations:</u> Consultant II</p>
CORDIER, Denise	--	2,500	490	<p><u>Work programme:</u> Typing of a document on food policy in the Sahel.</p> <p><u>Period:</u> December 1981</p> <p><u>Observations:</u> ---</p>
GAILLARD, Tilly	1	9,681	1,898	<p><u>Work programme:</u> Interpretation at a meeting held in Dakar, June 1-6, 1982.</p> <p><u>Observations:</u> Consultant III</p>
GAUTRON, Jean Claude	--	2,000	392	<p><u>Work programme:</u> Prepare a note on salary/bonus levels in the Sahel (historical and legal bases).</p> <p><u>Period:</u> Half of February, 1982</p> <p><u>Team:</u> Management and Training</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	7	288,193	56,510	

260

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	7	288,193	56,510	
BOUNGOUNGA, Rose	--	3,000	588	<p><u>Work programme:</u> Typing of statistical data on official assistance to the Sahel (Vol. II).</p> <p><u>Period:</u> December 1982</p> <p><u>Observations:</u> ---</p>
MONROE, Hunter	--	3,590	500**	<p><u>Work programme:</u> In conjunction with a study being done to cost out the implementation of the Club's food self-sufficiency strategy to provide computer service (programming and execution of certain computer programmes) concerning statistics.</p> <p><u>Period:</u> October 1982</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u></p>
MORRIS, William	--	10,746	1,800**	<p><u>Work programme:</u> Assemble data on world-wide rice prices including various grades (in particular broken rice) with graphs and series on price history to extent available together with shipping costs for delivery to West African ports.</p> <p><u>Period:</u> April 1-May 15, 1981</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant II; the study was completed and paid for in 1982</p>
RAPADEMNABA Raphael	1	2,797	548	<p><u>Invitation--Place:</u> Geneva; <u>Subject:</u> Participation in the meeting on world development programme organized by the UN; <u>Date:</u> November 28-30, 1982.</p> <p><u>Observations:</u> Consultant III</p>
STEIN, Martha	--	22,007	4,314	<p><u>Work programme:</u> Help to prepare charts based on statistics collected, analyses of donor flows and make certain calculations to render the statistics understandable to donor agency officials in the context of the annual report on donor assistance to the Sahel.</p> <p><u>Period:</u> August-September 1982</p> <p><u>Observations:</u> Auxiliary</p>
REPORTS	8	330,333	64,260	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	8	330,333	64,260	
STEIN, William	--	17,385	3,409	<p><u>Work programme:</u> Make translations into English of two studies, the first on recurrent costs, the second one on the fishery review in Upper Volta.</p> <p><u>Period:</u> Half of January and April 1982</p> <p><u>Observations:</u> ---</p>
SY, Ibrahima	1	7,904	1,550	<p><u>Invitation--Place:</u> Ouagadougou; <u>Subject:</u> Participation in the meeting on cereal security storage both at national and regional levels in the Sahel and conversations at CILSS on this subject; <u>Date:</u> September 6-13, 1982.</p> <p><u>Team:</u> Marketing, Price Policy, Storage</p> <p><u>Observations:</u> Consultant III</p>
WARREN, Nadine	--	3,000	588	<p><u>Work programme:</u> Typing of statistical data on official assistance to the Sahel (text and tables).</p> <p><u>Period:</u> November 1982</p> <p><u>Observations:</u> ---</p>
INTERPRETERS		16,982	3,330	
PRINTING		47,532	9,320	
OTHERS		6,720	1,317	
TOTAL	9	429,856	83,774	

*The US\$/FF ratio is based on an average of the rates of exchange applicable at the signing of Grant Agreement Amendments.

**This amount was paid in US\$ according to the daily exchange rate.

282

Type: US Grant for the Working Group's Activities

Subject: Financial support for consultant and administrative costs of Working Group sectors and synthesis teams - 1983

Amount: US\$ 250,000
FF 1,625,000

US Legal Title: Amendment No. 14, dated November 25, 1982, of the Grant Agreement AID/AFR/G-1493, dated August 30, 1976

Period covered: Extension through December 31, 1985

OECD Approval: C(83)8 (Final)

Budget Chapter: 15.02, modified in 22.02

Period Considered in the Budget Sheets: From 21-1-1983 to 31-12-1983

Observations: In the following analysis, reports of past years were cumulated to the regular expenditure of the year considered.

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
BERG, Elliot	1	30,196	4,718	<u>Invitation--Place:</u> Paris; <u>Subject:</u> Preparation and participation in panel discussions on the Club du Sahel, organized by the Secretary General of the OECD; <u>Date:</u> May 18-20, 1983. <u>Team:</u> Synthesis Group <u>Observations:</u> Consultant III; reimbursement of some secretarial expenses for another contract was considered in the amount (see Ch. 22.21).
GIRI, Jacques	3	38,319	5,987	<u>Work programme:</u> Extension of the contract made in 1982 in order to allow the consultant to take part in meetings foreseen in the Sahel, notably Upper Volta, in the context of the coordination of sectoral activities of the Working Group. <u>Period:</u> January 1983 <u>Missions--Place:</u> Ouagadougou-Abidjan; <u>Subject:</u> Preparation of the Fifth Conference of the Club; <u>Date:</u> January 19-21, 1983. <u>Place:</u> Ouagadougou; <u>Subject:</u> Conversations at the CILSS in order to prepare documents for the Fifth Conference of the Club; <u>Date:</u> March 27-31, 1983. <u>Place:</u> Brussels; <u>Subject:</u> Preparation and participation in the Fifth High-Level Conference of the Club; <u>Date:</u> October 25-29, 1983. <u>Team:</u> Synthesis Group <u>Observations:</u> Consultant III
REPORTS	4	68,515	10,705	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	4	68,515	10,705	
MC DONALD, W. Larry	--	8,494	1,328	<p><u>Work programme:</u> Prepare synthesis of certain sectoral documents concerning development in the Sahel and assist in editing other studies and documents.</p> <p><u>Period:</u> November 15, 1983-February 29, 1984</p> <p><u>Observations:</u> Auxiliary Staff</p>
MELBY, Pamela	--	24,581	3,843	<p><u>Work programme:</u> Arrange, catalogue and organize the documentation sector of the Club du Sahel (technical, policy and programme documents); do research in Sahel documentation.</p> <p><u>Period:</u> April 1-July 31, 1983; September 5, 1983-June 30, 1984.</p> <p><u>Observations:</u> Auxiliary Staff</p>
MONDOT BERNARD, Jacqueline	--	12,000	1,875	<p><u>Work programme:</u> Make a synthesis of data describing food situation and its evolution in the Sahel, by taking into particular consideration changes in food habits in order to allow orientations for improving policies and future choices in this sector.</p> <p><u>Period:</u> March-mid-April 1983</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant III</p>
ROSS, Clark	2	83,343	13,021	<p><u>Work programme:</u> Make certain refinements and improvements in the report on a food security model and to computerize the model to make it interactive. To this end, discuss policy considerations for attaining food self-sufficiency, a specification of the appropriate uses of the food model as a planning tool for national and regional food forecasting and an approach for external investment expenditures, an interactive model suitable for use by staff with minimal computer experience.</p> <p><u>Period:</u> June 15-November 15, 1983</p> <p><u>Missions--Place:</u> Ouagadougou-Paris; <u>Subject:</u> Participation in the Sahel AID Mission Directors Meeting on food self-sufficiency planning in the Sahel; <u>Date:</u> May 7-13, 1983.</p> <p><u>Place:</u> Brussels; <u>Subject:</u> Participation in the Fifth High-Level Conference of the Club; <u>Date:</u> October 25-28, 1983.</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant II</p>
REPORTS	6	196,933	30,772	

208

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	6	196,933	30,772	
SECK, Name Ndiack	1	7,615	1,189	<p><u>Mission--Place:</u> Bamako-Ouagadougou-Niamey-Dakar-Banjul-Dakar; <u>Subject:</u> Information mission in order to prepare the Fifth Conference of the Club; different conversations and discussion with heads of state and ministers of Sahel countries; <u>Date:</u> September 9-27, 1983.</p> <p><u>Observations:</u> Consultant III; only per diem allowances</p>
SCHISSEL, Howard	3	103,884	16,232	<p><u>Work programme:</u> Prepare seven case studies on agricultural production and ecology/forestry as a part of the series of case analyses of development in the Sahel to be used in training seminars both for Sahelians and donor agency staffs.</p> <p><u>Period:</u> June 1, 1983-February 20, 1984</p> <p><u>Missions--Place:</u> Washington-New York; <u>Subject:</u> Consultations at the World Bank, USAID, UNDP, UNSO and African-American Institute; <u>Date:</u> September 18-October 1, 1983.</p> <p><u>Place:</u> Brussels; <u>Subject:</u> Participation in the Fifth High-Level Conference of the Club; <u>Date:</u> October 25-29, 1983.</p> <p><u>Place:</u> Ouagadougou-Bamako; <u>Subject:</u> Conversations at the CILSS and at the Sahel Institute; <u>Date:</u> December 10-29, 1983.</p> <p><u>Team:</u> Agriculture Production; Ecology/Forestry</p> <p><u>Observations:</u> Consultant II; partly paid in 1984</p>
SERRE, Jean-Marie	1	45,598	7,125	<p><u>Work programme:</u> As follow-up of the National Workshop on Recurrent Costs (Niamey, June 6-10, 1983), revise summary records, prepare a draft and, after consultations with officials of the Niger Ministry of Planning, make the final report on this subject.</p> <p><u>Period:</u> August 10-November 30, 1983</p> <p><u>Mission--Place:</u> Niamey-Paris; <u>Subject:</u> Preparation of a report on recurrent costs in Niger, and meeting in the Club; <u>Date:</u> October 10-29, 1983.</p> <p><u>Team:</u> Recurrent Costs</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	11	354,030	55,318	

202

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	11	354,030	55,318	
BAILHACHE, Robert	1	2,106	328	<p><u>Invitation--Place:</u> Niamey; <u>Subject:</u> Participation in a colloquium on food strategies; <u>Date:</u> September 27-30, 1983.</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant III; only per diem indemnities</p>
BECKHANN, Christiane	--	3,000	468	<p><u>Work programme:</u> Typing of a report on "Quantification of Wood Needs in the Sahel Countries" (text and tables).</p> <p><u>Period:</u> Half of December 1983</p> <p><u>Observations:</u> ---</p>
BLATIN, Dominique	1	10,297	1,609	<p><u>Invitation--Place:</u> Dakar; <u>Subject:</u> Participation in the meeting on food strategy in Senegal; <u>Date:</u> November 8-10, 1983.</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant III</p>
CHAFANI, Laoual	1	10,710	1,673	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in a meeting of the Working Group on recurrent costs in the Sahel; <u>Date:</u> September 19-20, 1983.</p> <p><u>Team:</u> Recurrent Costs</p> <p><u>Observations:</u> Consultant III</p>
CORDIER, Denise	--	5,000	781	<p><u>Work programme:</u> Typing of different documents on village water control in the Sahel countries, situation and perspective for the eighties (text and tables).</p> <p><u>Period:</u> July 1983</p> <p><u>Observations:</u> ---</p>
DRAVE, El Hassane	1	11,575	1,808	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in the meeting of the Working Group on recurrent costs in the Sahel; <u>Date:</u> September 16-22, 1983.</p> <p><u>Team:</u> Recurrent Costs</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	15	396,718	61,985	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	11	396,718	61,985	
HERINGA, Berend	1	5,981	935	<p><u>Invitation--Place:</u> Paris; <u>Subject:</u> Preparation and participation in panel discussions on the Club du Sahel, organized by the Secretary General of the OECD; <u>Date:</u> May 18-20, 1983.</p> <p><u>Team:</u> Synthesis Group</p> <p><u>Observations:</u> Consultant III</p>
LY, Abou Bacry	--	12,000	1,875	<p><u>Work programme:</u> Prepare a report in order to implement a micro-informatic system on firewood, planning in forestry sector for training programmes directed at officers and senior staff who are involved in water and forestry sectors in the Sahel (in particular Senegal, Mali, Upper Volta, and Niger).</p> <p><u>Period:</u> December 12, 1983-April 10, 1984</p> <p><u>Team:</u> Irrigated Agriculture; Ecology/Forestry</p> <p><u>Observations:</u> Consultant II, partly paid in 1984.</p>
LOMPO, Luc	1	4,404	687	<p><u>Invitation--Place:</u> Paris-Montpellier; <u>Subject:</u> Conversations at the Club and participation in a meeting on food strategy in the Sahel; <u>Date:</u> March 21-25, 1983.</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> ---</p>
MONROE, Hunter	--	12,105	1,500 **	<p><u>Work programme:</u> Prepare programming input for interactive food security model suitable for use on an Apple II or an IBM-PC, or, if possible, both.</p> <p><u>Period:</u> June-November 1983</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Work done under Mr. Ross's supervision.</p>
RICHARD, Philippe	--	14,000	2,187	<p><u>Work programme:</u> Preparation of a document on food strategies synthesis in the Sahel.</p> <p><u>Period:</u> July 1983</p> <p><u>Team:</u> Food Strategy</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	12	445,208	69,169	

721

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	12	445,208	69,169	
RAPADEMNABA, Raphael	1	12,090	1,890	<u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in the meeting of the Working Group on recurrent costs in the Sahel; <u>Date:</u> September 18-22, 1983. <u>Team:</u> Recurrent Costs <u>Observations:</u> ---
SAWADOGO, Omer	1	12,090	1,890	<u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in the meeting of the Working Group on recurrent costs in the Sahel; <u>Date:</u> September 18-22, 1983. <u>Team:</u> Recurrent Costs <u>Observations:</u> Consultant III
SOW, Abdoul Malick	1	9,705	1,515	<u>Invitation--Place:</u> Paris; <u>Subject:</u> Participation in the meeting of the Working Group on recurrent costs in the Sahel; <u>Date:</u> September 19-21, 1983. <u>Team:</u> Recurrent Costs <u>Observations:</u> Consultant III
WAJDA, Madeline	--	5,000	781	<u>Work programme:</u> Typing reports on Sahel Programme (manuscripts and tables). <u>Period:</u> From mid-November to early months of 1984 <u>Observations:</u> ---
OTHERS		20,629	3,223	
TOTAL	15	504,722	78,468	

*The US\$/FF ratio is based on an average of the rates of exchange applicable at the signing of the Grant Agreement Amendments.

**This amount was paid in US\$ according to the daily exchange rate.

20

Type: US Grant for
Special Activities

Subject: Cover the Costs of the Consultant Services for
the Club du Sahel of Mr. Ronald Kornell

Amount: US\$ 75,000
FF 363,750

US Legal Title: Amendment dated July 29, 1977, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976 (Project No. 625-0911)

OECD Approval:

Budget Chapter: 80.11

Period Considered in the Budget Sheets: From 3-8-1977 to 31-12-1978

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.) *	
KORNELL, Ronald	6	291,525	60,108	<p><u>Work programme:</u> Work with the Club Secretariat in the design of comprehensive models for implementation of major long-term programmes. To this end, consult with Sahelian states and organize in each country the detailed aspects of the programme execution so that both national and regional concerns are taken into account (initial emphasis to be crop protection, road maintenance, livestock and reforestation programmes); assist in organizing a more permanent means for continuing the planning, programming and project design of the overall Sahel programme through established African national and regional organizations; help in defining means for various donors in the Sahel to participate in the broader long-term programmes within the context of their national policies and procedures.</p> <p><u>Period:</u> June 30, 1977-January 31, 1979</p> <p><u>Missions--Place:</u> Rome; <u>Subject:</u> Meeting of FAO to discuss presentation of FAO prepared dossiers to OPEC Fund; <u>Date:</u> September 1-2, 1977.</p> <p><u>Place:</u> Ouagadougou; <u>Subject:</u> Participation in a meeting of CILSS Secretariat; <u>Date:</u> September 13-20, 1977.</p> <p><u>Place:</u> London; <u>Subject:</u> Conversations with financial representatives on Arab financial participation in the Sahel development projects; <u>Date:</u> November 9-10, 1977.</p> <p><u>Place:</u> Khartoum-Jeddah-Riyad-Kuwait; <u>Subject:</u> Discuss with Arab financial institutions their possible participation in the Club du Sahel multi-donor activities; <u>Date:</u> March 6-22, 1978.</p> <p><u>Place:</u> Two missions in Washington; <u>Subject:</u> Different contacts at USAID and other institutions; <u>Date:</u> March 21-April 11, June 14-July 16, 1978.</p>
REPORTS	6	291,525	60,108	

201

KORNELL

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	6	291,525	60,108	Observations: Consultant IV; the last part (from September 17, 1978, to January 1979) was paid in ch. 14.02. Some missions in 15.07.
OTHERS		72,225	14,892	
TOTAL	6	363,750	75,000	

*The US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement.

J
210

Type: US Grant for
Special Activities

Subject: Study of Social Progress Indicators in the
Sahel

Amount: US\$ 109,000
FF 447,000

US Legal Title: Amendment No. 5 dated June 23, 1980, of the Grant Agreement AID/AFR/G-1493
dated September 30, 1976

OECD Approval: C(80)130

Budget Chapter: 15.12

Period Considered in the Budget Sheets: From 12-08-1980 to 4-05-1982

Observations: ¹The Overseas Development Council (ODC) was charged to make this study through a
contract signed on August 5, 1980

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$	
OVERSEAS DEVELOPMENT COUNCIL (ODC)		555,500	108,000*	<p>Work programme: Prepare a study which analyzes the problem of measuring social progress within the context of Sahelian realities through such indicators as the "Physical Quality of Life Index (PQLI)" and the "Disparity Reduction Rate (DRR)" originated by ODC. These indicators can supplement the per-capita-GNP indicator and thus permit better measurement of the progress made in addressing basic human needs. The analysis was to examine them in the context of the Sahel countries to see how the indexes might be modified to better measure the progress in the development of the Sahel for donors so that they can gauge the effectiveness of their development programmes and justify them to their constituencies.</p> <p><u>Period:</u> January 8, 1980-March 31, 1982</p> <p><u>Observations:</u> The amount expressed in FF exceeds the corresponding amount in FF fixed at the date of the signature of Amendment No. 5. This difference, due to the increase of US\$ exchange rate terms, was covered by a complementary budget account.</p>

* This amount has been paid in US\$ according to the daily exchange rate.

Type: US Grant for special activities

Subject: Ecology/Forestry review and analysis

Amount: US\$ 50,000**
FF 210,000

US Legal Title: Amendment No. 6 dated September 5, 1980, of the Grant Agreement AID/AFR-G-1493 dated August 30, 1976

OECD Approval: C(80)107 Final

Budget Chapter: 15.14 modified in 22.14

Period Considered in the Budget Sheets: From 23-02-1981 to 31-12-1982

**Grant cumulated with that one funded by Amendment No. 9 (c)

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
LEFEBVRE, André	6	143,449	34,154	<p><u>Work programme:</u> Work on a pilot programme describing the environment problems of the Sahel (Senegal) for the television series "Living Africa"</p> <p><u>Period:</u> December 3, 1981-January 15, 1983</p> <p><u>Mission--Place:</u> Four missions were made in Dakar; <u>Subject:</u> Making the programme; <u>Dates:</u> December 1981; March, May, August 1982.</p> <p><u>Place:</u> Bloomington (Indiana); <u>Subject:</u> Conversations concerning the programme at Indiana University; <u>Date:</u> September 1982</p> <p><u>Place:</u> Paris; <u>Subject:</u> Analysis of shooting made in Senegal; <u>Date:</u> September 1982</p> <p><u>Observations:</u> Consultant III</p>
NADAJA, Ibrahim	1	51,434	12,246	<p><u>Work programme:</u> Analysis and planning of country reviews and regional syntheses in the forestry sector in close collaboration with the CILSS and the Club. First country under analysis: Niger.</p> <p><u>Period:</u> February 15-July 15, 1981</p> <p><u>Mission--Place:</u> Paris; <u>Subject:</u> Participation in a meeting organized by the Club; <u>Date:</u> May 11-14, 1981.</p> <p><u>Observations:</u> Consultant III</p>
BIANCHI, Georges	--	14,647	3,487	<p><u>Work programme:</u> Preparation of a 30 min. film in the ecology/forestry sector for the Sahel Development Programme.</p> <p><u>Period:</u> July 20-October 15, 1981</p> <p><u>Observations:</u> Consultant III, partly paid in T5.09</p>
TOTAL	7	209,531	49,887	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

Type: US Grant for special activities

Subject: Seminar on rainfed agriculture in the Sahel

Amount: US\$ 25,000
FF 117,500

US Legal Title: Amendment No. 8 dated March 6, 1981, of the Grant Agreement AID/AFR-6-1493 dated August 30, 1976

OECD Approval: SGD(81)20

Budget Chapter: 15.15 modified in 22.15

Period Considered in the Budget Sheets: From 12-06-1981 to 2-12-1983

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
ROCHETTE, René	1	49,892	10,615	<p>Work programme: Review of rainfed agriculture in the Sahelian countries.</p> <p>Period: November 5, 1981-February 28, 1982</p> <p>Mission--Place: Ouagadougou; Subject: Review of rainfed agriculture in Upper Volta; Date: November 6-December 7, 1981</p> <p>Observations: Consultant III</p>
GABAS, Jean Jacques	1	66,763	14,204	<p>Work programme: Concise report on the development of rainfed agriculture in the Sahelian region and, partly, statistical analysis of financial flows and outcomes obtained on the development of the Sahel from 1975.</p> <p>Period: January-December 1982, February-May 1983.</p> <p>Mission--Place: Dakar; Subject: Review of rainfed agriculture in Senegal; Date: March 7-26, 1982</p> <p>Observations: Consultant II: part in 15.20 (50%) for the first period; part in 15.16.</p>
GIRI, Jacques	1	839	178	<p>Mission--Place: Brussels; Subject: Meetings with a representative of the EEC Development Directorate on rainfed agriculture problems; Date: November 4, 1982.</p> <p>Observations: Consultant III</p>
TOTAL	3	117,494	24,997	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

Type: US Grant for special activities

Subject: Preparation of country review and analyses of rainfed agriculture

Amount: US\$ 45,000
FF 234,000

US Legal Title: Amendment No. 9 (part (a)), dated September 16, 1981, of the Grant Agreement AID/AFR-G-1493, dated August 30, 1976

OECD Approval: C(81)156 (Final)

Budget Chapter: 15.17 modified in 22.17

Period Considered in the Budget Sheets: From 31-12-1981 to 29-11-1982

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
RICHARD, Philippe	1	22,653	4,356	<u>Work programme:</u> Preparation of a document concerning the food strategy in Mali <u>Period:</u> February 1-June 30, 1982 <u>Mission--Place:</u> Bamako; <u>Subject:</u> Participation in the work of food strategy in Mali; <u>Date:</u> February 8-19, 1982. <u>Observations:</u> Consultant III
GABAS, Jean Jacques	1	12,922	2,485	<u>Mission--Place:</u> Dakar; <u>Subject:</u> Preparation of a review of rainfed agriculture in Senegal; <u>Date:</u> May 2-14, 1982 <u>Observations:</u> Consultant II
GELLAR, Sheldon	--	17,755	3,414**	<u>Work programme:</u> Bibliography on participatory development and self-management (Theories, methodologies and case studies with a special selection on Sahelian West Africa). <u>Period:</u> July 1-September 30, 1982 <u>Observations:</u> Consultant III
CORDIER, Denise	--	3,000	576	<u>Work programme:</u> Typing of manuscripts on and review of rainfed agriculture in Mauritania--140 pp. with tables. <u>Period:</u> August 1982 <u>Observations:</u> ---
ROCHETTE, René	1	4,821	927	<u>Mission--Place:</u> Niamey-Ouagadougou; <u>Subject:</u> Preparation of a review of rainfed agriculture in Niger; works on this field at CILSS (Upper Volta); <u>Date:</u> June 6-August 4, 1982. <u>Observations:</u> Consultant III; change in the budget posting--first part: 15.17; final part: 15.19
TOTAL	3	61,151	11,506	

*For each grant considered, the US\$/FF ratio was based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

**This amount has been paid in US\$ according to the daily exchange rate.

210

Type: US Grant for special activities

SUBJECT: Financial management and training

Amount: US\$ 45,000
FF 234,000

US Legal Title: Amendment No. 9 (part (b)) dated September 16, 1981, of the Grant Agreement
AID/AFR-G-1493, dated August 30, 1976

OECD Approval: C(81)156 (Final)

Budget Chapter: 15.18 modified in 22.18

Period Considered in the Budget Sheets: From 13-11-1981 to 8-06-1983

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
SOUR, Albert	1	13,617	2,618	Invitation--Place: Ouagadougou; Subject: Advice on the financial management of CILSS; Date: November 23-28, 1981.
DE FOLLEVILLE, Chantal	--	3,800	730	Work programme: Translation into French of the study "Users Manual for Basic Accounting System" for the training of Sahelians. Period: December 1981
SENE, Ousmane	--	28,104	5,404	Work Programme: Participation in the statisti- cal evaluations of different programmes of the Club Period: 1982 Observations: Trainee under the Staff Secretariat supervision
HERVE, Laurent	1	11,128	2,140	Mission--Place: Niamey; Subject: Attend and advise at Seminar on the Financial Man- agement of Grants, organized by USAID; Date: April 1-4, 1982
PIALLAT, Robert	1	11,957	2,299	Mission--Place: Dakar-Saint Louis; Subject: Advise on financial management of development projects in Senegal; Date: April 9-23, 1983
TOTAL	3	68,606	13,191	

*For each grant considered, the US\$/FF ratio was based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

Type: US Grant for special activities

Subject: Ecology/Forestry review and analysis

Amount: US\$ 45,000**
FF 234,000

US Legal Title: Amendment No. 9 (part (c)), dated September 16, 1981, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976

OECD Approval: C(81)156

Budget Chapter: 15.14 modified in 22.14

Period Considered in the Budget Sheets: From 31-12-1981 to 31-12-1983

**Grant cumulated with that one provided by Amendment No. 6

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
MOREL, Jean	1	17,246	3,316	<u>Invitation--Place:</u> Banjul; <u>Subject:</u> Participation in the meeting of the Ecology/Forestry team and presentation of the report on forestry projects recurrent costs; <u>Date:</u> October 17-23, 1983. <u>Observations:</u> Consultant III
STRASFOGEL, Sylvain	1	8,942	1,719	<u>Work programme:</u> Specific analysis of the Senegal forestry plan and draft of a discussion paper on the difficulties of implementing its execution. <u>Period:</u> April 16-May 15, 1982 <u>Mission--Place:</u> Brussels-Louvain; <u>Subject:</u> Conversations on the improved stoves in the Sahel at the EEC; participation in a workshop on improved stoves; <u>Date:</u> March 3-5, 1982. <u>Observations:</u> Consultant III
NICHOLSON, Sharon Elaine	--	20,310	3,000**	<u>Work programme:</u> Prepare a paper outlining the present state of scientific investigation of what causes the drought in the Sahel, reviewing different hypotheses, analyzing their validity, drawing some conclusions, making recommendations with respect to development programmes in the Sahel. <u>Period:</u> April 19-June 30, 1982 <u>Observations:</u> Consultant III, the budgetary posting has to be modified in 22.22
ROGEMAN, Jean Bernard	2	43,215	8,310	<u>Work programme:</u> Measure thermal capacity of two types of improved stoves in Upper Volta and make recommendations on their use. <u>Period:</u> February 10, 1982-January 31, 1983 <u>Missions--Place:</u> Niamey; <u>Subject:</u> Measure thermal capacity of improved stoves in Niger; <u>Date:</u> July 13-26, 1982 <u>Place:</u> Louvain; <u>Subject:</u> Participation in a workshop on improved stoves; <u>Date:</u> March 3-5, 1982 <u>Observations:</u> Consultant III
REPORTS	4	89,713	16,345	

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
REPORTS	4	89,713	16,345	
THOMSON, James Trevor	2	34,869	6,705	<p><u>Work programme:</u> Preparation, in connection with the programmes of the Ecology/Forestry sector for each Sahel country, of a portion of the regional synthesis dealing with participation, local organization, land tenure and social aspects.</p> <p><u>Period:</u> June 1982-February 1983</p> <p><u>Mission--Place:</u> Ouagadougou; <u>Subject:</u> Consulting about contents of CILSS Ecology/Forestry sector social and institutional summary; <u>Date:</u> October 1982</p> <p><u>Invitation:</u> Training seminar at Bamako - May 1983. Teaching and reports.</p> <p><u>Observation:</u> Consultant III</p>
PETIT-MAIRE, Nicole	--	8,000	1,538	<p><u>Work programme:</u> Preparation of a review of the history of Sahelian and Sub-Saharan climatology from the Quaternary era up to the present day.</p> <p><u>Period:</u> March-April, 1983</p> <p><u>Observations:</u> ---</p>
GOUJON, Paul	--	5,949	1,144	<p><u>Work programme:</u> Translation into French of technical sheets on land conservation for a training seminar for forestry officers.</p> <p><u>Period:</u> April-May and October 1983</p> <p><u>Observations:</u> ---</p>
BELLOT, Jean Marc	--	998	191	<p><u>Work programme:</u> Sectoral studies on Ecology/Forestry Programme.</p> <p><u>Period:</u> December 1982-April 1983</p> <p><u>Observations:</u> Consultant II, secretarial charges</p>
COUREL, Marie Françoise	1	6,560	1,261	<p><u>Mission--Place:</u> Ouagadougou-Dakar; <u>Subject:</u> Verify in the field Landsat data and obtain meteorological data; <u>Date:</u> February 19-March 17, 1983.</p> <p><u>Observations:</u> Consultant III, partly paid in 22.19</p>
CATINOT, René	1	364	70	<p><u>Invitation:</u> Reimbursement for expenses involved in Niger Forestry sector study - travel to Paris for reviewing the study.</p> <p><u>Period:</u> May 1981</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	8	146,453	27,254	

Ecology/Forestry review and analysis

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	8	146,453	27,254	
DALLOZ, Mary	1	11,202	2,154	<u>Work programme:</u> OECD official interpreter for CILSS Ecology/Forestry meeting in Banjul, Gambia. <u>Period:</u> 1982
INTERPRETERS (October 1982)		9,500	1,826	
Organization of the Seminar at Bamako		4,610	886	
TOTAL	9	171,765	32,120	

*For each grant considered, the US\$/FF ratio was based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.
 **This amount has been paid in US\$ according to the daily exchange rate.

J
100

Type: US Grant for special activities

Subject: Ecology and forestry and Rainfed Agriculture

Amount: US\$ 40,000
FF 208,000

US Legal Title: Amendment No. 10 (part (a)) dated September 28, 1981, of the Grant Agreement
AID/AFR/G-1493 dated August 30, 1976
Period Covered: Extension through September 30, 1983

OECD Approval: C(81)157 Final

Budget Chapter: 15.19 modified in 22.19

Period Considered in the Budget Sheets: From 12-02-1982 to 31-12-1983

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
COUREL, Marie Françoise	1	51,803	9,962	<p>Work programme: Evolution of climatic conditions and biotope in the Sahelian region using Landsat maps - analysis in the field.</p> <p>Period: March-April 1982</p> <p>Mission--Place: Bamako; Subject: Analysis in the field of Landsat data; Date: March 4-29, 1982</p> <p>Observations: Consultant III</p>
RICHARD, Philippe	1	19,274	3,706	<p>Work programme: Report for the Club and CILSS on the meeting at Bamako on a food strategy (Mali).</p> <p>Period: July 1-17, 1982</p> <p>Mission--Place: Bamako; Subject: Participation in the meeting on food strategy for Mali; Date: June 28-July 2, 1982</p> <p>Observations: Consultant III</p>
GELLAR, Sheldon	2	23,884	4,593	<p>Missions--Place: Paris-Geneva; Subject: Documentation research on popular participation in development irrigation projects; Date: August 2-8, 1982.</p> <p>Place: Washington; Subject: Documentation research at AID and World Bank; Date: September 28-30, 1982.</p> <p>Observations: Consultant III; secretarial charges in ch. 15.17</p>
ROCHETTE, René	2	34,198	6,576	<p>Work programme: Review of rainfed agriculture in Niger and Upper Volta</p> <p>Period: August 1982</p> <p>Mission--Place: Paris-Ouagadougou; Subject: Participation in the National Seminar on agricultural production/food strategy of Upper Volta; Date: April 11-18, 1983.</p> <p>Invitation: Ouagadougou; Subject: Report on rainfed agriculture; Date: May 1983.</p> <p>Observations: Consultant III</p>
REPORTS	6	129,160	24,837	

219

Ecology and Forestry and Rainfed Agriculture

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	6	129,160	24,837	
PETERSON, Wesley	--	20,000	3,846	<p><u>Work programme:</u> Study on strategies and policies to encourage agro-industrial food development in Senegal</p> <p><u>Period:</u> May 16-October 1, 1982</p> <p><u>Observations:</u> Consultant III</p>
GABAS, Jean Jacques	--	14,000	2,692	<p><u>Work programme:</u> Study on the development of rainfed agriculture and collaboration for the meeting in Senegal (November 1983)</p> <p><u>Period:</u> October 3-December 18, 1983</p> <p><u>Observations:</u> Consultant II; I part in this chapter</p>
OTHERS Interpreters and Rental of Meeting Rooms		24,858	4,780	
TOTAL	6	188,017	36,155	

*For each grant considered, the US\$/FF ratio was based on the rate of exchange as of signature date of the corresponding Agreement or Amendment.

200

Type: US Grant for special activities

Subject: Evaluation of the Sahel Development Programme

Amount: US\$ 20,000
FF 104,000

US Legal Title: Amendment No. 10 (part (b)) dated September 28, 1981, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976
Period Covered: Extension through September 30, 1983

OECD Approval: C(81)157(Final)

Budget Chapter: 15.20 modified in 22.20

Period Considered in the Budget Sheets: From 11-12-1981 to 10-2-1983

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
GABAS, Jean Jacques	1	103,994	20,000	<p><u>Work programme:</u> Preparation of a progress report of the Sahel Development Programme starting from 1975 and, partly, analysis of financial flows; study on the NGO's activities for the development of the Sahelian region; socio-economic indicators--complementary statistical analysis; study on rainfed agriculture.</p> <p><u>Period:</u> January-December, 1982.</p> <p><u>Mission--Place:</u> Ouagadougou; <u>Subject:</u> Preparation for and participation in the socio-economic indicators meeting; <u>Date:</u> April 14-21, 1982.</p> <p><u>Observations:</u> Consultant II, partly paid in 15.15.</p>
TOTAL	1	103,994	20,000	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

Type: US Grant for special activities

Subject: Research into absorptive capacity of Sahel countries

Amount: US\$ 15,000
FF 78,000

US Legal Title: Amendment No. 10 (part (c)) dated September 28, 1981, of the Grant Agreement
AID/AFR/G-1493 dated August 30, 1976

OECD Approval: C(81)157(Final)

Budget Chapter: 15.21 modified in 22.21

Period Considered in the Budget Sheets: From 29-10-1981 to 18-03-1983

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$	
BERG, Elliot	--	78,000	12,193*	<u>Work programme:</u> Explore the concept of absorptive capacity and provide an analysis of the concept as it applies to the Sahel in view of its application as a tool for analysis of the development situation of Sahel countries. <u>Period:</u> September 1, 1981-January 31, 1983 <u>Observation:</u> Consultant III
TOTAL		78,000	12,193	

*This amount has been paid in US\$ according to the daily exchange rate.

Type: US Grant for special activities Subject: Seminar on the development of new lands and a price policy, marketing and storage colloquium

Amount: US\$ 40,000
FF 170,000

of which
US\$ 20,000 for a seminar on the development of new lands
FF 85,000

US Legal Title: Grant Agreement AID/AFR/IGR-001 dated September 11, 1978
Period covered: From June 1, 1978, to December 31, 1980

OECD Approval: SGD (78)58

Budget Chapter: 14.06.01 modified in 15.06.01

Period Considered in the Budget Sheets: From 17-10-1978 to 26-08-1981

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
PONCET, Yveline	2	43,648	10,270	<p><u>Work programme:</u> Organization of the Ouagadougou Seminar on New Lands (October 10-13, 1978); preparation of an annotated agenda; a cartographic review of new lands; a final report of the meeting.</p> <p><u>Period:</u> July 3-December 31, 1978.</p> <p><u>Missions--Place:</u> Brezins (Grenoble); <u>Subject:</u> Conversations with Mr. Rochette on the seminar; <u>Date:</u> September 11-13, 1978.</p> <p><u>Place:</u> Ouagadougou-Niamey; <u>Subject:</u> Participation in the seminar; <u>Date:</u> September 24-October 26, 1978.</p> <p><u>Observations:</u> Consultant II</p>
CALISTE, Marie	1	5,340	1,256	<p><u>Work programme:</u> Translation and interpretation services in the Ouagadougou seminar.</p> <p><u>Period:</u> October 8-14, 1978</p> <p><u>Observations:</u> Consultant III</p>
REINES, Sheila	--	8,228	2,000**	<p><u>Work programme:</u> Review and report on selected projects in the Sahel Development Programme pertaining to reforestation and village-level technology on cookstoves, village wells and alternative energy forms.</p> <p><u>Period:</u> October 20-December 20, 1979</p> <p><u>Observations:</u> Consultant II</p>
Organization of Ouagadougou Seminar		4,146	975	
PRINTING		17,000	4,000	
SENE, Ousmane	--	317	74	<p><u>Work programme:</u> Participation in a progress review of external aid data concerning new lands.</p>
REPORTS	3	78,679	18,575	

222

Seminar on New Lands

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	3	78,679	18,575	<u>Period:</u> July 15-September 30, 1981 <u>Observations:</u> Trainee under the supervision of the Staff Secretariat; partly paid in other chapters.
DIFFERENCE IN EXCHANGE RATE		6,319	1,486	
TOTAL	3	84,998	20,061	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

**This amount has been paid in US\$ according to the daily exchange rate.

7.24

Type: US Grant for special activities

Subject: Seminar on the development of new lands and a price policy, marketing and storage colloquium

Amount: US\$ 40,000
FF 170,000

of which
US\$ 20,000 for a price policy, marketing and storage colloquium
FF 85,000

US Legal Title: Grant Agreement AID/AFR/IGR-001, dated September 11, 1978
Period Covered: From June 1, 1978, to December 31, 1980

OECD Approval: SGD (78)58

Budget Chapter: 15.06.02

Period considered in the Budget Sheets: 31-12-1978 to 31-12-1980

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
RICHARD, Philippe	--	15,000	3,530	<p><u>Work programme:</u> Preparation of a document concerning the cereals marketing policy in Sahel countries (objectives, means, outcomes, main options, plan of action) and review of storage policy for the colloquium at Nouakchott, Mauritania (July 2-7, 1979).</p> <p><u>Period:</u> April 2-July 15, 1979</p> <p><u>Observations:</u> Consultant III</p>
LEVY, Daniel Maurice	--	24,566	5,780	<p><u>Work programme:</u> Preparation of a document concerning food aid policy (nature, volume, amounts, utilization, geographical distribution, procedure for mobilizing food aid, critical evaluation), review of coherence of the documents on the whole.</p> <p><u>Period:</u> April 19-August 10, 1979</p> <p><u>Observations:</u> Missions and part of indemnities are considered in Ch. 15.02. Consultant II.</p>
KOHLER, Daniel F.	--	7,634	1,796	<p><u>Work programme:</u> Preparation of a document concerning cereals storage problems (costs, methods, management, creation of an adequate storage capacity to ensure a food self-sufficiency) for the colloquium in Nouakchott.</p> <p><u>Period:</u> April 17-July 13, 1979</p> <p><u>Observations:</u> Missions are considered in Ch. 15.02. Consultant II.</p>
MARSOLAT, Claude	--	36,000	8,470	<p><u>Work programme:</u> Preparation of a document review describing cereals prices role in economic equilibrium of Sahel countries (options, implications, advantages, disadvantages)</p> <p><u>Period:</u> April 9-May 19, 1979.</p> <p><u>Observations:</u> Contract with "Société d'Etudes SEMA."</p>
Difference of Exchange Rate		1,800	423	
TOTAL	--	85,000	19,999	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

225

Type: US Grant for Special Activities

Subject: Study of Recurrent Costs of the Sahel Development Programme

<u>Amounts:</u>	US\$	255,000		
	FF	1,062,500		
Addition				
US\$		255,00		
FF		1,085,000		
Addition				
US\$		45,000		
FF		211,500		
Addition			Total	US\$ 808,000
US\$		13,000		FF 4,208,600
FF		67,600		
Addition				
US\$		75,000		
FF		490,000		
Addition				
US\$		170,000		
FF		1,292,000		

US Legal Titles: Grant Agreement AID/AFR/IGR-002 dated September 26, 1978
Period Covered: From October 1, 1978, to December 31, 1980

Amendment No. 1 dated December 11, 1978, of the Grant Agreement AID/AFR/IGR-002 dated September 26, 1978
Period Covered: Extension through March 31, 1981

Amendment No. 2 dated March 6, 1981, of the Grant Agreement AID/AFR/IGR-002 dated September 26, 1978
Period Covered: Extension through December 31, 1981

Amendment No. 10 (d) dated September 28, 1981, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976²
Period Covered: Extension through September 30, 1983

Amendment No. 3 dated July 21, 1982, of the Grant Agreement AID/AFR/IGR-002 dated September 26, 1978
Period Covered: Extension through September 30, 1984

Amendment No. 15¹⁾ dated August 25, 1983, of the Grant Agreement AID/AFR/G-1493 dated August 30, 1976

OECD Approval: C(78)178 (Final)

C(79)8 (Final)

SGD (81)21

C(81)157 (Final)

C(82)170 (Final)

C(83)153 (Final)

Budget Chapter: 14.05 modified in 15.05, in 22.05, and then in 22.15

Period Considered in the Budget Sheets: From 31-12-1978 to 29-2-1984

Observations: ¹The Harvard Institute for International Development (HIID) contract was signed on November 30, 1978.

²Amendment No. 10 also provided additional funds for three other special grants.

Study of Recurrent Costs

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
HARVARD INSTITUTE FOR INTERNATIONAL DEVELOPMENT (HIID)	--	2,863,465	609,645**	<p><u>Work programme:</u> Prepare an in-depth study of the recurrent costs associated with the development projects in the Sahel. The study was made in different phases covering the principal following aspects: (1) Analysis of the recurrent costs associated with a representative sample of projects implemented in the Sahel (categories and types of costs--agriculture, live-stock, natural resources conservation, infrastructure, social services, human resource development--source of finance, gap between required and realized costs, substitution possibilities among inputs, etc.); (2) National mid-term projections of the recurrent commitments in Sahel countries (the functional relationships between recurrent costs and implementation of socio-economic development targets, the aggregation of commitments arising from projects undertaken by government and public enterprises, a detailed breakdown of internal and external sources of finance; the increase in project recurrent costs due to inflationary wage increases, role of tariff and non-tariff barriers, the national component of multi-national development projects, etc.); (3) Revision of the results obtained and, on this basis, organize a series of workshops at national levels in order to analyze the national budgets, donor flows and development programmes in the light of recurrent costs based on the information established by earlier studies (interested countries Mali and Niger).</p> <p><u>Period:</u> November 30, 1978, and to present.</p> <p><u>Observations:</u> Other countries and institutions interested in implementing this study through financial contributions: France, Canada, the Netherlands, Switzerland, FAO.</p>
BATHANY, Jacques	1	6,987	1,644	<p><u>Invitation--Place:</u> Boston-Montreal; <u>Subject:</u> Preparation and participation in a donor meeting on the recurrent costs financing at the Montreal University; some conversations at Harvard University in order to prepare this meeting; <u>Date:</u> March 21-28, 1980.</p> <p><u>Observations:</u> Consultant III</p>
WILLIAMS-NAM, Cheryl	--	2,500	480	<p><u>Work programme:</u> Payment for translation services during the Ouagadougou seminar.</p> <p><u>Period:</u> January 1982.</p> <p><u>Observations:</u> Partly paid in other chapters.</p>
SERRE, Jean-Marin	--	2,400	461	<p><u>Work programme:</u> Modify a report on public investments recurrent costs in Niger, by taking into account subventions made by Nigerian authorities.</p>
-REPORTS	1	2,875,352	612,230	

227

Study of Recurrent Costs

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)**	
REPORTS	1	2,875,352	612,230	
				<u>Period:</u> End February 1984 Observations: Consultant III
ORGANIZATION OF OUAGADOUGOU SEMINAR (January 11-15, 1982)	--	29,247	5,624	
TOTAL	1	2,904,599	617,854	

*US\$ estimations were based on the exchange rate fixed at the time of signature of different Amendments of the Grant Agreement AID/AFR-IGR-002.

**This amount paid in US\$ according to the daily exchange rate.

2/8

Amount: Initial: US\$ 45,000
FF 190,000

of which
US\$ 35,000 for donor flows
FF 147,800

Additional: US\$ 30,000
FF 123,000

Total donor flows: US\$ 65,000
FF 270,800

US Legal Title: Grant Agreement AID/AFR/IGR-003, dated September 26, 1978, and Amendment No. 1, dated August 31, 1979

Period Covered: From May 1, 1978, to December 31, 1980

OECD Approval: SGD (78)59 and SCB 79.11

Budget Chapter: 14.07.01 modified in 15.07.01

Period considered in the Budget Sheets: From 7-11-1978 to 25-08-1980

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
GABAS, Jean Jacques	1	105,211	25,351	<p>Work programme: Preparation of a study concerning the official development assistance to Sahel countries (list of projects, projects by donor and recipient countries, status of financing first generation programme, statistical analysis), analysis, synthesis, and review.</p> <p>Period: October 2, 1978-December 31, 1979</p> <p>Mission--Place: Ouagadougou; Subject: Study of financing first generation projects; Date: November 26-December 3, 1979.</p> <p>Observations: Consultant II. Working under R. Kornell's supervision.</p>
DE SAINT MARTIN, Veronique	--	23,366	5,630	<p>Work programme: Provide input for the study of official donor assistance to Sahel countries (collection, interpretation, presentation of data pertinent to donor assistance, special emphasis on French documents), participation in the final draft.</p> <p>Period: August 16, 1978-February 2, 1979</p> <p>Observations: Consultant I; working under R. Kornell's supervision.</p>
KORNELL, Ronald	2	8,441	2,033	<p>Missions--Place: Washington; Subject: Conversations at USAID and World Bank in view of the third conference of the Club; Date: November 11-15, 1978.</p> <p>Place: Amsterdam; Subject: Participation in the third high-level conference of the Club; Date: November 18-25, 1978.</p> <p>Observations: Consultant IV</p>
REPORTS	3	137,018	33,014	

229

Study of donor flows and socio-economic indicators of the Sahel Development Programme

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
REPORTS	3	137,018	33,014	
MERGUI, Maurice	--	4,000	963	<u>Work programme:</u> Analysis of official development assistance commitments by sector; checking of synthesis statistical tables. <u>Period:</u> September 27-October 31, 1979 <u>Observations:</u> Consultant II
CATELLA, Noëlle	--	1,998	481	<u>Work programme:</u> Review of the statistical analysis on official development assistance to Sahel countries. <u>Period:</u> August 23-October 22, 1979 <u>Observations:</u> Consultant I, working under the Staff Secretariat supervision.
MORAN, Jacqueline	--	9,510	2,291	<u>Work programme:</u> Typing of the document concerning donor flows to Sahelian countries: analysis, synthesis and review (text and tables --French version). <u>Period:</u> October-November, 1978; August-September, 1979 <u>Observations:</u> ---
DICKSON, Christiane	--	5,920	1,426	<u>Work programme:</u> Typing of donor flows to Sahelian countries (updating 1978). <u>Period:</u> 1 month--October-November, 1979 <u>Observations:</u> ---
GABAS, Jeanne Hélène	--	4,000	964	<u>Work programme:</u> Analysis and control of ODA commitments from 1975 to 1978 by taking into consideration projects co-financing with OPEC countries, multilateral institutions, DAC countries, projects implemented by NGOs, other contributions from public sector, export credits, etc. <u>Period:</u> October 1979 <u>Observations:</u> Consultant II
PRINTING		104,593	25,203	
OTHERS		1,574	379	
DIFFERENCE IN EXCHANGE RATE		2,178	524	
TOTAL	3	270,791	65,245	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

Type: US Grant for special activities

Subject: Study of donor flows and socio-economic indicators of the Sahel Development Programme

Amount: US\$ 45,000
FF 190,000

of which
US\$ 10,000 for socio-economic indicators
FF 42,200

US Legal Title: Grant Agreement AID/AFR-IGR-003 dated September 26, 1978
Period Covered: From May 1, 1978, to December 31, 1980

OECD Approval: SGD (78)59

Budget Chapter: 14.07.02 modified in 15.08

Period Considered in the Budget Sheets: From 8-11-1978 to 26-08-1981

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)*	
SCHERTZER, Eliane	--	26,570	6,296	<u>Work programme:</u> Participation in the study of socio-economic indicators (statistical analysis and other elements related to the final draft of the Report). <u>Period:</u> June 15-October 31, 1978. <u>Observations:</u> Consultant II working under Mrs. Fresson's supervision.
RIEGELMAN, Mary Ann	1	7,560	1,791	<u>Work programme:</u> Review of socio-economic indicators report, provide comments on the procedure and methodology for including evaluation of women in a future report, improvement of methodology for rural assessment. <u>Period:</u> January 8-13, 1979. <u>Observations:</u> Consultant II--Invitation: travel from Ouagadougou to Paris.
CATELLA, Noëlle	--	2,700	639	<u>Work programme:</u> Collaboration in the analysis of socio-economic data and aid flows; preparation of the statistical analysis. <u>Period:</u> July 7-August 31, 1980. <u>Observations:</u> Consultant I--Working under the Staff Secretariat supervision.
FONTANEZ, Raoul	--	4,747	1,124	<u>Work programme:</u> Participation in the statistical analysis of socio-economic indicators and review of external aid to Sahel countries. <u>Period:</u> June-August, 1981 <u>Observations:</u> Trainee under the Staff Secretariat supervision, partly paid in other chapters (15.02).
DIFFERENCE OF EXCHANGE RATE		622	147	
TOTAL	1	42,199	9,997	

*For each grant considered, the US\$/FF ratio is based on the rate of exchange as of the signature date of the corresponding Agreement or Amendment.

Type: US Grant for special activities

Subject: Preparation of projects in resource management, energy and reforestation

Amount: Initial: US\$ 18,500
FF 76,000
Additional: US\$ 11,500
FF 46,000

Total: US\$ 30,000
FF 122,000

US Legal Title: Grant Agreement AID/AFR/IGR-004, dated September 28, 1979, and Amendment No. 1 dated December 11, 1979
Period Covered: From October 1, 1979, to December 31, 1981

OECD Approval: SCB 79.12 and SGD (80)10

Budget Chapter: 15.10 modified in 15.09

Period considered in the Budget Sheets: From 12-11-1979 to 9-11-1981

NAME	MISSION	CUMULATIVE AMOUNT (Salary, indemnities, missions, secretarial charges)		SUBJECT
		FF	US\$ (est.)	
GELLAR, Sheldon	1	40,859	10,061	<p><u>Work programme:</u> Preparation of a project identification document describing a project to create tree nurseries and village or family woodlots (resource management distribution) in Mali.</p> <p><u>Period:</u> November 8-December 31, 1979.</p> <p><u>Mission--Place:</u> Paris-Bamako-Gao-Tombouctou-Ouagadougou-Dakar; <u>Subject:</u> Preparation of ecology-reforestation projects, meeting with CILSS representatives. <u>Date:</u> November 15-December 20, 1979.</p> <p><u>Observations:</u> Consultant III</p>
SPAAK, Jean Daniel	1	26,904	6,625	<p><u>Work programme:</u> Concise document describing a sylvo-pastoral development project in the Asongo-Manaka-Talataye regions (Mali).</p> <p><u>Period:</u> November 20, 1979-January 30, 1980</p> <p><u>Mission--Place:</u> Bamako-Gao-Niamey-Ouagadougou; <u>Subject:</u> Study for a sylvo-pastoral development project in Mali, meetings with CILSS representatives in Upper Volta. <u>Date:</u> November 28-December 18, 1979.</p> <p><u>Observations:</u> Part paid in Ch. 15.02. Consultant III.</p>
COGOMBLES, Antoine	1	43,883	10,778	<p><u>Work programme:</u> Identification document describing an integrated sylvo-pastoral development project in the Kedougou region (eastern Senegal) in the context of the Senegalese economic and social development programme.</p> <p><u>Period:</u> October 26-December 29, 1979</p> <p><u>Mission--Place:</u> Dakar-Tamba-Kedougou; <u>Subject:</u> Study for a sylvo-pastoral development project (Kedougou-Tamba regions) and meeting with Senegalese authorities on this subject. <u>Date:</u> November 5-30, 1979.</p> <p><u>Observations:</u> Consultant III</p>
REPORTS	3	111,646	27,464	