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**RESULTS OF THE CWR/NIAMEY
OPERATIONS PLANNING WORKSHOP
December 9-13, 1974**

**Contract REDSO/WA-75-39
Dated 23 August 1974**

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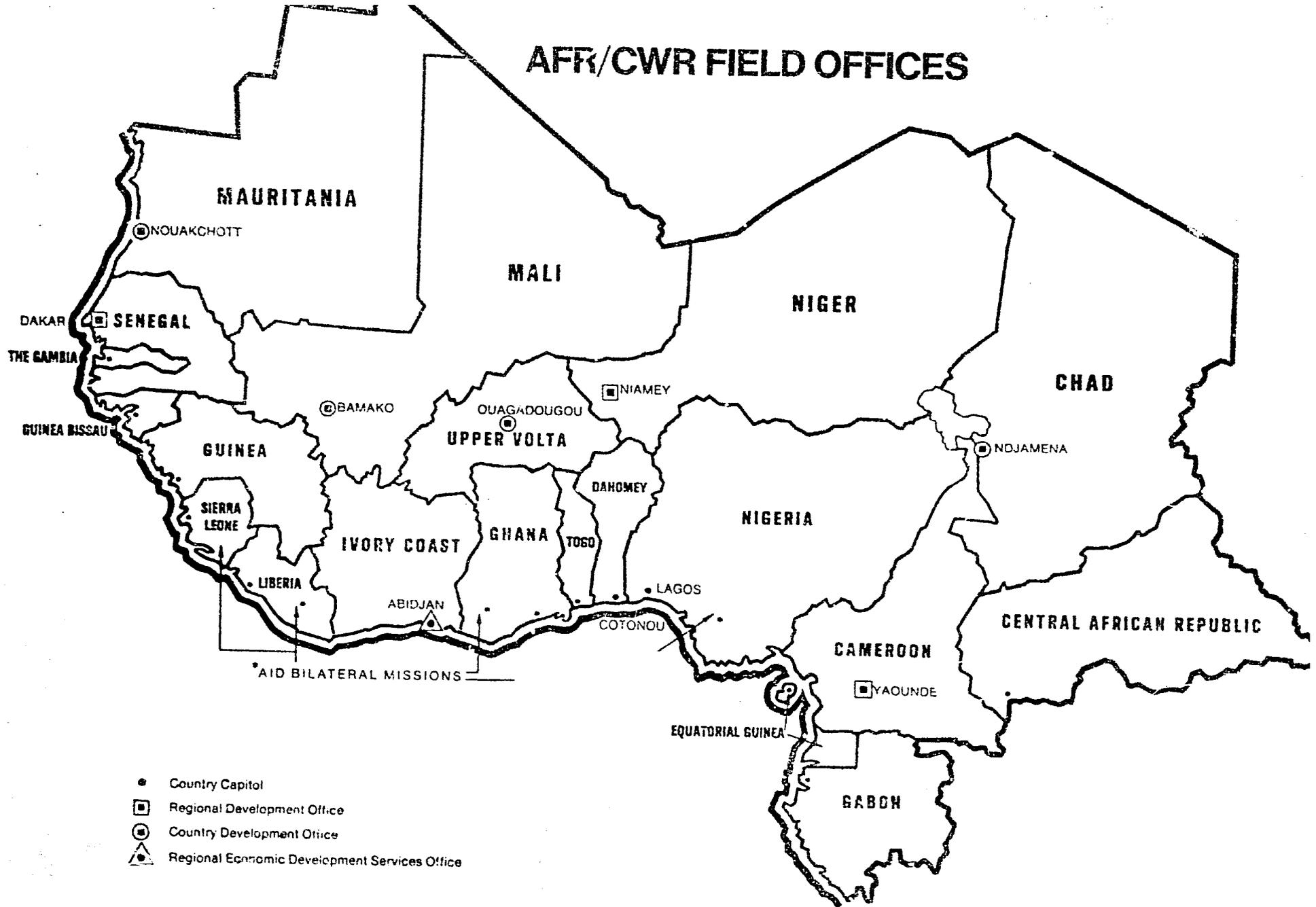
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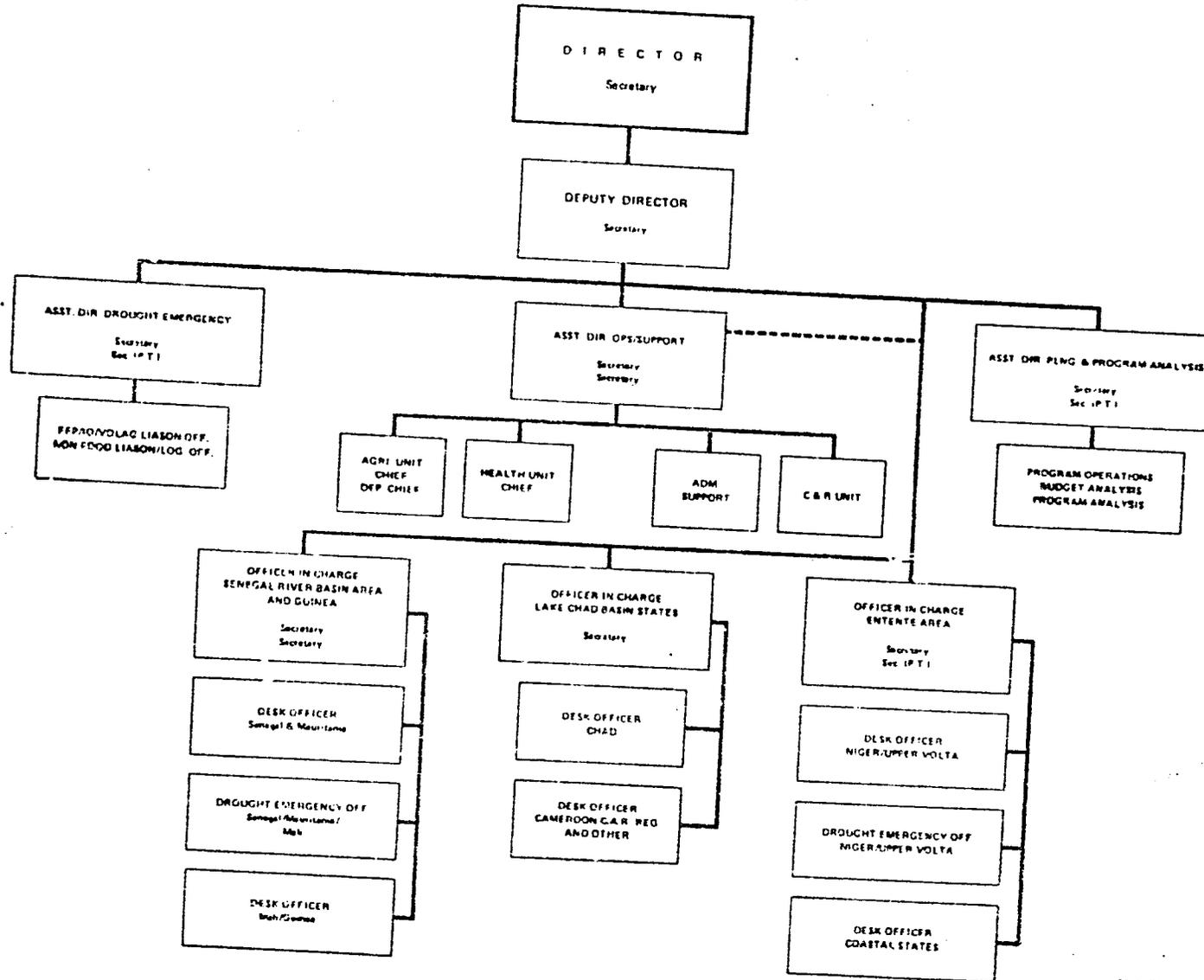
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AFR/CWR FIELD OFFICES



- Country Capitol
- ▣ Regional Development Office
- ⊙ Country Development Office
- ▲ Regional Economic Development Services Office

AFR/CWR ORGANIZATION CHART



ACKNOWLEDGMENTS

We owe many thanks to the U. S. Embassy and USAID offices in Niamey for coping with the very difficult housing and transportation problems created by so large a Workshop. We owe special thanks to Ambassador Heck and to Gene Chiavaroli (Acting RDO), who were our hosts, and to Carry Van Eerten, who so efficiently provided the day to day supporting services during the Workshop.

I INTRODUCTION

This report covers Part e. of the Detailed Scope of Work under API Contract REDSO/WA-75-39. It summarizes the CWR OPERATIONS PLANNING WORKSHOP conducted by the contractor in Niamey, 9-13 December 1974.

The Workshop was a key step in strengthening the CWR organization to cope with the serious short and long range problems of the Sahel. David Shear, the new Director, CWR, faced with managing an organization overloaded with emergency actions, and faced also with the need to develop the organization's resources and management tools, contracted with Action Programs International to help plan and carry out that development.

1. Steps Preceding the Workshop

The following organization development steps involving API preceded the Workshop.

- a. API prepared an "Issues and Plans Paper" for the new director (28 June 1974). In writing this paper, representatives collected the views and ideas of the CWR/W staff which had lived through the burgeoning Sahel crisis. The Issues and Plans Paper identified the major issues the director would have to resolve, recommended solutions, and set up a proposed action schedule which included the concept of this Workshop.
- b. After the basic organizational decisions had been made, role definitions were prepared (by API, working with the CWR staff). The CWR/W roles were implemented, given a shakedown period, and then the contractor conducted a one-day meeting for the CWR/W management group to negotiate and clarify understandings about their role relationships. The role definitions for the field were sent to the field in advance of the Workshop and became the basis for an "interface analysis" by the participants, and agreement among them.

I (cont'd)

- c. The contractor also prepared proposals on two basic management tools for presentation and debate at the Workshop. These were formats for a project status report, and an annual plan.

These actions, and the much greater number of other management actions (such as staffing) that had to be carried out in advance of the meeting, were consummated with great speed. This was possible because of the sense of urgency and commitment in AID and especially in the top management of the Africa Bureau.

In carrying out these steps, the Director, CWR, and the contractor have attempted to work by establishing an open dialogue among the interested parties, with the objectives of reaching sound conclusions and developing a spirit and a fact of teamwork in approaching the Sahel crisis.

2. The Workshop

a. Objectives:

The purpose of the Workshop was to help key AID/W and field personnel work toward mutual understanding, agreement, and management decisions on program goals, management goals, and the organizational and procedural arrangements for their accomplishment. The Workshop was intended to be a working session to pool the insights, needs, and points of view of the participants. It was intended to establish an open and continuing dialogue among all who are immediately concerned with the planning and achievement of CWR goals.

b. Mode:

The Workshop was designed so that it could be responsive to the expressed needs of the participants. An agenda was established in advance, working with those who would be attending. It was followed in part. An agenda committee made up of Washington, field, and contractor personnel met daily during the Workshop to change the agenda in accord with the priorities determined during the meeting.

c. This report:

The report incorporates important understandings arising from the Workshop, agreements, and Action Items. It also includes contractor observations and recommendations resulting from an analysis of the Workshop results.

I (cont'd)

Every Action Item is included. When an item applies in more than one subject area it may be repeated. One Action Item (30), recorded here, had not been recorded as such in the summaries given to participants immediately after the Workshop.

Even where there is no Action Item, the report contains agreements which should guide future action.

It is recommended that this report be used as an action document.

The "Workshop Papers" are composed of the transmittal letter, attendee list, initial agenda, role definitions, project status report format, and annual plan format. All are included as appendices.

RECOMMENDATION 1: This report be distributed to Workshop attendees under a CWR cover letter identifying it as an action document and stipulating its use for information, briefings, action, and periodic evaluation of organization development progress.

II PURPOSE

The Workshop was addressed to what we understand to be the CWR purpose: to evolve an AID organization responsible in Francophone West Africa that can effectively and efficiently respond to emergency, relief and rehabilitation, and regular development program host country needs. The direction of the evolution is toward decentralization with greater field orientation (including host governments), more rapid response times, more systematic and responsive programming, more useful and efficient reporting systems, better lateral coordination, teamwork, and flexibility in problem solving, better and more adaptable project designs, more responsible and decisive project implementation, and with emphasis on Management-by-Objectives principles.

The following attributes should characterize the organization and its members:

- a. A strong feeling of empathy and a believe in the humanitarian goals of USAID.
- b. Managerial and technical competence.
- c. Forthrightness, honesty, and loyalty in relationships.
- d. Vigor, inventiveness and persistence in meeting organizational and personal goals.
- e. A willingness to change and adapt readily to a changing challenge.
- f. Elation in the accomplishment of difficult tasks.

III SUMMARY

In addition to the many agreements reached during the Workshop, 30 Action Items were identified for early resolution in order to continue the building of CWR team effectiveness. This report summarizes the main agreements and Action Items. The main accomplishment of the Workshop, however, has already been determined by what was taken home by each attendee in the way of improved understanding of goals and processes, stronger feelings of his importance to the team, and his perception of the concern of others for his success.

A synopsis of the key issues dealt with follows:

1. Congruence in the Policy Area

The participatory approach made itself felt from the start, when the attendees had the opportunity to state what they wanted from the Workshop. Among the items, one, in various forms, was in the area of Agency policy. It concerned the reconciliation of the quickened tempo of obligating funds with the time required for effective host country cooperation and for other donor cooperation. In another form it concerned the reconciliation of the low U. S. profile desired by a number of Embassies in the area with the accelerated pace of AID activities.

While there was no easy overall answer to this issue, the ground rules that emerged during the Workshop called for timely submission of well documented, realistic Project Review Papers which would serve as the basis for the Congressional presentations. Once this stage has been reached, serious negotiations with host countries should proceed and Project Papers developed, but with the caveat that the host countries should know that implementation of projects must await actual funding.

With regard to the movement of large amounts of funding with lean staff, the trial use of a sectoral programmatic grant on the Mali livestock program is planned. Also, the Recovery and Rehabilitation program will be evaluated to see if this financing mechanism can be used for longer, more developmental programs.

III (cont'd)

2. Delegation to the Field and Its Corollary

The dialogue at the meeting made clear that the field units were being given the authority, and continue to have the responsibility, for taking the lead in the CWR programming and implementation process, under policy guidance from Washington and in accordance with specified document submission deadlines.

The field accepted the responsibility but pointed out, constructively, that the work load and the scheduling demanded a serious reconsideration of the length of time, and the number of steps in the Washington document review process. A number of concrete suggestions were made in this regard, such as establishing time norms for the review steps, appointing specific individuals to conduct the review, and concentrating the technical review in the PRP document stage.

Deputy Assistant Administrator Brown agreed to reappraise, with AFR/DP, the review process within AFR, and to press for internal streamlining. Following this, findings which bear on the Agency review process will be taken up with the Senior Operating Group of the Agency.

Other related matters which were discussed included the possibility of delegating Grant Agreement authority to the field, and shortening the Grant and Loan Agreement process by substituting covenants, in a pre-signed letter of commitment, for many of the conditions precedent.

More widespread use of the R&R procedures could also shorten the paperwork cycle. Provided a planned evaluation is positive, new criteria for this procedure would be developed which would allow the field to design and implement specific activities, under an allotment procedure established by Washington.

The field units would like to make more direct use of their contracting authority, using the REDSO contract office for advice rather than approval. While this is now more feasible with Regional Controllers in the field, CWR management prefers that REDSO contract services be involved before the fact to ensure good practice. Miles Wedeman agreed to investigate this matter and to make recommendations.

III (cont'd)

3. Implementation Tools

One of CWR's objectives is to balance the programming emphasis in the AID system with increased attention to effective implementation. An improved project information system is an important means to this end. The Workshop heard reports on the management information systems work of the PBAR Task Force and of a related MIS* study being conducted under REDSO auspices. These potential tools are output oriented, integrated with the AID process steps, and will be correlated with the financial reporting system -- all desirable goals. Until the new system is ready, CWR will use a reporting form for T/A projects similar to the REDSO report on capital projects. The interim form will place more emphasis on specific outputs and thus lead into the new system.

4. CWR Annual Plan

The magnitude of the CWR task, and its tight deadlines, calls for systematic management planning. CWR/W introduced a format for a CWR Annual Plan to the Workshop. The plan would set target completion dates for planning, programming and budgeting actions and would track key financial performance data. This Annual Plan would be developed in a management-by-objectives framework, with the field units preparing their plans within overall Agency guidelines. The field and CWR/W would negotiate the individual plans and they would be assembled into a total CWR planning and control document.

The reception by the field to this idea was positive, and they requested that the format be further developed. However, both the field and CWR/W agreed that the exercise must be kept simple, should not duplicate existing or proposed financial or management control systems, and should be an aid to management and not "part of the problem."

5. Status of the Emergency

The Workshop was briefed on results of the Multi-Donor Mission Report which predicted that substantially lower emergency food would be required in 1975. From this, the remarks of Ambassador Heck and other inputs, it was suggested that the need for AID emer-

* Management Information System

III (cont'd)

gency assistance would decrease. However, an in-house review commencing in January, 1975, will pay particular attention to the success of the Sahel countries' 1975 food prepositioning programs. At the same time, the possibility of tying residual emergency grain supplies into food-for-work programs will be examined. The situation with regard to the "at-risk" population will also be kept under review.

6. Effect of the DAP Exercise

Field units agreed that the DAP teams served very useful purposes beyond their immediate terms of reference. They communicated to the field the thrust of the new legislation and the priorities of the new Agency management. The DAP adds a longer-term dimension which gives perspective to both AID and host country thinking. Next year's FBS (FY '77), based on the DAP, will be done in the field.

7. Other Messages Transmitted

The Workshop was the first opportunity for the entire CWR team to sit together, to define and clarify their working relationships, and to reach a common understanding of program and managerial goals. The Workshop critique confirmed that progress toward these basic purposes was achieved.

CWR management took the opportunity to impress on the field the critical importance of the CWR development mission, and the necessity to find measures which demonstrate the results. Some specific messages were transmitted -- for example, that delegation to the field carries with it the responsibility for the field to work out problems which can be solved among field organizations, and that field responsibility includes knowing when to cut projects off and taking the necessary action.

8. Future Management Planning

This meeting was part of the CWR management plan mentioned in the Introduction. The plan called for a more complete organizational document following the Workshop and for an evaluation of organizational effectiveness in March, 1975. The Workshop materials which defined organizational roles, and this report, which will be circulated, will cover the need for organizational documentation. The evaluation may be in the form of a series of exploratory sessions in the Spring to uncover problems and, if appropriate, an Effectiveness Evaluation Workshop, mid-year.

IV WORKSHOP RESULTS

A. POLICY ISSUES

Policy issues grouped around four pairs of potential conflicting objectives:

1. Long-term vs. Short-term Planning: It would be helpful if the RDOs/CDOs could know what AID policies and development funding levels would apply over a 5-year period. This knowledge could be used to enhance credibility and collaborative style with host countries. There is apprehension that AID may build up greater or different expectations in the short-term on the part of host countries than can be sustained, as emphasis shifts from emergency to traditional programming. David Shear and Donald Brown described preliminary planning for a Sahel Trust Fund, financed with loan re-flow money. Such a fund could help to provide a more predictable basis for long-term commitment. Greater public and Congressional sensitivity to longer-term Sahel needs could result from more vigorous public relations regarding accomplishments and plans. It was suggested that consideration be given to seconding someone from AID/OPA to CWR for the latter purpose.
2. Obligation Rates vs. Collaborative Style: Increased budgets have been appropriated by Congress which increases the required rates of obligation, but assimilation rates with full collaboration by host countries, under standard AID programming and procedures, have not necessarily improved.

AID techniques to expedite obligation rates include use of new obligating procedures such as R&R, Sector Grants, Program Grants, greater use of PROAGs, providing REDSO loan, contracting, legal, commodity and technical services in the field, devolution of authorities to the field offices and staffing them with controllers.

Innovative techniques to make host country assimilation of projects easier are being tried and more are needed to enhance the host country ownership of its projects. For example, REDSO will try substitution of covenants for conditions precedent on loans. CWR,

IV, A (cont'd)

after a survey of the effectiveness of R&R procedures, may recommend their application to parts of the regular program. RDOs/CDOs are encouraged to review projects with the host countries at least as early as the PRP preparation stage and to keep the H. C. fully informed of plans and progress. It was suggested in the Workshop that design requirements should be simplified to allow greater flexibility for host country's implementation style, and that consideration be given to committing in two stages; Phase A, planning and long lead time item initiation followed by Phase B, project accomplishment.

3. Bilateral Programming vs. Regional: Until recently, programming in Francophone West Africa has been on a regional basis. Many characteristics justify this including the formation by the host countries of international institutions and programs. The large bilateral response to the drought, both in funding and in CWR organizational change raises questions as to the emphasis that will be placed on regional programs in the future. A statement clarifying policy was requested. David Shear stated that regional programs are still viable and will be continued.

4. Increased AID Program vs. Embassies' Desire For Low U. S. Profile: Some Embassies have been reluctant to increase in AID staffs in their countries. The guidance defined is that RDOs/CDOs are to brief Ambassadors on the AID country program and organizational plan, as it has further evolved during the Workshop. If full teamwork cannot be achieved, communicate the problem and the efforts made toward resolution to AID/W.

IV. WORKSHOP RESULTS

B. EXPEDITING THE DECISION AND APPROVAL PROCESS

The dialogue at the meeting made clear that the field units were being given the authority, and had the responsibility,* for taking the lead in the CWR programming and implementation process, under policy guidance from Washington and in accordance with specified document submission deadlines.

The field accepted the responsibility but pointed out that the work load and the scheduling demanded a serious reconsideration of the length of time, and the number of steps in the Washington document review process. A number of concrete suggestions were made in this regard, agreements and Action Items were arrived at which could assist both field and AID/W in reducing the time and effort required in allocating, obligating, and achieving successful implementation with AID resources.

1. Field Action Items and Agreements

A central purpose of CWR's increased authority delegations to the field is to achieve faster response to the rapidly changing needs in the drought countries. ADOs and CDOs must use these authorities to solve field problems in the field and limit their dependence on the overloaded offices of AID/W. Examples discussed included the following:

- a. Fully use the authorities delegated together with direct confrontation "to keep field problems in the field." Use contracting authority (RDO and CDO -- \$25,000 limit on all contracts, except Personal Services contracts for which there is no limit) to help with work load. David Shear requested that all contracts be cleared, by cable, with Stanley Nevin, Contracts Officer, REDSO, as a precaution, but not in such a way that REDSO becomes a management layer.

ACTION 13: Fred Hahne will airpouch manual orders, specifically regarding Personal Services contracts to RDOs/CDOs immediately.

ACTION 14: CWR, working with FWSS and GC, will issue written clarification of the authorities specifically delegated to RDOs/CDOs (include consideration of International Grant Agreements).

* See Appendix IV, "Role Definitions"

IV, B, 1 (cont'd)

ACTION 5: REDSO will issue to RDOs and CDOs a guide on contracts and an African capabilities roster by 1 February 1975.

- b. Keep other RDOs/CDOs and REDSO informed of needs and capabilities. Help each other. Each RDO should describe the services he has available for the CDOs.

ACTION 22: Miles Wedeman will update REDSO paper outlining services provided and circulate to RDOs/CDOs.

ACTION 24: REDSO will cable travel schedules of REDSO personnel weekly to RDOs/CDOs.

ACTION 23: CWR will provide RDOs/CDOs with copies of recent status reports on staffing so they will know what resources are available where.

- c. Integrate the controllers into the CWR team. In addition to their controller functions, they can assist with operating budgets and control, contracts, and economic analysis. Charles Christian requested that controllers clear all cables which include financial reporting.

- d. RDOs/CDOs use REDSO contracting services for contracts which are outside their authorities.

- e. Maintain good communication links with the other U. S. offices in the field, particularly with respect to planned projects. Peace Corps should receive copies of PRPs with which they may be involved. Work toward the goal of U. S. representatives "speaking with one voice."

- f. Work toward a more realistic and uniform contractor support policy.

ACTION 26: RDOs/CDOs will provide OICs with a statement on their contractor support policies, practices, and problems. CWR will work with Fred Hahne to provide a new support policy statement.

- g. Speed up the programming cycle, use innovative techniques. Have project designs on the shelf waiting for money rather than vice versa. Simplify designs and provide flexibility for the unfolding nature of most development projects. Start collaboration with the host country early in the design process to ensure

IV, B, 1 (cont'd)

ownership by the time of implementation. Incorporate suitable qualifications during the early collaboration so that expectations are not unduly high.

ACTION 16: (All) (Especially RDOs/CDOs) Planning of new activities should proceed promptly through the PID, FRP, and PP stage without regard to whether funding will actually become available within a specific time framework, so long as planning is carried on within the parameters of AID/W guidance established through reviews of preceding steps in the cycle. Our objective should be to get far enough ahead in our planning so that we can develop a shelf of fundable projects. Then good project plans would be waiting for money rather than vice versa. Obviously, this process requires understanding with host governments that implementation of approved projects may in some cases have to wait until funds actually become available.

ACTION 4: REDSO will use covenants in lieu of conditions precedent on new grants/loans to the maximum extent possible, provided that personnel resources permit (e. g. , Gabon roads).

h. RDOs/CDOs be more responsible for new project requests; don't rely on AID/W to say "no" on marginal projects. Avoid 11th-hour requests for action. Be prompt in terminating low-payoff projects.

IV WORKSHOP RESULTS (B. 2)

2. Washington Action Items and Agreements

This section sets forth Workshop agreements on major actions needed at the Washington level in order to meet obligation targets.

a. Review Process:

Most of the discussion centered on the need to make the review process more efficient. The results were not conclusive. They consisted of a number of ideas which might lead to improvements, plus an Action Item (21) to explore improvement aggressively and systematically. The intent was not to lessen the importance of the review function, but rather to seek ways to fit it in so as to reduce delays, duplication, and communication problems.

The following ideas were introduced:

- (1) Limit major technical review to one stage in the review process, such as the PRP.

ACTION 10: CWR will push the principle of limiting major technical review to one stage (PRP?).

- (2) Seek better integration of review and design by naming reviewers for a particular project early, and encouraging them to stay in touch with the project during its design phases, making inputs when appropriate. Thus, when a prospective project is identified (PID), the OIC would request designation of reviewers by DS, DP, and PPC, keep these persons informed as the design proceeds, and invite their questions and comments at key points. This would give the designer the benefit of their inputs when they would be of most help to him, improve communications, and speed up the review process.

ACTION 11: CWR will promote the principle of early designation of reviewers, and better integration of their role in the design process. This idea should be pilot tested.

- (3) Make more use of the principle of working by committee with the intent of reducing sequential reviews by different persons and offices within AID, and encouraging face-to-face dialogue among reviewers.

IV, B, 2 (cont'd)

It was agreed that it is vital to improve the efficiency of the review process, and that this will require a major effort. It will require looking critically and creatively at AFR and PPC policies and practices. It was agreed that the meeting should sponsor an initiative to this end.

ACTION 21: Donald Brown will work with DP to diagnose and improve the review system within AFR, and, second, work with the Senior Operating Group to improve the total review system.

ACTION 21a: CWR will keep the field informed of progress in improving the review process.

b. Recovery and Rehabilitation Program:

The question of delegation for handling R&R was a critical issue of the Workshop, and its resolution helped set the pattern for attaining maximum delegation and assumption of responsibility in the field, along with adequate top management controls. A caucus of the RDOs and CDOs made the following delegation proposal, which was tacitly agreed upon by the attendees.

- (1) Criteria for the use of the R&R authority will be jointly agreed upon by Washington and the field.
- (2) Funds for qualifying countries will be split into first allotments by CWR and a subsequent add-on pool to be administered by CWR.
- (3) RDOs/CDOs will approve project designs within established criteria and execute Grant Agreements and Implementation Letters. They will consult Washington in uncertain cases.
- (4) Add-on allotments will depend in part on performance on original allotments.
- (5) There will be regular reporting to Washington.

The following Action Items relate to this agreement.

ACTION 3: Based on the upcoming evaluation of R&R programs, Irven Coker and Irving Rosenthal will develop improved criteria for R&R.

IV, B, 2 (cont'd)

ACTION 7: CWR will send the results of the R&R evaluation and the proposed new criteria to the field for comment.

ACTION 8: David Shear will promote increased R&R delegation to the field.

c. Instruments for moving money earlier:

CWR is evolving more flexible instruments for moving large sums of money early in the design process. An example is the trial use of a sectoral programmatic grant on the Mali livestock program. Also, the Recovery and Rehabilitation program will be evaluated to see if this financing mechanism can be used for longer, more developmental programs. One condition of such flexibility is attention to the quantification of outputs when programs are established.

ACTION 2: David Shear will continue CWR efforts to develop more flexible instruments for moving large sums of money early in the design process.

d. Grant Agreements

ACTION 25: David Shear will look into the possibility of delegating Grant Agreement authority to RDOs/CDOs, and if that is not feasible, to REDSO.

e. Approval authority in excess of two million dollars:

ACTION 9: CWR (David Shear) will pursue the possibility of AA/AFR obtaining approval authority for grants in excess of two million dollars.

IV WORKSHOP RESULTS

C. ROLES AND RELATIONSHIPS

The relationships of the functions within CWR are indicated schematically in the current organization diagram, Fig. 2. The Role Definitions for each of the major functions are included as Appendix IV. These two items, along with a verbal description of the Director's rationale and hopes for the CWR organization, were used as the definitional base from which to explore and resolve potential interface problems. Several groups were formed and given the task of defining relationships among the principals involved for each major program type. A standard matrix format was used, in which critical events in the life of a project are covered in the rows and office responsibilities are indicated in the columns. The nature of the responsibility of each office for each event is indicated by the symbol shown in each column-row intersection. The diagrams are copies from those developed from the interaction at the Workshop and are presented here in the same order as presented at the Workshop. The meaning of the symbols used are explained with each chart.

	Field Office RDO - CDO	Host Country	Embassy	CWR	REDSO	Others
Identification	R*	R	R	I**	I	I
Response Concept	(Agreement on Response)			Approve S	S***	S; other agencies such as USAF, Disaster Office
Design	R	R	I	Approve S	S	
Formal Approval (Funding)	I	I	I	(R)	I	I
Implementation	R	R	I	I	R support actions	Press, USDA, R; Disaster Office VOL AGS
Monitoring	R	R	I	I	S	
Evaluation	R	R	I	I S	S	
Audit	I	I	I	I	I	R; GAO, L.G., A.G.
Audit Response	R	R	I	R	R	I

- * R = Responsible for initiating action
- ** I = Interested (should be kept informed)
- *** S = Services on request

ACTION 6: Jim Kelly will undertake in-house evaluation of emergency program in January, ahead of the spring audit.

2. PROGRAM TYPE - EMERGENCY *
(FOOD ONLY, PL 480 TITLE II)

	Field Office	Host	Embassy	AID/W		REDSO	RFFPC	Others
	RDO-CDO			Country	CWR			
Identifi- cation	R**	R	I	I	I	I	S	R; U. S. & Int'l. VOL AG
Response Concept	R	R	I	R	I	I	S	R; U. S. & Int'l. VOL AG
Design	R	R	I	R	I	I	S	R; U. S. VOL AG
Final Ap- proval	I	I	I	R	R	I	S	R; U. S. Gov't. Agcys., OMB USDA, White house
Implemen- tation	R	R	I	R	R	I	R	R
Monitor- ing	R	R	I	R	R	I	S	S
Evalua- tion	R	R	I	R	R	I	S	S
Audit	I	I	R	R	I	I	I	R; AAG, IG, GAO
Audit Re- sponse	R	R	I	I-R	I-R	I	S	R; U. S. VOL AGS

** Symbols used have same meaning as in previous diagram.

Discussion resolved that Gene Moore, Regional Food-For-Peace Coordinator, would be kept informed of the activities of the RFFPOs, but would not become an approval layer. Dialog is desired, but not oversight.

*Some changes have been made to "Food" chart as result of post-Workshop discussions with James Kelly.

3. PROGRAM TYPE - RECOVERY AND REHABILITATION (R&R)

	RDO/CDO	CWR	Host Country	Embassy	REDSO	Others
Identification	R*	✓**	R	✓	✓	✓ VOL AGS, UN Other donors, FED
Conceptual Approval	R	✓	✓			✓ AID/W Other donors
Technical Approval/ Verification	R***		✓		✓	
Approval		R*****	✓			
Implementation	✓****		R Dev. Bnk.		✓	✓ VOL AGS, PC, Other donors
Evaluation	R	✓	✓ A. G.		✓Tech.	Feedback to host country and AID elements

- * R = Primary responsibility
- ** ✓ = Involved
- *** AID functional check of banking arrangements and plan existence
- **** Continuing financial and technical pre-audit
- ***** This responsibility may move to field per Actions 3, 7, 8

RDO/CDO role in implementation was questioned. Results are summarized in Section IV, B, 2, b.

4. PROGRAM TYPE - REGULAR PROGRAM

	RDO	CDO	Host Country	Embassy	CW/DS	REDSO	Other
Identification (PID)	P*	P	P	T***	S**	S	T
Preparation (PRP)	P	P	S	T	C****	C	
Approval					P		
Design (PP)	P	P	C	CR*****	C	C	CR
PP Review	Full Partici- pation		Proxy by CDO		P Tech.Com- mittees	Partic. as approp.	
PP Approval					P AA/AFR A/AID		
Implementation	P	P	P		Support	Tech. as Approp.	
Evaluation (Proj. Imp.)	P	P	P			"	
Goal Evaluation	P	P	P			"	

- * P = Primary Responsibility
- ** S = Secondary
- *** T = Tertiary
- **** C = Collaborative
- ***** CR = Consultative Role

IV, C (cont'd)

Discussion concerned shortening the design and review time in the field (see Part IV, B, 1 for more extensive report and Action Items) and shortening review and approval time in AID/W (see Part IV, B, 2 for more extensive report and Action Items). It was felt that the climate is right for reform of some of the duplicative and time-consuming procedures. David Shear endorsed the notion that the project manager have primary responsibility for evaluation but should be assisted by a field-located specialist. RDOs/CDOs should work out a compatible schedule for his services and provide time for his conducting an evaluation training course for project managers.

ACTION 12: An evaluation system specialist will be set up in the field to assist RDOs/CDOs in systematizing and carrying out evaluations (David Shear).

**5. PROGRAM TYPE - REGULAR PROGRAM -
REGIONAL (MULTI-NATIONAL)**

A special interface problem has been definition of CDO responsibilities for regional projects and regional institution liaison when these are in the country for which the CDO is responsible. It was agreed that no general rule can be made. Each situation must be looked at from the standpoints of the specific relationships involved among the host countries, H. C. institutions, other donors and USAID. Hariadene Johnson reported her group's scheme to help rationalize these definitions for current and future situations as follows:

	Regional Hqs Office (AID)	Site (Country) Office (AID)	Coord. Office (AID)
Regional project without Hdqtrs. (i. e. , strengthen health delivery systems)			✓(AID/W)
Regional projects with Hdqtrs. (i. e. , Niger River Commission)	✓*		
Regional projects field location (i. e. , OMVS, Agronomic research)		✓	
Regional project national (i. e. , Entente Livestock Commission)	✓For project as a whole	✓For project on nat'l. level	
Regional project - regional (i. e. , Assale-Ser Bewel)	✓		

*✓ = Key management role (AID)

Working groups were formed to attempt to resolve responsibilities relative to the Entente Livestock Commission and the Lake Chad Basin Commission. The Entente working group did not arrive at a conclusion. The recommended LCBC resolution is as follows:

Three projects are involved: telecommunications, roads, livestock. For the first two, AID representation and liaison will be by CDO N'Djemena.

IV, C (cont'd)

For the third, the RDO/Yaounde will continue the representation and liaison role until the end of May, then transfer the responsibility to the CDO/N'Djemena. The latter is to write a letter to LCBC advising them of the resolution.

6. PROGRAM TYPE - ALL. CONTROLLER
RELATIONSHIPS WITH RDO, CDO, AID/W

Concern was voiced by CDOs that the Regional Controllers might be so responsive to RDO priorities that CDO needs might not be met. The controllers felt that this should not be a problem. Their ranks are growing by addition of third country nationals, and they plan local training of accounting help.

CDOs requested opportunity to be heard on adequacy of controller service via the PER.

ACTION 17: Make provision for CDO input on PERs. Fred Hahne (Prime), Charles Christian (Secondary).

IV WORKSHOP RESULTS

D. MANAGEMENT INFORMATION AND MANAGEMENT-BY-OBJECTIVES

The AID management job can be divided into two categories: a) defined projects and b) overall management. CWR/W needs a flow of information from the field in both categories in order to perform its own management, forward planning, reporting and backst pping functions.

The goal of Management-by-Objectives can be accomplished if mutually acceptable plans and objectives are recorded in advance and if current and pertinent information flows regularly to the manager.

1. Project Information: The project plan is expressed by the design which projects the goal, purpose, expected outputs, required inputs, and the means for achieving the outputs and purpose. Progress or problems in the accomplishment of these constitute the required management information. This information is needed by CWR both as notification of areas in which help is needed and as an information base from which to satisfy inquiries. Regular periodic reporting could systemize communication and reduce the cable and other correspondence traffic. Combining financial and development information into the same report should promote consistency. Use of a standard format should reduce preparation burden and reading time. A format for a monthly project status report was presented (see Appendix V). The form was developed and initially tested in CWR/W and is generally compatible with PBAR* criteria. It was agreed that the format** be used at least until such time as the PBAR task force implements an Agency-wide format. It should be started at the PRP stage for regular program T/A projects.

Miles Wedeman described a project management information system development study being sponsored by REDSO. The system, which will use the log frame approach for reporting, will be implemented.

* An Integrated System for Planning, Budgeting, Accounting, and Reporting (PBAR), Report of the PBAR Task Force, 4 October 1974.

** The format will be reviewed for possible modification by CWR, then implemented by cable direction to RDOs/CDOs.

IV, D (cont'd)

debugged and evaluated for four REDSO projects on a pilot basis. Work is to start mid-January, 1975. Beneficial results should be incorporated into the reporting system.

2. The Annual Plan and Overall Management Information:

Management-by-Objectives is readily recognized in the normal procedures used in the implementation of a project. Financial and other inputs are specified and scheduled and the outputs and objectives met are noted and measured, as discussed above.

However, in order to apply MBO techniques to overall management, some of the less tangible (and sometimes more important) activities which determine management effectiveness must be defined. The accomplishment of their associated inputs, outputs, and purpose must be quantified and scheduled. An Annual Plan for an organization can consist of a compilation of this information worked out compatibly, and mutually supportively, between the organization director and his key staff. Once established, a periodic flow of overall management information is used to compare actual accomplishments with those planned. Inquiries can thus be satisfied and needed plan change or corrective action identified and initiated, at whatever level in the organization is appropriate.

A "straw man" annual plan format was presented and discussed (see Appendix VI). Management activities are grouped into four main categories (in this format). 1) Programming, whose external imperative is the U. S. Government Budget Cycle; 2) Financial performance, whose external imperatives are defined by OMB and the Congress; 3) Management performance, which includes organizational, personal, and process development, and; 4) Development achievement, which is the overall purpose of USAID.

The concept was accepted in principle, if kept simple. But the discussions emphasized need for better distinction between project planning and overall planning, and a review of the categories under financial performance, management performance and development achievement.

ACTION 15: Refine format for Annual Plan based on Workshop comments and clear with field (David Shear, 15 February 1975).

Overall management information needs indicated by Donald Brown and David Shear were as follows: 1) no surprises -- make con-

IV, D (cont'd)

cerns known early; 2) forewarn of forthcoming actions involving AA/AFR; 3) forewarn of CWR actions, where contention is possible; 4) important personnel actions and plans; 5) travel plans.

RECOMMENDATION 2: Although not discussed at the Workshop, a periodic overall management report from RDOs/CDOs to CWR might minimize time spent at both ends on this type of information.

IV WORKSHOP RESULTS

E OTHER AGREEMENTS

This section incorporates other agreements and Action Items arising late in the Workshop in response to a "meeting clean-up" question: "What else do I need, from whom, to help me do my job?" This question was responded to by five similar interest groups: Embassy representatives, RDOs/CDOs, OICs and Assistant Directors (CWR), Controllers, and Top Management. As these groups made requests of each other, Action Items, or agreements (explicit or tacit) resulted. The contents of this section are, therefore, considered to be a guide to future action by the attendees and their staffs.

A summary by groups is given below:

1. Embassy Representatives

a. Ambassador Heck

- (1) Want clarification and decision on what the AID field structure in the Sahel is to be.
- (2) Want less fragmentation in that structure (Fewer parties involved in getting things done).
- (3) Want more delegation to the field.
- (4) Want simplification of AID paper processes. Last year, AID officers were tied too closely to their desks. In the future, they will have to do more travelling and negotiation away from their desks.
- (5) Want U. S. organizations in a country to speak as with one voice.

RECOMMENDATION 3: AFR, CWR, and Workshop attendees are working in the direction desired by the Ambassador. His need to be informed of the status of those efforts is probably shared by other Ambassadors. It is recommended that CWR provide affected Ambassadors with (1) a copy of this report, and (2) a summary status report on CWR organization status, organization development objectives, and program objectives. This could be done annually, following the establishment of CWR's Annual Plan each year.

IV, E (cont'd)

b. David Shinn, Chargé, Nouakchott

- (1) Want the responsible AID officers to identify projects which are "losers" early, be honest about the situation and get out.
- (2) Want inter-agency problems resolved locally; sent to Washington only later, for information or as last resort.
- (3) Want "early warning" for the Chief of Mission as well as for CWR (see CWR information needs, IV, D, 2, above).
- (4) Want AID jobs filled promptly. The Sahel situation develops and changes so fast that if it takes too long to get the person the need may have disappeared or changed radically.
- (5) Want Washington to be aware of morale problems amongst their (AID) people in the Sahel. They need to be heard by Washington and given support.

2. RDOs/CDOs

- a. Want to know where Washington stands on requested vehicle waivers.

ACTION 18: Fred Hahne will begin negotiations for waivers based on the RDO /CDO statement of need.

- b. Want French translation of project documents and standard forms.

ACTION 19: Fred Hahne will arrange for providing RDOs/CDOs with copies of French translations of project documents and standard forms. He will give the field a status report and plan prior to the end of 1974.

- c. Want clarification of the January visits by Irven Coker and Irving Rosenthal.

ACTION 20: Irven Coker will notify the field, by 15 January, of what is wanted in connection with January visits by himself and Irving Rosenthal. The visit will be after this date.

IV, E (cont'd)

- d. Want someone to look into the coordination of the review process within AFR, with the objective of finding ways to compress the time.

ACTION 21: Donald Brown will work with DP to diagnose and improve the review system within AFR and, second, work with the Senior Operating Group to improve the total review system.

- e. Want more guidance on handling multi-year projects.

ACTION 27: CWR (Irven Coker and Irving Rosenthal) will, urgently, get to the field, guidance on sub-obligating documents for multi-year projects.

- f. Want to know the USAID FY'76 Budget Allocations by region and by country.

ACTION 30*: David Shear is to send the FBS containing this information.

3. OICs and Assistant Directors (CWR)

- a. Want to know from Donald Brown what will be done about the project review and approval process. (See Action 21, immediately above)

- b. Want clarification of REDSO services and RDO services to CDOs

ACTION 22: Miles Wedeman will update REDSO paper outlining services provided and circulate to RDOs/CDOs.

ACTION 24: REDSO will cable travel schedules of REDSO personnel weekly to RDOs/CDOs.

ACTION 23: CWR will provide RDOs/CDOs with copies of recent status reports on staffing so they will know what resources are available where.

- c. Do RDOs/CDOs feel they are staffed to utilize authorities recently given to them, including carrying out their part of the FBS preparation? What help do they need? Want early warning.

- d. Want a restatement of the policy on contractor self support.

* Recorded in API notes but not listed on wall charts during the Workshop.

IV, E (cont'd)

ACTION 26: RDOs/CDOs will provide OICs with a statement on their contractor support policies, practices, and problems. CWR will work with Fred Hahne to provide a new support policy statement.

e. Want RDOs/CDOs to make a conscious effort to get away from ad hoc requests involving only parts of projects.

f. Want more self-sufficiency on the part of RDOs/CDOs in handling new project requests; e. g. , don't submit clearly "out" projects to Washington, don't pass things up that you can do yourself, maintain self-discipline on timeliness.

4. Controllers

a. Want CWR to examine requirements for simultaneous issuance of sub-obligating documents for multi-year projects.

ACTION 27: CWR (Irven Coker and Irving Rosenthal) will, urgently, get to the field, guidance on sub-obligating documents for multi-year projects.

b. Want budget and accounting officers in Dakar, N'Djamena, and Niamey.

ACTION 28: Fred Hahne will provide the ceiling for this and work with the personnel people to staff the positions.

c. Want to know when we use PROAGs and when we use Grant Agreements.

Answer: Use PROAGs whenever possible. (Currently PROAGs can't be used with international organizations). New PBAR document that can be used with either grants or loans is due 31 December 1974.

ACTION 29: CWR (Irving Rosenthal) will put out guidance to the field on when to use the PROAG, and modification of PROAG standard provisions to fit the Sahel.

5. Top Management

a. Want to know better what we are doing and how well we are doing it. Will it really result in what we set out to do? Is what we're doing worthwhile?

b. Want to simplify and speed up everything we are doing. This includes the field as well as AID/W. Want from the RDOs/CDOs better and quicker identification of technical resources required. Streamline the PRPs. Surface issues early.

IV, E (cont'd)

- c. With the delegation of authority to RDOs/CDOs goes the associated responsibility. Don't pass the buck. Know when to cut projects off and do it.
- d. Want RDOs/CDOs/others to keep host countries better informed of AID policy and its evolution, the status of requests and new project ideas, etc.
- e. Want, from RDOs/CDOs/others, a more aggressive focus on implementation.
- f. There has been a superb effort on public and Congressional relations so far. Want early warning of criticisms.
- g. Want field relationship problems solved in the field. Washington is a last resort only. If a problem is referred up, want to know what efforts have been made at the field level.
- h. Don't want Washington notified of everything. For normal activities, lateral working relationships can be carried out without Washington involvement.
- i. Want better coordination with other donors. Coordination at the field level is generally good. So is coordination at the top. However, there is a gap between the top and the field. Washington needs to know where the field needs help. and needs to do a better job of transmitting to the field what is going on at top levels.

IV WORKSHOP RESULTS

F. NEW PROGRAMMING ARRANGEMENTS

Several factors external to CWR, as well as the devolution of authorities within CWR, require significant changes in programming response. Some of the more important factors are as follows:

1. RDOs and CDOs are now responsible for programming (see Role Definitions, Appendix IV). They will prepare the FBS, which is the major programming document. The FBS should be started early and used as a decision tool, rather than as a shopping list. The FBS will be the target OYB. RDOs/CDOs need to collect cost histories to assist in FBS estimating. General instructions for FBS preparation will be issued by CWR in late May or early June. Responses will be needed by late July or early August. The FBS will go to the printer shortly after its receipt.
2. The CWR program has attracted much greater attention due to widespread interest in the drought, both in AID and in the Congress. Greater visibility means greater accountability, which will be demanded.
3. The new AID management and a more active and extended Congressional constituency require better consistency between FBS and OYB. Control of changes from the FBS may be at the Congressional level.
4. The new AID legislation (should be read) requires a greater "people orientation" of the AID program.
5. The PBAR system and schedule is being considered for adoption in 1975.

IV WORKSHOP RESULTS

G. WORKSHOP EXPECTATIONS AND CRITIQUE

At the beginning of the Workshop, sub-groups were asked to answer two questions:

1. What do you want from this meeting?
2. What reservations do you have about how the meeting will go?

At the end of the Workshop, the sub-groups were asked to do a meeting critique by answering four questions:

1. Did you get what you wanted? What didn't you get?
2. What reservations do you have now?
3. What remains to be done to ensure 1000% functioning of CWR?
4. Was the meeting effective and was effective use made of time?

The responses to these two sets of questions are summarized below.

Opening Questions Response:

1. Wants:

- Clarification of roles, relationships and mutual expectations (Washington, RDOs, CDOs, Controllers, REDSO, Embassies).
- Convey to Washington more of the Sahelian realities (we need to be more believable to host countries).
- Work toward a Washington review process that is less agonizing, faster, more responsive
- Delegation: How much delegation to the field? Avoid inflexible, structured Washington approaches by making greater use of field flexibility.
- Reconciliation of short-term interests (obligations) with long-term (planning, design, host country involvement, etc.).

IV, G (cont'd)

- Better policy guidelines covering long-term interests, for maintaining good relations with host countries -- make "collaborative style believable."
- Save the good in regional programming.
- Clarify program cycle, policy changes, management tools like PBAR.
- Identify CWR problems and involve this group in their resolution.
- Ways of making programming decisions more rapidly.
- Better definition by AID/W of required reports.

2. Reservations:

- People here may not "level" and may be too protective of their prerogatives. People with hidden agendas. We need frankness.
- Don't have the authority here. Won't be able to get decisions.
- May overstructure, lose flexibility. May get locked into definitions arrived at in meeting. (Need for subsequent similar meeting.)
- May fail to clarify questions, not reach conclusions.
- Glowing words followed by late decisions and weak follow-through.
- How can we convey conference results to those not here?

Critique at end of Workshop:

1. Wants:

- Got role clarification and understanding of what Washington expects, field concerns, and assistance required. Reached a lot of agreements and decisions.
- Purpose achieved, people got what they wanted.

IV, G (cont'd)

- Did not get clear enough definition of RDO, CDO, REDSO roles with respect to regional organizations; e. g. , the Entente Fund.
- A lot of clarification, setting framework for a sense of teamwork.
- Sense of teamwork evident.

2. Reservations:

- Wonder if we can get done the work to which we are now committed. Can AID deliver the resources, in time, to make it possible to meet our obligations?
- So far, the shift to the field has taken place on paper only, not in fact.
- Question our ability to budge the Washington bureaucracy.
- We talked too much about routine tasks; people did not seem excited and involved in the opportunity and interest of the program. What we are trying to do is way out in front.

3. What remains to be done:

- Emerging team needs to continue development. Need to continue dialogue, consider ourselves one team.
- Need an efficient follow-on to meeting. The Workshop report should be considered an action plan.
- Continued support from Donald Brown and Dr. Adams.
- The field is grateful for the autonomy. Now we need the resources and more liberal funding and approval mechanisms. CWR should have a contingency plan to assist the field in the event these things do not emerge.
- We need to do our work professionally, and enjoy it.
- Would like another meeting in early June.

IV, G (cont'd)

4. Meeting effectiveness:

- Very effective. Time well used. Afforded opportunity for contacts, but would have been better if the meeting work schedule hadn't been so tight, in order that time could be available for contacts outside the meeting.
- Good meeting, but could have stayed more strictly on track at times. Some overlap.
- First-two days best. Then it sagged as we got into detail. It would have been desirable to have a half-day off, in the middle of the Workshop.

IV WORKSHOP RESULTS

H. TEAM DEVELOPMENT STATUS

There were a number of comments during the Workshop indicating that people see CWR as an evolving team. The meeting critique indicates that they feel the Workshop was a significant step in that evolution. No one seems to believe that the team has "arrived." We concur with both assessments.

Our assessment is based on the following set of characteristics of an effective work team.

1. There is a strong task orientation, as opposed to an interest in status, perquisites, or formalities. Focus is on the work to be accomplished, and the identification and solution of problems.
2. Each person knows his job, both the "big picture" and the "nuts and bolts."
3. Each person is clear about what is expected of him and what he expects of others. The pieces fit and are explicit. Responsibility is assumed and not avoided.
4. The team has the necessary resources.
5. Work is planned and monitored, things don't "fall between the cracks;" there is a fact and a sense of systematic progress.
6. People see each other as a source of help, not a threat. They feel heard and understood. Competitiveness is not a negative factor. They do not feel the need to be guarded, to build walls, to hide mistakes, to limit delegation closely. They trust each other and feel free to offer, request, and receive help and feedback. There is mutual concern.
7. Each person has a sense of responsibility for the larger organization and the system. If he senses problems or potential improvements, he raises the issue and is listened to.
8. Communication practices are skilled and efficient. Communications are direct, explicit, and candid. People deal directly on

IV, H (cont'd)

issues between them; they don't let them lie, or use power plays or other indirect means; they talk to rather than about each other. They know where they stand, and don't feel "left hanging."

9. People feel challenged by their jobs and enjoy them.

Comparing the CWR team with these characteristics, we feel that a lot has been done and a lot remains to be done. The meeting focused primarily on the basics; people understanding their jobs, mutual expectations, resources and means for planning and monitoring the work. Participants were also invited to deal with the larger system (e. g. , the review process), and did so. Their continued interest in working responsibly with the larger system will depend on the results. The tone of the meeting, consistently supported by the top management group, was one of strong task orientation. Relationships between people seemed to improve to some extent so that they now see each other in more helpful roles, with less need to be guarded. Communications efficiency improved somewhat. Guides for efficient communication were introduced in the Workshop and increasingly followed during its course. This is an important skill, as it is instrumental to the other characteristics.

Members of the group do seem to feel that they are part of a unique effort, and feel challenged, but they still have understandable doubts and reservations.

RECOMMENDATION 4: It is recommended that the CWR management group have periodic meetings which continue the team development process. The next meeting should include an appraisal of what has happened since this Workshop, deal more extensively with implementation problems, and continue work on communications within the group. The timing and agenda for this meeting should be established in accordance with the guidance of attendees at this Workshop. It is suggested that the contractor, as a third party, survey this group during March and make specific recommendations.

TO - AFRICAN CIRCULAR A- 774

FROM - WASHINGTON, D.C.

SUBJECT - CWR Operations Planning Workshop Planning, Niger -
December 9-13, 1974

REFERENCE -

Attached is the revised agenda for the forthcoming CWR Operations Planning Workshop. Dr. Adams has examined the agenda and believes it fulfills the Workshop's goals of clearly communicating the new directions in CWR, clarifying problems, and arriving at a mutual understanding of CWR objectives and the means to achieve them. The Africa Bureau Deputy Assistant Administrator, Don Brown, will attend the conference for Dr. Adams.

Also enclosed are the following Workshop materials:

(1) A set of Role Definitions describing the positions of the Workshop participants in the CWR organization. These are not in the detail of job descriptions. They are intended to highlight the key elements of each role and serve as a basis for the roles and relationships discussion under item 4 of the agenda.

Participants and other field personnel are requested to review the definition of your role and those with which you interact. The Workshop will give you the opportunity to work out the interfaces and to anticipate any problem areas. Please also give thought to the role definitions of your staff. These can then be discussed, and firmed up, at the Workshop.

(2) A first draft of CWR Annual Planning format. It will be the subject of discussions under item 5 of the agenda. Additional figures for the financial section will be available by the time of the Workshop. This Annual Planning format is new to CWR and will be one of the bases for a management-by-objectives approach. You will note the use of the new program document terminology. Your PRAR "Green Book", which should be at your post, will explain this in more detail.

(3) A sample CWR Project Status Sheet. It will be discussed

APPROVED BY		OFFICE	PROJECT NUMBER	DATE	APPROVED BY	PAGE
Rosenthal	<i>[Signature]</i>	AFR/CWR	21761	11/12/74	Samuel C. Adams, AA/AFR	1 OF 1

U. S. AND OTHER CLEARANCES

/AD: [Signature]

DEPARTMENT OF STATE

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under item 6 of the agenda as one approach to periodic project reporting. Status Sheet is designed for T/A projects and is to be made out in the field.

Dr. Adams looks forward to receiving the report on the Workshop's accomplishments and seeing its early positive impact on development programs in the CWR area.

INGERSOLL

SEND THE FOLLOWING ATTACHMENTS TO ALL OF THE COUNTRIES LISTED BELOW:

attachments: Final Agenda: CWR Operations Planning Workshop - 2 copies
CWR Project Status Sheet - 2 copies
CWR Annual Planning - 2 copies
Role Definition - 2 copies

SEND AIRGRAM TO :

- Abidjan
- Dakar
- Niamey
- Yaounde
- ~~KINSHASA~~
- Nouakchott
- Banako
- Ndjamena
- Cotonou
- Lome
- Banjul
- Ouagadougou
- Lagos
- Libreville
- Bangui

V, APPENDIX II

ATTENDEE LIST

Alvonellos, Denis S.
Controller's Office
RDO/Niamey

Amos, Bill
Reg. Controller
Dakar

Atwell, Donald
CDO
Ouagadougou

Bable, Eugene
CDO
Nouakchott

Brown, Donald
Dep. Asst. Dir., Afr. Bur.
AID/W

Brown, Ford
Asst. Controller
Field Serv. Div.
AID/W

Chiavaroli, Gene
Program Officer (Acting RDO)
RDO/Niamey

Christian, Charles
Dep. Controller
AID/W

Coker, Irven
Dep. Dir., AFR/CWR
AID/W

Fordyce, Jack
API Team Member

Gilbert, Fritz
OIC, AFR/CWR
AID/W

Hahne, Fred
Dir., AFR/EWSS
AID/W

Heck, L. Douglas
Ambassador
Niamey

Hoskins, John
CDO
Ouagadougou

Johnson, Ms. Hariadene
Asst. Dir. for Prog.
AFR/CWR, AID/W

Kelly, Jim
Asst. Dir., Drought Office
AFR/CWR, AID/W

Koehring, John
RDO
Yaounde

Lambacher, Terry L.
R&R Officer
RDO/Niamey

Levin, Ron
CDO
Bamako

Liapis, Steve
Reg. Controller
Yaounde

Lundgren, John
CDO
N'Djamena

McFarland, Howard
API Team Member

McLaughlin, Jack
OIC, Yaounde area
AFR/CWR, AID/W

Moore, Eugene
Reg. Food-For-Peace
Coordinator
Abidjan

Patterson, John
OIC/Dakar area
AFR/CWR, AID/W

Rubin, Ed
API President

Schoonover, Herman
RDO
Dakar

Sharp, Mrs. Sally R.
Program Officer
RDO/Niamey

Shear, David
Director, AFR/CWR
AID/W

Shinn, David
Chargé
Nouakchott

Smith, Robert S.
Ambassador
Abidjan

Stacy, Roy
Planning, REDSO
Abidjan

Thomas, Ross
PPC/PBAR
AID/W

Walls, Donald F.
Reg. Controller
RDO/Niamey

Wedeman, Miles
Director, REDSO
Abidjan

V APPENDIX III

AGENDA: CWR OPERATIONS PLANNING WORKSHOP
9 - 13 December 1974

Mon. a. m.

1. Introduction:

Ambassador, David Shear, API

2. Workshop Plan:

Attendees will introduce themselves and the plan of the Workshop will be presented; attendees will be asked to state what they want from the Workshop; a steering committee will be established to critique and guide Workshop progress.

3. Organizational Concepts:

David Shear will describe the new CWR organizational structure and its rationale. He will also address organization objectives for both planning and implementation aspects. Miles Wedeman will describe REDSO services available to CWR.

Mon. p. m. and
Tues. a. m.4. Roles and Relationships:

The new delegations will be described, and the roles and relationships related to the planning and implementation of drought emergency activities, and of recovery and rehabilitation and development projects, will be analyzed.

Tues. p. m.

5. CWR Annual Plan:

A CWR Annual Plan format will be presented and discussed in terms of purpose, content and uses. A request for similar plans from CDOs and RDOs will be made. Annual Plan elements include budget and appropriation cycle events, managerial events, financial targets, and development achievement.

Wed. a. m.

6. Reserve Time for Agenda Additions:

This time will be used with the guidance of the steering committee, for agenda items requested by participants.

Wed. p. m.

7. Project Management: Implementation Diagnosis

Participants will jointly diagnose the factors that enhance and inhibit the implementation of projects using (1) regular

procedures, and (2) R&R procedures. The results of the diagnosis will be in the form of information and clarification management decisions in the meeting, guidance on handling particular situations, and identification of issues which are amenable to constructive action after the meeting.

Thurs. a. m.

8. Project Management - Information and Reporting:

Project financial and development accomplishment information is needed for control, problem surfacing, and informational reporting. Reporting formats, frequency, style, and levels of detail needed will be discussed, with the goal of arriving at specifications for reports that will minimize preparation effort, while maximizing utility.

The purpose, informational needs, and frequency of project reviews will be discussed, with the goal of arriving at definitions fitting needs and constraints.

Presentations will be given as follows:

1. The services available from the new field controllers. . . Charles Christian.
2. Explanation of the new PBAR system (Planning, Budgeting, Accounting, Reporting). . . Ross Thomas.

Thurs. p. m.

9. Management Support Issues:

A round table discussion of management support issues will be led by Frederick Hahne.

10. Briefing of Ambassadors:

The Ambassadors are invited to attend the last part of the Workshop. On arrival, they will be briefed by participant spokesmen on the product of the Workshop up to that point, invited to express their views, and participate in the Workshop sessions.

11. Programming Processes and Goals:

CWR's programming goals will be described and discussed, led by a leading participant in the FBS and DAP-substitute exercise.

Fri. a. m. & p. m.

12. Agreements and Future Actions:

The purposes of this portion of the meeting are to agree on, summarize, and record:

1. Key decisions highlighted or made at the Workshop.
2. Further action needed and by whom.

This record will be mailed to participants after the Workshop as part of the Workshop report.

13. Workshop Critique:

Participants will be asked to critique the Workshop.

ROLE DEFINITION

Position: Director, AFR/CWR

1. Responsible for the development of U.S. assistance policy and programs in 14 countries in three regions of Central and West Africa.
2. Supervises CWR field and AID/W organizational units in planning, programming, implementing and evaluating AID assistance.

Field units include Regional Development Offices and Country Development Offices. Field heads report through their respective Ambassadors to the Director, CWR.

AID/W staff includes a Deputy Director, Assistant Directors heading Operations Support, Planning and Program Analysis, and Drought Emergency units, and three Desk Officers in Charge (OICs) of assigned regions within the area.

3. Responsible for the development of the CWR organization and its effectiveness, including the setting and maintaining of program and management objectives.
4. Serves as principal advisor to the Assistant Administrator in regard to AID interests in the area. Represents the Assistant Administrator within and outside the Agency, in meetings and negotiations with parties participating in emergency assistance and/or development in the area.
5. Assures the timely preparation and presentation of program and budget requirements for CWR activities, as required by AFR, AID, the Executive Branch and the Congress.
6. Maintains continuing liaison with the program and staff offices of the Agency, Department of State and other U.S. agencies, and with multilateral and private development organizations and host country embassies, to

Position: Director, AFR/CWR (Cont'd)

facilitate exchange of information and develop synergism between the CWR program and those of other organizations.

7. Reports to the Assistant Administrator, Africa Bureau.

ROLE DEFINITION

Position: Deputy Director, AFR/CWR

1. Assists the Director in the supervision of CWR field and AID/W organizational units in planning, programming, implementing, and evaluating AID assistance.

Field units consist of Regional Development Offices and Country Development Offices.

AID/W staff includes Assistant Directors heading Operations Support, Planning and Program Analysis, and Drought Emergency units, and three Desk Officers in Charge of assigned regions within the area.

2. Acts for the Director in specifically assigned areas. Currently these areas are:

- Implementing the AID organizational change concerned with delegation of financial management to CWR field offices, and continuing to evolve the new system for greater effectiveness.
- Assuring compliance with prescribed financial practices, including follow-up on all audits performed in connection with CWR.

3. Assists, and when necessary substitutes for, the Director in the interface with other offices in AFR and AID/W, and with REDSO/WA.

4. Supervises, ad interim, the OMVS coordinator in his role as overseer of AFR technical, management, financial and training support of OMVS planning and programming.

5. Assists the Director and/or serves in his absence as principal advisor to the Assistant Administrator with regard to AID interests in the area.

Also assists in representing the Director within and outside the Agency in meetings and negotiations with parties participating in emergency assistance and/or development in the area.

Position: Deputy Director (Cont'd)

6. Approves and/or clears cables and correspondence under the delegation of the Director, related to operational aspects of the above assignments, and to planning and programming and drought emergency matters.
7. Assists the Director in assuring the timely preparation and presentation of program and budget requirements for CWR activities as required by AFR, AID, the Executive Branch and the Congress.
8. Assists the Director in maintaining continuous liaison with the program and staff officers of the Agency, Department of State, and other U.S. agencies, and with multilateral and private development organizations in host country embassies, to facilitate exchange of information and develop synergism between CWR programs and those of other organizations.
9. Acts for the Director in the Director's absence.
10. Reports to the Director of AFR/CWR.

ROLE DEFINITION

Position: Assistant Director, Planning and Program Analysis

1. Responsible for forward planning activities. Assures that CWR programming follows policy guidelines and evolves new guidelines, coordinating with other units of the Agency.
2. Prepares periodic budgets as derived from field submissions, and, in consultation with the Assistant Director for Operations Support, assists in internal financial reports on operational matters.
3. Conducts new project design on specific assignment basis and reviews and approves designs originating in AFR/DS and in other units of CWR.
4. Serves as CWR interface with AFR/DS and AFR/DP on design and budget matters.
5. Reviews and approves key program approval and implementation documents submitted by the field through the OICs, from a problem-orientation and programming viewpoint.
6. Responsible for assessment and reporting of program effectiveness as it relates to development strategies and approaches. In this capacity, receives all PARs, and may request special evaluations as needed.
7. Supervises a staff which includes a Program Analyst, Budget Analyst and a Program Operations Officer.
8. Clears cables and correspondence related to the above assignments.
9. Reports to the Director, AFR/CWR.

ROLE DEFINITION

Position: Assistant Director, Operations Support

The primary purpose of this position is the development of the CWR organization to meet its greatly expanded responsibility. This includes: (1) improving backstopping by CWR/W through improving the process by which work is handled and managed, and by the development of personnel; (2) implementing new organization and processes in the field; (3) relieving the Director and Deputy Director to develop their new roles.

In carrying out this responsibility, he:

1. Develops and maintains a management information, reporting and control system which keeps all units current on new directions and initiatives and on actual and potential trouble spots. The system will be designed for two-way information flow and will cover both organizational and program aspects, enabling it to serve as the information base for solutions and decisions.
2. Reviews and signs, or refers to the Deputy or Director, all documents and cables implementing approved regular programs, and requiring approval above the OIC level. ("Implementing documents" are defined as those in the sub-obligation period following, for example, a PROAG. They do not include Drought Emergency or R&R matters). He prepares position papers for the Director for responses involving, or with implications for, more than one desk.

The purpose of this element of the Assistant Director's role is to relieve the Director and Deputy, develop personnel, and reduce delays in the processing of documents. The OICs are still directly accountable to the Director and may, therefore, take up any matters they feel merit the Director's attention directly with him.

Position: Assistant Director, Operations Support (Cont'd)

3. Acts as trouble shooter as requested by the Director, Deputy, or others desiring his assistance.
4. Performs special assignments for the Director and Deputy Director involving AFR, AID/W and outside organizations.
5. Acts for the Director and Deputy Director in their absence, as they request.
6. Is responsible for the administrative affairs of the office, with special attention to organizational, staffing and personnel matters. Currently this includes the organizational changes concerned with establishing Country Development Offices and related changes.
7. Supervises the Technical Units (Agriculture and Health). Assures timely and effective technical support for the office in these areas.
8. Reports to the Director, AFR/CWR.

ROLE DEFINITION

Position: Assistant Director, Drought Emergency

1. Responsible within AID for annual planning for the drought cycle and for systems planning and integration of major drought actions. This covers food and non-food emergency aid. In this connection:
 - Conducts liaison with AID offices, other USG organizations and key international organizations on matters dealing with USG and other donor contributions and sales of food to Sahelian Africa.
 - Conducts liaison with sources of non-food assistance, within and outside AID to ensure timely availability of relief commodities at point of need.
2. Supports the Desk Drought Emergency Officers in their backstopping of emergency activities in the field.
3. Responsible for effective utilization of U.S.-based voluntary agencies in the Sahel countries.
4. Provides a current, objective and comprehensive picture of AID emergency activities for use within and outside the Agency.
5. Disseminates Agency policy for major drought actions to Regional FFP and Logistics Officers and to the Regional FFP Coordinator.
6. Supervises a staff which includes a Food Needs Officer, Non-Food Liaison/Logistics Officer and a Voluntary Agencies Officer.
7. Clears cables and correspondence related to the above assignments.
8. Reports to the Director, AFR/CWR.

ROLE DEFINITION

Position: Desk Officer in Charge

1. Supports the field in the implementation of programs and projects in his assigned area. This support includes obtaining of timely answers to field questions and necessary AID/W clearances and approvals. Takes other specific actions required to support field operations.
2. Disseminates Agency policy in his assigned geographic area. Helps formulate new and amended policies with regard to organization and management and operational aspects.
3. Reviews all proposed programs and projects in his area to assure compliance with policy; technical, economic and social viability; and thorough management planning. May generate new program and project initiatives.
4. Utilizes the management information, reporting and control system to surface problems, alerts the field and the Director and assists in devising and implementing solutions.
5. Responsible for assessment and reporting of program effectiveness from an operational viewpoint. In this capacity, receives all PARs, and may request special evaluations as needed.
6. Keeps current on field coordination with other donors and their effectiveness, and assists the field with U.S. coordination as needed. Keeps current on donor activities in the U.S. and other developed countries as they affect his area.
7. Acts as primary point of contact with other U.S. Government agencies for his area's programs.
8. Serves as the focal point within AID for information concerning his geographic area. This includes building and maintaining an in-depth knowledge of development plans and programs in his area and of the national and regional environment as it affects development.

Position: Desk Officer in Charge (Cont'd)

9. Supervises Desk Officers and Drought Emergency Officers assigned to specific areas.
9. Uses judgement, case-by-case, to determine requirements for cable and correspondence clearances and approvals, consistent with CWR office policy. Office policy on cable approval calls for the Deputy Director to approve cables involving programming and drought emergency matters. It calls for the Assistant Director, Operations Support, to approve cables on approved regular programs which require signature above the OIC level. However, the OIC may take up any matters they feel merit the Director's attention directly with him.
10. Reports to the Director, AFR/CWR.

ROLE DEFINITION

57.

Position: Regional Development Officer (RDO)

1. Is responsible for AID-funded regional development programs in region of assignment, and of bilateral programs in countries in the region¹.
2. Is the designated allottee for technical assistance funds for the region of assignment.
3. Represents AID in building and maintaining collaborative relations with host country governments, and with regional institutions and other donors and collaborative groups as related to his assigned responsibility, unless otherwise specified by the Director, CWR.
4. Performs continuing reconnaissance on new program and project needs, as related to his assigned responsibility.
5. Leads the AID programming/budgeting, implementation, and evaluation process for projects and programs within his assigned responsibility, under policy guidance from the Director, CWR. Negotiates and signs protocols and host country agreements as provided in AID procedures.
6. Calls on REDSO/WA for assistance in project design, implementation and evaluation and for contracting, legal, engineering, and supply management services. Calls on AID/W for assistance not available from field sources.
7. Keeps the OIC for his region fully informed on accomplishments and needs. Submits all program documentation through the OIC.
8. Supervises the activities of the Regional Controller in his region and assures that CDO requirements for controller services are met.
9. When feasible, furnishes the services of technical specialists on his staff to CDOs in the region.
10. Directs staff of program, project and technical personnel in meeting AID programming/budgeting requirements and in carrying out projects. Responsible for the effectiveness of his organization and for staff development.

Position: Regional Development Officer (RDO) (Cont'd)

11. Reports, through the Ambassador, to the Director, CWR.

Countries in the Regions are:

RDO, Dakar: Senegal, Guinea, Gambia

RDO, Niamey: Niger, Ivory Coast, Togo, Dahomey

RDO, Yaounde: Cameroon, Central African Republic, Gabon

ROLE DEFINITION

Position: Country Development Officer (CDO)

1. Is responsible for AID-funded development assistance activities in the country of assignment.
2. Is the designated allottee for technical assistance funds for the country of assignment.
3. Represents AID in building and maintaining collaborative relations with host country governments and other donors, as related to his assignment. May be assigned as AID focal point for contacts with regional institutions located in the country of assignment, on specific designation from the Director, CWR.
4. On emergency relief activities, provides data for initiating requests for U.S. resources, and monitors in-country distribution of emergency commodities and services, food and non-food.
5. On recovery and rehabilitation activities, assists the host government in setting up a fund-disbursing agent, negotiates agreements, issues letters of implementation, and monitors performance. Assists the U.S. Embassy as appropriate in assuring effective use of the contingency fund as a recovery and rehabilitation tool.
6. Leads the AID programming/budgeting, implementation, and evaluation process for projects and programs in the country of assignment, under policy guidance from the Director, CWR. Negotiates and signs protocols and host country agreements as provided in AID procedures.
7. Performs continuing reconnaissance on host country needs, including emergency and welfare needs of populations affected by natural disasters and requirements for the various types of developmental assistance.
8. Keeps the OIC covering his country fully informed on accomplishments and needs. Submits all program documentation through the OIC.

Position: Country Development Officer (CDO) (Cont.'s)

9. Calls on REDSO/WA assistance in project design, implementation and evaluation; and for contracting, legal, engineering, and supply management services. Calls on AID/W for assistance not available from field sources.
10. Arranges with the RDO in his region for controller services.
11. Requests technical specialist services from the RDO when available.
12. Prepares periodic AID budget and program submissions.
13. Supervises all staff carrying out the assigned activities.
14. Reports, through the Ambassador, to the Director, CWR.

ROLE DEFINITION

Position: Regional Controller

Provides financial management services to the Regional Development and Country Development offices in the region of assignment. The Regional Controller's role includes five basic elements or tasks: Accounting, Budgeting, Financial Reporting for Management, Financial Advice to Management, Training of Foreign National Financial Staff.

1. Accounting

- Records all financial transactions, dollar and foreign currency.
- Prepares or reviews all financial implementation instruments.
- Examines and certifies vouchers and processes disbursements.
- Provides cashier services (liaison with Embassy cashier).
- Monitors loan repayments.
- Follows up on payroll and leave matters.
- Assures validity of obligations (Section 1311).
- Prepares financial reports required by law or regulation.

2. Budgeting

- Prepares actual year data used in budget exercises.
- Costs out budgetary elements for the operational and budget years based on the assumptions of project and program personnel.
- Participates in determining deobligation/deauthorization estimates for use in budget plans.
- Prepares operating expenses budget.
- Reviews SAS estimates.

3. Financial Reporting for Management

- Develops, installs and maintains financial information system that yields financial data required by management (RDOs, CDCs and AFR/CWR).

Position: Regional Controller (Cont'd)

- Prepares periodic financial reporting required by management.
- Interprets financial information either as a part of or in relation to financial reporting.

5. Financial Advice to Management

- Devises means by which the financial system can help get the job done, within the bounds of law and propriety, in order to make the financial system a positive management tool rather than a bottleneck.
- Analyzes program plans from a financial point of view.
- Assesses the financial capacity of AID-financed recipients and intermediaries.
- Advises and assists AID recipients and intermediaries on AID financial requirements and in the preparation of their financial plans.
- Serves as control officer for GAO, IG and AG and monitors RDO, CDO follow up on audit reports. (While the Regional Controller is involved in this element of the financial system, it is not exclusively his role).
- Advises on the financial aspects of other field office matters.

6. Training Foreign National Financial Staff

- Recruits, places, and trains professional financial management foreign national staff.

7. Reports to the RDO who assures that his services are available to the CDO. Receives functional backstopping from SER/FM in AID/W.

ROLE DEFINITION

Position: Regional Food for Peace Coordinator (REDSO/WA)

1. Maintains and coordinates overview of FFP activities of CWR in the field, and implements decisions concerning diversions of commodities and other priority matters.
2. Serves as liaison between Regional FFPs and REDSO/WA for use of REDSO services.
3. Receives assistance on policy matters from the Assistant Director, Drought Emergency, CWR.
4. Receives copies of country submissions of FFP requirements and submits recommendations for country levels to AID/W. Receives copies of accountability reports from Regional FFP Officers, to assist in surfacing and solving problems.
5. Performs the role of the Regional FFP Officer with regard to the Sahelian countries in the region¹.
6. Performs the normal duties of an FFP Officer for the non-Sahelian countries in the region¹.
7. Directs the Regional Logistics Officer in REDSO/WA in planning and implementing logistics aspects of items 5 and 6.
8. Reports to the Director, REDSO/WA.

¹

Sahel countries in Region: Mali, Upper Volta. Non-Sahel countries in Region: Ivory Coast, Sierra Leone, Liberia, Ghana.

ROLE DEFINITION

Position: Regional Food for Peace Officer (Lagos and Dakar Ports)

1. Is responsible for receipt, storage and movement of FFP commodities through his assigned coastal port to the specified inland destination point in the country of use in his region¹.
2. Directs the activities of the Regional Logistics Officer (Dakar) in planning and implementing logistics aspects of item 1.
3. Maintains liaison with Regional Food for Peace Coordinator, REDSO/WA, so that the latter is able to maintain a CWR field overview of FFP activities, and to implement decisions concerning diversions of commodities and other priority matters.
4. Utilizes the legal, contracting, and supply management services of REDSO/WA as required.
5. Responsible for host government clearances on transport, customs and licenses.
6. Coordinates with AID/W concerning the shipping of FFP commodities to the coastal ports.
7. Coordinates receipt, storage and movement (to inland destinations) of FFP commodities with those of other donors, working with coordinating groups as appropriate.
8. Receives copies of country program submissions of FFP commodity requirements and submits comments to the originator and to the Regional Food for Peace Coordinator, REDSO/WA.
9. May advise Sahel country Food Officers in his region on policy, technical and administrative aspects of food aid.
10. Is responsible for compliance with FFP accountability regulations as applicable to his assignment. Receives periodic accountability reports from Sahel country Food Officers for review and forwarding to AID/W.

Position: Regional Food for Peace Officer (Lagos and Dakar Ports) (Cont'd)

11. Receives assistance on policy matters from the Assistant Director, Drought Emergency, CWR.
12. Reports to the Mission Director (Nigeria)/the Area Development Officer (Dakar), but works directly with CDOs and ADOs in the countries using the commodities, or through which the commodities pass en route.

1

Sahel countries in Region: Lagos: Niger, Chad

Dakar: Senegal, Mauritania

Non-Sahel countries in Region: Lagos: Cameroon, Togo, Dahomey

Dakar: Gambia, Guinea

ROLE DEFINITION

Position: Regional Logistics Officer¹ (Dakar and Abidjan Ports)

1. Is responsible for receipt, storage and movement of all commodities for AID programs (other than FFP) through his assigned coastal port to the inland destination specified by the requestor.
2. Assists the Regional FFP Officer in the logistics aspects of receipt, storage and movement of FFP commodities. These logistics aspects include physical handling at the port, storage arrangements, transport arrangements, and related host government clearances.
3. Utilizes the legal, contracting, and supply management services of REDSO/WA as required.
4. Coordinates receipt, storage and movement (to inland destinations) of commodities other than FFP with those of other donors.
5. Receives copies of country program submissions of commodities other than FFP and submits comments to the Regional Food for Peace Coordinator, REDSO/WA.
6. In the case of Senegal, performs the duties of Country Food Officer.
7. Reports to the Regional Food for Peace Officer (Dakar), or to the Regional Food for Peace Coordinator (REDSO/WA).

1

Sahel Countries in Region: Dakar: Senegal, Mauritania

Abidjan: Mali, Upper Volta

Non-Sahel Countries in Region: Dakar: Gambia, Guinea

Abidjan: Ivory Coast, Sierra Leone,
Liberia, Ghana

CWR PROJECT STATUS SHEET

FINANCIAL DATA

- 11. TYPE OF FUNDING _____
- 12. APPROPRIATION ACTIVITY _____
- 13. LIFE OF PROJECT COST \$ _____
- 14. FIRST YEAR OF FUNDING _____
- 15. LAST YEAR OF FUNDING _____
- 16. OBLIGATIONS, CUMULATIVE FOR PROJECT _____
- 17. OBLIGATIONS, CURRENT FY TO DATE _____
- 18. OBLIGATIONS, CURRENT FY OYB _____
- 19. EXPENDITURES, CUMULATIVE TO DATE _____
- 20. EXPENDITURES, CURRENT FY TO DATE _____
- 21. FIELD PROJECT MANAGER _____

- 1. DATE OF UPDATE _____
- 2. PROJECT TITLE _____
- 3. PROJECT NO. _____
- 4. COUNTRY _____
- 5. CONTRACTOR _____

PROCESSING DOCUMENT SCHEDULE

	PLAN	COMPLETE
6. PPP	_____	_____
7. PROP DRAFTED	_____	_____
8. PROP APPROVED AFR-A/AID	_____	_____
9. PROAG; GRANT AGREEMENT	_____	_____
10. PAR	_____	_____
22. AID/W BACKSTOP OFFICER	_____	_____

23. PROJECT PURPOSE _____

24. SUBSTANTIVE PROJECT INPUTS AND OUTPUTS COMPLETED SINCE LAST REPORT _____

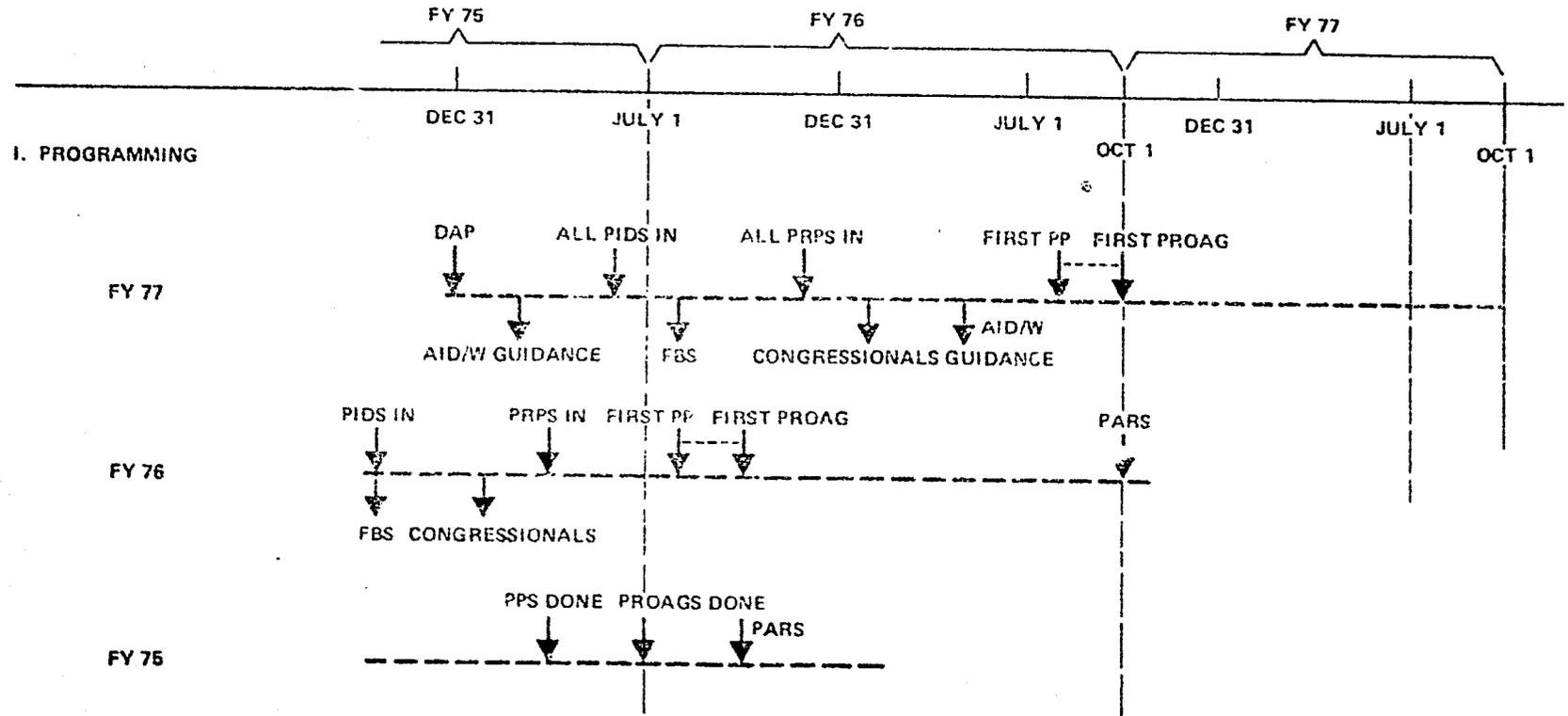
25. PLANNED ACTIONS NEXT 90 DAYS
- (a) _____
 - (b) _____
 - (c) _____
 - (d) _____
 - (e) _____
 - (f) _____
 - (g) _____
 - (h) _____

26. ACTION BY WHOM?
- (a) _____
 - (b) _____
 - (c) _____
 - (d) _____
 - (e) _____
 - (f) _____
 - (g) _____
 - (h) _____

27. FIELD NEEDS HELP ON THE FOLLOWING ISSUES _____

28. FROM WHOM? _____

CWR ANNUAL PLANNING



NOTE: FORECAST ACCOMPLISHMENT
 TRACK ACTUALS
 REVIEW PERFORMANCE

CWR ANNUAL PLANNING (Cont'd)

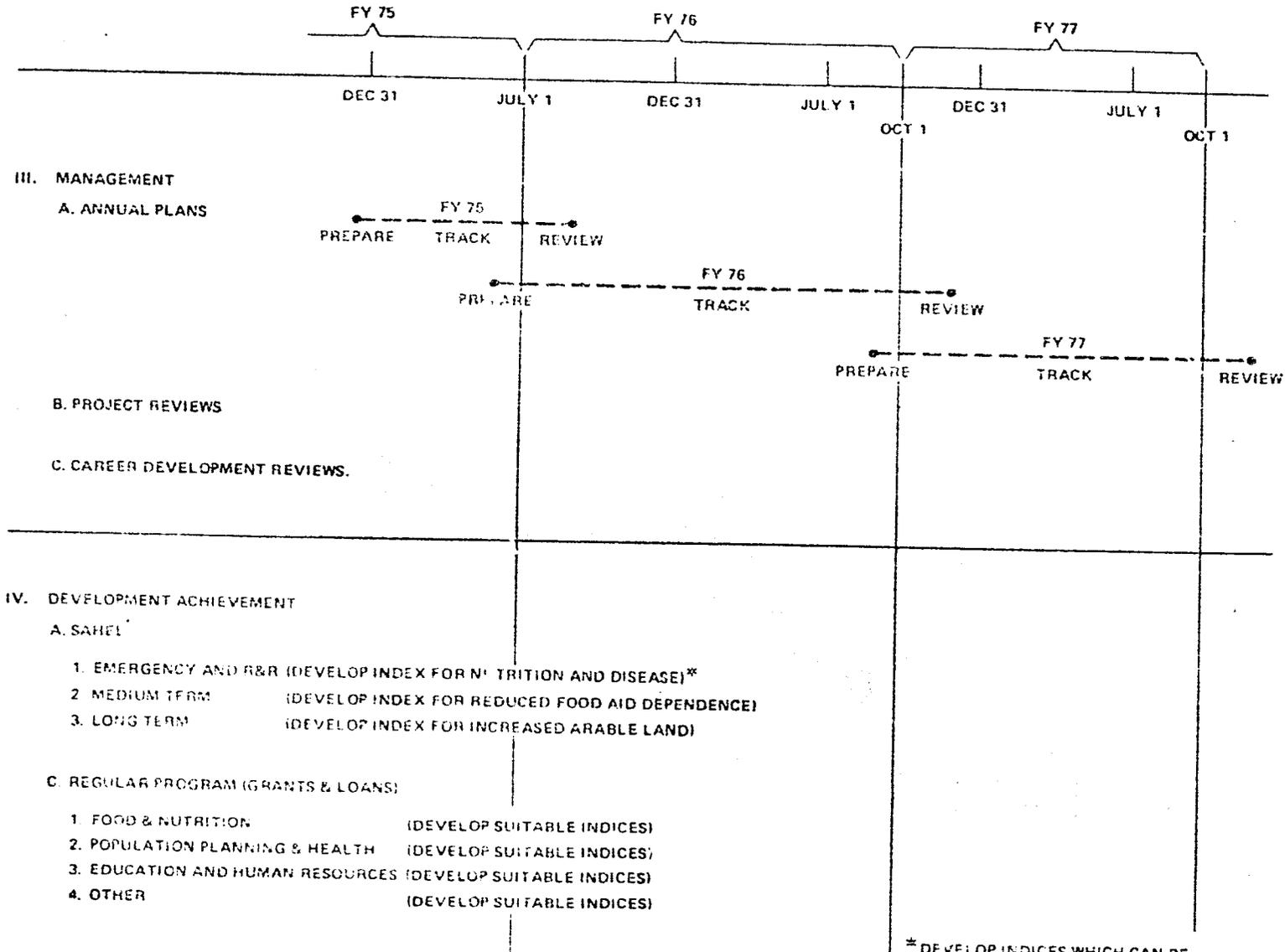
69.

	FY 75		FY 76			FY 77		
	DEC 31	JULY 1	DEC 31	JULY 1	OCT 1	DEC 31	JULY 1	OCT 1
II. FINANCIAL		<u>\$M</u>			<u>\$M</u>			<u>\$M</u>
A. UNLIQUIDATED OBLIGATIONS * (PRIOR YEARS)		60 40 20 0						
B. NEW OBLIGATIONAL ** AUTHORITY		TOTAL: 91.9 LOANS REGULAR: 12.7, 14.2 SAHEL: 65.0		TOTAL: 53.1 LOANS: 20.0 REGULAR: 33.1		TOTAL: 69.7 LOANS: 33.0 REGULAR: 36.7		
C. PERCENT OBLIGATED ** CURRENT YEAR	0.9%	%			%			%
D. EXPENDITURES ** CURRENT YEAR		<u>\$M</u>			<u>\$M</u>			<u>\$M</u>
E. PIPELINE ** (OBLIGATIONS-EXPENDED)		<u>\$M</u>						<u>\$M</u>

* FORECAST TARGETS, TRACK ACTUALS

** BACKUP SHOULD INCLUDE N.O.A. BY APPROPRIATION CATEGORY

CWR ANNUAL PLANNING (Cont'd)



* DEVELOP INDICES WHICH CAN BE DEPENDENTLY AND OBJECTIVELY RIFIED