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DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D.C. 20523

PROJECT PAPER

Proposal and Recommendations
For the Review of the
Bilateral Assistance Subcommittee

SAHEL REGIONAL - SAHEL REGIONAL AID COORDINATION AND PLANNING

AID/BAS-023

UNCLASSIFIED

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

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AID/BAS-023

July 17, 1978

MEMORANDUM FOR THE BILATERAL ASSISTANCE SUBCOMMITTEE

SUBJECT: Sahel Regional - Sahel Regional Aid Coordination and Planning

Attached for your review are recommendations for authorization of a grant to the Sahelian Organizations and FAO in an amount not to exceed Six Million Seventy-Seven Thousand United States Dollars (\$6,077,000) to coordinate development activities in the Sahel and to strengthen Sahelian development planning and programming capability.

No meeting has been scheduled for this grant proposal; however, your concurrence or objection is requested by close of business on Thursday, July 27, 1978. If you are a voting member, a poll sheet has been enclosed for your response.

Working Group on Bilateral Assistance
Office of Policy Development and Program
Review

Attachments:

Summary and Recommendations
Project Analyses
Annexes A, B, B3, C-F

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AGENCY FOR INTERNATIONAL DEVELOPMENT
 PROJECT IDENTIFICATION DOCUMENT FACE-SHEET
 TO BE COMPLETED IN ORIGINATING OFFICE

PROJECT CODE (CHECK APPROPRIATE BOX)
 ORIGINAL CHANGE

PID
 (REVISION)

2. COUNTRY/REGIONAL ENTITY/GRANTEE Permanent Interstate Committee for Drought Control in the

3. DOCUMENT REVISION NUMBER 1

4. PROJECT NUMBER 686-7707

5. BUREAU
 A. SYMBOL AFR B. OFFICE 1

6. PROPOSED NEXT DOCUMENT
 PRF PP E. DATE 10/7/51

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
 Expanding CILSS Technical Staffing

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 A. INITIAL FY 77 B. FINAL FY 77

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)
 File/CILSS Secretariat

9. ESTIMATED COST (LIFE OF PROJECT) (\$000 OR EQUIVALENT, \$1 = 200)

PROGRAM FINANCING		AMOUNT
A. AID APPROPRIATED		200
B. OTHER U.S.		-
C. HOST GOVERNMENT		-
D. OTHER DONOR(S)		-
TOTAL		200

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PHASE (TSCD CODE)	FIRST YEAR		ALL YEARS		D. PROGRAM TYPE	E. FIRST YEAR	F. ALL YEARS
			D. GRANT	E. LOAN	F. GRANT	G. LOAN			
IN			200		200				
TOTAL			200		200				

11. OTHER U.S. (\$000)

12. PROJECT GOAL (STAY WITHIN BRACKETS)
 Strengthening CILSS capacity to plan regional development projects.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)
 Provide both long-term and short-term experts to CILSS to expand staff competence to plan longer term regional development projects in range management and other fields.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)
 None

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE *[Signature]*

TITLE Country Development Officer/Upper Volta

DATE SIGNED MO: 06 DAY: 26 YR: 75

16. DATE RECEIVED IN AID/V, OR FOR AID/V DOCUMENTS, DATE OF DISTRIBUTION

SAHEL REGIONAL AID COORDINATION AND PLANNING

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* Available in AFR/DR Office

Part I. SUMMARY AND RECOMMENDATIONS

A. Recommendations

AFR/SFWA recommends approval of the AID contribution to a multi-donor technical assistance project for improved planning, coordination and implementation of region-wide development activities in the Sahel. In FY 1978, the grantees are the:

- Permanent Interstate Committee for Drought Control in the Sahel (CILSS)
- The Institute of the Sahel
- The Club du Sahel
- The Food and Agricultural Organization (FAO).

During the life of the project, one or more additional regional or national institutions in the Sahel may be added to the above four grantees.

<u>Amount of Grant Assistance(\$000s)</u>		
<u>Life of Project</u>	FY 1978-80	6,077
<u>AID Grant</u>	FY 1978 (\$000s)	
Foreign Exchange		1,621
Local Currency		286
<u>Other Donor Contributions</u>		
	FY 1978	2,797*
<u>Grantee Contributions</u>	1978	
- CILSS		580
- Institute of the Sahel		136*
- Club du Sahel		377
- FAO (Regular Program Funds)		400

*Additional Donor and Host Countries contribution to the Institute of the Sahel to be determined.

This PP recommended for approval with the following waiver requirements:

1. Technical Services

(a) A waiver to Code 935 for procurement of technical services by the FAO and the Club du Sahel is in the best interest of U.S. foreign policy considerations for the following reasons:

- (1) There are relatively few U.S. technicians with both French-speaking capability and experience in semi-arid regions of the world.
- (2) The FAO has an existing in-house, technically qualified staff and a well-established recruitment system to draw on non-U.S. personnel who are fluent in French.
- (3) The Club Secretariat can draw on the OECD recruitment system to mobilize non-U.S. expertise (if necessary) for the Club/CILSS Working Groups.

2. Procurement Services

(a) A waiver to Code 941 for procurement of technical services by CILSS and the Institute of the Sahel is in the best interests of U.S. foreign policy considerations for the following reasons:

- (1) Agency policy concerning the source and origin of grant-financed procurement was modified on July 14, 1977 to permit procurement from Code 941 countries for bilateral grant-financed projects in relatively least developed countries (RLDCs). Of the eight CILSS members, five (Chad, Gambia, Mali, Niger and Upper Volta) are on the UNCTAD list of RLDCs.
- (2) Although the Sahel Development Program is focused on the CILSS states, it is important for the development of this region to promote and encourage close trade ties between the CILSS states and those coastal states which are not direct beneficiaries of assistance under the Sahel Development Program. We believe that such economic integration is an important foreign policy consideration and an objective of the assistance program. It will provide a form of assistance to those neighboring African countries at no additional cost to the AID program. In view of the predominately RLDC nature of CILSS membership, there would be positive integrational effects on the CILSS community with regard to its relationship to the surrounding West African states.

B. Description of the Project

This project represents the initial phase of a long-term multi-donor assistance effort to improve the planning, coordination and implementation of region-wide development activities in the Sahel. This project will contribute to four interrelated institutions: CILSS, Institute of the Sahel, Club du Sahel and the FAO. Through this project, FAO will facilitate the work of CILSS, the Institute of the Sahel and the Club du Sahel. The major donors cooperating with the U.S. on this project are: Canada, France, Belgium, Germany, Switzerland, the Netherlands and United Nations agencies.

A central objective of donor assistance to the Sahel is to strengthen African capacity to become "architects" of their development planning, implementation and evaluation. This project contributes directly and immediately to strengthening CILSS and to helping to launch a new regional organization, the Institute of the Sahel. Requested by its Sahelian member states to take the lead in planning for the long-term development of the Sahel in 1976, the improved functioning of the CILSS Secretariat will facilitate international resource transfers which are estimated at \$8 to \$10 billion over the next 10 years.

The Institute of the Sahel in Bamako has been charged with establishing a network of research institutions within the Sahel, fostering the development of a system of technology-generation and promoting the exchange of scientific information through its Documentation/Information Division, both within the Sahel, and between the Sahel and the international scientific community.

The Institute of the Sahel held three organizational meetings in 1977 and it is now recruiting a staff and preparing its physical plant near Bamako. This project will facilitate the Institute staffing, training, documentation, research liaison and demographic research activities, including playing a leadership role in coordinating demographic research in the Sahel. Moreover, the Institute provides a way to integrate social and scientific research in the region.

The massive resource transfers for the SDP over the next ten years indicate that donors will require timely and objective information on the type and magnitude of resources required by Sahelian states and regional organizations in the Sahel. This project will contribute to the support of the Club du Sahel, the organization responsible for the marshalling and orderly transfer of these resources. The Club also is actively engaged in Club/CILSS Working Groups.

FAO's assistance to CILSS, Sahelian member states, the Institute of the Sahel, and to the Club, through its regular program budget, has been supplemented through this project to facilitate increased FAO participation in Club/CILSS activities.

The four major objectives of the project are to assist key Sahelian and international organizations which are the principal instrumentalities to facilitate improved planning, coordination and implementation of development activities in the Sahel. Specifically, the project will:

- (a) assist CILSS in developing an indigenous staff for regional planning, management, coordination and evaluation of programs and projects, which in turn helps member states to achieve a reliable food surplus and long-term improvement in the quality of life of their people.
- (b) assist the Club du Sahel Secretariat in mobilizing and coordinating donor support for the long term development of the Sahel.
- (c) facilitate FAO's contribution to the design and implementation of projects in the Sahel, and its provision of long and short-term technical assistance to CILSS, the Club, the Institute of the Sahel, and CILSS member states.
- (d) assist the Institute of the Sahel in carrying out a program of research coordination not only to encourage on-going research, but also to promote new areas of research at existing institutions. In addition, the Institute will establish a documentation and information network to facilitate the dissemination of research findings, provide in-service training, and coordinate demographic research activities in the Sahel.

C. Beneficiaries

Since an estimated \$8 to 10 billion of donor resources will be transferred to the Sahel over the next 10 years, there is a need to strengthen Sahelian institutions' capacity for regional planning and economic cooperation, and to form effective bridges between Sahelian regional institutions such as CILSS and the Institute of the Sahel and member states. The Project will contribute to strengthening Sahelian regional institutions which will promote more orderly long-term regional and national planning, implementation and evaluation. The activities of CILSS, the Club, the Institute and FAO which are funded under this Project are part of a multi-donor effort to promote self-reliance in the Sahel. The generation of a reliable food surplus will be a major output of improved planning in the Sahel and the ultimate beneficiaries will be the Sahelian societies at large.

Role of Women

CILSS, the Club, the Institute and FAO are well aware of the economic role of women in the Sahelian states. The Institute of the Sahel, pursuant to that recognition, is organizing a program of research and training to find out how women can more effectively participate in and benefit from increased participation in the overall process of economic and social change in the Sahel.

D. Summary Findings

The PP design team, with the advice and assistance of various technical experts, has determined that this project is technically, socially, and financially sound. This project paper is designed to cover the planned AID support for this initial 3 year phase of activity. It also outlines the balanced contributions to be made by the other donors which are necessary to insure successful completion of this first phase of activity. Officials and technical consultants from the donor communities, from United Nations Agencies and from the four grantees have participated in the collaborative development and design of this project, and all participating parties are prepared to move ahead immediately with its implementation.

E. Project Paper Issues

Although there were no major issues left unresolved at the time the PP was completed, any issues subsequent to the preparation of the PP will be addressed in an attached memorandum.

Part II. PROJECT BACKGROUND AND DETAILED DESCRIPTION

A. Background

The economies of the eight Sahelian states (Chad, Mali, Mauritania, Senegal, Upper Volta, Niger, Cape Verde and the Gambia) are continually susceptible to natural disasters such as drought, wind erosion and desertification. Since irrigation is practiced on only about one percent of the arable land in the Sahel, the agriculture of the region is highly dependent upon the timing and the amount of rainfall. Agriculture and livestock provide the livelihood for approximately 85% of the nearly 30 million people in the Sahel. Small farmers derive their subsistence needs from millet and sorghum, and earn some cash income from cotton, groundnuts and livestock. Poverty prevails in the Sahel. The average per capita GNP ranges from \$100 in Mali to \$390 in Senegal.¹

The 1968-74 drought in the Sahel was one of the most crippling natural disasters in Africa during this century. The international community responded to the drought with an unprecedented flow of financial, commodity and technical assistance. The United States alone provided over \$484 million in food and economic assistance. Sahelian states and donors however, soon realized that emergency aid could not overcome the fundamental problems of poverty, drought and under-development in the Sahel. Sahelian states and donors also recognized that the immediate step after the drought was to develop a comprehensive, long-term regional approach for the recovery of the Sahel. It was obvious that new institutional mechanisms were needed for regional planning and donor coordination. The U.S. took an active role in promoting inter-Saharan cooperation and bilateral and multi-lateral cooperation and coordination.

^{1/} World Bank; Economic Data Bank, June 1977.

The leaders of Sahelian states realized that it was neither technically feasible nor cost-effective for each country to proceed individually in grappling with problems of river basin development, transportation system, agricultural research and human resources. A regional approach to planning for the Sahel was enthusiastically endorsed by Sahelian states and donors. What was more difficult to comprehend was the necessary time frame to achieve food self-sufficiency and long-term development of the region while maintaining stable ecological balance. Over the 1973-76 period, the U.S. and other donors commissioned several studies,² all of which came to one central conclusion; a massive, coordinated program of development assistance was needed for the balance of this century. Donors concluded that a massive, coordinated program of development assistance to the Sahel was more effective than a series of independent bilateral projects. Such a massive program was also considered to be more cost-effective than providing external support in times of drought in the future. More importantly, it was realized that channeling food aid to the Sahel during future droughts was a passive reaction rather than a long-term solution to weather instability and poverty. However, AID and the U.S. Congress were cognizant that poverty could not be erased in a five-to-ten year period and that it was necessary to move beyond the normal period of four to five year projects to a 10-20 year time frame. In 1975, the U.S. Congress, at its own initiative, authorized the appropriation of \$5 million under the International Development and Food Assistance Act, which enabled the President to prepare a proposal for a long-term comprehensive development program for the Sahel and other drought-stricken nations in Africa, as authorized by Section 494 (B) of the Foreign Assistance Act of 1961.

The \$5 million was primarily used to finance a series of initiatives and research activities related to the development of the Sahel, and to facilitate the participation of UNSO, CILSS, the Club du Sahel and FAO in the formulation of long-term strategies for rehabilitation, recovery and development of the Sahel, with emphasis on improving the lives of the rural poor and reducing their dependency on rainfall and future drought. Support to these key organizations during the 1974-77 period is shown in Annex B.3.

During the period of the Sahelian Drought, several international agencies either arose in response or directed their attention to the problems of short-term emergency assistance, as well as long-term development programming.

²Framework for Evaluating Long-Term Strategies for the Development of the Sahel-Sudano Region, December 1974, Massachusetts Institute of Technology; An Approach to Recovery and Rehabilitation of the Sahel Region, 1974, United Nations Sahel Office; World Bank Approach to Economic Development of Sahel, 1975, IBRD; and Perspective Study for Agricultural Development of Countries in the Sahelian Zone, March 1976, FAO.

1. UNSO

The United Nations Special Sahelian Office (UNSO) was created in 1973 by U.N. Secretary-General Kurt Waldheim and was originally established under the direction of the Deputy Secretary General for Political Affairs. UNSO was conceived of as a temporary emergency vehicle and a small staff was recruited to assist in the development of a coherent medium and long term program for the Sahel, to provide technical assistance to the Sahel, and to cooperate with other donors in promoting coordination of assistance programs. Since UNSO was established in a crisis atmosphere in 1973, and financed as an "unforeseen and extraordinary expenditure", there was no provision in the regular U.N. budget to finance its activities beyond 1973. UNSO is now part of the United Nations Development Program and continues to receive financing from the United States, Norway, The Netherlands and several other countries.

2. CILSS

At the height of the drought in March 1973, six Sahelian states, Chad, Senegal, Upper Volta, Mali, Mauritania and Niger, joined together to establish the Permanent Interstate Committee for Drought Control in the Sahel (CILSS). (The Gambia and Cape Verde Islands subsequently joined CILSS.) The original mission of CILSS was to:

- a. sensitize the international community to the problems of drought, poverty, and underdevelopment of the Sahel as well as the technical, managerial and financial resources needed to overcome the effects of the drought;
- b. provide regional coordination for projects, programs and policies to combat the drought and its consequences;
- c. assist member states and regional organizations in securing financing for development projects; and
- d. develop a strategy for the medium and long-term development of the Sahel.

During the 1973-75 period, CILSS operated with a small Secretariat in Ouagadougou primarily as a broker for member states to mobilize funding for development projects. For almost two years, the donor community responded in a largely ad hoc fashion to this unique Sahelian initiative.

In 1974, however, AID joined with CILSS, UNSO, FAO and a number of donors to plan a comprehensive, long-range program of assistance to the Sahel. At this time the United States, France and other major donors began to work with the Development Assistance Committee (DAC) of the OECD in order to develop a mechanism for mobilizing long-term support for the recovery and development of the Sahel. By early 1976, CILSS had accepted a new challenge - to play a leading role in guiding the planning for a long-term development program for the Sahel.

3. Club du Sahel

On January 30, 1975, the Chairman of the OECD's Development Assistance Committee (DAC) convened an informal meeting of all interested donors in Paris. At this meeting, the Governments of France and the United States proposed the creation of a "Club for the long-term development of the Sahel" to be set up within the OECD. The DAC requested its Chairman, in his personal capacity, to consult with the Governments of Sahel countries regarding this idea. The DAC Chairman advanced the idea of a Club at the CILSS Council of Ministers meeting in Niamey in March 1975. Subsequently, the interested donors and Sahelian leaders agreed to establish the Club des Amis du Sahel, subsequently referred to as the Club du Sahel.

The Club Secretariat was established in August 1975 at OECD headquarters in Paris to facilitate the process of bringing interested donors together to meet with CILSS. At that time, the Secretariat consisted of two senior development officers provided by the U.S. and France. Through grants to the OECD, both governments shared the operating costs of the Secretariat.

Following discussions among donors, CILSS and its member states, the concept of an international Club for the Sahel garnered acceptance among the Sahelian states and donors and in March 1976, the inaugural meeting of the Club des Amis du Sahel was held in Dakar under the aegis of the Presidents of Senegal and Mauritania. At that meeting, it was formally agreed to establish a Club du Sahel which would:

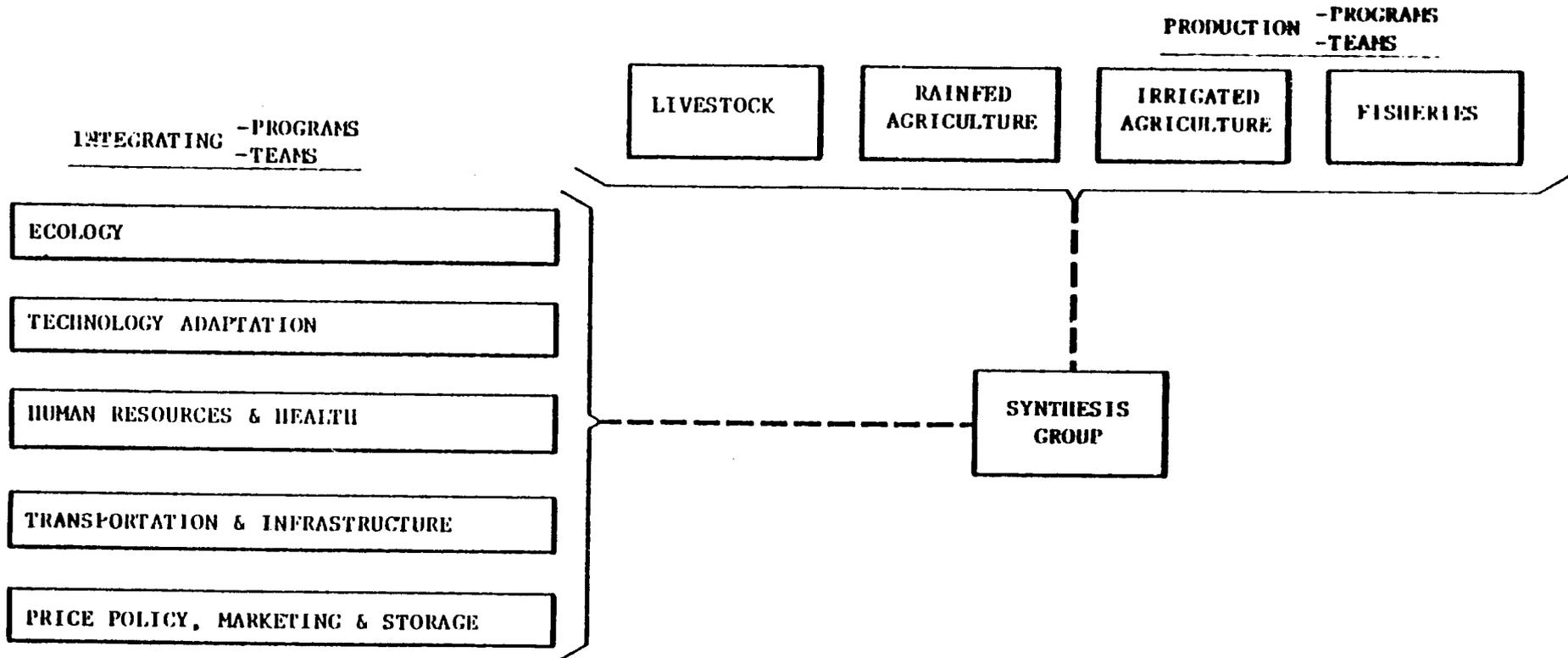
- support the work of CILSS,
- inform and sensitize the international community about Sahelian development prospects and needs,
- foster increased cooperation among donors and mobilize resources to implement actions requested by Sahelian governments and regional institutions, and
- provide a forum for Sahelian states to discuss their long-term development policies and priorities for medium and long-term development.

It was further agreed that the Club would meet at least once a year and function primarily as an informal and flexible discussion group, following the principles of mutual confidence, equality, flexibility, and consensus among its participants.

In order to prepare a comprehensive and long-range development program for the Sahel, the Club du Sahel established an international Working Group and ten sub-groups or teams. At a CILSS/Club meeting in June 1976 in Ouagadougou, four production teams were established for rain-fed agriculture, irrigated agriculture, livestock and fisheries, and five horizontal teams were mandated to examine key structural, human and technological problems. The tenth group, a Synthesis Group, was charged to integrate the findings of the vertical and horizontal teams. The matrix organization of the original Working Group teams is shown in Chart 1.

CHART 1

CLUB DU SAHEL
ORIGINAL MATRIX MANAGEMENT
ORGANIZATION OF THE WORKING GROUPS PRODUCTION AND INTEGRATING TEAMS



Over a period of 10 months each team completed a country-by-country assessment of the problems, policies and constraints on achieving short, medium and long-term development of the Sahel. The work of the sector teams were used to produce a long-term strategy and first generation program for presentation at the second meeting of the Club du Sahel in Ottawa in May 1977.

The second meeting of the Club in Ottawa in May/June 1977 was attended by representatives from the eight Sahelian States, major bilateral donors and multilateral donors in the Sahel and the international organizations, e.g., WHO, WMO, DAC, OPEC, the FED (European Development Fund) and several African regional organizations. The major accomplishments of the Ottawa meeting of the Club were:

- unanimous approval of the development strategy as developed by the Working Group and Club's Strategy and Program for Drought Control and Development in the Sahel, and endorsement of the first generation projects (1978-82),
- donor pledges of close to \$1 billion in annual assistance to the Sahel and,
- establishment of special commissions to analyze the problems of local and recurrent costs, pricing and storage policies, and energy.

Having achieved the unanimous adoption by the Club participants of the common development strategy developed by the Working Group teams, the locus for coordination of the next phase of the Working Group activities was transferred from the Club Secretariat in Paris to the CILSS Secretariat in Ouagadougou. In close collaboration, the two Secretariats are continuing to pursue planning and evaluation activities to assure that the information being generated by studies, research, and field experience, is factored into emerging plans. The Club/CILSS is also continuing to refine the individual sector and overall regional strategies.

4. FAO

As the major worldwide technical assistance agency in the area of agricultural development, FAO played an active role during the 1968-74 drought by assisting in the identification of food needs of Sahelian states during the drought, and in planning for the recovery of the Sahel. Since agriculture was the "base" of Sahelian social and economic development, in 1975 CILSS requested the FAO to prepare a study on agricultural development in the Sahel. This FAO report¹ was presented at the inaugural meeting of the Club in Dakar in March 1976 and has provided the foundation for subsequent discussions and analyses of long-term strategies for agricultural development of the Sahel.

¹Perspective Study for Agricultural Development of Countries in the Sahelian Zone (1975-1990), March 1976, FAO.

The FAO has also played an active role in the Working Group teams which were established by the Club du Sahel at CILSS/Club meeting in Ouagadougou in June 1976. The FAO provided the Rapporteurs for the Rainfed Agriculture and Fisheries teams, as well as a large number of consultants for the Working Group teams in Fisheries, Irrigated Agriculture, Livestock, Rainfed Agriculture, Pricing, Marketing and Storage, and Ecology and Forestry.

Since September 1976, the FAO has provided more than forty technicians (almost 140 person-months) to the Working Group teams. This degree of participation required supplemental funding to FAO for additional staff, as well as for the travel and per diem of regular staff who were requested to serve on the Working Group teams.

Recognizing FAO's comparative advantage to mobilize short-term technical consultants with French-speaking capability and experience in the Sahel, the U.S. agreed, in July 1976, to provide supplementary funds to facilitate FAO participation in Club planning activities. Other donors, notably France, Canada, Belgium and Germany, also agreed to provide the services of selected technicians to the FAO for the purpose of supporting FAO activities in the Sahel.

Fostering FAO direct involvement in the coordinated donor effort for the long-term development of the Sahel also facilitated U.S. access to FAO technical specialists for joint AID/FAO and multi-donor missions to design projects which included AID funding. At the request of AID for example, FAO organized an international team to design the Integrated Pest Management Project as part of the overall CILSS Food Crop and Harvest Protection Program. In addition, FAO was instrumental in the initial design of several important U.S. bilateral projects. FAO participated in a joint AID/FAO mission to design the Casamance Regional Development Program by providing two economists to evaluate the economic benefits of the project and to provide an assessment of its environmental impact and technical feasibility. FAO also did the initial design for the AID-financed Senegal Renewable Resource project, as well as the Niger Forestry and Land Use Planning project.

5. Institute of the Sahel

During the drought, it was recognized that most of the agricultural research in the Sahel was being carried out on export rather than food crops and that there were only a handful of Sahelian scientists engaged in research in the Sahel. When the Heads of State of six Sahelian countries met in Ouagadougou in September 1973 to establish CILSS and to lay out medium and long-term recovery development programs, they included the concept of an Institute of the Sahel in their overall plan for the recovery of the Sahel. The over-reaching objective of the Institute of the Sahel was to stimulate deep reflection on the problems of integrated development in the Sahel.

Following the first meeting of CILSS in September 1973, the UNDP undertook a preliminary study of the scope, objectives and operational requirements of the proposed Institute of the Sahel. The UNDP report was completed in June 1975 and formed the basis for a conference of Sahelian research organizations which was held in Bamako in April 1976. The following objectives for the Institute were spelled out at the Bamako meeting:

- collect and distribute research results,
- encourage the transfer and adaptation of technology,
- promote, harmonize and coordinate research,
- encourage training.

The Bamako recommendations for the Institute of the Sahel were endorsed by the CILSS Council of Ministers at their December 1976 meeting. Subsequently, representatives from Sahelian research institutes identified priorities and a program of work for the Institute, which was presented at an international conference in Ouagadougou in October, 1977. This meeting prepared a work plan and identified possible linkages between the Institute, the world network of research institutions, and the donor community. The Institute of the Sahel was formally approved by the Heads of State and the CILSS Council of Ministers at their December 1977 meeting in Banjul. The Institute is located at Bamako and is in the process of recruiting staff and developing its physical plant.

An analysis of agricultural research in developing countries over the past 25 years, for example, has demonstrated that agricultural development is a highly, location-specific process requiring a research system which is responsive to regional and local problems. The responsibility for international agricultural research has primarily been conferred upon ten international research institutes.¹ These ten research institutes cannot generate and transfer appropriate biochemical and mechanical technologies to the Sahel, and the present national research institutes in the Sahel are too inadequately financed and poorly linked together to effectively address the agricultural research needs of the Sahel.

B. Detailed Description

1. Duration and Scope

This project is planned for a 3 year period, 1978-80. The purpose of the project is to improve planning, coordination and implementation of region-wide development activities in the Sahel. The project is intended as the 1st phase of AID assistance to these institutions which are involved with planning, coordination and implementation. Assuming successful completion of the 1st phase, AID intends to prepare a subsequent project which, in concert with other donors, will be designed to cover those technical and financial requirements which will be defined during this initial phase.

¹CGIAR - the Consultative Group on International Agricultural Research.

- CILSS
- Institute of the Sahel
- Club du Sahel
- FAO (for its work in the Sahel)

Support to additional Sahelian regional organizations or national institutions with regional capabilities (such as training and research) may be added during the life of the project.

Three criteria have guided the development of this project:

- Sahelian states, their national institutions and Sahelian regional organizations should take increased responsibility for identifying their objectives, policies and constraints on achieving long-term development of the Sahel.
- Regional planning should complement and reinforce the national plans of member states and strengthen the capacity of national institutions.
- The Club du Sahel should serve as a forum for both donors and Sahelian states, to articulate their vision and plans for the long-term development of the Sahel.

2. Project Objectives

The general objectives of this project are to strengthen national and regional planning, coordination and implementation capacity in the Sahel through assistance to four instrumentalities:

(a) CILSS, to develop an indigenous staff for regional planning, management, coordination and evaluation of programs and projects, so CILSS can help member states achieve a reliable food surplus and long-term improvement in the welfare of their people.

(b) the Club du Sahel Secretariat, to mobilize and coordinate donor support for the long-term development of the Sahel.

(c) FAO, to facilitate their participation in design and implementation activities in the Sahel, and provision of long and short-term technical assistance to CILSS, the Club, the Institute of the Sahel, and CILSS member states.

(d) the Institute of the Sahel, to carry out a program of research coordination, create documentation/information network, demographic research, training activities, and the dissemination of research findings resulting from work underway at existing research institutions.

3. Program of Work for CILSS

In order to provide an effective region-wide planning mechanism for mobilizing donor support to promote self-sustaining social and economic development, CILSS was mandated by the Club at its 1977 meeting in Ottawa, to assume a leadership role. To enable the Secretariat to accommodate the increased workload, CILSS reorganized and expanded its Secretariat. (See Chart 2 on the following page.)

The CILSS Heads of State meet at least annually to discuss major policy issues and to approve the proposed annual program of work. The Heads of State select the President of the CILSS and appoint their representatives to the CILSS Council of Ministers. The Heads of State also elect, from among their representatives, the President of the Council of Ministers, who becomes the Chief Executive Officer of CILSS and is ex officio designated as the Minister Coordinator.

The Council of Ministers consists of one or more ministers from each of the eight member states, which meets at least twice per year in order to review work progress, the proposed program of work, budget and audit reports, and the proposed annual budget.

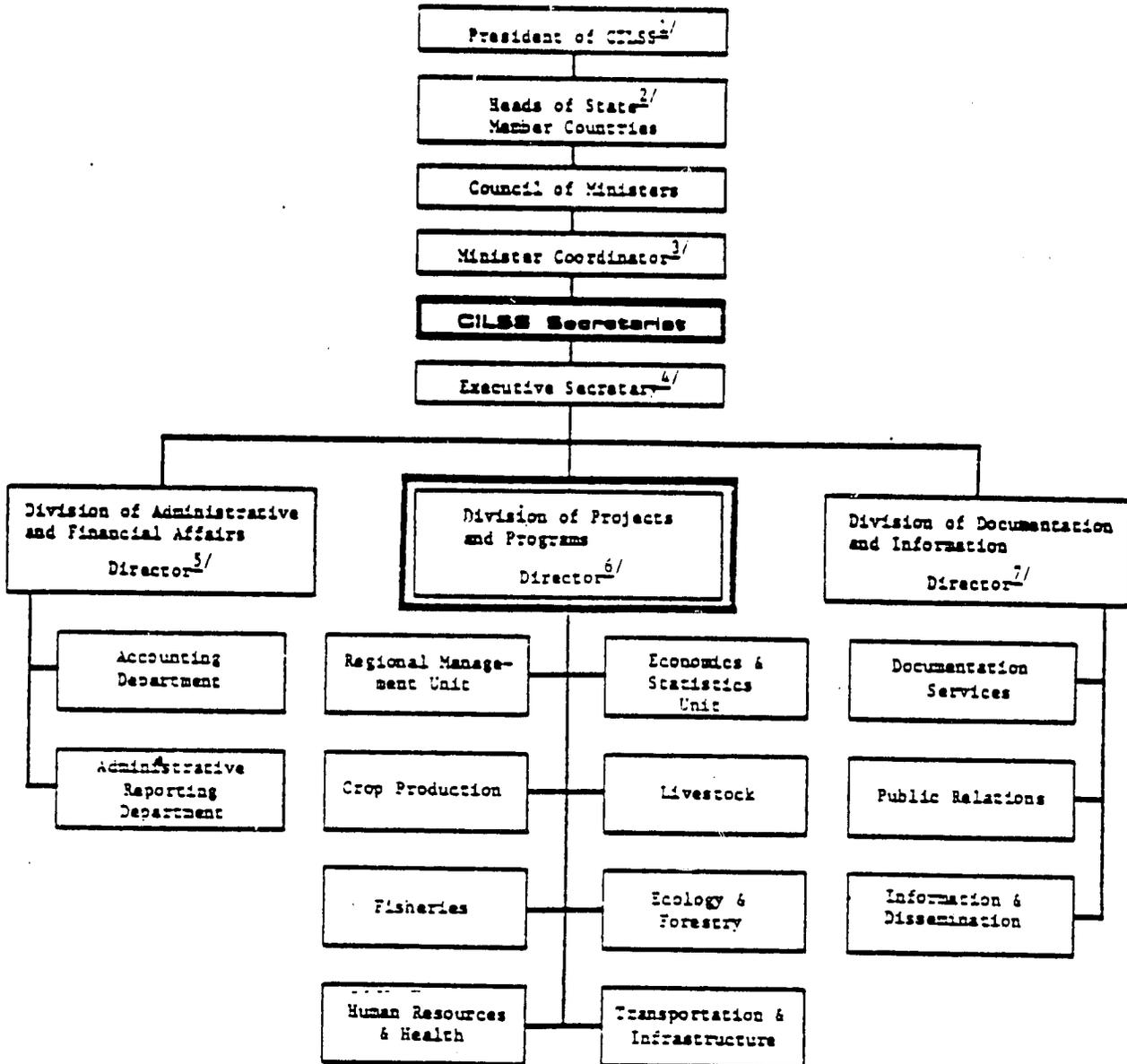
Under the aegis of the Council of Ministers, the CILSS Secretariat is responsible for the administration and management of the Sahel Development Program. The Secretariat is composed of an Executive Secretary and a staff of technical advisors in three operating divisions: 1) Financial and Administrative, 2) Projects and Programs, and 3) Documentation and Information. Each of these key divisions is headed by a representative from a Sahelian state.

Over the 1978-80 period, the CILSS Executive Secretary and his technical staff have been authorized to carry out the following detailed plan of work:

- continue to mobilize support for the first generation program as presented at Ottawa;
- identify priorities with member states and prepare a list of second and third generation projects in 1) agriculture, 2) livestock, 3) fisheries, 4) ecology and forestry, 5) human resources and health, and 6) transport.
- establish a cost effective macro-evaluation system;
- coordinate a regional crop protection program in cooperation with member states, regional Sahelian organizations, the FAO, and donor agencies;
- establish a regional plan for the mobilization and coordination of assistance in the event of another drought;

CHART 2

PERMANENT INTERSTATE COMMITTEE FOR DROUGHT CONTROL IN THE SAHEL (CILSS)
ORGANIZATIONAL CHART



- 1/ Sir Javda Jawara, President of The Gambia
- 2/ Cape Verde, Chad, The Gambia, Mali, Mauritania, Niger, Senegal, Upper Volta
- 3/ H.E. Adrien Senghor, Minister of Rural Development (Senegal)
- 4/ H.E. Aly Cisse, former Minister of Health (Mali)
- 5/ Keitiro M'Wabanyol (Chad)
- 6/ Idrissa Yaya (Upper Volta)
- 7/ James Grey-Johnson (The Gambia)

- establish a regional program in reforestation, environmental protection and land management;
- establish a regional program for the reconstitution of herds and for the reclamation of pasture lands, and
- support long-term planning by sponsoring special studies and by establishing a CILSS working group on long-term planning.

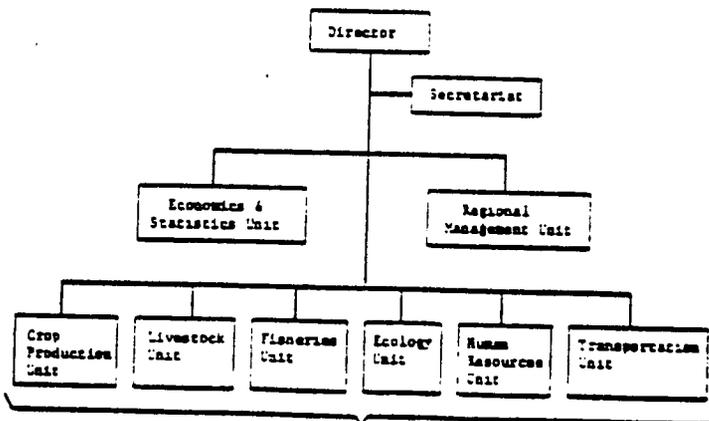
Division of Projects and Programs

The Division of Projects and Programs (DPP) within the CILSS Secretariat is the unit which is primarily responsible for carrying out this plan of work as part of CILSS' region-wide planning and programming. As stated in the CILSS administrative statutes, and further refined at the 1977 meeting of the Club in Ottawa, the DPP has three principal tasks which give the unit a pivotal role in advancing the Sahel Development Program. These tasks are to:

1. prepare technical dossiers for CILSS projects and programs;
2. promote and coordinate donor financing for the CILSS first generation project; and,
3. coordinate CILSS activities with the activities of other regional and sub-regional organizations.

In order to accomplish these tasks, the DPP monitors the work of the six sector teams in collaboration with appropriate national services and donor agencies, develops and maintains liaison with the sector teams and the National CILSS projects, and coordinates the overall program. The sector teams of the international Working Group are the core element of CILSS and represent, at a program level, the unique joint multi-donor, multi-recipient principle of the Club/CILSS effort.

CHART 1
CILSS
DIVISION OF PROJECTS & PROGRAMS (DPP)



Each of the six teams includes: at least two Sahelian representatives, one of whom is designated as animateur (or leader of the team); at least one rapporteur resident in the CILSS Secretariat (usually an expatriate technical advisor); and one co-rapporteur, assigned by the Club Secretariat from the donor community.

Core members of the six teams meet regularly as a Synthesis Group to facilitate intersectoral coordination, to improve the consistency of the first generation projects and to integrate programs for the second and third generation. As a first step toward greater intersectoral coordination and initial identification of second generation programs, three ad hoc task forces were established in November 1977 within the Synthesis Group, to work on:

- mixed farming systems
- new land settlement activities
- sylvo-pastoral programs

In addition, the Synthesis Group has started to:

- prepare a project for improving the statistical services in member states in order to establish a sound data base for planning, monitoring and program evaluation in each country.
- review the methodology for appraising first generation projects.

The leadership on the sector teams of the international Working Group is shown in Chart 4 on the following page.

The Director of the DPP also supervises the work of the Economics and Statistics Unit and the Regional Management Unit. The Economics and Statistics Unit (headed by an expatriate macro-economist) will advise the sector teams on the macro-economic implications of the overall regional strategy, as well as on the individual sector strategies, in order to promote intersectoral linkages and develop second and third generation programs.

The Regional Management Unit (RMU) shown in Chart 5 is charged with the day-to-day administration of CILSS regional projects and the regional coordination of first generation projects. Under the leadership of the Director of the DPP, the RMU oversees the management operations of the CILSS regional projects and serves as liaison between participating national governments and regional organizations. The RMU has an Executive Committee for Regional Programs in which all participating donors and all CILSS member states meet annually to set program policy and review program achievements.

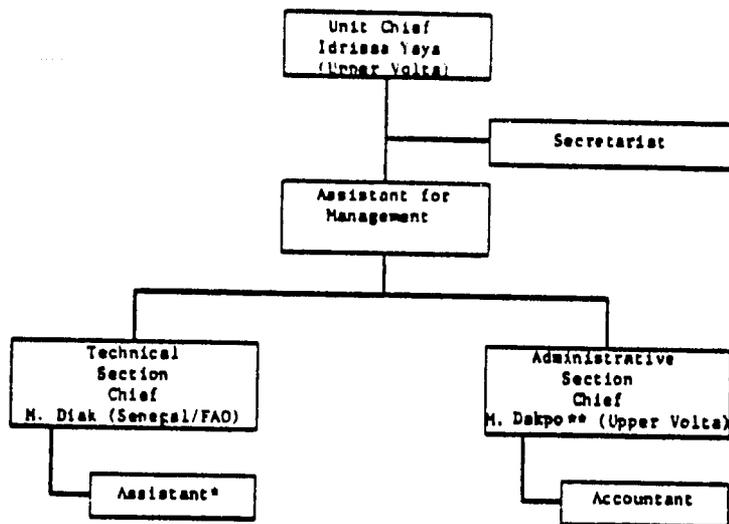
CHART 4

CLUB DU SAHEL, INTERNATIONAL WORKING GROUP

Working Group Teams	Sahelian Authorities and Deputies	CISSS Rapporteurs and Deputies	Club du Sahel Co-Rapporteurs
Crop Production	Abdoulaye Fall (Senegal) Charles Fiso (Upper Volta) Hadjil Mordougou (Chad)	Jean Lichten (DRDP) R. Reichelt (Germany) H. Diak (FAO/Senegal)	Michel Labonne (France) Jean Leroy (EEC) H. Mirsch (FAO)
Livestock	Hgolo Traore (Mali) Wally N'dow (The Gambia) Toukara Yahaya (Niger)	Simon Carrier (Canada) * (Switzerland) * (FAO)	H. Gilson (FAO) H. Helman (U.S.)
Fisheries	Jean K. Kelta (Mali) Habound Cherif (Mauritania)	* (France)	J. Gaudet (FAO)
Ecology & Forestry	Boracio Soares (Cape Verde) El Hadji Sene (Senegal)	Jacques Stebler (Switzerland) Robert Winterbottom (U.S.) H. de Smet (Belgium)	* (The Netherlands)
Transport & Infrastructure	I. Gagoua Gaml (Chad)	Didier Bourdelle (Canada)	*IBRD
Human Resources & Health	Michel Kelta (Niger) H. Sawadogo (Upper Volta)	Ousmane Silla (IDRC/Senegal) Michael Pette (U.S.)	Gerard Helman (ILO) H. Bastin-Samoa (WHO) Louis Ziegler (WHO/UNESCO)
Synthesis Group	Aly Cissé (Mali)	Idriss Yaya (Upper Volta)	Jacques Gird (Club Secretariat)
<p>A. Inter-sectoral Task Forces on:</p> <ol style="list-style-type: none"> 1. Mixed Farming Systems-Boward Helman, Coordinator 2. New Lands Identification-Michel Labonne, Coordinator 3. Sylvo-Pastoral Progress-Jacques Stebler, Coordinator <p>B. Auxiliary Groups on:</p> <ol style="list-style-type: none"> 1. Preparation for establishment of a data base for planning, monitoring and program evaluation in CISSS member countries; reinforcement of national statistical services.-*Macro-Economist (Canada) 2. Refining project criteria and appraisal methodology for selected first generation projects.- André Bussery (France) 			

*To be identified

CHART 5
CILSS SECRETARIAT
DIVISION OF PROJECTS & PROGRAMS
REGIONAL MANAGEMENT UNIT (RMU)



*This position to be filled at a later date.
**Appointment pending final negotiations.

More specifically, the RMU: prepares regular reports for the Executive Committee, including quarterly financial and progress reports; supervises rates and methods of programme expenditures; and receives and reports financial contributions to the programme and bank statements related to these. At the request of the Executive Committee, the RMU also arranges for regular audits of program books kept by the CILSS, by internationally recognized auditing firms, in accordance with normally accepted practices; supervises audit completion and transmits audit reports to the Executive Committee.

CILSS National Committees

At their December 1977 meeting in The Gambia, the Council of Ministers and Heads of State approved the CILSS proposal to establish CILSS National Committees in countries ... in order to follow-up on the implementation of programs and formulate new projects. Although these

Committees were originally established at the first meeting of the Club in April 1976, the Banjul meeting mandated that the revitalized national committees seek to:

- clarify the design of CILSS first generation projects and follow-up on their execution;
- assure, at the national level, the integration and coherence of the CILSS national projects;
- finalize the strategy of sectoral activities;
- undertake the necessary studies or further work to improve the planning and execution of projects, as well as to identify projects and programs for the second and third generation;
- assemble and distribute all information relating to activities of the CILSS and the Club.

Three countries (Mali, Niger and Upper Volta) reinstated their National Committees by late 1977 and the remaining five states are currently engaged in that process. It was agreed that the makeup and functioning of the CILSS National Committees would vary from country to country.

Although National CILSS Committees are being reactivated; it is obvious that such committees will be ineffective unless the national planning and programming capability is strengthened in the Sahelian states. External funding of \$8 to 10 billion is projected for the Sahel region over the next decade. The bulk of these resource transfers will take place at the national level as part of national development plans. The Sahelian states are each aware that there is an urgent need to strengthen their national planning and programming mechanisms in order to increase their capability to do their own planning, monitoring and evaluation. Discussions are underway between CILSS, its member states and donor representatives about how to address this problem. Clearly CILSS national committees have a key role to play as the link between CILSS and national planning, implementing and monitoring first generation projects, identification of second and third generation projects, and identification of special problems which are common to one or more states - e.g., recurrent costs, renewable resources.

There are at least four major aspects to strengthening national planning and implementation:

- development of a system for monitoring and evaluating the first generation projects;
- sectoral programming to ensure that projects are consistent with macro-economic and social objectives;

- designing projects, programs and policies to improve regional trade and economic cooperation among Sahelian states and with the coastal states;
- developing a mechanism to ensure harmony between projects generated by donors in member states, projects desired by the states, and possible inconsistencies within the priorities suggested in the first generation program.

These problems cannot be solved overnight but they must be addressed if the National CILSS Committees are to play a significant role as the main link between member states and CILSS. As a result, some resources from this project may have a higher payoff if they are earmarked to support improved planning at the national level. Additional analysis, however, would be required before AID could determine whether this project could serve as a vehicle for improving national planning.

4. Program of Work for the Institute of the Sahel

In December 1977, the Institute of the Sahel was formally chartered by the Heads of State and the CILSS Council of Ministers at the Banjul meeting. The central objective of the Institute is to strengthen Sahelian scientific capacity to solve development problems through a program of research in specific areas (e.g., demography), coordination of research underway at existing institutions, documentation training, and diffusion of research findings.

The Government of Mali has donated 200 hectares of land to the Institute, in the vicinity of Sotuba, near Bamako. Plans are underway to develop the physical infrastructure, including offices, labs, documentation center, garages, and storehouses, housing and equipment.

The United States has endorsed the concept of a coordinating body, the Institute of the Sahel, which has been mandated to:

- coordinate and harmonize research;
- train researchers and specialized technicians;
- maintain a comprehensive documentation center;
- disseminate research results;
- strengthen research capability of national research institutions; and
- maintain a demographic research unit to coordinate regional research programs (e.g., migration and settlement studies), promote national demographic activities, and to systemize demographic research priorities.

The initial phase of an analytical inventory of Sahelian centers of research, documentation and training has been completed by a group of African consultants for the Institute. The survey is designed to pinpoint gaps and duplication in the various fields of research. This inventory, which will be completed in 1978, will be up-dated periodically.

One major effort, to be launched in 1978, is the development of a regional network of scientific and technical documentation. The objectives of this documentation activity are to:

- identify, assemble, and analyze the results of recent research, both internal and external to the Sahel;
- prepare a central card index of all documentation relating to Sahelian problems; and,
- strengthen existing documentation and information centers in the Sahel and strengthen linkages with overseas research libraries and documentation centers.

The International Development and Research Center (IDRC) has agreed to finance a significant portion of the cost of the documentation activities of the Institute, which will include the publication of scientific bulletins and technical research reports.

The Institute is also moving ahead rapidly with a program of demographic research which includes two elements: a demographic coordination unit within the Institute and a demographic research program which includes research at the regional and national levels. The specific functions of the demographic research program are:

- to generate and maintain current information on the demographic data of all Sahelian countries,
- to analyze migration flows, and settlement patterns,
- to provide an inventory of demographic research in the region,
- to administer a small grants research program,
- to identify training needs and administer a demographic training program,
- to disseminate research results through seminars, workshops and publications.

Since the U.S. is vitally interested in helping to improve the demographic data base in the Sahel, AID will provide an initial grant for the start-up-cost of the demographic research program.

Another major activity of the Institute is the promotion of social science research which will include a program on the role of women in development.

The provisional organizational structure of the Institute of the Sahel is shown on the following page.

5. Program of Work of the Club Secretariat

One of the Club's major objectives is to marshal the resources to address constraints on development in the Sahel on a sustained basis, and to provide a mechanism for the orderly transfer of such resources to meet specific regional and national needs over time. Having achieved the unanimous approval for the Sahel Development Program at Ottawa, the Club Secretariat will continue to assist CILSS to mobilize the technical resources and financial assistance required to design, finance and implement the first generation projects. Specifically, the Club Secretariat will recruit short-term consultants and long-term advisors for participation in the Working Group.

To date, close to \$1 billion in annual assistance to the Sahel has been mobilized for the Sahel. Together, the Club Secretariat and the CILSS have marshalled complete financing for the \$70 million Food Crop and Harvest Protection Program, and approximately \$60 million to start the region-wide Reforestation Program. In summary, the Club Secretariat has been able to assist the CILSS to make significant progress in the overall mobilization of resources. In 1973, combined assistance commitments to the Sahel totalled approximately \$664 million. In the last three years, overall commitments averaged \$800 million annually and reached \$860 million in 1976. Based on donor statements at Ottawa, 1978 commitments to the Sahel will approach \$1 billion. (See Table 1) For 1978 the Club Secretariat and CILSS have agreed upon the following program of meetings.

Programme of CILSS/Club Meetings in 1978

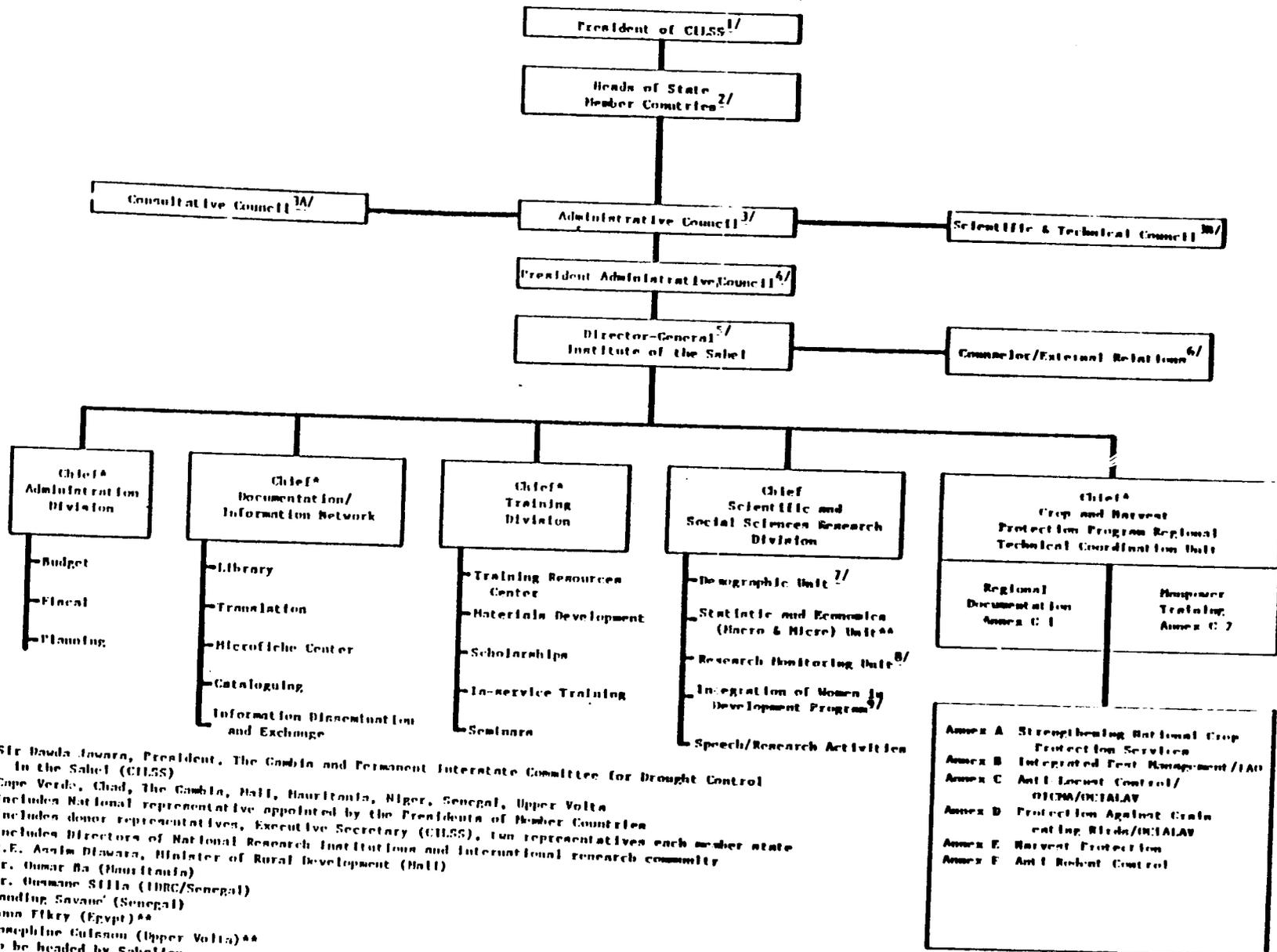
January 1978

19 January - 3 February	Forestry Seminar Ouagadougou-Bamako
19-25 January	Executive Committee Agrhymet - Niamey

February 1978

1-2 February	Committee of Orientation pilot projects, Ouagadougou
3 February	Restricted meeting of Agricultural Production

CHART 6
INSTITUTE OF THE SAHEL
 (Provisional Organizational Chart)



1/ Sir Dawda Jawara, President, The Gambia and Permanent Interstate Committee for Drought Control in the Sahel (CISSS)
 2/ Cape Verde, Chad, The Gambia, Mali, Mauritania, Niger, Senegal, Upper Volta
 3/ Includes National representative appointed by the Presidents of Member Countries
 3A/ Includes donor representatives, Executive Secretary (CISSS), ILO representatives each member state
 3B/ Includes Directors of National Research Institutions and International research community
 4/ H.E. Assia Diawara, Minister of Rural Development (Mali)
 5/ Dr. Oumar Ba (Mauritania)
 6/ Dr. Ousmane Silla (IDRC/Senegal)
 7/ Landup Savane (Senegal)
 8/ Hana Fikry (Egypt)**
 9/ Josephine Glesnon (Upper Volta)**
 * To be headed by Sahelian
 ** Under negotiation

3-9 February Technical Committee - Mopti
fisheries project, Ouagadougou

13-15 February Transport team: road maintenance
Mindelo (Cape Verde)

20 February - 1 March Seminar on the optimization of
agricultural production systems
Bamako

March 1978

1-4 March Study of inventory on middle and
high level training needs
Niamey

6-15 March Restricted meeting of Human
Resources team (updating of
Dakar programme), Niamey

April 1978: CILSS/Donor Meetings

20-21 April Fisheries Programme
Rome (FAO)

24-25 April Recurrent Costs
Paris (OECD)

25-26 April Livestock Programme
Paris (OECD)

27-28 April Transport and Infrastructure
programme, Paris (OECD)

May 1978

9th CILSS Council of Ministers
Bamako

June 1978

Exécutive Committee on Crop and
Harvest Protection Program, W. Germany

Storage Technical Committee, Dakar

July 1978: CILSS/Donor Meeting

New Lands Development Technical*
Committee, Ouagadougou

10-11 July Crop Production, Dakar

*Tentative (may be delayed to September 1978)

TABLE 1
Commitments of Development Assistance to the Sahel
and Percentages of Total Participation
(1974-79)
(in millions of dollars)

	ACTUAL		1975		ESTIMATED		1977		PROJECTED		1979		1974 - 1979	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Belgium	6.5	1.0	6.1	.8	6.0	.7	6.5	.7	7.0	.6	8.0	.7	40.1	.7
Canada	29.0	4.4	65.3	8.7	50.0	5.8	60.0	6.2	75.0	6.8	75.0	6.3	354.3	6.3
France	185.0	27.9	222.5	29.7	236.8	27.5	238.0	24.6	240.0	21.8	240.0	20.0	1362.3	24.6
Germany	76.0	11.4	76.7	10.1	72.0	8.4	90.0	9.3	110.0	10.0	118.0	9.8	542.7	9.8
Netherlands	2.5	.4	8.4	1.1	35.0	4.1	36.0	3.7	38.0	3.5	40.0	3.3	159.9	2.9
Switzerland	2.4	.4	3.2	.4	3.1	.4	6.0	.6	8.0	.7	10.0	.8	32.7	.6
United Kingdom	7.3	1.1	5.1	.7	12.7	1.5	13.0	1.3	14.0	1.3	15.0	1.3	67.1	1.2
European Economic Community	157.4	23.6	48.4	6.5	176.9	20.6	140.0	14.5	145.0	13.2	150.0	12.5	817.7	14.8
IDRD	42.3	6.4	107.9	14.4	110.3	12.8	150.0	15.5	180.0	16.4	200.0	16.7	790.5	14.3
U.N. African Development Program	40.0	6.0	52.8	7.0	22.6	2.6	40.0	4.1	50.0	4.5	50.0	4.2	255.4	4.6
OPEC	16.5	2.5	46.7	6.2	44.6	5.2	45.0	4.6	50.0	4.5	55.0	4.6	257.8	4.7
Other DAC Member Countries ^{1/}	83.7	12.6	91.2	12.2	75.9	8.7	90.0	9.3	100.0	9.1	120.0	10.0	560.8	10.1
United States ^{2/}	12.3	1.9	10.3	1.4	3.3	.4	18.0	1.9	16.0	1.5	20.0	1.7	79.9	1.4
TOTAL	663.8	100.0	750.3	100.0	860.7	100.0	968.5	100.0	1100.4	100.0	1198.1	100.0	5541.8	100.0

^{1/} Member Countries: Austria, Australia, Denmark, Finland, Italy, Japan, Norway, Sweden, DAC (Development Assistance Committee/OECD).
^{2/} Does not include emergency or drought-related assistance.
^{3/} Based on preliminary data.

September 1978: CILSS Donor Meeting

25-26 September

Human Resources, Niamey

November 1978

Third Club du Sahel meeting
The Netherlands

December 1978

10th CILSS Council of Ministers
meeting, location to be determined

In addition to helping CILSS to mobilize donor support for the first generation program, the Club Secretariat will also assist CILSS to address common region-wide issues in energy, cereals pricing and storage policies and the financing of local and recurrent costs which are of critical importance to the Club's program. Specifically, the Club and CILSS recognize the urgent need to be able to project the level of local and recurrent costs generated by the Program, and to project domestic financing capacity of host countries.

To provide the required data and analysis, a joint Club/CILSS, two-year study program is being proposed. The program will encompass nine studies covering eight Sahelian economies. The first three studies covering four Sahelian countries are scheduled to begin in late Spring 1978, and to be completed near the end of the year. The studies are: (a) a project-level analysis of local investment costs and recurrent costs; (b) a national-level analysis of revenue systems and; (c) a synthesis of studies (a) and (b) to estimate the potential need for local and recurrent cost financing. On the basis of these studies the Club participants should be able to make the necessary policy adjustments (e.g., in project mix, level of assistance, terms of assistance, project design and domestic fiscal policies) to ensure that development projects will have sufficient operating funds after the investment phase.

6. Program of Work for the FAO

Following the second meeting of the Club in Ottawa, May 30-June 2, 1977, FAO was requested by CILSS to provide additional technical assistance to the CILSS Secretariat as well as to continue its active participation in the revised Working Group activities. FAO agreed in principle, contingent upon continued donor support to the FAO Trust Fund for "Assistance to the Activities of the Club du Sahel". In the interim, FAO has played a key role in the formulation of the CILSS Regional Crop and Harvest Protection Program, and was selected by CILSS to be the technical implementation agency for the Integrated Pest Management (IPM) Project being funded by AID. FAO has demonstrated the capacity of its existing in-house staff and the effectiveness of its recruitment procedures.

In October 1977, the Executive Secretary of CILSS visited FAO Headquarters in Rome at which time he reviewed and lauded FAO's role during the formative period of the Sahel Development Program and reaffirmed the types of assistance required by CILSS from the FAO in support of CILSS/Club activities:

(a) To strengthen the CILSS Secretariat through the continued provision of an administrative assistant and long-term technical assistance to the Division of Programs and Projects in the areas of Crop Production and Livestock.

(b) To continue involvement in the Working Group activities through:

- provision of FAO personnel as co-rapporteurs on the Working Group teams for Crop Production, Livestock and Fisheries.
- participation in technical and donor meetings.
- cooperation with the Club Secretariat in Paris.
- preparation and printing of documents related to Working Group activities as requested by CILSS.

FAO is also performing a recruitment service for the long-term technical assistance being provided to CILSS by Switzerland and the UNDP, which have agreed to provide a range management specialist and an agronomist respectively, to the CILSS Secretariat in Ouagadougou.

In April 1978, AID will review the status of current areas of AID/FAO cooperation, with specific focus upon FAO participation in Club du Sahel activities, as well as to explore new avenues of AID/FAO cooperation.

7. Logical Framework Narrative

(a) Goal

The Sahel Regional AID Coordination and Planning Project has as its ultimate goal, the improvement in the quality of life of Sahelian people through sustained economic growth and improved living conditions while maintaining a stable ecological balance in the region. This goal will be most effectively achieved if the initiative and responsibility for planning in the Sahel shifts to African institutions and African managerial, scientific, and technical personnel. This project contributes directly and immediately to developing indigenous African capacity by initial focus on strengthening and reinforcing two key institutions in the Sahel - CILSS (and the CILSS National Committees) and the Institute of the Sahel.

(b) End of Project and Status

At the end of the project, key managerial and scientific positions in CILSS will largely be staffed by Africans, indigenous staff will be in training, some expatriates will continue to serving in advisory positions and CILSS will be closely linked with member states through CILSS National Committees. In addition, CILSS will have demonstrated its capacity to 1) tackle significant regional problems by providing managerial leadership in the Crop Protection Program, the Regional Reforestation Program, and other regional activities, and 2) to strengthen both regional and national capability for project design, planning, implementation and evaluation. The strengthening of CILSS and the Institute, through inputs from this project, should lead to more efficient international resources transfers to the Sahel, reduced dependency on foreign advisors and foreign perceptions of development priorities, and reduced dependency on food relief in the event of drought in the future.

A corollary to improving Sahelian regional planning capacity - through CILSS - is the expansion of indigenous scientific capacity to solve development problems in the Sahel. By assisting the Institute of the Sahel, the project will contribute to the development of an African research capability as well as improve the exchange of research findings within the Sahel and between the Sahel and the international scientific community. This project will also contribute to the staffing, training, documentation, and funding of selected research projects undertaken and/or managed by the Institute of the Sahel.

Since donors will transfer an estimated \$8 to \$10 billion of resources to the Sahel over the next 10 years, it is imperative that donors be objectively informed on a sustained basis about the magnitude and type of resources needed for national and regional development projects. Toward that end, this Project will contribute to the staffing and financing of the Secretariat of the Club du Sahel in Paris and the CILSS/Club Working Groups. The Club provides an important forum for both Sahelian states and donors to discuss their policies, programs and priorities for maximizing resource transfers to the Sahel. This may be accomplished within a framework of cooperation, with an increasing reliance on Sahelians to identify their own priorities, to design, plan and implement their own projects and programs, and to evaluate the effects of these projects and programs over time.

Since agriculture is the foundation of Sahelian development, and since the bulk of the \$3 billion of first generation projects are agricultural projects, it is imperative that the Sahel has access to and develops its own sound technical skills for the design and implementation of its agricultural projects - both at the national and regional levels. This project contributes to the ability of the FAO to offer technical assistance to CILSS, the Working Groups of CILSS/Club, and to individual Sahelian States.

Although four institutions - CILSS, Institute of the Sahel, Club, and the FAO - are supported by this Project, it is assumed that additional Sahelian regional and national institutions (with regional training and research capabilities) will also receive assistance from this project over the 1978- 80 period.

Project Outputs

The following outputs will be generated over the 3 year life of this project:

CILSS

- Trained, qualified African staff will be recruited to fill key managerial/technical positions;
- Indigenous staff will undergo academic and in-service training;
- Expatriate staff will be recruited to fill key advisory slots;
- National CILSS Committees will be functioning and will serve as a two-way link between CILSS and member states;
- The development strategy for the Sahel will be refined and modified to take account of new data, new problems and possible changes in priorities;
- First generation projects will be designed, planned and implemented;
- Studies, research and experience gained in implementing first generation projects will be used to design second and third generation projects; and
- A progress-tracking a macro evaluation system will be developed an functioning.

Institute of the Sahel

- The Institute will be functioning and key administrative and technical positions filled by Africans with research positions partially filled by African and expatriate research advisors;

- The Administrative Council, Scientific and Technical Council, and Consultative Council will be functioning;
- The analytic inventory of Sahelian research institutions will be completed and updated on a periodic basis;
- The Documentation Center will be functioning and linked to documentation centers in member states;
- Sahelian researchers will be in training in the Sahel and overseas as required;
- Headquarters A&E will be completed and the physical plant will be constructed; and
- Demographic research programs will be undertaken and research findings systematically disseminated.

Club du Sahel

- The Club will have stimulated and promoted cooperation among international donors for regional planning and sustained development assistance to CILSS, Sahel regional institutions and member states;
- The Club will have provided a forum for Sahelian states to outline their policies, programs, and priorities for long term development;
- The Club will have assisted CILSS and member states in mobilizing resources in support of first generation (1978- 88) projects and in planning for second and third generation programs; and,
- The Club will have strengthened the capacity of Africans to undertake regional and national planning and programming through CILSS and CILSS National Committees.

FAO

- The FAO will have provided technical assistance to reinforce CILSS and the Institute of the Sahel;

- The FAO will have participated in CILSS/Club Working Groups; and
- The FAO will have participated in AID/FAO or multi-donor project design teams.

Project Inputs

In order to achieve the end of project outputs, those inputs in terms of technical assistance, commodities, training, and other elements as defined in the financial plan (See III.B) and in the FY 78 budget requests which are detailed below, will be required.

Sahel Regional Aid Coordination and PlanningProject 625-0911

Requested FY 1978 Support to CILSS:	(U.S. \$ 000)
I. Technical Assistance Grant Agreement (long-term)	\$ 320
A. Program Adviser (15 p/m)	108.5
B. Ecologist (12 p/m)	85
C. Health Planner (12 p/m)	126
II. Support to CILSS Secretariat and Working Group Grant Agreement	\$ 542
A. Secretariat	
1. Short-term Consultants	60
2. Training (English-language/CILSS Staff)	15
3. Commodities	30
a. one vehicle for utilization by American long-term personnel (3)	
b. office equipment	
c. documentation equipment	
4. Other Costs	11
a. local personnel	
b. operating costs	
5. Conference (Third meeting of Club du Sahel: Sahelian participation)	
B. Working Group	
1. Sectoral teams (crop production, livestock, fisheries, transport, ecology, human resources)	200
2. Support to Health Planning Unit	66
3. Short-term technical consultants	50
4. Support to Regional Management Unit	50

CLUB DU SAHEL FY 1978 REQUIREMENTS

<u>SECRETARIAT</u>		\$170,000
<u>WORKING GROUP:</u>		200,000
Synthesis Group	\$44,000	
Agriculture	35,000	
Livestock	27,000	
Fisheries	15,000	
Transport	12,000	
Reforestation	19,000	
Human Resources	28,000	
Special Commissions	20,000	
A. Local & recurrent costs -	8,000	
B. Energy	<u>12,000</u>	
	<u>20,000</u>	
Total:	\$ 200,000 (56 person months)*	<u>\$370,000</u>

FAO - Inputs to be supplied to the FAO consist primarily of funding for technical assistance and are adequately defined in the FAO budget presentation on Table 3.B.5.

*\$3564 per month average

Part III. PROJECT ANALYSES

A. Technical Analysis

Any development process is fluid and imprecise and requires extensive management, coordination of inputs and ongoing adjustment in order to achieve project goals. The multiplicity of donors and of beneficiary countries, as is the case in the Sahel, compound these needs for management, planning, coordination and evaluation. This project addresses the requirements in terms of personnel, logistics, etc., of those international institutions confronted with the task of bringing ordered development from a potentially chaotic situation. There is no doubt that multi-donor coordination can eliminate a portion of duplication of effort on the part of the donors in dealing with competing needs on the part of the beneficiaries. The key question to be addressed is whether the four institutions to be funded in this project present the optimum mix of institutional inputs to achieve planning, coordination, management and evaluation of development projects in the Sahel.

CILSS, which has grown out of the member states' efforts to combat the drought, is the chosen instrument on the part of the beneficiaries to be responsible for the coordination of development efforts. Experience in terms of planning, coordination and management in this institution is limited, but it constitutes the only institutional framework which can address development problems within the eight state region of the Sahel. To the extent that it is limited in terms of planning, management and coordination, this project is intended to assist it in developing these capabilities to fulfill its role.

The Club Secretariat exists principally to serve as a mechanism for donor agencies to coordinate resource flows with the CILSS and its member states. This unit, although small, can call upon the collective experience of the member donor states to assist it in addressing any problems of coordination with which it may be faced. Inputs from this project are intended to assure that the Club Secretariat will continue to be able to draw on the member donor states in an organized manner for whatever expertise, in coordination and management, it may require.

The FAO brings many years of technical experience in planning and coordination to assist in dealing with these problems as they exist in the Sahel. It is considered the foremost international technical assistance institution which can provide expertise to the CILSS and to the Club Secretariat. Funding in this project is intended to assure that such FAO expertise will continue to be available.

The Institute of the Sahel, as a newly created organization, has essentially no experience to contribute toward planning, coordination, management and evaluation of development projects in the Sahel. It is conceived of, by the CILSS member states, to serve as the technical and research institution to support Sahelian development. This project recognizes the extremely limited institutional capabilities now existing

in the Institute of the Sahel and is designed, in conjunction with the donors, to address the needs of the Institute with regard to planning, coordination and management.

To the extent that these organizations have been selected by both the donors and the beneficiary countries to function as planning, coordinating and managing bodies, there is no sensible alternative that can be proposed. More effective planning, coordination, management and evaluation could theoretically be achieved using a single management institution. The reality of the situation involving a multiplicity of donors and eight recipient states precludes the utilization of such an institution.

B. Financial Plan

Table 3.B.1 presents a summary of the financial plan for the project. The total projected expenditure is \$17,355,000 of which the U.S. share is \$6,077,000 or 35 percent of the total.

Other Donor Participation

This project is an outstanding example of collective donor participation in the long-term development of the Sahel. Tables 3.B.2 - 3.B.5 reveal the significant contributions of other donors. For example, whereas the U.S. and France initially shared the start-up cost of the Club, now the Club is financed by the U.S., France, Canada, and The Netherlands, as shown in Table 3.B.2. Likewise, the Institute has already received pledges from France, Canada, the U.S., Switzerland, West Germany, IDRC, UNDP, EEC, Belgium, The Netherlands and the U.S., as shown in Table 3.B.3.

C. Social Analysis

This project focuses on developing the capacity within the Sahel for effective regional planning and cooperation with the goal of generating a reliable food surplus in the Sahel and improving the lives of the poor majority. This project will strengthen two institutions in the Sahel - CILSS and the Institute - and assist the Club in helping bring about a massive and orderly resource transfer in order to help generate a "reliable" food surplus in the Sahel.

Small farmers are predominant throughout the Sahel, since there are virtually no landlord/tenant classes in the Sahel, the Institute of the Sahel will focus its research on helping small farmers. This means analyzing the critical constraints, low and unstable grain yields, and seasonal labor constraints - especially at planting and weeding times. This project will assist the Institute in facilitating regional scientific cooperation and in developing an indigenous capacity to generate and transfer technology appropriate to local resource endowments and to generate changes in technological packages for alternative farming systems in the Sahel.

SUMMARY COST ESTIMATE AND FINANCIAL PLAN TABLE 3.8.1 (\$000)

	FY 1978				FY 1979				FY 1980				TOTAL			
	AID		Other	HC	AID		Other	HC	AID		Other	HC	AID		Other	HC
	FX	LC	Donors		FX	LC	Donors		FX	LC	Donors		FX	LC	Donors	
Club du Sahel	370	-	377*	-	347	-	385	-	330	-	395	-	1,047	-	1,157**	-
FAO	275	-	-	400	375	-	-	400	375	-	-	400	1,025	-	-	1,200
Institute of The Sahel	160	240	910	136	194	291	610	150	222	333	610	165	576	864	2,130	451
CILSS	816	46	1,510	580	794	67	1,510	600	775	67	1,510	630	2,385	180	4,530	1,810
TOTAL	1621	286	2,797	1,116	1710	385	2,505	1,150	1702	400	2,515	1,195	5,033	1044	7,817	3,461
AID	1,907				2,068				2,102				6,077			
All Donors			5,820				5,723				5,812				17,355	

* Other donor totals do not reflect unallocable FAC TA contribution calculated at \$2,401 (30 person years) or certain other donor promises which have not been quantified.

**Other donor commitments for PY 2-3 are estimated on assumption of continued donor support at comparable levels.

TABLE 3.B.2
ALLOCATION OF PROJECT INPUTS/CLUB DU SAHEL

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u> (<u>\$000</u>)	<u>TOTAL</u>
<u>AID:</u>				
Technical Assistance				
Personnel (long-term)-12 p/m	80	85	90	255
Consultants-56 p/m	200	175	165	540
Commodities (rental of equipment expendable supplies)	10	10	10	30
Training	-	-	-	-
Construction	-	-	-	-
Other Costs-Operating Costs	35	35	25	95
Local personnel	45	42	40	127
Total	<u>370</u>	<u>347</u>	<u>330</u>	<u>1,047</u>
<u>Other Donors:</u>				
<u>France</u>				
Technical Assistance (30 p/y)	2,400 ^{1/}	-	-	2,400 ^{1/}
Logistics Support	120	120	120	360
<u>The Netherlands</u>				
Technical Assistance	117	125	125	367
Logistical Support	92	100	100	292
	25	25	25	75
<u>Canada</u>				
Technical Assistance (12 p/m)	140	140	140	420
Logistical Support	80	80	80	240
	60	60	60	180
	<u>377</u>	<u>385</u>	<u>395</u>	<u>1,157</u>

^{1/} Represents the monetary value of the number of technicians to be provided by France in 1978.

* includes portion FAC TA.

TABLE 3.B.3

ALLOCATION OF DONOR INPUTS/CILSS

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>TOTAL</u>
AID:				
Technical Assistance	746	716	702	2,164
Personnel (long-term)	320	336	352	1,008
Consultants (gen-Working Groups)	376	350	320	1,046
"	50	30	30	110
Commodities	30	30	30	90
Vehicles (1)	10	-	-	10
Expendable Supplies	10	15	15	40
Equipment-Office & Documentation	10	15	15	40
Construction	-	-	-	
Training	15	45	45	105
In-country and third-country	15	22	22	59
Long-term degree	-	(1) 8	8	16
Short-term non-degree	-	15	15	30
Other Costs	71	70	65	206
Club annual meetings	60	55	50	165
Local operating	11	15	15	41
Total	<u>862</u>	<u>861</u>	<u>842</u>	<u>2,565</u>
Other Donors				
France	200	200	200	600
Canada	200	200	200	600
UNDP	200	200	200	600
FAO	250	250	250	750
Switzerland	200	200	200	600
Netherlands	50	50	50	150
W. Germany	110	110	110	330
IDRC	110	110	110	330
EEC	110	110	110	330
Belgium	80	80	80	240
	<u>1,510</u>	<u>1,510</u>	<u>1,510</u>	<u>4,530</u>
II.C.	580	600	630	1,810

TABLE 3.B.4

ALLOCATION OF DONOR INPUTS/INSTITUTE OF THE SAIHEL

<u>AID:</u>	<u>P/M</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>TOTAL</u>
Technical Assistance	(56)	190	200	225	615
Personnel (long-term)-	(48)	150	160	165	475
Consultants	(8)	40	40	60	140
Commodities		65	50	50	165
Expendable supplies		25	25	25	75
Equipment (office & documentation)		40	25	25	90
Construction		-	-	-	-
Training		85	115	150	350
In-country and third-country	(240)	75	75	110	260
Long-term degree and non-degree	(12)	10	40	40	90
Other Costs		60	120	130	310
Local personnel		30	40	45	115
Operating costs		30	80	85	195
Total		<u>400</u>	<u>485</u>	<u>555</u>	<u>1,440</u>
<u>Other Donors:</u>					
UNDP (operational costs-FY 78-80)		450	250	250	950
UNSO (capital planning)		100	-	-	100
IDRC (TA-input & Support)	(12)	200	[200]	[200]	(600)
W. Germany*		*			
France		*			
Canada		160	[160]	[160]	(480)
		<u>910</u>	<u>610</u>	<u>610</u>	<u>2,130</u>

*Amount to be determined

[] Projections based on initial expression of interest.

TABLE 3.11.5

ALLOCATION OF PROJECT INPUTS/FAO

	<u>P/M</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>TOTAL</u>
<u>AID:</u>					
1. CILSS/Club					
Technical Assistance		145	235	235	615
Personnel (long-term)-	(20)	100	160	160	420
Consultants	(9)	45	75	75	195
Commodities		-			
Construction		-			
Training		-			
Other Costs		55	65	65	185
Local personnel		-	-	-	-
Operating costs (travel)		55	65	65	185
Total		<u>200</u>	<u>360</u>	<u>300</u>	<u>800</u>
2. Design Activities/Sahel					
TA-consultants	(15)	75	75	75	225
Total		<u>75</u>	<u>75</u>	<u>75</u>	<u>225</u>
TOTAL		<u>275</u>	<u>375</u>	<u>375</u>	<u>1,025</u>
<u>Other Donors:</u>					
FAO					
TA - LT	(60)	240	240	240	720
- ST	(40)	160	160	160	480
Total		<u>400</u>	<u>400</u>	<u>400</u>	<u>1,200</u>

The Institute of the Sahel has demonstrated particular sensitivity to the crucial role of women in the development process. The Institute has created a program office within its Division of Scientific and Social Science Research to undertake special studies, seminars and workshops in order to find out how to increase the participation of women in the development process.

D. Economic Analysis

The economic analysis of institutional development is necessarily imprecise. One of the purposes of this project is to more effectively allocate and utilize development resources. The evaluation and quantification of such benefits accruing to institutional development because of "better" coordination, "more effective" planning, "sounder" management and "more objective" evaluation are largely judgemental. When one considers that the institutions to be supported by this project are not ordinary, single-mode institutions, but rather complex multi-disciplinary international institutions, quantification of benefits becomes even more subjective. How can one assign benefits accruing to coordination of having FAC as a fully participating member in the Club Secretariat? What portion of the benefits accruing from the Sahel Water Data network project should be attributed to improved and facilitated coordination by CILSS? Such examples tend to cast the entire process of evaluating and attributing benefits into an area of substantial subjectivity.

Establishment of costs has been calculated in this project. The total cost over 3 years attributable to the U.S., the other donors and the host countries involved has been projected at \$17.35 million. These costs are only those related to the planning, coordination, management and evaluation of regional Sahelian development projects on the broadest possible scale. Specific costs for development and implementation of specific projects are excluded.

What then can be advanced as an economic rationale for the institutional role of planning, coordination, management and evaluation as presented in this project? In view of the fact that multi-donor investment in the Sahel during the next decade is projected to be \$8 to 10 billion; if one assumes that an equivalent level of funding is required for the remaining period, one has devoted approximately \$58 million to the institutional development of a capability to plan, coordinate, manage and evaluate regional projects on a broad scale. Placed in this perspective, the benefits derived from "better" coordination of \$8 - 10 billion of investment would appear to justify the cost of developing that coordinative institutional capability. Coordination costs thus would amount to between .58 to .73% of the total external investment.

Part IV. IMPLEMENTATION PLANNING

A. Administrative Arrangements

The major objectives of this project are to improve the processes for planning, coordination and implementation of development activities in the Sahel through assistance to key Sahelian and international instrumentalities, principally CILSS, its member states and the Institute of the Sahel, with the assistance of the Club du Sahel, and the services of the FAO. The system for planning and implementing development programs in the Sahel is reflected in Chart 8 on the following page.

1. CILSS

The organization structure for CILSS (shown in Chart 2, Part II.B.3) was revised and enlarged following the second meeting of the Club du Sahel in May 1977 in Ottawa, to accommodate its expanded program of work. Briefly, the Chief Executive Officer of CILSS is the President of the CILSS Council of Ministers and is ex officio designated as the Minister Coordinator. The Council of Ministers which consists of one or more ministers from each of the eight member countries of CILSS, meets at least twice a year to review the status and plans for the program of work, as submitted by the CILSS Secretariat.

Headed by an Executive Secretary, the CILSS Secretariat has three operating divisions: 1) Financial and Administrative, 2) Projects and Programs, and 3) Documentation and Information. Each division is headed by a Sahelian. The Division of Projects and Programs is responsible for coordinating the activities of the International Working Group teams, one for each of six sectors: crop production, livestock, fisheries, ecology and forestry, human resources and health planning, and transportation (shown in Charts 3 and 4, Part II.B.3).

Administrative support for SDP regional programs will be provided by the Regional Management Unit (RMU) within the CILSS Division of Projects and Programs. Initially, the focus of the RMU is on the Regional Crop and Harvest Protection Program. The organizational structure of the RMU and the management structure for the Crop and Harvest Protection Program are shown in Charts 5 and 6, Part II.B.3. The principal activities of the RMU include: 1) the relationship of CILSS to the technical implementation organizations; 2) procurement of equipment; 3) construction supervision; and 4) financial management for regional programs. Appropriate administrative arrangements for program implementation at national levels will be developed through direct negotiations between CILSS and its member states.

2. Club du Sahel

The Club du Sahel Secretariat is staffed by three senior development officers, provided by the governments of France and the United States and Canada. Each of these donors also finances secretarial support for their representatives, with administrative and financial

PLANNING AND IMPLEMENTING DEVELOPMENT PROGRAMS IN THE GAME 1

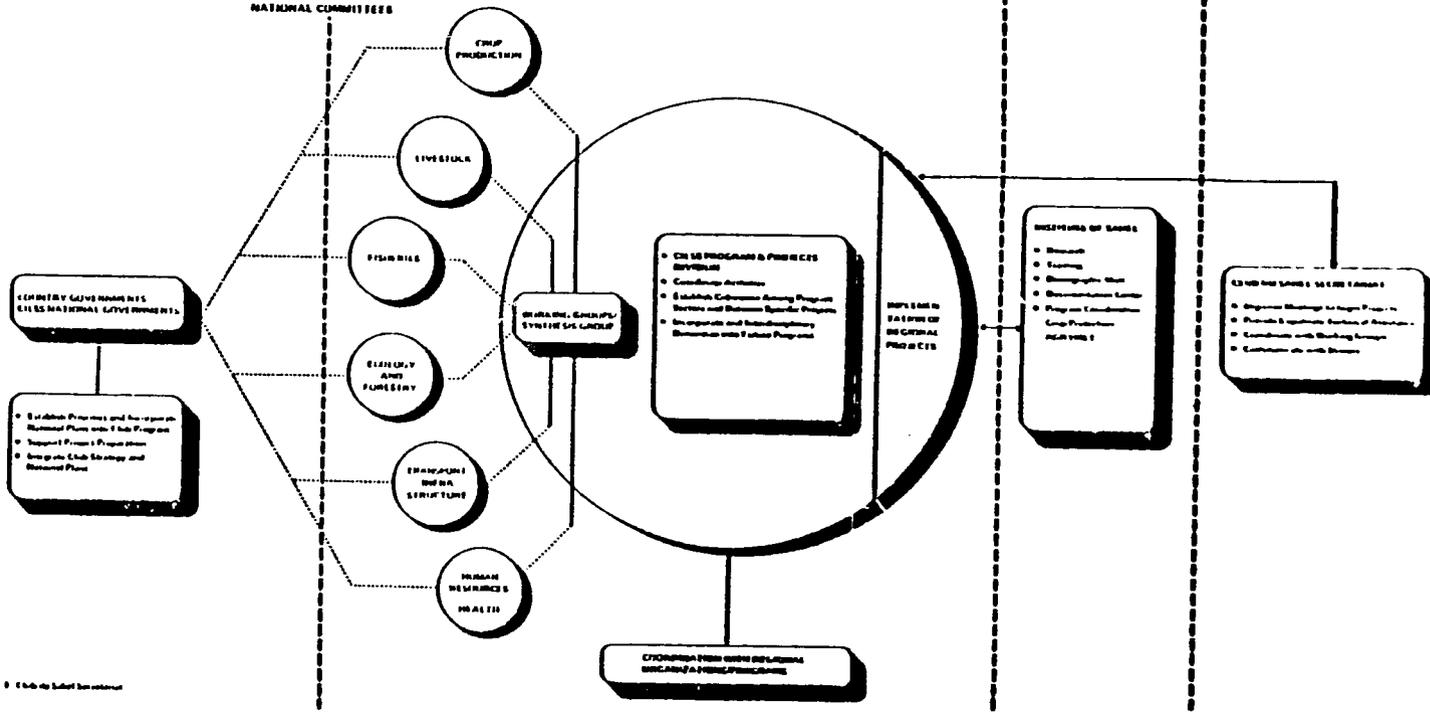
ESTABLISHMENT OF PRIORITIES AND INTEGRATION OF NATIONAL ACTIVITIES

SUPPORT TO NATIONAL COMMITTEES

PROGRAMMING PLANNING COORDINATING REGIONAL MANAGEMENT

APPLIED IN DESIGN AREA AND OTHER FIELD IMPLEMENTATION

PROVIDE GUIDANCE ON THE NATIONAL AND TO COUNCIL SUPPORT



1 Club up level activities

services provided to the Club Secretariat through the Development Assistance Committee (DAC) of the OECD. In collaboration with CILSS and donor participants in the Club, this core Secretariat convenes annual meetings of the Club, and ad hoc meetings as appropriate.

3. FAO

The Food and Agricultural Organization (FAO) has, within its Regional Bureau for Africa, a special office for assistance to the Sahel region. In response to requests from CILSS and its member states, the Club Secretariat, and AID, this office collaborates closely with other technical offices in FAO in order to mobilize their technical expertise and contacts, both for long-term technical assistance and short-term consulting services.

4. Institute of the Sahel

The provisional organizational structure for the Institute of the Sahel is shown in Chart 7, Part II.B.6. The Institute is governed by an Administrative Council which is comprised of two high level representatives from each member state. These individuals, who are selected by the CILSS Heads of State, are generally officials from the areas of research, training, administration, and finance in their respective countries. The President of the Administrative Council is a Minister selected for a two-year term on a country-by-country rotating basis. The Administrative Council meets at least once a year. Modifications of the statutes of the Institute, its budget and the nomination for the Director General of the Institute are subject to the approval of the CILSS Council of Ministers. The Administrative Council: a) is responsible for formulating the general principles and policies which guide the Institute; b) reviews the budget reports, progress on current and planned program of work for the Institute; c) approves negotiated agreements with different organizations, universities or professional, both inter-African and international; and d) appoints the fiscal officer for the Institute.

Upon approval by the CILSS Council of Ministers, the Director General of the Institute serves for a renewable term of three years. A technical, scientific and administrative support staff whose services are provided by Sahelian member states and donor organizations assists the Director General.

The Scientific and Technical Council of the Institute consists of one representative from each member state selected from research, training or documentation centers; representatives from inter-governmental organizations working in the Sahel; and, international scientific or technical specialists from the international community. The members of the Scientific and Technical Council are named by the Administrative Council to serve for three-year renewable terms, at the request of the Administrative Council.

The Scientific and Technical Council directs, analyzes and reviews the programs of research and training underway at the Institute. The Council also makes recommendations to the Administrative Council on the policies and orientation of the Institute's programs; establishes the professional standards and criteria for candidates whose training applications are submitted to the Administrative Council for scholarship selection; counsels and oversees the training and research programs underway at the Institute; and, contributes to the coordination and promotion of scientific and technical research among the CILSS member states.

The Consultative Council of the Institute consists of two representatives from each member state, the Executive Secretary of CILSS (who serves as Chairman), the Director General of the Institute, representatives of donor countries and organizations, and key consultants invited to participate in meetings. The principal functions of the Consultative Council, which meets at least once a year, are to communicate directly with donor organizations, to marshal support for the Institute's program of work, to evaluate projects in cooperation with donor organizations and to formulate recommendations regarding ways in which to improve the Institute's program.

5. Technical Assistance

(a) CILSS

The Secretariat of CILSS retains ultimate authority for its operations and is assisted by a staff of Sahelian and expatriate technical specialists whose services are provided by member states and donor agencies. AID provides three long-term technical advisors to the CILSS Division of Projects and Programs under a separately negotiated grant agreement funded by this project: 1) a program specialist who works primarily within the Regional Management Unit; 2) an ecologist for the Working Group on Ecology and Forestry; and, 3) a physician-public health advisor who directs a health planning unit within the Working Group on Human Resources. Additional areas of long-term technical expertise being provided to CILSS by other donors are reflected in Chart 4, Part II.B.3. Short-term consultants will also be available in areas such as financial management to the CILSS Secretariat and to the Working Group teams.

(b) Club Secretariat

In addition to seconding a senior development AID officer to the Club Secretariat, AID will also help the Secretariat to facilitate the mobilization of short-term consultants for the six sectoral teams of the International Working Group. Other donors are also providing technical assistance in response to Club/CILSS requests for consulting services.

(c) FAO

Under this project, AID provides supplemental funding to FAO for long-term technical assistance to the CILSS Secretariat (FAO

personnel salaries, however, are covered from the FAO Regular Program fund as outlined in Part II.B.5), for the continued participation of FAO personnel as co-rapporteurs on the Working Group teams for Crop Production, Fisheries and Livestock, as well as for recruitment services in response to other donor requests for technicians for the CILSS Secretariat. CILSS has also selected the FAO to direct the technical implementation of the Integrated Pest Management component of the CILSS Food Crop Protection Program.

(d) Institute of the Sahel

The Institute of the Sahel, chartered in December 1977 at the Eighth Meeting of the CILSS Council of Ministers, is currently recruiting its staff. AID funding is proposed to support core costs of the Institute Secretariat, start-up costs for the Demographic Unit, and assistance to develop a regional network of scientific and technical documentation. Funding is also proposed for long-term technical assistance and consulting services, such as a documentalist.

6. Procurement

Procurement will be undertaken in accordance with recognized AID regulations and procedures. For CILSS, procurement will continue according to the provisions made in the existing grant agreements in support of the CILSS Secretariat and Working Group, and the Integrated Pest Management project. In the case of the Institute of the Sahel, procurement arrangements will be negotiated to conform to those already applicable to CILSS. With respect to the Club and FAO, existing procurement regulations apply, as reflected in our grant agreements with each organization.

7. Financial

(a) CILSS

The CILSS Secretariat prepares standard documentation requesting advances for three months operating costs to be placed in the Volta International Bank (BIV). Both U.S. dollar and CFA accounts have been established. The latter account is used to cover all local costs (i.e. incurred in West Africa and dominated in those other currencies used in the region), including counterpart salaries and operations.

CILSS has a full time Sahelian Director of the Division of Administration and Finance, with a staff controller and an accountant, as well as a full time controller in the Regional Management Unit. All work closely with the AID controller recently posted at Ouagadougou. In addition, a financial management consultant will be provided to CILSS in order to further refine CILSS accounting and reporting procedures. Financial reports required by AID will be prepared by CILSS with the assistance of the BIV for accounting, and for reconciling advances made through the BIV to correspondent banks.

Selected by CILSS to represent their financial affairs, the BIV is highly regarded in part based on its capable performance on the AID R & R program. A service arrangement has been negotiated between CILSS and the BIV. Moreover, BIV is expanding its staff and has acquired a computer in order to meet more effectively the CILSS requirements.

(b) Club du Sahel

Support for the Club Secretariat follows an on-going process through the U.S. representative to the Development Assistance Committee (DAC). The OECD financial controller submits vouchers and statements of expenditure to the DAC representative, who then reviews and approves same for transmittal to AFR/SFWA. Subsequently, advance payments are deposited in an OECD account with the Societe General's Office of Foreign Assistance in Paris, at which time an accounting is provided for the earlier expenditures. An annual budget report is also submitted to AID by the Club Secretariat.

(c) FAO

Support to the FAO for assistance to the Sahel region is in accordance with the terms of the existing US-FAO grant agreement. A special Trust Fund has been established by FAO for "special" activities in the Sahel region. FAO administers and accounts for these funds in accordance with its Financial Regulations and is responsible for all mandatory staff costs to be borne by the Trust Fund. A written request for cash advance is made every three months by FAO to the AID Office of Financial Management in Washington and is submitted through the AID/Rome representative to FAO. Each request contains an accounting of the prior three months' expenses and an estimate of the next three months' requirements. Financial records, including supporting documentation, are kept in accordance with FAO's usual accounting procedures, and FAO also provides an annual report in writing to AID describing those activities which have been financed under the agreement.

(d) Institute of the Sahel

Comparable arrangements to those made by CILSS for financial accountability to AID are currently being negotiated with representatives of the Institute in Bamako. A grant agreement for support to the Institute is also being drafted by GC/AFR for review by CDO/Bamako and subsequent negotiations with Institute officials.

8. AID Administrative Arrangements

Direct project supervision for CILSS will be vested in a senior AID liaison officer to the CILSS, who will be resident in Ouagadougou and will be a member of the USAID/Ouagadougou staff. Comparable arrangements for AID support to the Institute of the Sahel will be provided by a project officer designated by USAID/Bamako. A senior AID development

officer, based at the American Embassy in Rome, is responsible for monitoring FAO participation in the CILSS/Club/Institute activities, as is the senior AID development officer seconded to the Club du Sahel Secretariat. These officers may avail themselves of assistance, as necessary, through REDSO/WA and Sahel AID offices. The AID country and liaison officers will also look to AFR/DR for back-stopping and the AFR/SFWA Desk Officers for project policy guidance.

B. Implementation Plan

Project implementation in this project must take into consideration the nature of the existing relationships between AID, the Club du Sahel Secretariat, CILSS and the FAO. To a large extent, funds from this grant will be used to extend existing activities being undertaken to improve planning, coordination and management of development activities in the Sahel. Thus, implementation for each of these organizations will proceed from the signature of a grant agreement amendment which will take place within thirty days of the approval of this project. Funds in each case are being provided largely to meet personnel costs of technical assistance experts, and many of these experts are already on-board. For additional planned personnel, recruitment will commence immediately upon signature of the grant agreement amendment.

Project implementation in relation to the Institute of the Sahel will proceed along a different path as no formal legal relationship exists between that body and AID. A grant agreement must be executed, hopefully in the first month following project approval, and standard conditions precedent to disbursement of funds must be satisfied. Subsequent to this, recruitment of personnel will commence so that the Institute can be provided with its full contingent of U.S.-funded expert personnel within 7 months of signing the grant agreement. Detailed project implementation beyond this point is not possible with this particular institution.

C. Evaluation Plan

The evaluation of this project cannot be undertaken in isolation from the evaluation systems being developed by each of the four grantees: CILSS, CLUB, FAO and the Institute. Clearly, a master evaluation system needs to be developed over time which can be useful to Sahelian states, to regional organizations and then to donors.

This project should rely on standard AID evaluation systems which can be applied to the activities of each of the four grantees. An in-depth evaluation of this project should be carried out after the first two years project.

D. Conditions & Covenants

There are no outstanding conditions or covenants to be considered concerning the obligation of funds to the international organizations (CILSS, Club du Sahel, FAO) which are currently receiving funding.

Standard conditions precedent and covenants will be included in the grant agreement with the Institute of the Sahel.

This project will help to carry out the interest of the U.S. in mobilizing donor support for long term assistance to the Sahel. To date the U.S. has financed less than 10% of the total cost of all AID to the Sahel.

ANNEXES



Department of State

TELEGRAM

UNCLASSIFIED 5148

PAGE 21 STATE 186861

1R
ORIGIN AID-20

INFO OCT-01 AF-06 /027 R

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E.O. 11652:N/A

TAGS:

SUBJECT: FY 1977 PID REVIEW: EXPANDING CILSS TECHNICAL
--- STAFFING

REFS: (A) FY 1977 ABS, (B) STATE 166592

PROJECT REVIEW COMMITTEE MET JULY 22 TO DISCUSS SUBJECT
PID. COMMITTEE FELT PID PROVIDED SPECIFIC EXAMPLE OF RE-
QUIREMENT FOR INSTITUTIONAL SUPPORT OF CILSS BUT THEREFORE
IS SOMEWHAT TOO NARROW IN SCOPE. AID IS DEVELOPING WORK-
ING RELATIONSHIPS WITH BOTH CILSS AND CLUB DES AMIS DU



Department of State

TELEGRAM

UNCLASSIFIED

PAGE 02 STATE 186861

SAHEL. APPROPRIATE PROGRAMMING MECHANISM FOR JUSTIFYING
PLANNED SUPPORT, I.E. PID-PRP-PP PROCESS OR SUITABLE AL-
TERNATIVE PROCESS, HAS NOT YET BEEN DETERMINED. IN IN-
TERIM, PID HAS BEEN REDRAFTED TO ENLARGE SCOPE ALONG LINES
ABOVE THINKING. CORE
IDEA OF PID IS BEING SUPPORTED BUT WILL BE HANDLED WITHIN
LARGER CONTEXT. COMMITTEE POSITION ENDORSED IN BUREAU
ABS REVIEW JULY 30. WILL KEEP COO INFORMED RE SUBSEQUENT
DEVELOPMENTS PURSUANT REF (B), KISSINGER

UNCLASSIFIED

AMICA U.S.
**Allocation of U.S. Assistance to Regional Organizations
 During the Planning and Design Phase of the Sahel
 Development Program (FY 1974-1977)
 (\$ Thousands)**

<u>Organization</u>	<u>FY 1974</u>	<u>FY 1975</u>	<u>FY 1976</u>	<u>TQ*</u>	<u>FY 1977</u>
Club du Sahel/OECD					
a. Secretariat		73 <u>1/</u>		125 <u>2/</u>	75 <u>2/</u>
b. Working Group			100 <u>1/</u>	200 <u>3/</u>	
UNSO**	100 <u>1/</u>		125 <u>2/</u>		75 <u>2/</u>
CILSS***					
a. Secretariat/T.A.				410 <u>2/</u>	
b. Working Group				285 <u>3/</u>	130 <u>2/</u>
FAO					
a. Working Group				200 <u>3/</u>	200 <u>2/</u>
b. Design Activities				75 <u>3/</u>	25 <u>3/</u> 75 <u>2/</u>
c. Crop Protection					100 <u>2/</u>

1/ Funded from the "Support to International Organizations" project (625-0909) from the Sahel Drought Appropriation under the Foreign Disaster Assistance Act of 1974.

2/ Funded from the "Sahel Regional Aid Coordination and Planning" project (625-0911) from the Regular Development Program.

3/ Funded from the "African Development Program" project (625-0926) under Section 494(B) of the Foreign Assistance Act of 1961

- * TQ-Transitional Quarter
- ** UNSO-United Nations Sahelian Office
- *** CILSS-Permanent Interstate Committee for Drought Control in the Sahel

Annex C.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

U.S. GOVERNMENT PRINTING OFFICE: 1978 O 285-111

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

INSTRUCTIONS: THIS IS AN OPTIONAL FORM WHICH CAN BE USED AS AN AID TO ORGANIZING DATA FOR THE PAR REPORT. IT NEED NOT BE DETACHED OR SUBMITTED.

Life of Project: 80
From FY: 78
Total U.S. Funding: \$6,077
Date Prepared: March 1978

PAGE 1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective 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 incomes. b) Reduced infant mortality and morbidity. c) Increased life span. 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 in marketing and grain storage data. d) Nutrition and food consumption surveys. e) Reduced level of emergency assistance requirements in the future. 	<p>Assumptions for achieving goal targets: (A-4)</p> <ul style="list-style-type: none"> a) CILSS, The Institute of the Sahel, with the assistance of the Club and FAO, in cooperation with member states can implement the first generation program (1978-80). 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

Life of Project: From FY 78 to FY 80
Total U.S. Funding: \$6,077
Date Prepared: March 1978

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

PAGE 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose: (B-1) 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) First generation projects implemented. b) Priorities established by host governments and planning in process for second and third generation projects. c) Donor cooperation in resource allocation for above activities through regional coordinating institutional and host governments. d) Sahelian organizations functioning as coordinators of research and development activities, with expatriate staff as advisors. e) Increased 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 first, second and third generation projects. 	<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 project goals. d) Continued donor support for Sahel Development Program.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 78 to FY 80
Total U.S. Funding \$6,077
Date Prepared: March 1978

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

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs (C-1)</p> <p>1. <u>CIISS 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) Future indigenous staff undergoing academic and in-service training.</p> <p>d) Integration of CIISS planning and program activities with member states.</p> <p>2. <u>CIISS Diagnostic Activities</u></p> <p>a) Refinement of common development strategy for the region.</p> <p>b) Planned and designed first generation projects.</p> <p>c) Utilize first generation studies to prepare second and third generation 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 10 expatriate technical advisors.</p> <p>b) Increase of from 5 to 15 indigenous members of CIISS staff.</p> <p>c) Two documentalists receive short-term training.</p> <p>d) Member states five year plans consistent with CIISS first generation program.</p> <p>2. <u>Diagnostic Activities</u></p> <p>a) Studies and planning activities which will identify, document and evaluate data and information to facilitate implementation of first generation projects and planning for second and third generation program in (1) Agriculture (2) Livestock (3) Fisheries (4) Ecology and Forestry (5) Human Resources (6) Transport.</p> <p>b) Synthesize and integrate above components into comprehensive development strategy for the second and third generation program.</p> <p>c) Number of second and third generation projects developed by member states and regional coordinating institutions.</p> <p>d) Cost effective, functioning macro-evaluation system.</p>	<p>(C-3)</p> <p>a) Annual meetings with each donor to review present and planned contributions to first generation projects.</p> <p>b) Informal meetings every two months with donors and appropriate member state representatives for planning and review purposes.</p> <p>c) Quarterly reports and Annual Review of Activities prepared and distributed to donors and member states.</p> <p>d) Feedback from documents developed through macro-evaluation system.</p> <p>e) 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.</p>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

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

L.No of Project: 80
From FY 78 to FY 80
Total U.S. Funding \$6,077
Date Prepared: March 1978

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	KEYS OF VERIFICATION	EFFORTS ASSUMPTIONS
<p>Project Outputs: (C-1)</p> <p><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.</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) Headquarters A and E completed and physical plant constructed.</p> <p>g) Demographic research program developed and underway.</p>	<p>Measures of Outputs: (C-2)</p> <p>a) Twenty 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 ESAD 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 diffuse bibliographic information to member states and national and regional documentation centers through xeroxing, micro fiche reproduction and computer terminals in Sahelian member states.</p>	<p>(C-3)</p> <p>a) Institute Annual Reports</p> <p>b) Annual AID evaluation of project implementation activities.</p> <p>c) Field visits.</p> <p>d) 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
LOGICAL FRAMEWORK

Life of Project: _____
From FY 78 to FY 80
Total U.S. Funding \$6,077
Date Prepared: March 1978

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

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Outputs: (C-1)	Magnitude of Outputs: (C-2) e) In-service training courses developed and functioning for African researchers and technicians; training linkages established with research institutes, universities and national research institutes both within and outside of the Sahel. f) Physical plant completed and equipped. g) African demographic research program coordinator appointed; and research priorities and program developed and executed in cooperation with researchers in member states; research findings disseminated throughout the Sahel.	(C-3)	Assumptions for achieving outputs: (C-4)

FORM 1040-20 (1-78)
 REPORT NUMBER 1

PROJECT DESIGN SUMMARY
 LOGICAL FRAMEWORK

Project Title & Number SAHEL REGIONAL AIR COORDINATION & PLANNING 625-0911

Title of Project: _____
 From FY 78 to FY 80 _____
 Total U.S. Funding \$6,077 _____
 Date Prepared: March 1978 _____

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1) Club du Sahel</p> <p>a) Stimulated and promoted cooperation among international donors for regional planning and sustained development assistance to CILSS, Sahel regional institutions and member states.</p> <p>b) Provided a forum for Sahelian states to outline their policies, programs and priorities for long term development.</p> <p>c) Assisted CILSS and member states in mobilization of resources in support of the first generation program and in planning for second and third generation 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: (L-2)</p> <p>a) Core club secretariat (comprised of three technicians supported by four donors) transmit 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) Annual meeting of the Club du Sahel and donor participation in bi-monthly meetings of the Working Group Teams.</p> <p>c) \$1 billion of resources pledged by donors for first generation projects.</p> <p>d) Club secretariat provided short term technical assistance to CILSS and mobilized 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) OECD Annual Reports and annual reports of bilateral and multi-lateral 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
LOGICAL FRAMEWORK

Life of Project: _____
From FY 78 to FY 80
Total U.S. Funding \$6,077
Date Prepared March 1978

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

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1)</p> <p><u>FAO</u></p> <p>a) Reinforced the CILSS Secretariat and the Institute through technical assistance.</p> <p>b) Participated in Working Group Teams.</p> <p>c) Participated in or led joint AID/FAO or multi-donor design teams.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>a) Provision of three long-term experts from FAO to CILSS Secretariat.</p> <p>b) Provision of short-term consultants as members of Working Groups for fisheries, livestock 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>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

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

Life of Project: From FY 78 to FY 80
Total U.S. Funding \$6,077
Date Prepared: March 1978

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1)</p> <p>A) <u>CISS</u></p> <p>Technical Assistance Commodities Construction Training Other Costs</p>	<p>Implementation Target (Type and Quantity) (D-2)</p> <p>See Financial Plan Section 3.B.</p>	<p>(D-3)</p> <p>Refer annual audit and budget reports; review and macro-evaluation documents.</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>B) <u>Institute of the Sahel</u></p> <p>Technical Assistance Commodities Construction Training Other Costs</p>	<p>See Financial Plan Section 3.B.</p>	<p>See annual budgets, audit reports, evaluation reports of donors minutes of meetings of Administrative Council of Scientific and Technical Council and Consultative Council.</p>	<p>a) Qualified technical consultants and advisory 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
LOGICAL FRAMEWORK

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

Title of Project: _____
From FY 78 to FY 80
Total U.S. Funding \$6,077,000
Date Prepared March 1978

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1) C) <u>Club Secretariat</u></p> <p>Technical Assistance Commodities Construction Training Other Costs</p>	<p>Implementation Target (Type and Quantity) (D-2)</p> <p>See Financial Plan Section 3.B.</p>	<p>(U-3)</p> <p>a) See annual budgets, audit reports of donors and implementing institutions. b) OECD/DAC reports. c) Minutes of meetings of Club du Sahel. 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. b) Other donors support to Club Secretariat is forthcoming.</p>
<p>D) <u>FAO</u></p> <p>Technical Assistance Commodities Construction Training Other Costs</p>	<p>See Financial Plan Section 3.B.</p>	<p>a) FAO budget statements evaluation reports. b) CILSS budget audits c) Working Team reports.</p>	<p>CILSS and member states continued requirement for FAO assistance.</p>

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6C(1) - COUNTRY CHECKLIST

Listed below are, first, statutory criteria applicable generally to FAA funds, and then criteria applicable to individual fund sources: Development Assistance and Security Supporting Assistance funds.

A. GENERAL CRITERIA FOR COUNTRY

1. FAA Sec. 116. Can it be demonstrated that contemplated assistance will directly benefit the needy? If not, has the Department of State determined that this government has engaged in consistent pattern of gross violations of internationally recognized human rights?

The coordinative role being supplied by the recipients of this funding is intended to assure that the needy obtain benefits from the funds being sent to the Sahel.
2. FAA Sec. 481. Has it been determined that the government of recipient country has failed to take adequate steps to prevent narcotics drugs and other controlled substances (as defined by the Comprehensive Drug Abuse Prevention and Control Act of 1970) produced or processed, in whole or in part, in such country, or transported through such country, from being sold illegally within the jurisdiction of such country to U.S. Government personnel or their dependents, or from entering the U.S. unlawfully?

No
3. FAA Sec. 620(a). Does recipient country furnish assistance to Cuba or fail to take appropriate steps to prevent ships or aircraft under its flag from carrying cargoes to or from Cuba?

No
4. FAA Sec. 620(b). If assistance is to a government, has the Secretary of State determined that it is not controlled by the international Communist movement?

Yes
5. FAA Sec. 620(c). If assistance is to government, is the government liable as debtor or unconditional guarantor on any debt to a U.S. citizen for goods or services furnished or ordered where (a) such citizen has exhausted available legal remedies and (b) debt is not denied or contested by such government?

No cases are known within the recipient states.
6. FAA Sec. 620(e) (1). If assistance is to a government, has it (including government agencies or subdivisions) taken any action which has the effect of nationalizing, expropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities?

Same as above.
This project furnishes assistance to four regional multi-donor organizations, CILSS, Sahel Institute, FAO, Club du Sahel. As such, the legislative requirements relating to specific countries are inapplicable. This country checklist has, however, been completed to reflect the compliance of the individual members of these organizations. A yes or no answer, if given, is applicable to all participating states. Otherwise, an appropriate explanation is provided.

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A

7. FAA Sec. 620(f); App. Sec. 108. Is recipient country a Communist country? Will assistance be provided to the Democratic Republic of Vietnam (North Vietnam), South Vietnam, Cambodia or Laos? No
8. FAA Sec. 620(i). Is recipient country in any way involved in (a) subversion of, or military aggression against, the United States or any country receiving U.S. assistance, or (b) the planning of such subversion or aggression? No
9. FAA Sec. 620(i). Has the country permitted, or failed to take adequate measures to prevent, the damage or destruction, by mob action, of U.S. property? No
10. FAA Sec. 620(l). If the country has failed to institute the investment guaranty program for the specific risks of expropriation, inconvertibility or confiscation, has the AID Administrator within the past year considered denying assistance to such government for this reason? No
11. FAA Sec. 620(o); Fishermen's Protective Act, Sec. 5. If country has seized, or imposed any penalty or sanction against, any U.S. fishing activities in international waters,
a. has any deduction required by Fishermen's Protective Act been made?
b. has complete denial of assistance been considered by AID Administrator? No
12. FAA Sec. 620(a); App. Sec. 504. (a) Is the government of the recipient country in default on interest or principal of any AIC loan to the country? (b) Is country in default exceeding one year on interest or principal on U.S. loan under program for which App. Act appropriates funds, unless debt was earlier disputed, or appropriate steps taken to cure default? None of the recipient states are presently in default of any AID loan.
13. FAA Sec. 620(s). What percentage of country budget is for military expenditures? How much of foreign exchange resources spent on military equipment? How much spent for the purchase of sophisticated weapons systems? (Consideration of these points is to be coordinated with the Bureau for Program and Policy Coordination, Regional Coordinators and Military Assistance Staff (PPC/RC).) Varies widely among the recipient states, but there is no sophisticated weaponry.

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- A
14. FAA Sec. 620(t). Has the country severed diplomatic relations with the United States? If so, have they been resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption? No
15. FAA Sec. 620(u). What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the AID Administrator in determining the current AID Operational Year Budget? Varies widely among the recipient states, but all are in good standing in the U.N.
16. FAA Sec. 620A. Has the country granted sanctuary from prosecution to any individual or group which has committed an act of international terrorism? No
17. FAA Sec. 666. Does the country object, on basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. there to carry out economic development program under FAA? No
18. FAA Sec. 669. Has the country delivered or received nuclear reprocessing or enrichment equipment, materials or technology, without specified arrangements on safeguards, etc.? No.
19. FAA Sec. 901. Has the country denied its citizens the right or opportunity to emigrate? No
- B. FUNDING CRITERIA FOR COUNTRY
1. Development Assistance Country Criteria
- a. FAA Sec. 102(c), (d). Have criteria been established, and taken into account, to assess commitment and progress of country in effectively involving the poor in development, on such indexes as: (1) small-farm labor intensive agriculture, (2) reduced infant mortality, (3) population growth, (4) equality of income distribution, and (5) unemployment. This assistance is being provided pursuant to a comprehensive long-term development plan being developed by the Cldu Sahel which includes the recipient organizations. This plan includes, in one form or another, criteria to measure such progress on a multi-donor and regional basis.
- b. FAA Sec. 201(b)(5), (7) & (8); Sec. 208; 211(a)(4), (7). Describe extent to which country is: Project is aimed at coordinating donor and host country development investment to respond to the vital economic, political and social concerns of the people of the Sahel.
- (1) Making appropriate efforts to increase food production and improve means for food storage and distribution.
- (2) Creating a favorable climate for foreign and domestic private enterprise and investment.

81b

- (3) Increasing the public's role in the developmental process.
- (4) (a) Allocating available budgetary resources to development.

(b) Diverting such resources for unnecessary military expenditure and intervention in affairs of other free and independent nations.
- (5) Making economic, social, and political reforms such as tax collection improvements and changes in land tenure arrangements, and making progress toward respect for the rule of law, freedom of expression and of the press, and recognizing the importance of individual freedom, initiative, and private enterprise.
- (6) Otherwise responding to the vital economic, political, and social concerns of its people, and demonstrating a clear determination to take effective self-help measures.

c. FAA Sec. 201(b), 211(a). Is the country among the 20 countries in which development assistance loans may be made in this fiscal year, or among the 40 in which development assistance grants (other than for self-help projects) may be made? N.A.

d. FAA Sec. 115. Will country be furnished, in same fiscal year, either security supporting assistance, or Middle East peace funds? If so, is assistance for population programs, humanitarian aid through international organizations, or regional programs? No

2. Security Supporting Assistance Country Criteria N.A.

a. FAA Sec. 502B. Has the country engaged in a consistent pattern of gross violations of internationally recognized human rights? Is program in accordance with policy of this Section?

b. FAA Sec. 531. Is the Assistance to be furnished to a friendly country, organization, or body eligible to receive assistance?

c. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made?

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6C(2) - PROJECT CHECKLIST

Listed below are, first, statutory criteria applicable generally to projects with FAA funds, and then project criteria applicable to individual fund sources: Development Assistance (with a sub-category for criteria applicable only to loans); and Security Supporting Assistance funds.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? IDENTIFY. HAS STANDARD ITEM CHECKLIST BEEN REVIEWED FOR THIS PROJECT?

GENERAL CRITERIA FOR PROJECT.

1. App. Unnumbered; FAA Sec. 653(b)
 (a) Describe how Committees on Appropriations of Senate and House have been or will be notified concerning the project;
 (b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that figure plus 10%)?
 This project was presented in the FY 1978 Congressional Presentation. Any changes would be brought to the attention of the Congress through the normal Congressional notification procedures.
2. FAA Sec. 611(a)(?). Prior to obligation in excess of \$100,000, will there be (a) engineering, financial, and other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?
 N/A
3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance?
 No legislative action required.
4. FAA Sec. 611(b); App. Sec. 101. If for water or water-related land resource construction, has project met the standards and criteria as per Memorandum of the President dated Sept. 5, 1973 (replaces Memorandum of May 15, 1962; see Fed. Register, Vol 38, No. 174, Part III, Sept. 10, 1973)?
 No water-related land construction is intended in this project.
5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified the country's capability effectively to maintain and utilize the project?
 N/A

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A.

6. FAA Sec. 209, 619. Is project susceptible of execution as part of regional or multi-lateral project? If so why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. If assistance is for newly independent country, is it furnished through multi-lateral organizations or plans to the maximum extent appropriate?

This project, which includes extensive other donor inputs, is provided to four regional organizations.

7. FAA Sec. 601(a); (and Sec. 201(f) for development loans). Information and conclusions whether project will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

The objective of this project is to coordinate donor flows and host country contributions toward achieving improved technical efficiency of agriculture.

8. FAA Sec. 601(b). Information and conclusion on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).

Recruitment of TA PSC's will be undertaken to the extent possible through U.S. trade journals.

9. FAA Sec. 612(b); Sec. 636(h). Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized to meet the cost of contractual and other services.

The countries involved will contribute local services to the extent possible to assist in achieving the project purpose.

10. FAA Sec. 612(d). Does the U.S. own excess foreign currency and, if so, what arrangements have been made for its release?

There is no U.S. owned excess foreign currency in any of the countries.

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FAA Sec. 102(c); Sec. 111; Sec. 281a. Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production, spreading investment out from cities to small towns and rural areas; and (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions?

The objective of this project is to coordinate donor flows and host country contributions toward developing access of the poor to development benefits.

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B1

b. FAA Sec. 103, 103A, 104, 105, 106, 107. Is assistance being made available: [include only applicable paragraph -- e.g., a, b, etc. -- which corresponds to source of funds used. If more than one fund source is used for project, include relevant paragraph for each fund source.]

- (1) [103] for agriculture, rural development or nutrition; if so, extent to which activity is specifically designed to increase productivity and income of rural poor; [103A] if for agricultural research, is full account taken of needs of small farmers;
- (2) [104] for population planning or health; if so, extent to which activity extends low-cost, integrated delivery systems to provide health and family planning services, especially to rural areas and poor;
- (3) [105] for education, public administration, or human resources development; if so, extent to which activity strengthens nonformal education, makes formal education more relevant, especially for rural families and urban poor, or strengthens management capability of institutions enabling the poor to participate in development;
- (4) [106] for technical assistance, energy, research, reconstruction, and selected development problems; if so, extent activity is:
 - (a) technical cooperation and development, especially with U.S. private and voluntary, or regional and international development, organizations;
 - (b) to help alleviate energy problem;
 - (c) research into, and evaluation of, economic development processes and techniques;
 - (d) reconstruction after natural or manmade disaster;
 - (e) for special development problem, and to enable proper utilization of earlier U.S. infrastructure, etc., assistance;
 - (f) for programs of urban development, especially small labor-intensive enterprises, marketing systems, and financial or other institutions to help urban poor participate in economic and social development.

This provision is inapplicable. However, this project will assist in the coordination of donor flows and host country contributions toward achieving improved agricultural production, health planning, educational development, etc., across the Sahel.

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B1

(5) [107] by grants for coordinated private effort to develop and disseminate intermediate technologies appropriate for developing countries.

c. FAA Sec. 110(a); Sec. 208(e). Is the recipient country willing to contribute funds to the project, and in what manner has or will it provide assurances that it will provide at least 25% of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or has the latter cost-sharing requirement been waived for a "relatively least-developed" country)?

This is a multi-donor project to regional organizations under Section 121 and thus the 25% requirement is not applicable.

d. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing?

N/A

e. FAA Sec. 207; Sec. 113. Extent to which assistance reflects appropriate emphasis on; (1) encouraging development of democratic, economic, political, and social institutions; (2) self-help in meeting the country's food needs; (3) improving availability of trained worker-power in the country; (4) programs designed to meet the country's health needs; (5) other important areas of economic, political, and social development, including industry; free labor unions, cooperatives, and Voluntary Agencies; transportation and communication; planning and public administration; urban development, and modernization of existing laws; or (6) integrating women into the recipient country's national economy.

This project will build the institutional capability of the Sahelian states to coordinate and manage development projects impacting on all aspects mentioned in this Section.

f. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civic education and training in skills required for effective participation in governmental and political processes essential to self-government.

This project will build upon and utilize the Sahelian capabilities to effectively plan, coordinate and manage development projects in the Sahel.

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g. FAA Sec. 201(b)(2)-(4) and -(8); Sec. 201(e); Sec. 211(a)(3) and -(6). Does the activity give reasonable promise of contributing to the development: of economic resources, or to the increase of productive capacities and self-sustaining economic growth; or of educational or other institutions directed toward social progress? Is it related to and consistent with other development activities, and will it contribute to realizable long-range objectives? And does project paper provide information and conclusion on an activity's economic and technical soundness?

The coordination projected in this project will assist the Sahelian states toward achieving self-sustaining economic growth.

h. FAA Sec. 201(b)(6); Sec. 211(a)(5), (6). Information and conclusion on possible effects of the assistance on U.S. economy, with special reference to areas of substantial labor surplus, and extent to which U.S. commodities and assistance are furnished in a manner consistent with improving or safeguarding the U.S. balance-of-payments position.

US PSC's will be hired to the extent possible.

2. Development Assistance Project Criteria (Loans only)

N/A

a. FAA Sec. 201(b)(1). Information and conclusion on availability of financing from other free-world sources, including private sources within U.S.

b. FAA Sec. 201(b)(2); 201(d). Information and conclusion on (1) capacity of the country to repay the loan, including reasonableness of repayment prospects, and (2) reasonableness and legality (under laws of country and U.S.) of lending and relending terms of the loan.

c. FAA Sec. 201(e). If loan is not made pursuant to a multilateral plan, and the amount of the loan exceeds \$100,000, has country submitted to AID an application for such funds together with assurances to indicate that funds will be used in an economically and technically sound manner?

d. FAA Sec. 201(f). Does project paper describe how project will promote the country's economic development taking into account the country's human and material resources requirements and relationship between ultimate objectives of the project and overall economic development?

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e. FAA Sec. 202(z). Total amount of money under loan which is going directly to private enterprise, is going to intermediate credit institutions or other borrowers for use by private enterprise, is being used to finance imports from private sources, or is otherwise being used to finance procurements from private sources?

f. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete in the U.S. with U.S. enterprise, is there an agreement by the recipient country to prevent export to the U.S. of more than 20% of the enterprise's annual production during the life of the loan?

3. Project Criteria Solely for Security Supporting Assistance

N/A

FAA Sec. 531. How will this assistance support promote economic or political stability?

4. Additional Criteria for Alliance for Progress

N/A

[Note: Alliance for Progress projects should add the following two items to a project checklist.]

a. FAA Sec. 251(b)(1), -(8). Does assistance take into account principles of the Act of Bogota and the Charter of Punta del Este; and to what extent will the activity contribute to the economic or political integration of Latin America?

b. FAA Sec. 251(b)(8); 251(h). For loans, has there been taken into account the effort made by recipient nation to repatriate capital invested in other countries by their own citizens? Is loan consistent with the findings and recommendations of the Inter-American Committee for the Alliance for Progress (now "CEPCIES," the Permanent Executive Committee of the OAS) in its annual review of national development activities?

5. Additional Criteria for Sahel Development Project. How will this assistance contribute to the long-term development of the Sahel region in accordance with a long-term multi-donor development plan?

This project provides funds to the Sahelian and multi-donor institutions whose mandate is the coordination planning, management and evaluation of long-term development activities in the Sahel.

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6C(3) - STANDARD ITEM CHECKLIST

Listed below are statutory items which normally will be covered routinely in those provisions of an assistance agreement dealing with its implementation, or covered in the agreement by exclusion (as where certain uses of funds are permitted, but other uses not).

These items are arranged under the general headings of (A) Procurement, (B) Construction, and (C) Other Restrictions.

A. Procurement

- | | |
|---|--|
| 1. <u>FAA Sec. 602.</u> Are there arrangements to permit U.S. small business to participate equitably in the furnishing of goods and services financed? | Equipment procurement will be done in accordance with AID regulations. |
| 2. <u>FAA Sec. 604(a).</u> Will all commodity procurement financed be from the U.S. except as otherwise determined by the President or under delegation from him? | Yes |
| 3. <u>FAA Sec. 604(d).</u> If the cooperating country discriminates against U.S. marine insurance companies, will agreement require that marine insurance be placed in the U.S. on commodities financed? | Yes |
| 4. <u>FAA Sec. 604(e).</u> If offshore procurement of agricultural commodity or product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? | N/A |
| 5. <u>FAA Sec. 608(a).</u> Will U.S. Government excess personal property be utilized wherever practicable in lieu of the procurement of new items? | Yes |
| 6. <u>MMA Sec. 901(b).</u> (a) Compliance with requirement that at least 50 per centum of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S.-flag commercial vessels to the extent that such vessels are available at fair and reasonable rates. | Yes |
| 7. <u>FAA Sec. 621.</u> If technical assistance is financed, will such assistance be furnished to the fullest extent practicable as goods and professional and other services from private enterprise on a contract basis? If the facilities of other Federal agencies will be utilized, | Technical assistance will primarily be obtained through personal service contracts due to the special institutional structures involved. |

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are they particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs?

8. International Air Transport. Fair Competitive Practices Act, 1974 **Yes**

If air transportation of persons or property is financed on grant basis, will provision be made that U.S.-flag carriers will be utilized to the extent such service is available?

B. Construction

1. FAA Sec. 601(d). If a capital (e.g., construction) project, are engineering and professional services of U.S. firms and their affiliates to be used to the maximum extent consistent with the national interest? **N/A. This is not a capital project.**
2. FAA Sec. 611(c). If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable? **N/A. No construction is to be financed.**
3. FAA Sec. 620(k). If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million? **N/A**

C. Other Restrictions

1. FAA Sec. 201(d). If development loan, is interest rate at least 2% per annum during grace period and at least 3% per annum thereafter? **N/A**
2. FAA Sec. 301(d). If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights?
3. FAA Sec. 620(h). Do arrangements preclude promoting or assisting the foreign aid projects or activities of Communist-Bloc countries, contrary to the best interests of the U.S.? **Yes**
4. FAA Sec. 636(i). Is financing not permitted to be used, without waiver, for purchase, long-term lease, or exchange of motor vehicle manufactured outside the U.S. or guaranty of such transaction? **Yes, AID regulations on vehicle procurement will be enforced.**

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5. Will arrangements preclude use of financing:

Yes to all of Section 5.

a. FAA Sec. 114. to pay for performance of abortions or to motivate or coerce persons to practice abortions?

b. FAA Sec. 620(g). to compensate owners for expropriated nationalized property?

c. FAA Sec. 660. to finance police training or other law enforcement assistance, except for narcotics programs?

d. FAA Sec. 662. for CIA activities?

e. App. Sec. 103. to pay pensions, etc., for military personnel?

f. App. Sec. 106. to pay U.N. assessments?

g. App. Sec. 107. to carry out provisions of FAA Sections 209(d) and 251(h)? (transfer to multilateral organization for lending).

h. App. Sec. 501. to be used for publicity or propaganda purposes within U.S. not authorized by Congress?

COMITE PERMANENT ETATATS DE LUTTE
CONTRE LA SECHERESSE DANS LE SAHEL



PERMANENT INTERSTATE COMMITTEE FOR
DROUGHT CONTROL IN THE SAHEL

Secrétariat : Ouagadougou (Haute-Volta)

Téléphone 24-05 B.P. 7049

Télex : 5263 COMITER Ouaga

N/RM : 459/CD/DAR/34.2.

Ouagadougou, le 13 JUIL 1977

V/RM :

Cher Monsieur David SHEAR,

C'est avec un grand plaisir que j'accuse réception de votre lettre du 11/7/77 dans laquelle vous m'annoncez l'arrivée de votre collègue Mme Shirley FISCHER au Bureau d'Assistance au Sahel.

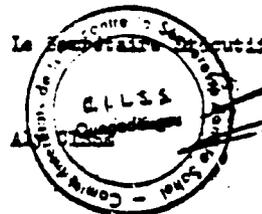
Mme FISCHER s'est effectivement présentée à mes bureaux et nous avons eu un entretien le 6/7/77 et une séance de travail le 11/7/77.

Au cours de cette séance de travail, une requête a été présentée par le Secrétariat Exécutif du CILSS à l'intention de l'USAID pour une assistance concernant l'année 1977, 1978.

La note de présentation et l'état justificatif de cette demande d'assistance dont vous trouverez, ci-joint, copie de chaque, ont été transmis à Mme FISCHER par lettre n° 459/DAR/ES en date du 12 juillet 1977 dont copie également ci-jointe.

Je suis fermement convaincu que le CILSS peut compter sur l'entier soutien de l'USAID qui ne cessera jamais ses efforts pour nous aider dans la tâche complexe et difficile qui nous est assignée.

Tout en renouvelant mes remerciements et mes amitiés, je vous prie d'agréer, cher Monsieur David SHEAR, l'assurance de ma haute considération.



Monsieur David SHEAR
Bureau de l'Assistance au Sahel
USAID
WASHINGTON
USA

COMITE PERMANENT INTERETATS DE LUTTE
CONTRE LA SECHERESSE DANS LE SAHEL



PERMANENT INTERSTATE COMMITTEE FOR
DROUGHT CONTROL IN THE SAHEL

Secrétaire : Ouagadougou (Haute-Volta)

Téléphone 342-52 B.P. 7049

Télex : 5263 COMITER Ouaga

N/Ref 30/08/KL/DPP

Ouagadougou, le 12 Juillet 1977

V/Ref.

Monsieur le Directeur,

Lors de la 2ème réunion du Club du Sahel à OTTAWA (30 Mai-1er Juin) vous avez exprimé l'intention de votre Gouvernement de supporter le CILSS dans le démarrage immédiat de l'Institut du Sahel à BAMAKO-Wali.

Je viens par la présente lettre vous soumettre une requête de financement pour le support institutionnel de l'Institut du Sahel. Suite à la résolution du 6è Conseil des Ministres du CILSS de N'DJAMENA demandant au Secrétariat Exécutif du CILSS d'organiser une réunion élargie entre l'Institut du Sahel et les Institutions étrangères, en vue de fixer les modalités de démarrage de l'Institut du Sahel, j'ai l'honneur de vous faire part de la tenue prochaine de cette réunion qui se tiendra à Ouagadougou du 24 au 28 Octobre 1977. Une réunion préparatoire limitée aux sahéliens est prévue à BAMAKO du 28 au 30 Septembre 1977. Une requête de financement de ces deux manifestations du CILSS a été adressée au PNUD. J'ose espérer que l'USAID pourrait nous apporter un certain soutien financier dans le cas où l'aide promise par le PNUD nous ferait défaut.

L'USAID entretient avec le CILSS une coopération qui je l'espère va continuer à se poursuivre pour le bien-être des populations sahéliennes et pour l'amitié entre les peuples américains et sahéliens. Je tiens à vous remercier personnellement de votre compréhension et de l'aide que nous trouvons auprès de vous.

Veuillez agréer Monsieur le Directeur, l'expression de nos sentiments distingués.


Aly CILSS
Secrétaire

Monsieur David SHEAR
Directeur
Office of West African
and Sahelian Affairs AID
WASHINGTON - D.C. 20523
U.S.A.

OCDE

ORGANISATION DE COOPERATION ET
DE DEVELOPPEMENT ECONOMIQUES

OECD

ORGANISATION FOR ECONOMIC
CO-OPERATION AND DEVELOPMENT

Téléphone 524 82-00

Télégrammes DEVELOPECONOMIE
Telex 620160 OCDE PARIS

2, rue André-Pascal
75775 PARIS CEDEX 16

CELS DE SAHEL
AS-472

Paris, July 29, 1977

Ms. Shirley FISCHER
AFR/SFWA/SDP
Department of State (AID)
Washington, D.C. 20523

Dear Shirley,

Enclosed is a copy of the Secretariat Budget for 1978. The new Canadian staff person (A-4) plus the new secretary (B-2) accounts for the increase.

In breaking this down, the French contribution will remain the same as in 1977 (688,250 FF). That would leave 721,000 FF each for the U.S. and Canada. This assumes of course that Canada will increase their offer along the lines of Anne de Lattre's letter. You might want to telephone Jean Guilmette in Canada to "diplomatically" pose the question since any shortfall on their part would probably be made up by us. In any case, the U.S. percentage will be somewhere between 35 and 45%, which is acceptable in terms of the wording of the grant letter to OECD.

I am working on the Working Group budget but will not have this until I finish an end of July analysis of funds still available.

Best regards,


Roy A. STACY

Encl:

cc: Mr. R.J. ASSELIN,
U.S. Delegation
OECD

PROJET DE BUDGET POUR 1978 "SECRETARIAT DU CLUB DU SANG"Effectif budgétaire : 1 A6, 1 A5, 1 A4, 1 B4, 1 B3, 1 B2

(Compte tenu d'une participation éventuelle du Canada)

	<u>1977</u>	<u>1978</u>
	F	F
- Personnel permanent	700.000	1.125.000
- Missions	160.000	240.000
- Auxiliaires	34.000	45.000
- Conférences	85.000	55.000
- Documentation	10.000	10.000
- Communications	69.000 ⁽¹⁾	125.000 ⁽¹⁾
- Location matériel photocopie	33.000	50.000
- Fournitures de bureau	5.000	6.000
- Frais généraux	275.500 ⁽²⁾	469.000 ⁽²⁾
- Dépenses diverses et imprévues	5.000	5.000
TOTAUX GENERAUX	<u>1.376.500</u>	<u>2.130.000</u>
	<u>1977</u>	<u>1978</u>
(1) Communications téléphoniques, abonnements	33.000	45.000
Télégrammes et Telex	33.000	70.000
Courrier, affranchissements	<u>3.000</u>	<u>10.000</u>
	69.000	125.000
(2) Documents	72.000	90.000
Traduction	55.000	90.000
Réunions	58.000	62.000
Administration générale	45.000	100.000
Téléphone	5.500	10.000
Location de bureaux	-	36.000
Charges locatives	<u>40.000</u>	<u>75.000</u>
	275.500	469.000

Madame de LATTRE

A. SALAMA

le 23 novembre

77

Financement du budget Sahel pour l'exercice financier 1978

Conformément à votre demande, je vous confirme que le projet de budget Sahel pour 1978 s'élève à 2.180.000 F

Les contributions au financement de ce budget jusqu'à ce jour s'établissent comme suit :

- France.	600.000 F	
- Pays-Bas		
Contrevaleur de 60.000 FL.	120.450 F	
- Canada		
Contrevaleur de 150.000 \$ can.	<u>654.000</u>	
soit au total		<u>1.374.450 F</u>
Il resterait donc à financer une somme de		805.550 F.
Cette somme, convertie à \$ US à un cours conservateur de 4,75, s'établit à		170.000 \$ US.

OCDE

ORGANISATION DE COOPERATION ET
DE DEVELOPPEMENT ECONOMIQUES

Telephone : 524 87-00

Telegrammes : DEVELOPECONOMIE
Télex : 620.160 OCDE PARIS

1 rue Andre-Pascal
75775 PARIS CEDEX 16

DIRECTION DE LA COOPERATION
POUR LE DEVELOPPEMENT

DEVELOPMENT CO-OPERATION
DIRECTORATE

CLUB DU SAHEL

23rd August, 1977

RAS-516

Dear Shirley,

Attached is the budget for the Working Group. I do apologize for the delay but it was necessary to try to contact all of the team leaders to assess their needs and to subtract the talent that we will try to get directly from various Club members.

In writing up the project paper you should stress that the Club Secretariat will make every effort to secure the consultants directly from the French, Dutch, Canadian, German etc. governments or from international organizations. Only as a last resort will we contract on the open market. For the Club the French government has budgeted 30 man years for 1977. This will be used for both planning (Working Group) and for implementation. We expect that the Dutch will maintain their same level of support for the Working Group this year (200,000 guilders). In both cases, these governments will dispense the funds directly rather than through a grant to the OECD.

As you probably know, these funds must be untied as far as source and origin of consultants, although every effort will be made to use Americans. As a first effort you might ask someone (NAS, OLC, etc.) to start a talent search for French-speaking people in these fields.

Ms. Shirley Fisher
AFR/SFWA/SDP
Department of State
Washington D.C. 20523

A60

-2-

Please let me know if you require additional information.

Fondest regards,

Sincerely,



Roy A. STACY

Enclosure

cc: Mr. Salama, OROD
Mr. Helman, U.S.Embassy
Mr. Malley, U.S.Delegation

Mme. De Latre

Annex E.S.

UNCLASSIFIED A62
Department of State

INCOMING
TELEGRAM

PAGE 3. ROME 03369 021622
ACTION 2-1-79

6491

INFO OCT-01 ES-03 SF-02 10-14 L-03 1059 W
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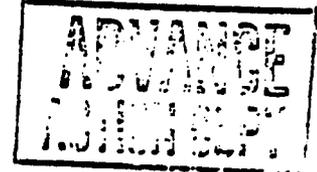
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TO ECSTATE WASHDC PRIORITY 0969

AFR

UNCLAS POME 3325

AIDAC

PASS FISHER SFWA/SDP



E.O. 11652: N/A
SUBJ: GRANT TO FAO FOR CLUB/CILSS SUPPORT

REF. ROME 1561

AS REQUESTED DURING ROSENTHAL TDY IN AID/W. FAO PREPARING
REQUEST TO AMEND AID GRANT TO PROVIDE ADDITIONAL FUNDS OVER
THE NEXT FIVE YEARS FOR CLUB/CILSS SUPPORT AND SUPPORT OF AID
DESIGN ACTIVITIES IN THE SAHEL. REQUEST TO BE AS FOLLOWS. (5000)

	CILSS SUPPORT -----	AID DESIGN -----
FY 78	200	75
FY 79	300	75
FY 80-82		1,000

FAO ALSO MODIFYING DOCUMENT SEEN BY FISCHER TO SHOW BREAKDOWN
OF DOLLAR COSTS BY PERSON/MONTHS AND BY OTHER COSTS. PARA 9
REFTEL PROVIDES OTHER INFORMATION ON THIS GRANT REQUEST BY FISCHER.
HOLMES

UNCLASSIFIED

COPY

Department of State

A63 - TELEGRAM

PAGE 01 ROME 01361 01 OF 02 261940Z
ACTION AID-99

9038

ROME 01361 01 OF 02 261940Z

IN CLUB/CILSS ACTIVITIES.

INFO OCT-01 AF-10 10-14 EUR-12 EG-00 IGA-02 HA-05
FORE-00 GES-07 CIAE-00 DODE-00 DLOS-09 L-03 /138 V
-----034020 261956Z /50

P R 261432Z JAN 78
FM AMEMBASSY ROME
TO SECSTATE WASHDC PRIORITY 0166
INFO AMEMBASSY ABIDJAN
AMEMBASSY BAKAMO
AMEMBASSY BANJUL
AMEMBASSY BISSAU
AMEMBASSY DAKAR
AMEMBASSY GENEVA
AMEMBASSY NOJAMENA
AMEMBASSY NAIROBI
AMEMBASSY NIAMEY
AMEMBASSY NOUAKCHOTT
AMEMBASSY OTTAWA
AMEMBASSY OUAGADOUGOU
AMEMBASSY PARIS
AMCONSUL ROTTERDAM
AMEMBASSY YAOUNDE
USMISSION USUN NEW YORK

Handwritten notes:
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UNCLAS SECTION 1 OF 2 ROME 1961

AIDAC

E.O. 11652: N/A

SUBJECT: CLUB DU SAHEL AND FAO/AID COORDINATION

PARIS FOR STACY DECD

REF: (A) ROME 1260 (B) STATE 096279 (NOTAL)

THIS CABLE COMPLETES THE REPORT ON AID/AFRICA BUREAU (SHEAR 2
AND ROLLINS) AND SAHEL/CLUB SECRETARIATE (STACY) CONSULTATION
WITH FAO/WFP/IFAD IN ROME 1/16-17. PART 1 IS CONTAINED IN REF 1

6. FISHERY DEPARTMENT: AID/CLUB DELEGATION MET WITH JEAN
LUI GAUDET, FAO FISHERY LIAISON OFFICER AND SECRETARY OF
THE COMMITTEE FOR FISHERIES IN AFRICA.

A) GROUP DISCUSSED CLUB/CILSS "START-UP" FISHERIES MEETING
SCHEDULED FOR END OF MARCH. FAO REQUESTED THE VENUE OF
MEETING BE CHANGED TO ROME TO ASSURE FULL FAO TECHNICAL
PARTICIPATION. FAO AGREED TO DISTRIBUTE AGAIN TO ALL PROSPE-
CTIVE DONORS ANOTHER COPY OF THE CLUB/CILSS WORKING GROUP
REPORT ON FISHERIES IN ADVANCE OF THE MARCH MEETING. AID
INDICATED DLS 285,000 HAD BEEN BUDGETED IN FY 1978 AND
APPROXIMATELY DLS 700,000 IN FY 1979 FOR FISHERIES ACTIVITIES.
AID ALSO INDICATED IT WOULD CONSIDER THE SOON TO BE RELEASED
FAO STUDY ON THE HOPTI FISHERY SCHOOL. SHEAR STATED, HOWEVER,
THAT AID WISHED TO CONCENTRATE AT THIS TIME ON FOOD PRODUCTION
SECTORS OTHER THAN FISHERIES AND THEREFORE DID NOT ANTICIPATE
SUBSTANTIAL ADDITIONAL US CONTRIBUTIONS TO THIS SECTOR IN THE
NEAR FUTURE. B) GAUDET DISCUSSED SPECIAL FISHERY PROBLEM
IN LAKE CHAD RESULTING FROM PRESENT WATER SHORTAGE AND
UNCERTAIN FUTURE WATER FLOW. SPECIFICALLY, UNTIL MORE HYDRO-
LOGIC INFORMATION IS SECURED AND UNTIL EXISTING DATA IS BETTER
SYNTHESIZED, HE URGED DONORS TO CONCENTRATE ON MARKETING AND
FISH PROCESSING PROJECTS RATHER THAN ON PROJECTS TO INCREASE
THE LAKE'S PRODUCTION. HE WARNED OF THE DISTRUCTIVE IMPACT ON
LAKE OF IRRIGATED AGRICULTURE PROJECT BEING UNDERTAKEN BY
THE CAMEROONS ALONG THE LAKE CHAD INLETS. HE HIMSELF, HOWEVER,
PLANNED NO INTERVENTION ON THIS QUESTION. C) GAUDET INFORMED
THE DELEGATION OF THE FAO/IBRD DESIGN TEAM NOW IN CAPE VERDE
TO DESIGN A FISHERY PROJECT TO BE FUNDED BY THE ABU DHABI
FUND. HE REPORTED THIS SINCE IT WAS CLUB SECRETARIATE WHICH
HAD BEEN THE GO-BETWEEN TO INTEREST THE FUND IN PARTICIPATING

7. FORESTRY DEPARTMENT - DELEGATION MET WITH ANDRE, CHIEF OF
AFRICA FORESTRY OPERATIONS AND SELECTED STAFF AND HOUDEAUX,
FAO FORESTRY CONSULTANT STATIONED IN CAPE VERDE. A REPRESENT-
ATIVE OF SWISS GOVERNMENT ALSO ATTENDED. PURPOSE OF MEETING
WAS TO HEAR A PRESENTATION OF FAO DESIGN OF REFORESTATION
PROJECT IN CAPE VERDE TO BE FUNDED BY THE BELGIAN GOVERNMENT.
SECONDARY PURPOSE, WAS TO DISCUSS WHY MISSION WAS INDEPENDENT
FAO EFFORT RATHER THAN A MULTI-DONOR
EFFORT AS HAD BEEN AGREED TO AT THE OCTOBER PARIS CILSS FORESTRY
START-UP MEETING. THE USAID POSITION AS STATED IN REF 8 WAS
NOTED. CONCLUSION APPEARS TO BE THAT ALL PARTIES-FAO, CILSS,
THE CLUB AND CAPE VERDE-HAD LET THIS DESIGN EFFORT GET OUT OF
HAND. IT WAS A LESSON FOR ALL PARTIES TO BE MORE AWARE OF THE
NECESSITY FOR POSITIVE COOPERATION ON SAHEL DEVELOPMENT
PROJECTS. FAO INDICATED A UNDP TECHNICAL REPORT ON FORESTRY
IN CAPE VERDE AND THE FAO DESIGN REPORT ON THE BELGIAN FORESTRY
PROJECT WOULD BE AVAILABLE BY THE END OF FEBRUARY. ONCE
THESE AND THE RESULTS OF THE AID DESIGN MISSION ARE REVIEWED,
THE CILSS/CLUB AND CAPE VERDE MUST DECIDE WHAT FUTURE COORDINATION
ON FORESTRY DEVELOPMENT SHOULD BE ATTEMPTED.

8. ECONOMIC AND SOCIAL POLICY DEPARTMENT: DELEGATION MET WITH
J.P. BHATTACHARJEE, DIRECTOR OF THE POLICY ANALYSIS DIVISION
AND M. DIA, SENIOR AGRICULTURAL ECONOMIST FOR AFRICA. PURPOSE
OF MEETING WAS TO SEEK WAYS THE DEPARTMENT COULD BE A RESOURCE
TO THE CLUB AND USAID'S BILATERAL EFFORTS.

ACTION TO: AFR/SFWA
DATE DUE:
DP IDR/AFR/DCP1
CRM/MO (C&RSC # 2) Ext 22030
AM JAN 27 1978 PM
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TELEGRAM

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AMEMBASSY NOUAKHOTT
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AMEMBASSY QUAGADGUGOU
AMEMBASSY PARIS
AMCONSUL ROTTERDAM
AMEMBASSY YAOUNDE
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UNCLAS SECTION 2 OF 2 ROME 1981

AIDAC

A) BHATTACHARJEE DESCRIBED HIS ACTIVITIES IN THREE CATEGORIES
(I) SITUATION OUTLOOK (II) DEVELOPMENT POLICY STUDIES AND (III).
DEVELOPMENT PLANNING ASSISTANCE. UNDER (I) ARE ANALYTICAL
PAPERS FOR THE WORLD FOOD COUNCIL AND THE ANNUAL REPORT ON
THE STATUS OF FOOD AND AGRICULTURE. UNDER (II) ARE STUDIES
SUCH AS THOSE ON EMPLOYMENT, PRICE POLICY AND INCOME DISTRIBUTION,
TERMS OF AGRICULTURAL TRADE AND THE COUNTRY PROSPECTIVE STUDIES.
THESE LATTER ARE THE STUDIES WHICH FORMED MUCH OF THE BASIC
ANALYTICAL WORK FOR THE SDP.

B) DELEGATION WAS REMINDED THAT THIS UNIT WAS ALSO PREPARING
A MAJOR REGIONAL FOOD PLAN FOR AFRICA FOR PRESENTATION AT THE
SEPTEMBER FAO REGIONAL CONFERENCE ON AFRICA IN TANZANIA. THIS
ASSIGNMENT IS KNOWN AS THE FREETOWN DECLARATION WHICH HAS AS
A GOAL TO INSURE FOOD SELF-SUFFICIENCY FOR AFRICA IN 10 YEARS.
THE PLAN WILL BE GEARED TO AFRICA'S MAJOR ECOLOGICAL ZONES,
I.E., NORTH AFRICA, WEST AFRICAN SAHEL, VEST AFRICA NON-SAHEL,
FOREST, HIGHLANDS (MOSTLY EASTERN AND SOUTHERN AFRICA).

COMMENT: IN VIEW OF THE IMPORTANCE OF THE NEXT FAO REGIONAL
CONFERENCE, THE AFRICA BUREAU MAY WISH CONSIDER SENDING
OBSERVER ESPECIALLY IF AID FAVORS INCLUDING ISSUES RELATED
TO THIS PLAN AS AN AGENDA ITEM FOR APRIL FAO/AID HIGH LEVEL
CONSULTATION.

9. AID GRANT TO FAO: FAO SAHEL COORDINATOR REYNJENS REVIEWED
WITH DELEGATION THE AFRICA BUREAU GRANT TO FAO TO SUPPORT
ACTIVITIES IN THE SAHEL. A DETAILED REQUEST FOR AN FY 1978
TRANCHE OF DLS 288,888 FOR CILSS/CLUB SUPPORT HANDCARRIED
TO AID/SFMA/SDF SHIRLEY FISHER BY STACY. IN SUMMARY, FAO
REQUESTS FUNDING TO COVER ONE YEAR SERVICES OF HIRSCH AND GRISON
ON AGRICULTURAL AND ANIMAL PRODUCTION WORKING GROUPS, PLUS
HIRSCH WORK WITH MARKETING, PRICE POLICY AND STORAGE SUBGROUP,
APPROXIMATELY 12 MONTHS OF MISCELLANEOUS CONSULTANT SERVICES,
PLUS TRAVEL AND PER DIEM COSTS FOR ABOVE.

IN ADDITION, A TRANCHE OF DLS 288,888 IS REQUESTED IN FY 1978
TO COVER FAO-DESIGN SERVICES WHICH MAY BE REQUESTED BY AID FOR
PROJECTS IN THE SAHEL. WHILE EACH REQUEST FOR DESIGN SERVICES
MUST OF COURSE COME FROM AID, ITSELF, IT IS PRESENTLY ANTICIPATED
THAT FAO'S SERVICES MAY BE REQUESTED FOR DESIGN EFFORTS IN
THE LCBC PROGRAM, THE OPVS-SPECIFICALLY AGRONOMIC RESEARCH-
SENEGAL, MAURITANIA, UPPER VOLTA FORESTRY AND IN FISHERIES.

ADDITIONAL COOPERATIVE DESIGN EFFORTS WILL NO DOUBT RESULT
FROM THE APRIL FAO/AID CONSULTATION. AID MAY WISH COMPLETE
PAPERWORK ON THIS NEXT DLS ADD.888 AMENDMENT SO THAT AA/AFR
MIGHT SIGN AMENDMENT AT APRIL MEETING. AFRICA BUREAU MAY ALSO
WISH CONSIDER EXTENDING THIS AGREEMENT FOR AID/FAO COOPERATION
THROUGHOUT THE CONTINENT, NOT JUST IN THE SAHEL.

10. INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT: AID/CLUB
DELEGATION PAID COURTESY CALL ON AL-SUDEARY NEW PRESIDENT OF
FUND WHICH WAS FORMALLY CREATED ONLY IN DECEMBER. DELEGATION
EXPLAINED SAHEL DEVELOPMENT PROGRAM AND EXPRESSED DESIRE TO
SEEK WAYS TO COOPERATE WITH IFAD-PARTICULARLY IN THE SAHEL.
AL-SUDEARY, THANKED THE DELEGATION AND SAID IFAD STAFF,
LOAN CRITERIA AND APPLICATION PROCEDURES WOULD BE IN PLACE IN
ABOUT 3 MONTHS. IFAD WOULD THEN BE ABLE TO CONSIDER LOAN
APPLICATIONS. THE PRESIDENT INDICATED THAT THE FIRST PROJECTS
ACCEPTED BY IFAD WOULD PROBABLY BE THOSE DESIGNED, DEVELOPED
AND CO-FINANCED WITH OTHER DONORS. THE CLUB REPRESENTATIVE
INDICATED THERE WERE A NUMBER OF CILSS PROJECTS WHICH COULD
MEET THESE CRITERIA. THE PRESIDENT SAID HE WISHED TO HEAR
DIRECTLY FROM SAHEL COUNTRY REPRESENTATIVE TO CONSIDER SUCH
PROJECT IDEAS.

11. COMMENT: FODAG JUDGMENT IS THAT VISIT WAS HIGHLY USEFUL
FOR CILSS/CLUB PURPOSES AND, IN ADDITION, GAVE US ADDED INSIGHTS
ON TYPE OF AID/FAO TALKS WE SHALL PLAN FOR. MORE DETAILED
COMMENTS ON THIS WILL FOLLOW IN BAKER/ROSENTHAL RESPONSE TO
SCHUWEILER LETTER OF JANUARY 11, 1978. GARDNER

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Action

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