

Margaret

ASSISTANT
ADMINISTRATOR

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EXECUTIVE SECRETARIA

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EXECUTIVE SECRETARIA
JAN 26 1984

ACTION MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/AFR, Frank J. Donatelli (FJD)

SUBJECT: Africa Bureau Small Country Program Review

Background: In the course of the past year, particular attention has been directed to the issue of the Africa Bureau's small country programs. The concerns with respect to the small country programs represent a convergence of different issues impacting on AID's programs, staffing and management of our small country programs.

The different categories of concerns raised include:

1. The question of providing aid to countries with Marxist/Socialist histories and/or unfavorable voting records in the U.N., e.g., Congo/Brazzaville, Equatorial Guinea, Guinea Bissau, Cape Verde, Sao Tome/Principe, etc.
2. Program composition in countries where AID's assistance is essentially political rather than development in nature and ESF funded, e.g., Djibouti, Seychelles, Mauritius.
3. The provision of aid to other countries where State believes that we must maintain a small development assistance program in response to State's political concerns and/or where the programs can legitimately be justified under development assistance criteria. This includes the Central African Republic, Guinea, Sierra Leone, Comoroes, Madagascar, etc. This group overlaps with Group I.

The assistance levels for all these groups of countries remains an on-going subject of debate between AID and State as, most recently, in the case of Guinea Bissau and the Central African Republic. While we differ to some degree on specific levels for individual countries, there is a general agreement between AID and State that some program level should be maintained in these small country programs to be responsive to State/DOD concerns and as well as development considerations.

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While we agree that we should maintain some program for these countries, we also recognize that we need to (1) minimize the cost to aid in terms of scarce operating expense budget and direct hire staff, and (2) attempt to achieve the maximum development impact possible within the program level and staff constraints.

Alternative management approaches have been used to cover the small countries, e.g., service by REDSOs, support from another larger country mission, reliance on PVOs to manage the program and, in some cases, resident direct hire staff.

A number of alternate small country program approaches have been proposed to the Bureau. These range from simple cash transfers in Djibouti and other ESF small countries to basic concentration on participant training in any or all of the small country programs.

Discussion: Part of the difficulty of grappling with the "small country review" has been the problem of addressing the multiplicity of Agency concerns re the small countries. An additional problem is the question of defining, in the first instance, what constitutes a small country program. Our review eventually evolved into an analysis of all of Africa Bureau's programs from our major programs down to our smaller country programs. As a result, we have elected to group Africa Bureau programs into three major country groupings; Group I covering the ten (10) major programs, Group II covering the fifteen (15) middle size programs, and Group III covering the eighteen (18) small country programs.

Group I covers the 10 major countries including Sudan, Kenya, Liberia, etc. These key countries account for 67 percent of our program obligations, forty-seven (47) percent of our OE expenditures, and 218 or 47 percent of the Africa Bureau's 460 U.S. direct hire staff overseas.

The Category II, middle size country grouping, covers 15 country programs. These programs are essentially below the \$20 million combined DA/ESF/PL 480 level but not small enough to be considered by the Bureau to be "a small country". These include Botswana, Lesotho, Swaziland, a large portion of the Sahelian countries, Rwanda, Burundi, Malawi, Uganda, etc. This grouping accounts for 17.2 percent of our program obligations but a relatively larger (31 percent) ratio of OE expenditures and U.S. direct hire staff.

The Category III grouping includes 18 countries that we have classified as small country programs. In these countries we have some degree of program funded either directly on a bilateral basis,

through SGT support, PL 480 programs, or regional activities. This grouping includes quite a mix of countries such as the ESF-funded Indian Ocean countries, the small bilateral programs of West Africa, e.g., Sierra Leone, Guinea Bissau, Cape Verde, the Central African Republic, etc., and the unusual workload problems such as Ethiopia and Mozambique.

We also included a fourth category covering the basic African regional programs and organizations including the two REDSOs, Sahelian regional staff and the RFMC in Nairobi.

A review of these three groupings indicates very clearly that the larger percentage of programs and manpower resources are directed towards Group I's ten major countries. It is in this group that we have had the most rapid growth of program levels, the greatest policy dialogue with the host countries and the most active attempts at donor coordination on a bilateral basis. It was within this group of countries that the Wheeler Group has focussed exclusively. While we have encountered some specific problems in supporting the staffing and growth of the Sudan Mission, generally we have been able to support the balance of these major programs reasonably effectively in terms of staffing and OE support.

The Category II countries clearly utilize a much larger percentage of the Africa Bureau's U.S. direct hire overseas staff and a larger percentage of available OE expenses relative to their program levels. Correspondingly, the ratio of operating costs to program obligations and expenditures are much higher than for the major countries and considerably higher than the small country grouping. We have already indicated to you in our earlier briefings on our Bureau management objectives that it is in this Group II category that greater management attention needs to be directed. This is especially true with respect to the Sahelian countries and a Comprehensive Sahel Management Assessment Team report is in final draft. It will be discussed in Kigali and ready for review with you and use in consultations with the Hill by late February.

The third group of 18 "small country" programs account for a relatively small number of 15 U.S. direct hire staff overseas, plus support rendered out of the two REDSOs and supporting bilateral missions in Zaire and Cameroon. Twelve of the 18 countries have no direct hire resident staff. No additional in-country staff is contemplated for these countries at this time with the exception of one agreed upon position in Madagascar under the direction of REDSO/E. Our general conclusion is that this group of small countries does not represent an excessive demand on Bureau staff or management time, although this year there have been special demands generated by Ethiopia and Mozambique. We do feel that we can further reduce our expenditure of staff and OE funds on these small programs through concentration of our efforts on a limited number of development issues and through elimination/reduction of internal program documentation requirements.

In an effort to do this, we have also analyzed, on a country specific basis, the number and composition of activities. The 18 countries account for 218 activities or 16.7 percent of the total portfolio. This equates to \$65 million or 7.6 percent of the Bureau's FY 83 total obligations. A profile of activities in these countries indicates that they include: (1) Ambassador's Self-Help fund; (2) small projects initiated with the Peace Corps, (3) PL 480; (4) S&T support activities of which a large percentage are population initiatives through S&T; (5) Africa Bureau regional activities (the African Manpower Development Participant Training Project is one of the most widely used); and (6) the residual in specific bilateral DA activities.

Management approaches in these countries constitutes a variety of modes. Five of the countries have resident direct hire staff administering bilateral programs, Djibouti, Cape Verde, Guinea Bissau, Guinea and Sierra Leone. One additional direct hire staff is located in Nigeria because of the large and growing nature of the population program in that country. The other countries are supported either by the REDSOs (Seychelles, Mauritius, the Comoros, Madagascar, Sao Tome/Principe, Ethiopia), or adjacent missions, e.g., Zaire for the Congo, Cameroon for Equatorial Guinea and the Central African Republic, and Togo for residual activities in Benin.

Conclusions: Based on our analysis of the eighteen small country programs, we have concluded that the current program mix and mode of operation does not represent an excessive workload on the Bureau's management. Moreover, we believe that the package of program components tapping centrally funded S&T activities, Africa Regional Affairs activities, PL 480 contributions and bilateral DA and ESF activities does, in fact, make good sense in these countries. We believe, however, that we can improve both the impact of these programs and insure minimal drain on our Bureau management by developing an agreed upon Bureau and Agency position with respect to programming within these small countries. We believe our current programs generally make sense. Each has been adopted after Agency approval of a CDSS or other country specific program strategy; however, they have evolved without any Agency approval of a general program strategy for small countries.

As a critical part of a general strategy, it is essential to consider assistance packages to these small countries in toto, e.g., to focus on central activities, PL 480 (including PVOs), Africa Regional and bilateral activities as a package. The tendency within the Agency has been to focus predominately on the annual DA or ESF level and, to some degree, supporting PL 480 inputs. Little attention has been paid to the role of and magnitude of S&T and Regional inputs. It is particularly important that agreed State and AID assistance levels to this group of small countries, be based on the combined aid levels rather than only the bilateral program level. We have not been getting full credit from State on assistance coming from Central and Regional program sources. 

As we indicated to you earlier, we did, in the course of the FY 85 ABS exercise, specifically request review by the missions of central and Africa Regional activities within their countries. We asked for comments on both program importance and management workload. The Missions tended to rate the Regional and Central projects high in program priority and low in terms of management intensity. State, both here and in the field, believes the political impact of the Regional activities in particular to be high. This group includes the Ambassador's Self-help Fund, support to Peace Corps activities, Human Rights and Participant Training activities.

The management approach in these small countries includes predominant reliance on PVOs in selected country programs in four countries, management support from REDSOs and surrounding missions in seven countries, and resident bilateral missions in five of the 18 countries. We think all three of these management approaches are sensible options for use in the small countries in Africa. In some cases, these approaches might be combined in a given country. While we think the appropriate management approach in a given country must be reviewed and approved on a country-by-country basis, we see no reason for excluding any of the three options from Bureau consideration in the future.

In addition, we feel that it continues to be necessary in countries with a substantial bilateral aid component that we develop an agreed upon country development strategy. The final program approach should, however, adhere to the operating principle that we concentrate our assistance to the extent possible while minimizing direct hire staff management requirements. This requires particular attention in posts with resident missions, e.g., Cape Verde, Guinea Bissau, Sierra Leone, Guinea and Djibouti. In the additional countries, supported either by REDSOs or bilateral posts, the programs are already concentrated either on a commodity assistance activity or a PVO-managed activity.

We have also concluded, after reviewing our program and management experience in these small countries, that AID/Washington itself is one of the most inefficient components of the AID management system. We have universally tended to treat these eighteen small countries as if they were on a par with the medium and larger size programs within the Africa Bureau and within the Agency as a whole. Little, if any, distinction has been made in terms of general program guidance on policy and strategy emanating from the Administrator's office, PPC and the Bureau itself. Because of this, we have tended to add to the administrative workload of these small posts or the responsible supporting missions and REDSOs. We have encouraged, to a degree, proliferation of activities, and we have sent confusing signals to the responsible field posts on what we want our programs in these countries to focus on. General cables encouraging these posts to take an active role in donor coordination, to engage in an extensive policy dialogue, to be responsive to the private sector priorities, to more actively engage

in population programs, to initiate activities in oral rehydration, to focus on environmental degradation, etc, all tend to convey to the field a willingness, if not a desire on the part of AID/Washington, to support a diversity of activities in these countries. We clearly need to develop a system of greater selectivity toward our field posts in Africa. We need to draw very clear distinctions in this regard between our major program countries in Group I, the middle level program countries in Group II, and the eighteen small program countries being addressed here.

Our basic program documentation system is inappropriate for these small countries. Does it make sense to require a CDSS or small country strategy from these posts with annual updates or reports on compliance with the four pillars. We have been requiring these in the past. In addition, we should reexamine the ABS documentation relative to these small countries and give some thought to the documentation required in the context of the CP. For the smaller programs one program document submitted annually should be sufficient.

Basically, we feel that greater selectivity in terms of AID/Washington imposed workload on the small country programs would do much to both minimize management requirements in the field itself and, to a considerable degree, within AID/Washington. This would greatly facilitate the Bureau giving greater attention to the major country programs within the Bureau.

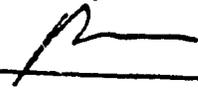
Recommendations: In the context of the above discussions we recommend the following as a basis for both programming and management of our small country programs.

1. We recommend that we support a base core of program options in the small countries that will include the following program components as acceptable program activities.



- a. Continuation of the Ambassador's Self-Help Fund;
- b. continuation of AID support to Peace Corps activities;
- c. continuation of Human Rights activities;
- d. continuation of S&T's support to population programs;
- e. continued access to the Africa Manpower Development Program or the Sahelian Manpower Development Program, as appropriate for participant training;
- f. access to regional projects supporting Oral Rehydration.

We are not recommending that each post be required to have the above components, but believe that all should be acceptable activities if the field posts believes they make sense in a given country.

Approved: 

Disapproved: _____

Date: MAR 7 1984

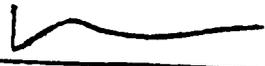
2. In addition to the components listed above, the Bureau would continue direct bilateral assistance on a country-by-country basis drawing on DA or ESF funds as appropriate plus PL 480. In some cases additional S&T or Regional activities would be considered. Programming of these resources would follow an AID/Washington approved strategy which would require, to the extent possible, concentration on the limited number of program activities and, to the extent possible, operation without resident U.S. direct hire staff.

Approved: 

Disapproved: _____

Date: MAR 7 1984

3. We recommend that agreed AID/State program levels established for these small countries, in response to State's political concerns, include credit for all bilateral DA or ESF assistance plus Africa Regional activities plus PL 480 assistance plus Centrally funded support activities.

Approved: 

Disapproved: _____

Date: MAR 7 1984

4. We recommend that one acceptable approach to programming in these countries would include essential reliance on a U.S. PVO as a primary in-country programming and implementing agent. In these

cases, the program strategy and the PVO project documentation may be the same, as is currently proposed in the Comoros.

Approved: [Signature]

Disapproved: _____

Date: MAR 7 1984

5. We recommend that communications and requests to Africa field posts be restricted so that consideration is given to the differences in the program importance and staff capabilities of the different posts. This, in some cases, will require restricted distribution of action cables normally emanating from the Administrator's Office, the Bureau and other major Agency units. If you approve, we will develop, in conjunction with SER, PPC, ES, S&T and FVA, appropriate procedures.

Approved: [Signature]

Disapproved: _____

Date: MAR 7 1984

6. We recommend that you approve the use of one program document, combining the most essential elements of the CDSS, ABS, CP submissions, that will simplify and, if possible, eliminate documentation requirements relative to programs in these small countries. If you approve, we will develop with PPC a cable revising instructions on these documents that will be sent to the field with A/AID authorization.

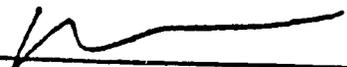
Approved: _____

Disapproved: _____

Date: _____

No deals
See Harris
Note
[Signature]

7. We recommend that Guinea Bissau and Cape Verde be separated into two individual field posts. This will be done with no increase in U.S. direct hire staff in the field.

Approved: 

Disapproved: _____

Date: MAR 7 1984

The above recommendations provide initial steps toward improving management and programming within these small countries. We wish to discuss it at the Mission Directors' Conference next week to obtain suggestions and comments from the affected field posts and to start the implementation process of the above recommendations. We note that we have not fully addressed your stated concerns about participant training as a program approach in these small countries. We cannot do this until completion of the Bureau Education/Training Conference being conducted this week and the discussions of this subject at the Mission Director level in Kigali next week. We expect that participant training may, in certain countries, offer potential for a greater claim on program resources than has been the case in the past. If so, it would displace competing program activities within the agreed country levels developed jointly between AID and State.

ATTACHMENTS:

- A. Africa Bureau Program Summary
- B. Group III Country Programs (\$)
- C. Group III Country Program Components

CLEARANCE:

DAA/AFR, J. Johnson 
STATE/AF/EP, P. Lande (draft)
PPC:RAD/ham See memo attached
Ante

9

AFRICA BUREAU SUMMARY
THREE CATEGORIES OF COUNTRY PROGRAMS
(\$ Millions)

| Code | Country | Type Assist Acct | (1) Number of Activities | (2) OYA Average 78-82 | (3) Program Oblige FY1983 | (4) Program Expenditures FY 1983 | (5) Program Pipeline 09/30/83 | (6) OYA FY1984 | (7) OR Oblige FY1983 | (8) OR/Oblige FY1983 | (9) USDA Overseas FY1983 | (10) Total FY1983 | (11) Comments | |
|------|------------------|------------------------|-----------------------------------|--------------------------------|------------------------------------|---|--|----------------------|-------------------------------|----------------------------|-----------------------------------|-------------------------|------------------|-----------------|
| | | | | | | | | | | | | | | Total |
| I | c650 Sudan | Total | 74 | 58.0 | 180.9 | 125.7 | 144.8 | 198.1 | 8.72 | 5.2 | 29 | 110 | USDA includes 4 | |
| | c615 Kenya | Total | 87 | 27.6 | 84.0 | 56.9 | 83.1 | 89.0 | 6.01 | 7.2 | 24 | 76 | | |
| | b660 Liberia | Total | 55 | 24.1 | 62.1 | 40.8 | 27.6 | 62.7 | 4.78 | 7.7 | 26 | 109 | | |
| | x613 Zimbabwe | Total | 34 | 41.0 | 61.9 | 44.5 | 90.9 | 41.8 | 1.30 | 2.1 | 9 | 14 | | |
| | c643 Somalia | Total | 40 | 15.6 | 59.2 | 19.1 | 70.0 | 72.0 | 4.97 | 8.4 | 23 | 46 | | |
| | f685 Senegal | Total | 57 | 12.9 | 32.87 | 13.4 | 40.8 | 47.4 | 5.76 | 17.6 | 24 | 143 | | |
| | c660 Zaïre | Total | 47 | 8.6 | 30.2 | 9.4 | 37.8 | 31.2 | 4.77 | 15.8 | 26 | 78 | | |
| | g611 Zambia | Total | 27 | 23.0 | 24.2 | 14.1 | 30.8 | 30.9 | 1.18 | 4.9 | 6 | 12 | | |
| | f683 Niger | Total | 31 | 11.5 | 22.9 | 9.6 | 41.0 | 27.0 | 4.93 | 21.6 | 26 | 61 | | |
| | c631 Cameroon | Total | 49 | 10.2 | 18.6 | 7.8 | 32.3 | 23.8 | 4.71 | 23.3 | 23 | 88 | | |
| | Sub Total | | 501 | 233.3 | 564.87 | 341.3 | 598.7 | 623.7 | 47.13 | 8.3 | 218 | 736 | | |
| II | r632 Lesotho | Total | 32 | 8.6 | 19.86 | 8.9 | 20.2 | 17.8 | 1.50 | 7.6 | 10 | 54 | | USDA excludes 2 |
| | f688 Mali | Total | 44 | 13.3 | 15.76 | 6.5 | 27.2 | 13.7 | 5.41 | 34.8 | 24 | 76 | | |
| | c696 Rwanda | Total | 41 | 3.8 | 14.4 | 2.4 | 15.5 | 9.0 | .87 | 6.1 | 5 | 15 | | |
| | f682 Mauritania | Total | 23 | 8.4 | 12.13 | 2.4 | 16.5 | 13.2 | 4.78 | 39.4 | 11 | 42 | | |
| | x612 Malawi | Total | 26 | 4.3 | 11.56 | 3.9 | 20.6 | 11.7 | .78 | 6.8 | 5 | 22 | | |
| | b693 Togo | Total | 29 | 2.5 | 10.37 | 2.7 | 7.1 | 8.7 | .76 | 7.3 | 6 | 14 | | |
| | f677 Chad | Total | 19 | 4.3 | 9.23 | .6 | 2.1 | 7.7 | 1.3 | 14.1 | 3 | 5 | | |
| | c617 Uganda | Total | 22 | 4.0 | 9.2 | 1.8 | 14.4 | 10.0 | 1.05 | 11.5 | 5 | 6 | | |
| | g633 Botswana | Total | 43 | 12.8 | 8.94 | 10.4 | 23.4 | 11.2 | 1.59 | 17.8 | 13 | 37 | | |
| | f686 Upper Volta | Total | 46 | 19.4 | 8.84 | 8.1 | 21.5 | 15.7 | 4.38 | 50.7 | 21 | 91 | | |
| | c695 Burundi | Total | 25 | 2.6 | 8.36 | 2.7 | 12.1 | 6.7 | 1.50 | 18.0 | 6 | 20 | | |
| | g645 Swaziland | Total | 31 | 8.9 | 7.16 | 6.6 | 22.7 | 7.8 | 1.55 | 18.9 | 13 | 80 | | |
| | f653 Cambodia | Total | 26 | 5.8 | 5.7 | 2.6 | 11.3 | 4.7 | 1.54 | 27.1 | 6 | 11 | | |
| | b641 Ghana | Total | 31 | 6.2 | 5.0 | 1.9 | 13.3 | 6.3 | 1.75 | 34.6 | 5 | 27 | | |
| | g671 Tanzania | Total | 60 | 17.2 | 2.4 | 12.3 | 32.5 | 12.4 | 3.30 | 137.5 | 21 | 108 | | |
| | Sub total | | 498 | 113.1 | 148.71 | 73.8 | 260.4 | 156.8 | 31.84 | 21.4 | 154 | 608 | | |
| | Total Page | | 999 | 346.4 | 713.58 | 415.1 | 859.1 | 780.3 | 78.97 | 11.1 | 372 | 1,344 | | |

AFRICA BUREAU SUMMARY
THREE CATEGORIES OF COUNTRY PROGRAMS
(\$ Millions)

| Code | Country | Type Assist- Once | (1) Number of Activities | (2) OYB Average 78-82 | (3) Program Obliga FY1983 | (4) Program Expenditures FY 1983 | (5) Program Pipeline 09/30/83 | (6) OYB FY1984 | (7) OR Obliga FY1983 | (8) OR/Obliga % FY1983 | (9) USDW Overseas FY1983 | (10) Total Personl FY1983 | (FOOTNOTES ATTACHED) Comments |
|------------------|------------------|----------------------|-----------------------------------|--------------------------------|------------------------------------|---|--|----------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| c662 | Madagascar | Total | 9 | | 9.74 | .02 | .04 | 8.8 | | | | | |
| b620 | Nigeria | Total | 31 | .01 | 9.21 | (.3) | .7 | 6.8 | | | | | |
| b636 | Sierra Leone | Total | 27 | 3.0 | 8.36 | 1.7 | 4.4 | 7.9 | .28 | 3.1 | 1 | 4 | |
| b675 | Guinea | Total | 16 | 2.7 | 7.8 | 1.0 | 2.6 | 2.6 | .57 | 6.9 | 3 | 7 | |
| e642 | Mauritius | Total | 12 | .7 | 6.9 | 1.9 | 2.4 | 6.7 | .75 | 9.7 | 2 | 1 | |
| f655 | Cape Verde | Total | 11 | 4.2 | 4.9 | 5.4 | 7.0 | 4.6 | | | | | |
| b657 | Guinea-Bissau | Total | 15 | 1.9 | 2.16 | 1.2 | 5.6 | 5.1 | .55 | 11.2 | 3 | 8 | |
| e603 | Djibouti | Total | 13 | 1.7 | 4.2 | 1.8 | 6.5 | 4.6 | .91 | 42.1 | 3 | 10 | |
| e663 | Ethiopia | Total | 3 | | 3.7 | | | 3.6 | .43 | 10.3 | 1 | 5 | |
| e662 | Seychelles | Total | 9 | .9 | 2.40 | 2.6 | 2.4 | 2.31 | .04 | | | | |
| c679 | Congo | Total | 12 | .8 | 1.93 | 1.4 | 2.4 | 2.0 | | | | | |
| e653 | Rq Guinea | Total | 8 | 1.0 | 1.54 | .3 | 2.0 | 1.21 | | | | | |
| e676 | C.A.R. | Total | 15 | .6 | 1.1 | .3 | .8 | 2.0 | | | | | |
| b680 | Benin | Total | 13 | | 1.05 | .03 | 6.3 | .9 | | | | | |
| e602 | Comoros | Total | 3 | | .98 | | .04 | 1.5 | | | | | |
| axxx | Mozambique | Total | 2 | | .5 | | | .4 | | | | | |
| c658 | Sao Tome/Prin | Total | 3 | 1.6 | .29 | .8 | .4 | .44 | | | | | |
| c678 | Cabon | Total | 16 | | .16 | .01 | .04 | .1 | | | | | |
| Sub Total | | | 218 | 19.11 | 65.32 | 19.16 | 43.62 | 61.76 | 3.53 | 5.4 | 15 | 35 | |
| | | | | | | | | | | | | | |
| b698 | Africa Regional | Total | 14 | 52.5 | 22.15 | 41.8 | 74.8 | 54.0 | | | | | |
| AU00 | France | Total | | | | | | | | | | | |
| e622 | R F M C | Total | | | | | | | | | | | |
| e624 | NRDSO/WCA | Total | 20 | | 3.4 | 2.29 | 5.9 | .7 | .11 | | 3 | 3 | |
| f625 | Senegal Reg Prog | Total | 12 | 27.7 | 30.03 | 21.9 | 60.4 | 41.92 | 1.00 | | 6 | 19 | |
| e623 | REDSO/RSR | Total | 7 | | 1.21 | | | .01 | 7.02 | | 32 | 74 | |
| e690 | S. Afr Mok | Total | 17 | 17.2 | 23.0 | 7.9 | 44.8 | 19.0 | 2.70 | | 4 | 4 | |
| Sub-Total | | | 92 | 97.4 | 79.79 | 73.69 | 185.9 | 115.63 | 10.83 | 13.6 | 28 | 45 | Includes 3 EIUDD & 1 USDW for SOPT |
| | | | | | | | | | | | | | |
| APR Bureau Total | All Types | 1,309 | 462.91 | 858.69 | 507.15 | 1,088.62 | 957.69 | 93.33 | 10.9 | 460 | 1,546 | | |

APR/PMR/BMS:LMG:llb:1ma:01/16/84:0823C.

ACTIVITIES:

(1) Number of Activities - Included:

| | |
|--|--------------|
| DA and ESP | |
| Regional Affairs | |
| Peace Corps, Human Rights, Self-Help, | - 370 |
| Manpower Development, Combatting Childhood Communicable Diseases, and PDB, | - 19 |
| S & T Activities | - 155 |
| Total | - 549 |
| | 1,309 |

SOURCES:
A. C. D. R

A & T activities include 241 active and 328 pending Mission Approval as of 6/83, date of last S & T report. Where the same S & T project is located in several countries, it is counted as a separate activity for each country.

(2) '82 Average OYB - Includes project and non project assistance. Does not include PL 480 and S & T programs. Africa Regional is not attributed by country, but shown as a line item.

N

(3) Program Obligations FY 1983 - Includes project and non-project assistance (not deobligations of \$18.6 million). Africa Regional (by country), PL 480 and S & T.

A. C. D. R

(4) Program Expenditures - And

(5) Program Pipeline 09/30/83 - Includes project and non-project assistance. Does not include PL 480 and S & T expenditures. Africa Regional is not attributed by country but shown as a line item.

A
A

(6) OYB 1984 - Includes project and non project assistance, PL 480 and S & T. Africa Regional is not attributed, by country but shown as a line item.

D. P

(7) OR Obligations FY 1983 - Includes all Operating Expenses, salaries and benefits. OR allocated to Foid, PAAS and trust funds for Sudan \$3.1 million, Zaïre \$2 million (equivalent).

G

(8) OR Obligation % FY 1983 - OR as a % of total country FY 1983 Annual program (not of deobligations).

(9) USDII Overseas FY 1983 - US Direct Hire on board as of 09/30/83.

B
B

(10) Total Personnel FY 1983 - Includes USDII, PRDI, US and FN PBC, PASAs and other contract personnel.

REFERENCES:

- Portfolio Analysis - FY 1983: Prepared by APR/PU/IPS, Ted C Lee: Dated 12/07/83. Based on USDO 811 P.A.I.S. Report, dtd. 09/30/83, and W-213
- Transaction Detail of Loan and Grant Activities, dtd 09/30/83.
- Direct and Non Direct Hire Personnel Overseas, W-490, Dated 09/30/83.
- Africa Bureau Office of Development Planning - 1983 Operational Year Budget, Dated 10/19/83.
- S & T Country Activity Report - By Geographic Area - FY 83 thru 85, Dated 06/02/83.
- FY 1983 PDI (698-0662) Obligations by Country, Prepared by APR/RA, James R. Cumiskey, Dated 11/30/83.
- Purnished by DP Analyst o/a 01/84.
- Purnished by APR/HR/EMS o/a 11/30/83.
- Pending Summaries provided by APR/DP FY 78 - 82.

G

Africa Bureau
Percentage Comparison

| | <u>Country Categories</u> | | |
|--------------------------------|---------------------------------------|---|---|
| | <u>I</u> <u>"Big</u> <u>10"</u> | <u>II</u> <u>"Middle</u> <u>15"</u> | <u>III</u> <u>"Smaller</u> <u>18"</u> |
| Number of Activities | 38% | 38% | 17% |
| OYB Average '78-'82 | 50 | 24 | 4 |
| Program Obligations - FY 1983 | 66 | 17 | 8 |
| Program Expenditures - FY 1983 | 67 | 15 | 4 |
| Program Pipeline - 9/30/83 | 55 | 24 | 4 |
| OYB FY 1984 | 65 | 16 | 6 |
| OE Obligations FY 1983 | 51 | 34 | 4 |
| OE as a % of Program | 8 | 21 | 5 |
| USDH Overseas FY 1983 | 47 | 33 | 3 |
| Total Personnel FY 1983 | 48 | 39 | 2 |

Note: Percentages do not add across to 100% as balance of activities and programs are unallocated regional -- see page 2 of "Summary"

AFRICA BUREAU
EIGHTEEN SMALL PROGRAMS

| Code | Country | dt Cat. | Africa Regional | | | S & T | | | M | JBO |
|------|---------------|-------------------------|-----------------|-----------|-------|-------|-----|----|-------|-----|
| | | | Peace Corps | Self Help | ANAP | HI | POP | Ag | | |
| | | | | | | | | | | |
| 6667 | Madagascar | | | | | | | | | |
| 6677 | Nigeria | | | | | | | | | |
| 6636 | Sierra Leone | Ag | | | | | | | 1, 11 | |
| 6675 | Guinea | Ag, Food, etc | | | | | | | 1, 11 | |
| 6642 | Mauritius | CIP | | | | | UN | | 1 | |
| 6655 | Cape Verde | Water, Food, Crop, Rev. | | | | | | | 1, 11 | |
| 6671 | Guinea-Bissau | Food, Crop, etc | | | Sahel | | | | 1 | |
| 6603 | Gjibouti | Fish, Food | | | | | UN | | 11 | |
| 6663 | Ethiopia | | | | | | | | 11 | |
| 6652 | Seychelles | CIP | | | | | | | 11 | |
| 6679 | Congo | Small Farm (PAC) | | | | | UN | | 11 | |
| 6653 | Eq Guinea | Ag Prod. | | | | | UN | | 1, 11 | |
| 6676 | C.A.R. | Rural Ext (PVO) | | | | | UN | | 11 | |
| 6680 | Benin | Water | | | | | | | 11 | |
| 6602 | Comoros | | | | | | | | 11 | |
| 6666 | Mozambique | | | | | | | | 11 | |
| 6658 | Swaziland | Food, etc | | | | | | | 11 | |
| 6678 | Tanzania | | | | | | | | 11 | |

Explanatory Notes:

- Twelve countries have CA funded projects and varying combinations of AFPA and S & T activities plus Ag, Ext, or HI. (Sierra Leone, Guinea, Mauritius, Congo, C.R., Cape Verde, Guinea-Bissau, Gijibouti, Benin, Comoros, and Swaziland.)
- Of the 18 small countries, only three do not receive either direct or indirect food aid. (Ethiopia, E.C. Guinea, and Swaziland.)
- Of the 14 receiving food aid, 13 receive direct aid.
- There are S & T activities in 16 of the small countries, while this includes contributions to UNRWA activities, several including non-ANAPs. (UNRWA, etc. (19); Sierra Leone (10); Mauritius (4); Gijibouti, Mozambique, Swaziland and Gambia (3); and various non-ANAP activities (Madagascar, Nigeria, Guinea, Guinea-Bissau); Gijibouti, Congo, etc.)
- Two countries still utilize funds.
- Eleven countries participate in the African Regional Development Program.