UNCLASSIFIED

PD-ACC-804

AGENCY FOR INTERNATIONAL DEVELOPMENT



ANNUAL BUDGET SUBMISSION FY 1979

USAID ENTENTE AREA

BEST AVAILABLE

DEPARTMENT OF STATE

JUNE 1977



FY 1979

ANNUAL BUDGET SUBMISSION

ENTENTE AREA

June, 1977

THE ENTENTE FUND

In June 1966, a Convention creating the Mutual Aid and Loan Guaranty Fund of the Council of the Entente was signed by the Ivory Coast, Upper Volta, Niger, Togo and Benin. The primary purpose of the Entente Fund is to guarantee economic developments loans in the public, quasi-public, and private sectors. The Fund has become the catalyst for the coordination of economic and social development in the Entente region.

Agency for International Development assistance to the Entente Fund is premised on encouraging development in key sector areas that transcend national boundaries and promote regional coordination. Projects developed under the joint auspices of A.I.D. and the Fund share three characteristics:

- -- development loan and/or capital grant funding for sub-project implementation;
- -- complementary technical assistance to the Entente Fund and appropriate national institutions to build up their capacities in program planning, sub-project design, management and evaluation, in order;
- -- to increase the production and income of key producers in the Entente States, i.e., small farmers and herders, small to medium-sized entrepreneurs.

The major programs with the Entente Fund are:

- -- Entente Livestock (under which slaughterhouses, breeding ranches, and forage seed farms are being developed),
- -- African Enterprises program (under which African development institutions are providing sub-loan funds and technical assistance to small to medium-sized entrepreneurs),
- -- The Regional Road Maintenance Training Center (through which over 1,200 Africans have been trained),
- -- Entente Food Production which provides sub-loans to small farmers to increase agricultural production.
- -- Support to Regional Organizations -a grant to the Fund which provides for the services of an American economic advisor to the Fund Secretariat.

The Entente Fund program is under the general management responsibility of REDSO/WA.

Table I
Long Range Program Plan
(\$thousands)

	<u>1978</u>	1979 Request	P1 1980	anning Perio 1981 1982	
Food/Nutrition Grants Loans	3430 2000	200	815		
Population Grants Loans					
Health Grants Loans					
Education Grants Loans					
Selected Development Activities Grants Loans	350*	160		160	
Total Functional Accounts Grants Loans Other Accounts (Specify) Grants Loans PL 480 (non-add)	3780 2000	360	815	160	
Title I Title II Housing Investment Guaranties (non-add)					

^{*}For project 625-0717 per State 101351 Congressional Notification required.

Table II

Funding Levels for FY 1977, FY 1978, FY 1979 (in \$000)

	FY 19771/	FY 1978	FY 1979
Food/Nutrition Grants Loans	274	3430 2000	200
Population/Health Grants Loans			
(Population) (Grants) (Loans)			
(Health) (Grants) (Loans)			
Education Grants Loans			
Selected Development Activities Grants Loans	100*	350*	160
Sub-Total Grants Loans	374	3 7 80 2000	360

Security Supporting Assistance Grants Loans

Total

PL 480 Title I Title II

Housing Investment Guaranties

1/ Data for FY 1977 should conform with the most recent approved Operational Year Budget level.

^{*}For project 625-0717 per State 101351 Congressional Notification Required.

	AGENCY FOR INTERNATIONAL	DEVEL	OPME	NT	I. TRANSACT	TON COL	E		L. ABS	/CP
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	Food/Nutrition-Gran	4.0					-			
26-0203	Entente Food Pro- duction - TA	1	79	FN	100	GC	-0-	690	200	2 .28
	Entente Food Pro- duction-Capital Ass	1	78	FN	100	ĞÇ	-0-	2000	-0-	5,00
26-0204	Entente Livestock Production - TA	1	78	FN	100	GC	274	740	-0-	1,72
**************************************	Entente Livestock Production-Capital Assistance	1	76	FN	100	GC	-0-	-0-	-0-	3,00
	Food/Nutrition-Loan	1	10				•			
25 -T-01 4		1	78	FN	100	L	-0-	-0-	-0-	4,5
25 - T-015		1	76	FN	100	L	-0-	2000	-0-	10,0
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25-0717	African Enterprises	7	78	SD	700	GC	100**	350**	-0-	1,7
25-0506	Support to Regional Organizations	A.M	. 81	SD	771	GC	-0-	-0-	160	4
	*Includes \$754 for under direct AID of	CREI conti	res	ear vit	n projec	76	78.			
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626-0204	1.	Capital Total	Asst		-0-	-0-	3,000	. 6	588	2,412	-24/9	o l	1,350	1,062	
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AID 1330-8 (2-77)

FY 1979 Annual Budget Submission

Country: Entente Area

Project Title: Entente Livestock Production II

Project Number: Loan 625-T-014

Grant 626-0204

Progress to Date

Project activities during FY 1977 have been directed primarily at satisfying legal and substantive conditions precedent and finalizing the documents for the seven subprojects to be financed by the loan and the capital grant. The Entente Fund has been assisted in this task by approximately 11 person months of short-term technical services obtained from an American consulting firm and financed by the technical assistance grant. These experts, including specialists in veterinary medicine, livestock production, and extension work, have worked with officials of the Entente member states to prepare the final sub-project proposals. They have also consulted with the Regional Economic Development Services Office/West Africa with respect to the subprojects! conformance with eligibility criteria and other AID requirements. The AID-financed. American project manager, hired under direct contract by the Entente Fund, was on-board at the Fund by mid-May. He is expected to complete his staff by the recruitment of an additional livestock specialist before the end of FY 1977. Disbursement of capital funds for sub-projects is expected to begin during the first quarter of FY 1978.

The funds which were or will be obligated during FY 1976 and 1978 to finance a livestock technician will be completely expended during the second quarter of FY 1980. The amounts accruing to the Fund as a result of the differential between the rate of interest paid by the Fund to AID under the loan and the rate of interest paid by the Member States to the Fund under the sub-loans will not be enough to finance the services of the livestock technician through the anticipated completion of the sub-projects in FY 1982. Therefore, \$210,000 will be requested for obligation during the first quarter of FY 1980 to meet the need for those services.

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Ente	Entente Area	¥ . œ		PROJECT TITLE	,			INITIAL	_	AS APPROVED IN 76		REVIBION 'Y	DATE	DATE PP/REVIBION	NO 18
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DE DE	HUDGEI DAIA TABLE IV	٧.		PROJECT NUMBER Loan 625-T-015 Grant 626-0203	<u> </u>	APPROPRIATION Food and Nutri	Nutrit	Nutritioncost	-	16,680	-	# EVISION 17,285	DATE	NEXT PAR	
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A ID 1330-8 (2-77)

FY 1979 Annual Budget Submission

Country: Entente Area

Project Title: Entente Food Production

Project Number: Loan 625-T-015

Grant 626-0203

Progress to Date

Project activities during FY 1977 have been directed primarily at satisfying legal and substantive conditions precedent and finalizing the documents for the eight sub-projects to be financed by the loan and the capital grant. The Entente Fund has been assisted in this task by approximately 20 person months of short-term technical services obtained from an American consulting firm and financed by the technical assistance grant. These experts, including specialists in agricultural economics, crop production, and extension work, have worked with officials of the Entente Member States to prepare the final subproject proposals. They have also consitted with the Regional Economic Development Services Office/West Africa with respect to the sub-projects conformance with eligibility criteria and other AID requirements. The AIDfinanced, American project manager, hired under direct contract by the Entente Fund, was on-board at the Fund by mid-May. He is expected to complete recruitment of an additional agricultural economist and rural development specialist by the end of FY 1977. Disbursement of capital funds for sub-projects is expected to begin during the first quarter of FY 1978.

The funds which were or will be obligated during FY 1976, 1978, and 1979 to finance the project management team will be completely expended during the second quarter of FY 1980. The amounts accruing to the Fund as a result of the differential between the rate of interest paid by the Fund to AID under the loan and the rate of interest paid by the Member States to the Fund under the sub-loans will not be enough to finance the services of the project management team through the anticipated completion of the sub-projects in FY 1982. Therefore, \$605,000 will be requested for obligation during the first quarter of FY 1980 to meet the need for those services.

Entente Area				•	INITIAL	•	ry 73	_	· }			
ONGOING PROJECT	African Enterprises Promotion	prises	ртошо	ton	FINAL		AS APPROVED FY 76		REVISION 7		DATE LAST PAR	E V
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1. Regional Office - Manager, Training ment and training	Including Project Advisor + equip- for African staff	t f 28	136	181	66	160	120	10/77	1	120	 1	·
2. Management Advisory Services	•			,				61/6				
Including Management Advisor, Industrial Engineer, +S-T Consultants	ent Advisor, In-	710	130	0	146	110	45	10/77	!	14.5	1	
3. Project Analysis Services-Includ- ing Financial Analyst S.T Consult	Services-Includ-		, ,	5	C	77	y	64/6		1		
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4. Project Development Services Including Documentationalist.	nt Services -	-						9/79				
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Fiscal Year 1979 Annual Budget Submission

Country: Entente Area

Project Title: Entente African Enterprises Program

Project Number: 625-717

Progress to Date

This grant finances technical assistance activities in support of a loan program for the promotion of African enterprises which totals \$17.5 million to date (consisting of a \$ 7.5 million loan signed in FY 1973 and \$10.0 million loan signed in FY 1975). Specifically, the grant finances the salaries and operations of the Project Manager, a Training Advisor, a Management Advisor, and a Financial Analyst. During FY 1977, this Project Management Unit has directed its efforts towards: (1) assisting the participating development banks and promotion centers to identify and develop applications for sub-loans to entrepreneurs; (2) defining training needs of the banks and promotion centers and providing seminars to meet those needs; (3) providing technical/financial assistance to individual entrepreneurs as recommended by the evaluation carried out during FY 1976; (4) assisting the banks to strengthen their financial records and reporting systems; and (5) meeting the legal and substantive conditions precedent to disbursement of the CY 1975 loan. During FY 1977, the Fund's own contribution to the project was increased from an annual level of approximately \$ 125,000 to approximately \$160,000. Furthermore, the Fund and UNDP reached an agreement for UNIDO to provide approximately 25 person years of technical assistance to the project starting during the second quarter of FY 1979.

The FY 1976 grant to the Fund was intended to be AID's final contribution to the project. Thereafter, technical assistance needs were to be financed by contributions from other donors, such as UNIDO, as well as by funds accruing from operation of the loan as a result of the small differential between the rate of interest paid by the Fund to AID and the rate of interest paid by the development banks to the Fund. However, as noted above, the UNIDO contribution, some elements of which were originally programmed for FY 1977, will not be received until FY 1979. Interest reflows during the interim will not be enough to fill the gap. Therefore, the Fund has requested additional technical assistance funds to provide continued financing starting FY 77 for some on-going activities as well as to initiate new activities which will later be picked up by UNIDO.

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Fiscal Year 1979 Annual Budget Submission

Country: Entente Area

Project Title: Support to Regional Organizations

Project Number: 625-0506

Progress to Date

The grant finances the services of a development economist advisor to the Administrative Secretary of the Entente Fund. Although the responsibilities of this advisor range beyond the Fund's AID-financed projects, one of his major tasks is to supervise the management teams implementing those programs. The present grant agreement was signed at the end of the Interim Quarter and is the successor to agreements dating from FY 1970 which have provided financing for similar advisors. The incumbent of the position has been with the Fund since February 1977. Funds available under the grant will be completely expended as of February 1979. A continuing need is anticipated for the services of such an advisor since the major new Entente Food and Livestock Production programs will be approximately 50% executed as of that time. Additional funds, to be obligated during the first quarter of FY 1979, are therefore requested in order to finance another two years of services.

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	TABLE V - FY 1979	79 PROPOSED PROGRAM RANKING	DECIS	DECISION UNIT		REVISED BY	ED BY		CONSOLIDATED BY	TED BY
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_	DECISION P.	DECISION PACKAGES/PROGRAM ACTIVITY/SUPPORT ITEM		CUMULA-		WBR KENRGE RE	P.R.SE	OIREM	PROGRAM FUNDING	DNDING
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-	Decision Package 0205 Entente	Package - Minimum Entente Food Production (GO)	F/N	1	1		ı	,	150	150
2.	0506 Support	Support to Regional Organizations (GO)	₽.	ı	,	. 1	ı	ı	80	230
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3,	0205 Entente	Entente Food Production (GO)	Æ	1	. 1	ŀ	ı	ı	20	280
4.	Decision Package - Proposed	- Proposed								
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Fiscal Year 1979 Annual Budget Submission

Country: Entente Area

Mission Evaluation Activities - Narrative

The REDSO evaluation function is regional in scope and therefore broader-gauged than in the typical mission. The comments which follow concerning the evaluation process reflect the regional nature of REDSO's experience.

- 1. The key to learning from AID's past is generous dissemination of the results of evaluations; but, typically, few copies of evaluation reports are reproduced and distribution is correspondingly limited. The recent evaluation of the RRMTC project, carried out by Wolf and Company, is a case in point. The final report of the contractor (Aero-Nutronics Ford) received much wider distribution than did the excellent evaluation report by Wolf and Company. Simple awareness of the need for wider distribution to all possible interested parties can remedy this situation.
- 2. In-depth evaluations often echo criticisms or repeat recommendations made during preceding regular evaluations. This suggests that there should be a system for seeing that recommendations made in evaluation reports receive a response or follow-up as in the case of audit recommendations.
- 3. Staff and financial resources devoted to planning and carrying-out evaluations should be increased. Although over 100 auditors operate overseas, only one full-time evaluator working out of REDSO is responsible for covering the whole of West Africa. Increased staff and resources devoted to evaluation would enable AID to build on the advances made during recent years in terms of evaluation methodology and integrate more completely the evaluation and project design processes.
- 4. It is appropriate that regular evaluations be the responsibility of the field mission in charge of implementing the project in question. However, special attention must then be given to the composition and scope of work of the team conducting the final or other in-depth evaluation in order to insure that the two vital elements of fresh perspective and objectivity are present.

During FY 1978, REDSO plans to evaluate the first livestock production loan, the grain stabilization and marketing project, as well as the African enterprises program. AID/W will be requested to provide from regular, direct-hire staff, or through the IQC or other contracting mechanism, a veterinarian (3pm), an agronomist specialized in forage crops (1 pm), an animal husbandryman (3 pm), a professional translator/interpretor (4 pm), and an expert in slaughterhouse and meat-marketing operations (3 pm) to supplement the livestock economist and civil engineer who will be provided by REDSO. Similar assistance will be requested of AID/W to provide experts in grain storage (1 pm) and

marketing (1 pm). The evaluation of the enterprises program will require 2 experts in development banking and small and medium-sized enterprises promotion for 3 pm each. REDSO anticipates financing these three evaluations out of its PDS budget.

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Country: Entente Area

MISSION EVALUATION SCHEDULE FOR FY 1978 AND FY 1979

2	Next Evaluation Remarks*		September 1976 - Loan Phase I and TA Crant December 1977 subject of in-depth evaluation, so-called "Nelson Report", prior to preparation of Phase II PP dated May, 1975.	October 1976 - TA Grant December 1977	Contractor's (Aero-Nutronics Ford) Final Report submitted March, 1977, Contract No. AID/AFR 686,	Grant finances services of one advisor with whom REDSO/WA in constant contact. Formal evaluation unnecessary.		Life of Project Emphasis will be given to the 8 sub-projects financed by this loan and to period from January 1976 to March 1977 TDD so as not to duplicate coverage of Audit Report.
MISSION EVALUATION SUBMINIST FOR EL 1910 AUG EL 1919	Date Submission FY 78 Peri and/or FY 79 Evaluation Next		April 15, 1 <i>97</i> 8 Sept	February 28, 1978 Octo	None N.A.	None N.A.		March 31, 1978 Life
MISSION EVALUATION	Last Evaluation Submission Date		IGA Report "Selected AID Projects in the Entente States of West Africa" dated January 24, 1977	Evaluated prior to PP revision dated May, 1976	Final Evaluation Report, done by Wolf & Co., dated November 26, 1976	None	, al	Audit Report No. 3-625-76-27 dated February 27, 1976. IGA Report dated January 24, 1977.
	Project Title and Number L	Entente African Enterprises	Loan Phase I - 625-H-006 Loan Phase II - 625-T-011/ W/012 TA Grant 625-0717	Grain Stabilization Project No. 625-0161	Regional Road Maintenance Training Center 625-0180	Support to Regional Organizations	Entente Livestock Production	Loan Phase I - 698-H-011

ced Remarks*	Full project management team will have been on-board and capital disbursements underway for complete year.	Full project management team 78 will have been on-board and capital disbursements underway for complete year.
Next Evaluation	October 1976 - December 1978	October 1976 - September 1978
and/or FY 79 Evaluation	April 15, 1979	December 15, 1978
Last Evaluation Submission Date	Were reviewed in IGA Report dated January 24, 1977	Were reviewed in IGA Report dated January 24, 1977
Project Title and Number In Entente Livestock Production (continued)	Loan Phase II - 625-T-014 Capital Grant - 626-0204 TA Grant - 626-0204	Entente Food Production Loan 625-T-015 Capital Grant 626-0203 TA Grant 626-0203

* For assistance required from AID/W, see attached Evaluation Narrative