

INSTITUTE OF DEVELOPMENT STUDIES

MEMORANDUM

To: CS, JT, SM, MGr
cc: SO, JHi, JSa, ZM
From: Reg Green

Date: As of 2-X11-96
Ref: SSA Macro & IDS

MACROECON. MANAGEMENT IN SSA: AN IDS INPUT?

Marley was dead to begin with...

- Charles Dickens

A.

PREAMBLE

1. The decisions in July to suspend in November and to terminate efforts to refloat "Through Structural Adjustment To Transformation" are facts. They are decisions properly reached by IDS's top management. In any case the passage of time has made them irreversible. Refloating for 1997 is probably no longer feasible in the time remaining and to attempt to do so for 1998 would be highly problematic. That is the only available starting point because that is where we are.
2. This paper is based on the premise SSA needs and perceives that it needs to make teaching inputs into macro management - TSATT had steady or rising SSA demand for places and, especially, rising demand backed by African funded applications. IDS because of its past experience and reputation is potentially in a position to contribute to meeting that demand.
3. But what Africa needs are less, not more, free standing/Northern Institution unilaterally designed and run extra continental courses. (It still needs some with shifts over time in topics). Like much other technical assistance, these tend to dig holes deeper and, at worst, to be ameliorating headaches by the prescription of crack cocaine. That implies that joint ventures with African partners in Africa including from the start a clear goal (even if a definitive time profile is not yet possible) of IDS phasedown/handover. (TSATT bolted on the in Africa and handover goals in 1990 for somewhat mixed reasons related both to asserted donor preferences and to the inherent value of the transformations.)
4. For IDS in Macroeconomics the previous para is especially binding because TSATT had been co-sponsored in SSA for four years. Going backward, psychologically and normatively even more than substantively, is qualitatively different from delaying going forward. Nor were the problems of 1995-1996 substantively related to African location or co-sponsorship except insofar as the model used (and perhaps any model?) made the location/co-sponsor pattern somewhat more expensive.
5. Given that IDS is a commercial concern, even if not necessarily a profit maximising one any, continuing input must meet the test of probable break-even vis-à-vis IDS's budget and providing some employment for IDS personnel.

6. The assumption that a transformed macro policy/analysis course would be SSA focused is not inertial. It rests on four considerations:
 - a. SSA is the area in which the greatest perceived need (by themselves as much as by - albeit in slightly different ways from - outsiders) for learning inputs involving extra regional providers exists;
 - b. IDA's recent past macro teaching has had an SSA focus/bias leading to an achieved comparative advantages;
 - c. higher income, larger, less fragile and shock afflicted economies, less rigidly concentrated in production of losers, have distinctly different macro policy/analysis possibilities and requirements;
 - d. mixing India and Gambia, Brazil and Ghana in the same course is more likely to achieve the actual outcome of - rather than the designed goal for - the Tower of Babel project.

7. If a radically different headline is desired two different formulations are possible:
 - a. MDB Concessional Credit Eligible Countries excluding very large blend cases. (That adds Bangladesh, Paraguay, Bolivia, most of the Caribbean and - in principle - excludes South Africa);
 - b. ACP Associates and Close Affines. (That adds Pacific and Caribbean ACP and keeps, "Close Affines", South Africa.)

"a" is a genuine analytical category of some interest albeit a snappy headline is not quite self evident. "b" might help increase EU backing and - in practice - would add a few Caribbean and Pacific participants.

8. Two snags arise in re the possible redefined catchment area groupings:
 - a. transport costs would be higher (especially to A or C or P) because of tri-continental location;
 - b. a co-sponsor in Jamaica, T and T, Bangladesh or (clawing back a recent IDA demotion/graduate) Philippines would probably be acquirable, but these are all fringe economies - outliers to core characteristics and also so located geographically as to maximise airfare bill.

9. A quite different new macro course for **transitional economies** is conceivable. Whether Chechnya, Georgia, Slovenia, Macedonia, Russia, Hungary, Latvia, Czech Republic, Kirgyzistan *et al.* (or some sub-set) have enough in common for a single course I do not know. **But** that course would need a different cadre of advisers-designers-operators under the leadership of - e.g. - SG-J. Providing an alternative to the egregious Jeffrey's saxophone might be useful, but does IDS have the critical mass including 1 or 2 deeply committed Fellows? Perhaps so but soundings outside JT-MG-CS-RHG would be needed.

B.

APPLIED MACRO MANAGEMENT BY SSA: POTENTIAL PROJECTS

10. . The first three questions are logically:
 - i. what did we have and did it have SSA demand?
 - ii. what might a new senior official seminar focusing on analysis-policy-macro management areas of overlap be?
 - iii. should it be African co-sponsored in Africa and - if so - what are IDS(S)'s comparative advantages on inputs?
11. A subsequent question may be:
 - iv. would a 13 week lower middle level official training course (presumably by IDS(S) alone here albeit not necessarily so) be desirable/viable as an alternative (or a complement)?
12. And two follow-up questions if a decision to proceed (and how) is taken on substantive issues:
 - v. does IDS(S) have personnel to provide its CA inputs and for how long?
 - vii. is the exercise likely to prove financially viable to IDS(S) at operations stage and can up front risk capital resources be made available?

TSATT - REORIENTATION OVER TIME

13. TSATT went through three phases:
 - i. fairly standard SA Why and How but with some Social Dimensions including gender and poverty from round 1 - 1986/88;
 - ii. refocus on 'from SA to transformation'- linkages and further steps - 1989/93;
 - iii. A to Good Housekeeping, S to Sustainable Development 1994/95.
14. By the end of the 1995 SS the parameters were:
 - a. initial imbalance reduction and subsequent management within sustainable limits;
 - b. good housekeeping to allow maintained imbalance control to become a supporting/usually background/hopefully boring support role **not** the centre of analysis and strategic formulation;

- c. transformation of public sector (doing better in more depth on a narrower front) to market response - incentivisation - management - regulation and (actual main resource users) basic service and infrastructure provision with consideration of implications for public service scope, scale, skills, remuneration, professionalism, productivity;
 - d. Poverty reduction (production by poor people - basic services - infrastructure - gender - safety nets and post crisis reconstruction). In practice gender and environment were in context of this cluster;
 - e. Relating to external global economy and external funders by preparing own plausible agenda and negotiating from it (not from/in response to/against outside agenda).
15. That gang of five bears little relationship to initial SA debate or even perhaps, first SS. Oddly it is not as heretical as it may seem - each of its components can be grounded on major Bank studies (especially 1989 Toward Sustainable Development/Long Term Perspective Study - perhaps not so surprisingly as that is in effect Please Report) albeit "c" has been very scrappily articulated by Bank and it would not pose "e" in those terms (even if they appear a logical and inevitable consequence of genuine African ownership).
16. What TSATT has **not** been about for donkey's years (since 1987?) is debating "whether" or even "what alternatives". A few participants do raise those issues, but they are peripheral to African practitioners today.
17. A fair question is "Why has the headline not been changed since 1989 when 'Through... to Transformation' were added?" The real answer may be inertia. The perceived one was that at least until 1993 Northern donors set substantial stock in the SA headline and SSA governments by conviction or constraint saw it as a (or the) dominant macro organising theme. A new title was, therefore, seen as in danger of confusing and/or dissipating support.
18. SSA demand rose sharply (against expectations) on repatriation in 1992 - whether because of it is not at all clear - to 35-40 acceptable candidates and was stable thereafter. As 40 is the probable maximum for a seminar, that is an adequate demand base and may imply a specific 3-4 day bolt on "How to run a national SS" codicil for interested countries. The rise from 0 (to 1992) to 9 plus (apparent 1995) African nominator funded places would appear to confirm a genuine demand base since even if these were all 'programme' ta there was no compulsion on the SSA country to use them for TSATT.

WHAT NEXT? TRANSFORMATIONAL CONTINUITY?

19. Because TSATT evolved/transformed apparently in tune with SSA demand - i.e. the problem was sustaining non-African financial supply - the case for wholesale redesign is not self evident and would run the risk of eroding the demand base.
20. However, to draw a line and to promote a 'next stage/ venture does require a new headline and a formalisation/rationalisation/consolidation of the 1993-95 transformation process.
21. Section C is an outline for such a seminar under the headline "Toward Sustainable Development in SSA: The Macroeconomics of Good Housekeeping and Transformation".

WHERE? WITH WHOM?

22. On the Partnership/In Africa question a set of substantive points pertain:

- i. courses abroad run by non-African institutions do not create African seminaring/training capacity;
- ii. nor do they in practice lead to African 'ownership' of the programme to any significant extent;
- iii. and - in principle and in TSATT experience - an African base and Partner do provide more immediacy and contextual reality;
- iv. albeit the Northern design and promotion/Southern acceptance and consumption model is simpler and provides more employment (at any given programme level) for the Northern institution.

These considerations - given IDS(S) views on participation-ownership-handover (phase down) would appear to point to "With African Partner/In SSA" if at all feasible.

23. Special concerns apply to IDS(S) in this particular area and *a fortiori* to outgoing TSATT personnel:

- v. TSATT was in SSA with African Partners for Four Years. Therefore a new course by IDS(S) alone in Falmer would - however intended and whyever - be an objective regression toward a hegemonic, quasi colonial mode in a way quite different from continuing a course never repatriated to a 'home' area;
- vi. At least one of the outgoing Co-Directors has been so closely personally committed to the 'repatriation/African ownership' process that his credibility in a 'back to Falmer' mode would be open to question (not least by himself).

24. The alternative set of arguments runs:

- i. operating in SSA is harder and requires greater instant crisis coping margins both of which mean such operations cost more and arguably have a lower % of IDS(S) employment out of any overall programme size;
- ii. If a senior official seminar/workshop on macroeconomic (political economic) management on analysis-strategy-policy overlap frontier is a near unique potential offering of IDS(S) then better at Falmer than nowhere.

25. For purposes of outlining a proposed Transformed course it probably matters little (at this stage) where or with whom. Thus Section C while perceived as "In Africa/With Partner" is not inconsistent with going it alone in Falmer.

26. The 13 week training course is a quite different proposition. Only lower middle level SSA officials can be 'spared' for 13 weeks - the TSATT/Food Security participant level gap is very wide as observed by those who have had contact with both. It is still seminar in the sense of participant input and analysis/policy focused (rather than centred on techniques) but it is neither a lengthened and elaborated nor a watered down version of a three week senior official/researcher seminar. Several historical distinctions also arise:
- i. IDS has never had such a course (for SSA or generally);
 - ii. the closest analogue was a rather broadly defined Public Finance SS - global - which was intended to be annual or every other year and had clear pre-recruitment base (from countries intending to participate again) of 15-20. However, Co-Director from South is dead; gap of 11 years wipes out base; IDS has only one remaining applied Public Finance in SSA person;
 - iii. while an African Partner (perhaps a University Department?) would appear desirable no spade work has been done in that direction;
 - iv. as no past holding of the course at all, let alone in SSA, no cogent reason not to start up at Falmer with intent to repatriate if all goes well.
27. The main Partnership/procedural discussion hereafter is on the Partner/In SSA/2-4 Week/Senior Personnel option partly because the author evidently believes it to be clearly preferable if practicable (financially practicable because technically in revealed African demand it evidently is practicable) and partly because it is the option on which he is more competent to comment, propose, provoke.
28. CS might be better placed to outline a 13 week/lower middle level official proposed with "alone at Falmer" and "together in Africa" variants because he has run a 13 week course (all of the present authors 25 odd courses were 6 or 4 or 3 week higher level one of which 13 were abroad and 4 with one or more Southern practitioners brought in as Co-Director and 8 purely IDS led at IDS).

PARTNERSHIP RECRUITMENT

29. It is reasonable to assume an African co-sponsor can be identified. Whether CEPA will still be interested is somewhat less clear. The modalities of 1996 postponement and - especially - of aborting of 1997 relaunch after (good faith on both sides) initial enthusiasm and IDS-CEPA discussions have not been such as to make IDS look a "safe pair of hands" to them. With a narrower resource base (financial and personnel) they are likely to pursue a risk limitation strategy which will certainly - in practice - constrain initial year input into joint funding promotion. It would be both arrogant and foolish to assume CEPA will automatically wish to sign up for the redesign/relaunch operation. If they do efforts might usefully be made to explore a broader Ghanaian support base (whether institutionally or individually) on a more formal basis (one Co-Director was a public servant and one session was at a University - Cape Coast - but there was little systematic consideration to broader base building although this might have evolved on its own in a year or two).

30. If CEPA is not interested a serious identification problem arises:
- a. IDS(Dar) might be interested but without a personally committed Director might not be as intellectually involved as before and clearly has weaker admin. than CEPA;
 - b. ACDESS (Nigeria - Bayo Adedeji's shop) might be interested but Nigeria under the present regime is probably unacceptable both to us and to funders. IDS institutionally might well find ACDESS' style and desire to be clear senior partner at once somewhat hard to accommodate. At least some donors would clearly view ACDESS as anything but a "safe pair of hands";
 - c. the Botswana institute including MLOF and CH on its staff at first glance looks promising. But it is **in** rather than **of** SSA. To date all senior substantive staff are expatriate. From Botswana's perspective it would appear to represent a locally based, donor acceptable, external consultancy firm staffed by known, user friendly (from Botswana perspective) expatriates with SSA operations as well as analysis experience. This is a perfectly respectable role, but not the ideal base for a Seminar Co-Sponsor;
 - d. however, a serious canvass could almost certainly locate and secure interest of another African institution in - e.g. - Addis, Nairobi, Harare, Western Cape.
31. The long running saga of an institutional African funder/risk bearer probably needs to be set aside for a time. ACBF is in a consolidation/implementation of present commitment menu mode. ADB is rebuilding out of crisis and cannot reasonably be expected to give priority attention to "non core businesses". ECA and OAU are in reconsideration/rebuilding modes as well and very weak in terms of finance, personnel and institutional analytical/intellectual memory.
32. The areas in which IDS(S) has a comparative advantage are fairly clear. The degrees vary and the potential rate of phase down are rather uncertain:
- a. **Overall Design**
IDS's advantage is partly a longer history and partly experience with a broader array of countries. Over 5 years an African co-sponsor (especially if a second in a different part of SSA were to come on board in Year 3) could catch up.
 - b. **Articulated Intellectual Input**
Roughly analogous to "a".
 - c. **Resource Speakers and Materials**
Partly analogous to "a", "b" but more permanent in respect to non-SSA materials and personnel.
 - d. **Routine Administration**
A distinct area of weakness in SSA centres. In principle can be overcome by learning but contextual (as opposed to institutional) factors may limit.

e. **Middle Level Creative Administration - in House and in Town**

IDS's area of massive comparative advantage. There are no analogues to our best Course Administrators because any African with those levels of skills and experience would have been promoted to a substantially more senior level (and if oriented to intellectual side of work entirely out of support admin.). Similarly travel agents, hotels, transport etc. outsourcing is easier and better done with less supervision. These perceptions are not just those of IDS(S) staff but also of IDS(Dar) and CEPA staff. If the problem is - as it seems - part of the general SSA weakness at middle level (under training to start plus rapid promotion of best personnel to higher levels) it is hard to be sanguine about time and degree of safe phase down.

f. **Name Reassurance to Funders**

IDS's appeal as a "safe pair of hands", has been valuable especially in respect to funders wanting South ownership but having severe doubts on initial capacity of South institutions and limited experience (or orientation) to dealing with them as equal partners. After 1996-97 suspension/termination the "safe pair of hands" image may or may not be somewhat threadbare. The underlying ca remains. Phase down would require build-up (as a priority objective not *en passant*) of African partner/funder interaction.

33. Redesign/relaunch would not significantly affect c-d-e-f in the short haul. It would focus attention on longer term phase down/handover. On a-b gains could accrue. IDS(D) and CEPA were involved in design and articulation. However, because they joined an ongoing operation, they were more willing to agree to IDS proposals and less inclined to canvas alternatives/permutations than I would have considered optimal.

INPUT SUPPLY: IDS CAPACITY

34. IDS(S) can at present and in principle provide all of the inputs in which it has a comparative advantage. This slightly cautionary form of affirmation is used because:

- i. unless and until the Partner has a **practitioner co-director** (own or - as in Ghana - from public service) IDS(S) needs to provide one. Our last 3 Fellows with significant senior **operational** experience within public service frame in SSA were MLOF-CH-RHG. The last of these has a maximum shelf life of 3 courses (98-99-00). That by itself is no serious obstacle - CEPA (or A.N.Other) should be able to recruit (to own staff or one off) such personnel (IDS(S) is unlikely to because they will in the future rarely be expatriates and - for whatever reasons - IDS does not hire African practitioners) and in an emergency in 01 or 02 a retired IDS Fellow might well be available as a stop gap;
- ii. as the IDS(S) input shrinks it also becomes ratherly oddly conglomerated. Whether a single Co-Director with a part time research assistant (materials from outside host) and a Course Administrator is a feasible package is unclear. However, why not? (The last stage of IDS with 1 week slot input of a fellow as resource person/a junior co-director would not pose problems unless the number of usable fellows was 1 or 2 and they had other larger ongoing commitments.)

35. The Teaching Area has been so thinly staffed that adequate delivery on a timeous basis of Course Admin. time cannot now (or could not in '95/'96) be guaranteed. Forward planning-budgeting-time tabling could resolve that barrier. However, IDS is also very short on CA's (Course Secretaries) with overseas course operational experience and a sudden shift to one with none (unless she/he had in fact worked in the South and had relevant North based academic administrative experience) might have rather untoward results.
36. Since up to this point no reason to abort exploration and drop the area is evident (at least to the author) the next section is a schematic outline of a Transformation and Housekeeping Seminar. While intended as 3 weeks in SSA with Partner it could probably be altered relatively easily to be 13 weeks/lower level/either home or away.

C.

TOWARD SUSTAINABLE DEVELOPMENT IN SSA: THE MACROECONOMICS OF GOOD HOUSEKEEPING AND TRANSFORMATION

A. Beyond Structural Adjustment

- Why SA
- Results A
- Limits A
- Results S - Liberalisation, Focusing State activities
- Non Restructuring of Production/Trade and Limited Restructuring Public Services/Public Service

B. Management of (Im) Balances

- Public Finance
- Money Supply/Prices (including foreign exchange and interest rates)
- External Account
- Savings and Investment

C. Organisation of Balance Management As 'Background' Good Housekeeping

D. Basic Services/Basic Infrastructure (Public Inputs Into Economic Sustainability-Productivity-Competitiveness) Roles of State

E. Market, Producer Facilitation-Regulation-Management (Macro and Sectoral) Context/Incentive/Social Stability Provision by State

F. Governance: Selected Topics

- Transparency-Accountability-Honesty
- Functions and Public Service Requirements
- Public Service Pay-Productivity-Performance

G. Empowerment and Poverty Reduction

- Universal Basic Service Access
- " " Infrastructure Access
- " Competitive Market Access
- Production By Poor People
- Safety Nets: Stochastic and Secular

H. Women and Children First

- Identification-Analysis-Commitments
- Mainstreaming Not Ghettoising of Analysis and Action

I. Ecology: Environment and Sustainability

- Poverty Devastates Environment (not misperceptions of poor people)
- Sustainability's Mass Base Depends On Visible Direct Payoff
- Toward Contractual Deals on Global Issue Resolution Programmes in SSA

J. Structures of Production and Trade

- Agriculture (Small Farm Household and other)
- Commodities (Production and Value Added Stages)
- Manufacturing
- Services (e.g. Transport, Communication, Commerce, Finance)
- Trade
 - ✓ Makeup
 - ✓ Markets
 - ✓ Dynamism
- WTO-EU and All What?
- Regionalism (Political Economic and Household To Macro Security Aspects)

This scheme can be elaborated. It can also be revised. What it does do is pull last stage TSATT elements together in a coherent, logical, potentially saleable way that can readily be presented as 'Post Structural Adjustmentism'.

D.

FINANCIAL FORECASTING: THE HEART OF DARKNESS

37. The sources and types of finance are relatively limited in variety and relatively well known as to whom - with the exception of African government/central bank own finance (which appears to be making a recovery perhaps because Technical Assistance course grants to governments are more genuinely untied, loosened up or untied for events in SSA under African or joint auspices).

38. The dominant source is **donor agencies** and the dominant form **scholarships**. In the area in question ODA-EU-SIDA-DANIDA-FINNIDA-Swiss Aid-Netherlands-Germany-Canada are potential sources (all have at times backed TSATT). Norad is a potential source but would need to be approached via country offices (e.g. by Partner for host country participants). USAID is unlikely to support events it does not teleguide and would, in practice, be sceptical of "C" above
39. UNICEF and UNDP are potential scholarship (and resource person) providers who have TSATT track record albeit reassessment of how to source UNDP on the basis of discussion with their Africa Bureau may be needed (were tentatively scheduled as part of SS139 refloat) and as heritage of James Grant is expunged UNICEF may well narrow priorities away from macro.
40. Foundations (particularly the main German trio) are cultivable for general support grants (local expenses) via the African Partners - as demonstrated in Tanzania. This is useful in reducing the level of fees needed, adding 'trimmings' (e.g. field trips), and on occasion with transport/senior secretarial augmentation. It is an area in which spade work is Partners - IDS is a 'security blanket'.
41. World Bank funding was once important. It is unlikely to be again. The Bank finances on a substantial scale only when it rules or co-rules (even if in Stanley Please it had a very independent minded representative indeed in the early not visa versa SASS's) and views co-financing (e.g. SPA) as a way to add resources to Bank run initiatives. That may change (the logic of African "ownership" or co-ownership would point that way) but:
- a. IDS(S) cannot play much of a role in such a change especially in a specific financial solicitation context;
 - b. the "ownership" thrust makes the African Partner **not** IDS(S) the appropriate point person with the Bank
42. African governments and Central Banks from own training budgets and "programmes" course grants from donors can once again finance participants. About 10 places in the 1996 SS139 - if it had been held - could have come from that flow. But:
- a. a new course - especially with a 2 year gap - could not expect that level until at least its 3rd year;
 - b. whether there is a preference in such allocations (by SSA governments or their ultimate funders) for SSA based courses is unclear.
43. ACBF is in a consolidation/'get them up and running' mode and is unlikely to expand finance even to existing 'partners' for 2 to 4 years. ADB is focusing on reviving its core business (notably ADF) not its peripheral roles however useful. OAU has no money and a weak (and new) macro and sectoral economic analysis unit (SIDA funded). UNECA - like ADB but from intellectual incoherence as well as managerial trauma and massive financial erosion - trying to redesign and relaunch itself. SADC might - if cultivated by initially seeking a participant or three, perhaps 1 self funded for 1 or 2 course funded - become interested in a continuing relation but the other living Regional organisations (ECOWAS, COMESA) are very unlikely to do so (or even nominate participants?) in the foreseeable future.

44. The situation is by no means hopeless if a bright and shiny new mission statement -TSATT as a track record - an enthusiastic African partner can be presented:
- Northern donors - 15 to 25 scholarship;
 - African participant "self finance" 2 to 3 rising to 10 by year 3;
 - Partner fund-raising - 4 scholarships (host country) plus \$15,000;
 - UNDP-UNICEF-etc.- 2 to 3 scholarships rising to 3 to 6 by year 3.

However, a good deal of cultivation/renewal/refurbishment of contacts is likely to be needed to achieve these levels.

E.

CAVEAT EMPTOR: A DOSE OF CAUTION

45. There is **no guarantee** the design and promotion of 'Macroeconomic Management for the Millennium' will prove **financeable**. To be candid the chances appear to be significantly lower than for a 1997 relaunch of TSATT (under that rubric or a new headline) were as of October.

46. The parameters are:

	TSAT	TSD*	13 Week Lower Middle Level IDS**
Probability 20 Aid Agency Awards	75%-90%	40%-65%	60%-70%
Probability 30 Aid Agency Awards	20%-30%	10%	10%
Probability 65 African Financed Places	100%	25%	5%
Probability 10 African Financed Places	75%-90%	10%	Nil
Probability African Co-Sponsor	100%	50-75%	NR
Probability Seriously Committed To Course African Co-Sponsor*** Rousing \$15,000 (including scholarships)	50%	25%-30%	NR
Probability African Co-Sponsor Rousing \$30,000 (including scholarships)	25%	Nil	NR
Out of Pocket Cash Cost IDS \$ To Decision	12,500	20,000	5,000
Fellow Days Cost to IDS or Fellows	30	30-45	?

* Year 1 - If successful probabilities years 2-5 higher with 'fatigue factor' risk year 6 on.

** *Ibid.*

*** Given 1996 and aborted relaunch 1997 experience it may well be a new co-sponsor would need to be found, i.e. CEPA might well feel new joint venture with IDS(Sussex) too risky for them.

47. Since I am not a party to the calculations that TSATT refloat was an unpromising venture capital investment I cannot comment on why it was so viewed. Cold realism forces me to warn that I view the sunk cost for a redesigned nephew/niece course as comparable or higher and the probabilities of financial success as distinctly lower. Whether this makes a viable investment opportunity is not for me to judge especially as others may be more optimistic on prospects - and I may very well be wrong.

F.

PROCEDURAL AND PATHWAY CONSIDERATIONS

48. The first question is whether to seek to mount a substantial new teaching initiative in respect to macro economic management in SSA.
49. The second is whether to mount it as a partnership with an African institution in SSA. (In principle to questions but in practice an African partner in Sussex or an IDS free standing course in Africa are both implausible.)
50. The third is whether to approach CEPA as the preferred partner. (If not or if CEPA declines but "with African institution/in Africa" choice has been made a recruitment exercise arises.)
51. The fourth step is agreeing subsequent steps with our Partner. Possibly:
- i. initial suggestions/possible parameters from IDS(S);
 - ii. response/reformulation from Partner;
 - iii. Partner 'pointperson' to IDS(S) for two day thinkshop;
 - iv. reflection/revision in parallel Partner/IDS(S);
 - v. IDS(S) 'pointperson' to Partner for two day thinkshop with their team;
 - vi. agreed working prospectus, division of labour on promotion (fund-raising/recruitment).
52. The fifth step is twofold -
- a. pre-recruitment - lining up countries, ministries, research and teaching institutions in SSA;
 - b. fund-raising - selling concept to Northern funders and (initially secondarily) to their country offices in Partner's capital and to African governments (perhaps general support by host and - probably year 2 on once value new venture seen - 'participant funded' places).
53. The sixth - once the 5th is in hand - is operational recruitment and final articulation.

54. A reasonable time schedule might be:

First	December/January	1996/7
Second	Ditto	
Third	Ditto	
Fourth	(Assuming Yes/Yes on 3)	
i.	February/March	1997
ii.	March/April	1997
iii.	May	1997
iv.	June	1997
v.	July	1997
vi.	July/August	1997
Fifth	September/December	1997
Sixth	January/June	1998

Assumed course/seminar date August 15-December 1 slot - to avoid major conflicts with Budgets and Congroups (some are unavoidable but December-July would appear to lead to unmanageable conflict of timing levels). This schedule does allow incoming Director of IDS(S) to review if desired before irrevocable decision made.

G.

A CAUTIONARY NOTE: 'POINTPERSONS' AND WP'S

55. It is practicable to suppose a small steering group can be formed and think/meet as a contribution to collegiality. Possible makeup:

- JT-JS-RHG (personal interest and experience)
- MG (ex-officio)
- SM (experience in parallel course areas - at a remove from past macro situation)
- JS (when reach financing issue areas)

56. But without a 'pointperson' to provide continuity, follow-up, donkey work and nagging the busy other members to make time for meetings (monthly plus 'as needed') the chances of keeping up the pace to reach a positive result are low.

57. Given the schadenfreude (to use a suitably neutral and ambiguous term) surrounding the end of TSATT it is not clear anyone would view investing the time to be an effective 'pointperson' as risk capital attractive. (In my case I risked/lost 30 days totally revising "Structural Adjustment At Twilight", Economic Good Housekeeping As continuation/Successor of Adjustment Side, Public Services/Public Service Transformation/Refocusing as major inputs to SS139, 12 plus on normal pre-seminar recruitment/African funding efforts, 6 on stabilising after 'postponement' to preserve Partnership relation - potential participant base - participant organisation funding potential. Having risked and lost 47 days, to risk invest another 15 odd in a venture I must realistically evaluate as less likely to come off requires serious reflection and calculation.)

58. The probable time needed is:

- a. preparation of materials/Partner contact 3-4 days
- b. preparation for 2 two day thinkshops (and trip to Partner's) 4-6 days
- c. final run-up to move to fund raising-recruitment mode 2-3 days

(Total 9-13 days)

- d. Pre recruitment/financial mobilisation - not necessarily same person - 10 days.
- e. Thereafter into normal Course budget. (One could budget to amortise the a-d 19-23 days, plus parallel Partner time, at 10 days a year over 5 years.)

H.

TO BE OR NOT TO BE

- 59. The foregoing is both a discussion piece reviewing options and choices and a contribution toward one possible scenario.
- 60. The next step is to determine what judgements on viability commitments to participation and IDS ability (in terms of prudent resource management) to mount a serious new venture building exercise may (or may not be).
- 61. To that end a meeting on December 10 or 11 might be prudent (12-15 I am unavailable - Refugee/Rehabilitation do by Oxford RSP-BC). Alternatively 17 or 18 or 19 December. To keep any momentum a pre break initial session appears desirable.

Vaya con Dios!

RHG

Lewes/Falmer 28-29/XI/96

- P.S. I am aware a set of letters to commit (as in burial office) SS139 to all (not just Partner) contacted in holding operation is needed. I will be consulting SO and CS on this and will (as the individual personally involved in holding operation) prepare first half December. The problem is to sustain - if possible - goodwill and potential support for successor course without (again) raising false hopes. Given limited pre-suspension and nil pre cancellation consultation with CEPA this poses not inconsiderable problems.