

REPORT OF THE PROJECT MANAGEMENT REVIEW
OF THE URBAN FUNCTIONS IN
RURAL DEVELOPMENT PROJECT IN UPPER VOLTA

February 22, 1980 - March 1, 1980

REPORT OF THE PROJECT MANAGEMENT REVIEW
OF THE URBAN FUNCTIONS IN
RURAL DEVELOPMENT PROJECT IN UPPER VOLTA

February 22, 1980 - March 1, 1980

Prepared For:

Office of Urban Development
Development Support Bureau
U.S. Agency for International Development
Washington, D. C. 20523

By:

Simon M. Fass, Consultant
-With Editorial Comments by
Lawrence D. Posner
Practical Concepts Incorporated
1730 Rhode Island Avenue, N.W.
Washington, D. C. 20036

March 12, 1980

TABLE OF CONTENTS

	<u>page</u>
Introduction	1
A. Evaluation of Progress Toward Attainment of Project Objectives	2
B. Problems Constraining Project Progress	8
C. Methods to Overcome Problems	8
D. Development Impact of Project	9
E. Lessons Learned	9
 Annex 1	 14
 Annex 2	 18
 Annex 3	 19

INTRODUCTION^{1/}

The content of this report is the result of a short visit by the consultant to Upper Volta during the period February 22 — March 1, 1980, during which time he was accompanied by Mr. Eric Chetwynd of DS/UD. The original objective of the work was to assist DS/UD and the USAID Mission with an evaluation of the field application of the Urban Functions in Rural Development Project in Upper Volta. This effort was to evaluate the substance and progress of the field application based on the stated objectives and purpose of the project, the terms of the Project Agreement and the evaluation terms of reference set forth in that Project Agreement. It was anticipated that the consultant's report would emphasize lessons learned, the appropriateness of the methodologies applied in the project and recommendations for adapting the Upper Volta experience to other sites.

After arrival in Upper Volta it was mutually decided by Mr. Chetwynd and the consultant that it would be premature to carry out a full evaluation of the project, and that the consultant's time would be better used in a Project Management Review operation to provide limited technical assistance and guidance to the project team. This change in the consultant's terms of reference was decided upon because significant progress in preparation of the final project report had yet to be made, and hence there was little upon which to base a substantive final

^{1/} For the purposes of consistence and comparability, this report's presentation follows approximately the format established by the Mid-Term Evaluation report of October 17, 1979. It is consistent with the requirements of Section 5.1 of the Project Agreement concerning Project Evaluation.

evaluation. However, even though technical guidance occupied the predominant proportion of the consultant's time, there were some aspects of the project which were deemed worthy of evaluative discussion, and these are presented where appropriate.

A. Evaluation of Progress Toward Attainment of Project Objectives

There are four explicit objectives of the project. These are:

- To carry out urban functions studies of the centers in Fada and Koudougou ORDs.
- To develop a plan for strengthening the contributions of urban centers to rural development;
- To include in this development plan a list of future project priorities which, based on project findings, are determined to be appropriate for strengthening urban facilities and services in rural development. These projects may include the upgrading or strengthening of existing facilities and services as well as the initiation of new ones;
- To increase the capacities of the Ministry of Rural Development, the Agricultural Planning Cell and the Koudougou and Fada ORDs in the planning methodologies and processes of urban/rural development.

1. The urban functions studies in the Fada and Koudougou ORDs have been completed. This has entailed an inventory of approximately 1,300 villages in both ORDs, development of scalograms for 107 centers, identification of priority centers (22 in the Koudougou and 23 in the Fada ORDs) and completion of detailed studies for each of the 45 selected centers. For each of these latter centers a monograph has been written up of important characteristics. In addition, raw data on markets has been provided to the Project by SAED, retained as contractor for this purpose. Analyses of the data concerning the 45 centers and the markets, and their integration into a comprehensive picture for each ORD, has only just been initiated.

Judgments regarding the utility of the studies must necessarily await completion of the final technical report. Nevertheless, the raw data itself indicates certain strengths and weaknesses which may be noted. With respect to the former, it is clear that the decision of the team to go directly to the field for the purpose of obtaining detailed information on the priority centers, rather than rely on second-hand information which could have been provided in Ouagadougou, was a wise one. The team was able not only to corroborate the existence of certain service facilities, but also to see exactly the physical state of each facility, to see whether it was operational or not, and to see the actual operational level of each facility. At the same time, because of the "grass-roots" orientation of the survey, it was also possible to identify service priorities as expressed by the communities concerned and, to some extent, the degree of probably community participation in the construction and maintenance of future new or improved service facilities. For those service functions consistently covered in all 45 centers, the data collected is highly valuable.

However, there are certain weaknesses in the data set. A few types of information on urban functions were not gathered for all 45 centers, and include agricultural potential of hinterlands, location of agricultural processing activities, credit, and so on. The current data gaps have been ascribed to the absence of qualified individuals at the local level who could provide the necessary information to the project team. Similarly, while the market studies undertaken by SAED (for 32 markets in the Koudougou ORD and 28 in the Fada ORD) cover certain types of data well, such as frequency of operations, size, coincidence with locations of population centers, areas of service for buyers and sellers, etc., there are gaps with respect to the marketing of agricultural inputs like fertilizer, seeds, tools, informal credit, etc.

As indicated, some of the missing elements have been explained by the absence of qualified respondents. But after discussion with members

of the team it was also evident that there had been some degree of misinterpretation of certain aspects of the "urban functions in rural development" concept and ^{of the} corresponding method of analysis. The causes of this appear to relate to the nature of the Mid-Term Evaluation of October 1979, during which administrative issues preoccupied the visit of DS/UD staff. There was apparently little time given over to discussion of technical issues, in particular as regards the content of future analytical efforts.

Recognizing these areas of weakness, the Project Director was, nevertheless, confident that much could still be extracted from the wealth of original data gathered by the team, and that a large proportion of current gaps could be filled through selective use of secondary data sources describing various facets of each ORD. DS/UD and the consultant both concurred that this was possible if some delay in completion of the final report could be arranged. A six-week extension to May 14, 1980, was, therefore, agreed upon. It should suffice to maximize the usefulness of the analyses and surveys undertaken by the project.

2. The objective of developing a plan for strengthening the contributions of urban centers to rural development is, evidently, related to the content of the studies described above. Since efforts to translate the studies into a plan have only just been initiated, comments on this aspect cannot be made. Note should be taken, however, that DS/UD's and the consultant's time was largely taken up with discussions concerning the plan. It was suggested that the final technical report (as differentiated from the contractor's report) be a planning document rather than a methodological paper of the kind developed in a previous similar project undertaken in the Philippines. A crude outline of the content of such a report was discussed with the Project Director in Upper Volta (Annex 1). In addition, extracts of three planning reports from another country were provided by the consultant to DS/UD in

Washington for forwarding to Upper Volta, as promised to the Project Director prior to the mission's departure (Annex 2).

3. The listing of future project priorities will be included as part of the final technical report, as indicated above. It may be noted that among the documents supplied by the consultant to DS/UD for forwarding to the project team (Annex 2), is one which contains a method of presenting "project files." It is not anticipated that the team would replicate such files, given limited time and the scale of resources available to the project, but it is expected that the files would guide the methods by which the team organizes the presentation of the final report. Mention should be made that DS/UD, for the Philippines, did not move its project from a phase of general planning analysis through preparation of a planning document to a phase of project implementation. The project team has therefore not had the benefit of this kind of technical guidance from DS/UD until now, even though the type of output described was called for in the Project Agreement. Therefore, it is not considered valid for future evaluative purposes to judge the actual project presentation made by the project team against the last-minute models provided to it.

4. The degree of increase in the capacities for planning by the Ministry of Rural Development, the Agricultural Planning Ce~~l~~ and the Koudougou and Fada ORDs as a result of the project demonstrate mixed results. In terms of the Voltaic personnel of the project team, it seems evident that a significant increase in capability has been made. Using the notion of an abstract learning curve beginning at point zero in 1978, it is clear that the Project Director and the two researchers have developed a wide understanding of the conditions of rural life, the constraints on rural development, and the input needs to sustain economic progress. Beyond the original high qualifications and attributes of the individuals involved, this learning can be largely attributed to the

positive working environment promoted by the U.S. contractor, the decision to touch base with rural populations by undertaking first-hand surveys, and the degree of independent latitude exhibited by the team in adapting the theoretical principles of urban functions to the particular circumstances of rural development in Upper Volta.

Evidence was provided that discussions between ORD staff and team members had taken place, and that for a time the objectives of the project were presented in a manner consistent with the framework of the Project Agreement. In discussions with ORD staff, however, it appeared to the consultant the objectives and utility of the study and its methods were not well understood. Within the Ministry, only the Secretary-General and the Director of the Planning Cell had been kept informed of the progress of the team's efforts. Discussions of the work of the team amongst other technicians within the Cell and within the Ministry had been rare. Discussions with the planning technicians of other Ministries in Ouagadougou, such as Health, Education, etc., had not taken place, though contact with local personnel of other agencies was maintained in the field. Effectively, the project team has been isolated within the Ministry at the central level, and the increase in Ministerial planning capacity is more or less restricted to the three Voltaic members of the project staff.

It was agreed by the Project Director and DS/UD that efforts would be made to reduce the isolation in the forthcoming weeks, especially as regards discussion of project proposals within the Ministry (including the ORDs), with other concerned Ministries and with interested donor agencies. In particular, it was agreed that an effort would be made to place the final technical report in the framework of the Ministry's established policy regarding "secondary" centres for promoting rural development. To some extent the interim data gathered by the project has already been used for this purpose by other organizations involved

in planning for each of the ORDs.^{2/} The effort would now move towards a fuller institutionalization of the "urban functions" strategy within the overall policy framework of the Ministry, and thus bring the latter a great deal closer to the purpose of rural development.

Finally, some note should be taken that the USAID Mission has not clearly understood the technical content and purpose of the project. This may result partly from turnover of personnel, from lack of time to devote to a relatively small project, from lack of aggressive interest after the earlier administrative problems of the project, from lack of effort on the project side to establish personal contact and from inattention by DS/UD to the absence of technical interaction between the Mission and the Project Director. Whatever the combination of causes, much of the utility of the project for other mission purposes has not been appreciated. The only reference to the project identified by the consultant was found in the list of "Project Descriptions," dated January 1979, and located under a "Research and Development" heading. The project is there described as one which is designed to "... assist the GOUV to plan the ordered expansion of small urban centers in rural areas to aid the rural poor in securing the market and other urban-related facilities they need" (p. 24). While generally accurate, the interrelationship of the project with sectoral programs for rural health, education, community development, etc. is not made evident. Fortunately, Mr. Loc Eckersley of the USAID Mission has expressed an interest in following the progress of the project over the next several

^{2/} *In the Koudougou ORD, the data has been incorporated into an IBRD pre-feasibility study entitled "Preparation des Deux Projets, Koudougou et Bougouriba II, Agrar - Und Hydrotechnik, Essen, Mass, 1979." In the Fada ORD, the data has been incorporated into a USAID-financed study by Michigan State University; it is contained in "Regional Planning Working Paper No. 1: Eastern Region of Upper Volta, Nov. 1979."*

weeks, and it may be expected as a result that the mission will be in a position to judge the merits of the project for its ongoing and "pipelined" programs.

B. Problems Constraining Project Progress

The various preliminary evaluative issues concerning the state of progress of the project with respect to attainment of its four principal objectives have been discussed in the preceeding section, and note has been made of discussions and decisions which were undertaken to strengthen areas of weakness and to clarify misunderstandings of a technical nature. With the benefit of hindsight, it is relatively easy to suggest things which should or should not have been done, but that is history.

A central issue at present is the scarcity of time. There appears time enough in the six-week extension mentioned previously to complete a reasonable final technical report. To the extent that this report will be an exclusive undertaking of the GOUV project personnel, it will be a useful indicator of the distance the project has come in improving the planning capability of this part of the Ministry. However, the improvements which will be registered are unlikely to be as extensive as they might have been had administrative circumstances permitted DS/UD to furnish the project team with technical support (of the type provided by the current mission) during the Mid-Term Evaluation of October 1979.

C. Methods to Overcome Problems

Given the fortunate availability of project funds, it would be very useful to extend the project beyond its current planned termination date of June 14, 1980, in order to compensate for the effects of past constraints and thereby to maximize the impact of the project on Ministry operations. Such an extension, in order to minimize the probability of a recurrence of problems, would necessarily have to be undertaken with certain assurances. One is that the GOUV be willing to extend the

project and to make available to the project the services on a full- or part-time basis of the current Project Director. A second assurance would require the involvement of an interested USAID Mission program officer who, among other things, could provide technical guidance from time to time. A third assurance would require that DS/UD provide essential technical support as required for the life of an extension. Ultimately, of course, the utility of an extension must depend on a detailed evaluation of the quality of the final technical report, due on May 14, 1980. In the consultant's opinion, and if feasible, an extension of several months could do much to enhance the positive impact of the project.

D. Development Impact of Project

The substantive development impact of a study of the type being undertaken in Upper Volta derives from two things. First is the increase in the planning capacity of the Ministry, and second is the degree to which the output of upgraded planners can lead to identification of productive and implementable projects. Both issues have already been discussed above, and final evaluation of the effects necessarily have to await completion of the final technical report.

E. Lessons Learned

Throughout the life of the project, various lessons have been learned. Those which arise from the experience of this current assignment can be added to the list of those gleaned during the Mid-Term Evaluation. The current lessons are discussed below.

1. The concept and inherent analytical methodologies of "Urban Functions in Rural Development" are not easy to master, and are not easily modified to suit specific circumstances. The ORDs selected for the experiment in Upper Volta are so close to being 100 percent rural (i.e., without any centers remotely resembling the usual conception of "urban") that it is very easy to let the concept slip away and become transformed into

another which appears more suitable for "development" purposes. Transformations which have affected the project to some extent include approaches which could readily be titled "rural demand for centralized services," or "basic needs for rural development," or "local government services in rural development," etc. These may, in fact, be the more relevant approaches, but it is impossible to test the merits of the original concept if it is simply abandoned in favor of something else. The original concept has not been abandoned in Upper Volta, but it has shown a tendency to move in that direction. In these kinds of circumstances, it is extremely important that a project receive a great deal of technical guidance in order to assure that it not deviate too much from what is expected of it, irrespective of whether or not what is expected of it appears to be the most sensible avenue to pursue.^{3/}

2. For one reason or another, it is sometimes assumed that the "Urban Functions in Rural Development" approach is something which can be used by itself to prepare plans and to identify projects in a comprehensive manner; and thus, much is expected of it. This assumption is false, and the expectations are exaggerated. The approach, derived from economic geography, stresses the importance of the spatial organization

^{3/} *Editor's Comment: The project methodology should not "drift" into something different without testing the original concept, but there should be room for "adapting" the Urban Functions in Rural Development (UFRD) approach to the specific needs of Koudougou and Fada. The crucial difference between "drift" and fruitful "adaptation" is (1) explicit analytical work clarifying the limitations of UFRD for Koudougou, Fada, and "similar" areas; (2) identifying alternative "adaptations" that would make the UFRD more useful; and (3) recommendations regarding the "best adaptation" to use. If the recommended "adaptations" can be recognized early in the project, it is desirable to test them immediately. If the changes from UFRD were very substantial, it would be appropriate to notify DS/UD of the change in direction immediately.*

of the flow of inputs and outputs to and from rural economic and social activities. It complements systematic sectoral approaches by highlighting the factors associated with overcoming the constraints of time and distance, and by identifying planning dimensions and project typologies which would otherwise be overlooked. It is, therefore, essential that projects of the type undertaken in Upper Volta be made part of existing "integrated planning" efforts. In the Fada and Koudougou ORDs, the timing of the project made it difficult to effectively tie into existing planning efforts financed (in part) by USAID and the IBRD, respectively. The utility of the project for ongoing planning activities will therefore be difficult to measure.^{4/}

3. There is a habit to take "regional" boundaries very literally when undertaking a planning study. In the Upper Volta case, these were defined as the Fada and Koudougou ORDs, and the bulk of analyses took place in centers within their respective limits. However, one of the things the "Urban Functions" approach is supposed to do is define "urban-centered" regions on a "function by function" (or service by service) basis. The method would define the "regions" to look at for specific purposes and thus, among other things, indicate the utility of the regional definition adopted by the government (i.e., the ORDs). This conception has largely been missed in Upper Volta, and should be emphasized in future projects of this type.

4. An important feature of the Upper Volta experiment is that, unlike the previous experience in the Philippines, the Project Agreement

^{4/}*Editor's Comment: The isolation of UFRD from the other planning work can defeat the objectives of the project. The problem is substantive and important. "Measurement" should not be particularly difficult if UFRD really influenced the planning process; a few interviews with the other planners should be sufficient to identify specific projects and changes in strategy that derive from the UFRD analysis.*

indicated an intent to move from analysis to planning, and then on to project identification for purposes of implementation. Aside from the methodological issues raised in Item 2, above, future projects must be provided with a clear understanding of the different kinds of institutional relationships which are required at each of the three phases. Analysis can be performed largely by a project team. Planning requires intimate interaction with planning technicians of other agencies within a Ministry, and with other Ministries. Implementation requires close coordination with the concerned execution units spread over a large set of Ministries and semi-autonomous agencies. Failure to engage in extensive inter-institutional exchange often results in such things as "rediscovery of the wheel," conflicts over interests and responsibilities, and generally does not set a stage conducive to action. These things did not occur on the Upper Volta project, but there was an expectation by the team members that they themselves would carry out an implementation program. This raised impractical hopes, and is a situation which should be avoided in future projects through careful guidance by DS/UD.^{5/}

^{5/} Editor's Comment: *The importance of linking analysis to planning and implementation deserves emphasis. UFRD analysis is not valuable for its own sake. Rather, it is a means to bring about better plans that bring about successful development interventions.*

The UFRD project in Bolivia can be used to test the fruitfulness of a different institutional structure: (1) UFRD will be used in the Potosi Development Corporation which has responsibility for analysis and planning and implementation of many kinds of interventions. It is already clear that planning will be affected since CORDEPO postponed publishing its five-year development plan to await the results of the UFRD analysis.

(2) In Bolivia, UFRD is being tested as part of a larger effort to strengthen regional planning throughout Bolivia. PCI (the contractor for the entire project) and its Bolivian counterparts have already established the linkages with other development corporations so they will learn about the CORDEPO experience as it progresses and will have access to technical assistance using UFRD as demand develops.

(3) The arbitrary political boundaries (referred to in Lesson 3, above) in Potosi are likely to be breached where appropriate; part of Potosi is linked to urban centers in the neighboring department of Oruro. CORDEPO and its PCI advisor plan to extend the UFRD analysis to include the appropriate areas of Oruro with the collaboration of CORDEOR and its PCI advisor.

5. Any project which relies on gathering of original data through surveys runs a great risk of generating strong expectations of assistance in respondents, especially if questions, like availability of health and education services, are already a matter of local concern. There is a degree of frustration in that population if one study is followed by another rather than by some concrete evidence of improvement. A series of such situations eventually causes a "beneficiary" population to become, at best, disinterested and uncooperative. There are several ways to avoid such a situation. One is to neutralize the framework of the survey. In Upper Volta, the team might have suggested that it was engaged in a "map-making" operation, taking the risk of a lower degree of cooperation but minimizing the risk of creating false hopes. A second method is to use surveyors whose normal responsibilities are associated with what the project is attempting to find out, and whose presence the population is used to. Health and school inspectors are examples of individuals who might have been able to carry out portions of the survey for the project. A third method is to incorporate a sum into the project budget which would eventually be used for some small projects, however, token such actions might be. A fourth possibility, perhaps the most reasonable one, is to attach the project to areas where there is already a degree of assurance that implementation of something (related to the project or not) will take place, or where things are already taking place. The choice of the Fada ORD was good in this respect. The Koudougou ORD offered fewer assurances when the original site selection was made.

These five lessons do not exhaust the list of things learned from the Upper Volta project to date. They are, from a technical point of view at least, the important general dimensions which ought to be considered in the design and execution of other projects of a similar type.

Annex 1

Suggested Issues to be Considered in Developing Content of Final Technical Report

A. Should be tied closely to the intent of the Project Description, as presented generally in Annex 1 of the Project Agreement. In particular, attention should be placed on:

Article A — especially the last paragraph on Page 2 and the top paragraph of Page 3, relating to the practical nature of the work and the need to identify reasonable projects;

Article D — especially as regards the substantive analytical steps described on Pages 6 and 7. Also, given the limitations on data provided through the project, it is to be recognized that Steps C, D and E should not be interpreted literally, that which can be reported should be reflected in the report. Links, areas of influence and agricultural data which are missing should not be attempted at the last minute.

B. Content of Final Report should reflect general composition identified in Annex 1, Article D, last paragraph on Page 10. That is:

- description of framework, approaches and methodologies;
- the results obtained during the life of the project;
- a development plan for each of the ORDs (the Eastern ORD plan should be closely coordinated with activities undertaken to date by the ORD planning team in Fada N' Gourma);
- a discussion of the applicability of the "Urban Function in Rural Development" method (as applied to the two ORDs) to other regions of the country.

C. For purposes of organizing the writing of the Final Report, it is suggested that a general "table of contents" be worked out which would

serve to guide the project team's effort. As a completely tentative possibility, one might consider the following kind of outline:

1. Preface

- indicating the government agency and personnel involved in the project
- the time period over which the project has existed
- the nature of collaboration between the government and USAID
- the participation of other government agencies, local agencies (i.e., ORDs), other donor agencies and personnel, etc.

2. Introduction

- background information on the economy and rural development problems of Upper Volta, and reasons for selecting the two ORDs
- introductory description of the two ORDs covered by the study
- background to the initiation of the "Urban Functions" project and method as a means to analyze and develop plans for rural development in the ORDs
- a description of the conceptual framework of the study and its relationship to existing government policies and strategies for rural development, as well as its relationship to USAID assistance in the Eastern ORD and to possible IBRD assistance in the Centre West ORD

3. The Method of Analysis

- a general description of the sequence of methods used, their adaptations to the realities of Upper Volta, the reasons for selecting certain subjects to be investigated, the types of conclusions reached (this should be brief and should refer to a methodological appendix which, at the end of the report, describes the sequential methodology used in both ORDs in detail).

4. The Eastern ORD

- state of rural development and description of government development plans for it; role of centers in future rural development

- the structure and typology of centers today, with short description of each
- relationship of centers with surrounding service areas for each of the basic types of services identified in the project (e.g., administration, health, education, marketing, etc. — i.e., many of the 52 urban functions identified in the analysis questionnaires)
- identification of population served from each center for each service where possible
- selection of maximum-impact centers to serve needs of rural populations
- specification of investment needs for selected centers in terms of types of improved or new facilities required
- specification of types of projects (with cost estimates if possible) which would serve to support rural development, giving location
- define a development strategy for "urban functions" development in the context of the current or planned rural development strategy

5. The Western ORD

- (essentially the same content as for the Eastern ORD described above)

6. Conclusions

- evaluation of the utility of the "Urban Functions" approach in assisting the Ministry in developing regional/rural development strategies in the various ORDs
- evaluation of the utility of the "Urban Functions" approach in assisting other GOUV Ministries and donor agencies in selecting high-impact locations for sectoral development programs (e.g., health programs, education programs, etc.)
- (one aspect of both of the evaluations mentioned, for example, can be the use of existing facilities and personnel in centers; this would aim at improving services to people who already come to them from rural areas, rather than adding a great many new centers which would entail major increases in investment and personnel — something the country is short of)
- other evaluation issues

7. Recommendations

The main report could be complemented by a number of annexes which are included in the text, or are made a separate file. For example:

- Annexe 1: Methodological Appendix (should be attached to report)
- Annexe 2: Fiches de Projet (as examples of types of centre investments)
- Annexe 3: Maps/Cartes (e.g., maps of market areas, health service areas, education service areas, cantons, etc. - attached to report)
- Annexe 4: Monographie (a separate file — not attached to report)
- Annexe 5: Questionnaires Detaillées (separate file)
- Annexe 6: Market Questionnaires — SAED (separate file).

During the course of writing the report, it will be highly useful that contact be made with responsible officials of the many government agencies which are implied by the sectoral components of the regional development strategies. If schools, dispensaries, credit systems, storage systems, electricity, etc. are proposed, then the Ministries concerned should be informed of the recommendations before receiving copies of the final report. Such contacts as deemed important, should be executed on a personal basis in Ouagadougou as well as at the ORD level. Contact with USAID is also strongly recommended.

Generally, the intent of designing the final report in the fashion indicated is to make it a "Planning Report" (which is a basic purpose of the "Urban Functions" project) which can be of use to many Ministries and to donor organizations. Previous reports, such as the ones prepared in the Philippines, were descriptions of methods — and as a result were not of great use in a practical sense. In Upper Volta, there is a possibility of correcting this past error.

March 6, 1980

Mr. Emile Pare
Director
Urban Functions in Rural
Development Project Team
c/o Mr. Loc Eckersley, Controller
USAID, Upper Volta
Ouagadougou, Upper Volta

Dear Mr. Pare:

Dr. Simon Fass has asked me to forward to you extracts of three reports which he thinks could be of general use in the Project Team's efforts to complete the Final Report. In providing you with these copies, Dr. Fass wishes to make it quite clear that he does not anticipate that the Team's final report should necessarily duplicate the depth and breadth contained in the extracts; all three of them being the results of massive investments of human and financial resources. Rather, they are provided as examples of methods of organising the presentation of certain topics, and those aspects might prove of use to you.

The first report, "Les Marches Publics d'Haiti," may prove helpful to some degree in adding to the discussion and presentation of the data obtained by the Team and by SAED concerning markets.

The second report, "Volume V, L'Habitat," although treating a subject which is not covered by the Project Team, does provide an indication of one of several methods of presenting a "planning report", especially Chapitre II, "Strategie Pour l'Amelioration..."

The third report, "Projets d'Actions Immediates No. 4," indicates the manner by which a planning report, such as the previous, becomes translated into a programming document for specific implementation. This would be the direction one might wish to pursue, if the opportunity arises, after completion of the team's final report. It represents the method whereby planning turns into a program of "realizations."

I hope that these documents prove helpful to you.

Sincerely,

Eric Chetwynd, Jr.
Deputy Director
Office of Urban Development
Bureau for Development Support

Enclosures: A/S

Annex 3

List of Persons Contacted by the Consultant

- A. Project Team
 - Mr. Emile Pare, Project Director
 - Mr. Julien Campoare, Researcher
 - Mr. Rigobert Tindano, Researcher
 - Mr. Tom Mead, Contractor

- B. Eastern ORD
 - Mr. Diouari Abdoulaye, Chef Adjoint,
Economic Analysis and Planning
 - Mr. David Wilcock, MSU Planning Team
 - Mr. Asefa Mehietu, MSU Planning Team Consultant
 - Mr. Bengt Thoren, Partnership for Productivity

- C. Center-West ORD
 - Mr. Kafando Puraogo Gabriel Archange, Assistant
Director, ORD
 - Chief of the Office of Community Development, ORD
 - Cantonal Chief of Bingo
 - Cantonal Chief of Poa
 - Chef de Sour-Secteur, Kokologho

- D. USAID Mission
 - Mr. Richard Meyer
 - Mr. Loc Eckersley
 - Mr. Carey Coulter
 - Mr. Tony Vollbrecht
 - Ms. Gay Morgan
 - Mr. Gordon Bertolin
 - Mr. Samir Zoghby

- E. The U.S. Ambassador - Mr. Boyatt

- F. Peace Corps
 - Mr. Jack Hogan, Director
 - Mr. Jim Segler, Deputy Director