

664-0307

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LSN 956

APPLICATION TO U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

FOR PHASE II OF

OPERATIONAL PROGRAM GRANT IN TUNISIA

PROJECT TITLE: Phase II/OPG I  
Community Based Integrated Rural  
Development Program for Siliana Province,  
Tunisia

SUBMITTED: 26 June 1981  
COMMUNITY DEVELOPMENT FOUNDATION  
50 Wilton Road  
Westport, Connecticut 06880

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OPERATIONAL PROGRAM GRANT PROPOSAL

PROJECT TITLE: Community Based Integrated Rural  
Development Program, Phase II

PROJECT LOCATION: Siliana and Kasserine Governorates,  
Central Tunisia

GRANT NUMBER: AID/NE-G-143E  
Amendment 6

IMPLEMENTING  
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SUBMISSION DATE: 26 June 1961

TOTAL OPG REQUEST: \$400,000

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I.- SUMMARY

The second phase (September 1981 to September 1984) of the CDF program will be used to transfer to Tunisian organizations the Foundation's experience in integrated community based program planning and implementation. A variety of experimental training programs and experimental project activities are planned to be carried out on a collaborative basis with Tunisian organizations involved in rural development programs in Central Tunisia, especially in the Governorates of Siliana and Kasserine.

The projects carried out by CDF during Phase I (October 1977 to August 1981) will be used as demonstration sites for training an estimated 100 GOT service department workers and administrators during Phase II. In addition, it is projected that at least fourteen joint projects will be undertaken over the next three years through the collaborative efforts of CDF and Tunisian organizations in Central Tunisia, especially in Siliana and Kasserine Governorates. The recommendations of the recent El-Amouri/Ben Achour CDF program evaluation will be taken into account in planning and implementing Phase II projects. The majority of funding for project activities will come from GOT sources in Central Tunisia, including PDE and the CTDA Experimental Fund. Agriculture, income-generating, appropriate technology and health/nutrition are expected to be the project sectors of primary emphasis.

Training planned for Phase II will involve demonstration training and skills transfer training. The target training population will be GOT extension field workers, field work supervisors and program administrators in Siliana and Kasserine Governorates and such other areas of Central Tunisia as may be appropriate.

For the demonstration training, teams of two-to-five people will visit local project sites and participate in a range of structured and informal situations in which the methodology of community-based development will be reviewed and discussed. The skills transfer component of the program will focus on six to twelve Tunisians from three different local organizations in Central Tunisia, who will be given intensive training in program planning and evaluation techniques related to the design, implementation and evaluation of integrated community development projects. It is intended that the participants be selected from PDE, CTDA, ASDCAR and other sources. These participants will become resources in

the administration, management and planning of rural development projects. Over three years, training activities will include site visits, case study preparation, and structured and informal training experiences.

To carry out Phase II, CDF is requesting \$ 400,000 from USAID. It is planned that Save the Children will contribute \$ 68,440 and GOT \$ 330,000 towards Phase II activities. In the event CDF is invited by GOT to undertake wider activities in Tunisia, CDF will ensure appropriate management resources are made available for expanded collaboration with GOT.

## II.- INTRODUCTION

On 31 August 1977 Save the Children/Community Development Foundation (SCF/CDF) was awarded an Operational Program Grant from the United States Agency for International Development. This grant in the amount of \$ 617,000 was awarded to SCF/CDF for the purpose of initiating an integrated community-based development program in the rural areas of the Central Tunisian province of Siliana. The first three years of the implementation of this grant (No. AID/NE-G-1438, PIO/T No. 664-0307-3-70043) involved the establishment of the CDF field office in Makthar and the initiation of 19 project activities in the delegation of Makthar, Kasseria, and Rohia.

In September 1980 an extension period of one year was granted to the program in order to provide necessary follow-up to on-going and completed projects as well as to initiate a training process involving interested personnel of Tunisian institutions in the integrated community-based methodology used in CDF's programming approach. The amendment (No. 5 to Grant No. 1438) provided twelve additional months and \$ 300,000 additional funding for Phase I of the program grant period. Phase I will be completed on 31 August 1981.

The Community Development Foundation proposes to undertake Phase II of the implementation of an integrated community-based development program in the rural areas of the Governorates of Siliana and Kasserine in Central Tunisia. Phase II is planned for the three-year period 1 September 1981 through 31 August 1984.

## III.- CDF PROGRAM BACKGROUND

### A. OPC/Phase I Implementation

Save the Children/Community Development Foundation was awarded the Operational Program Grant for the initiation of a community-based development program on 31 August, 1977. The Field Director was placed in Tunisia by October 1977. Following a detailed review of CDF program objectives and methodology of operation, the Tunisian government GOT authorized a working agreement with CDF on 26 April 1978. (See Attachment 1)

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Phase I in the implementation of the grant involved the establishment of a field office in Makthar, the initiation of close working relationships with the central and local government, the selection and training of staff, and the development of 19 project activities. Discussions with Tunisian officials concerning the working agreement resulted in a delay in the start-up of project activities and the delivery of program inputs. Project implementation in the Siliana province was initiated in June 1978.

#### 1. Project Activities/Phase I

The first two years of the OPC included the initiation of nineteen projects in the delegations of Makthar, Kessra, and Pohia. Specific project activities involved the initiation of literacy, numeracy, and nutrition education classes; the construction of community centers; the introduction of passive solar construction techniques; involvement in agricultural extension training programs; as well as cottage industry efforts through weaving and sewing courses. In three of the Phase I projects CDF involved ASDEAP (Association pour le Developpement et l'Animation Rurale), a Tunisian development organization in the joint planning and implementation of project activities. Close cooperation with the UNFT (Union Nationale des Femmes de Tunisie) was also developed in the educational projects involving rural women.

The following table summarizes the 19 projects carried out in the period June 1978 through December 1979.

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PROJECT SUMMARY TABLE FOR PHASE I - JUNE 1978 THROUGH AUGUST 1980

Project Number	Project Name	Project Category	Location		Sector	Status	Actual Inputs	
			Delegation	Makthar			CDF/AID	Community
79-0001	Solar Heating	Appropriate Technology	Makthar	Makthar	Makthar	Completed	\$ 1,160	\$ 350
79-0002	Irrigation-M'Sahla	Agriculture	Rohia	Rohia	Hababsa	Completed	15,771	4,730
79-0003	Irrigation-Oued el Hatab	Agriculture	Rohia	Rohia	Hababsa	Completed	13,980	4,194
79-0004	Blanket Weaving Jbel	Productivity	Rohia	Rohia	Smirat (Skarna)	Completed	10,100	3,030
79-0005	Garden/Nutrition UNPT	Agriculture	Makthar	Makthar	Makthar	Completed	280	84
79-0006	School Lunchroom El Louza	Appropriate Technology	Kesera	Kesera	El Louza	Under study	9,726	2,918
79-0007	Classroom and Lunchroom Abed Sadok	Appropriate Technology	Rohia	Rohia	J'Milee	On-going	25,038	7,511
79-0008	Rug Weaving	Productivity	Kesera	Kesera	Kesera	Completed	17,260	5,178
79-0009	blanket Weaving	Productivity	Rohia	Rohia	Smirat (Skarna)	Completed	8,454	2,536

Project Number	Project Name	Project Category	Location			Actual Inputs	
			Delegation	Sector	Status	CDP/AID	Community
80-0010	Irrigation/Community Center - Maghrouna	Agriculture/Productivity	Makthar	Bese	On-going	\$ 20,674	6,202
80-0011	Irrigation - Oued Ouzfa	Agriculture	Makthar	Souelen	Completed	4,738	1,421
80-0012	Irrigation Douar el Achrak	Agriculture	Makthar	Souelen	On-going	7,087	2,126
80-0013	Blanket Weaving Guarie	Productivity	Kessera	Guarie	Completed	3,713	1,114
80-0014	blanket Weaving	Productivity	Makthar	Garaa	Completed	8,606	2,581
80-0015	Insulated Roofs	Appropriate Technology	Makthar	Rah el Qued	Completed	10,819	3,245
80-0016	Chicken coop/ rabbit hutch/ school garden	Agriculture	Kessera	Harsem Kessera	Completed	3,022	906
80-0017	Solar heating primary school	Appropriate Technology	Kessera	Manoura	Completed	1,864	559
80-0018	Blanket Weaving Sene el Haddad	Productivity	Kessera	Manoura	Completed	5,148	3,544
80-0019	Classroom Const. Oued Rmel	Construction	Makthar	Heni Hazem	Completed	1,565	469

## 2. Training Activities Summary

### a) New Staff Orientation

The field office conducted its initial training activities upon hiring the first two staff members to be trained as field coordinators. Both had agricultural school training. The Field Office Director, an expatriate, and the economic development coordinator, a Tunisian, together conducted an orientation program for the new field coordinators during their first month with CDF to introduce them to rural development work in general and to the community-based approach and development philosophy of CDF in particular. Other topics during the orientation included basic project management, planning, and evaluation, and discussion of techniques of communication and motivation of rural communities. After the new field coordinators had begun to interact with rural communities in the CDF project sites, the director and economic development coordinator held follow-up discussions to help the new field coordinators solve problems arising during the implementation of the project plans and to adapt to community situations that were new to them. Of these first two field coordinators, one has continued with CDF to the present and has developed into an impressive field worker.

### b) Workshop on The Well-Being of The Rural Family

In May 1979, CDF, in conjunction with the Union Nationale de Femmes de Tunisie (UNFT), co-sponsored a one-week workshop on the topic of training rural women for improving the well-being of the family. The discussions and preparations for this workshop had taken over a year, but eventually the necessary agreements were reached and commitments made by both CDF and UNFT to collaborate on the workshop as a productive step toward one of their common goals: training development workers to be more effective in helping rural families improve their lives.

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For CDF, improvement of its field staff capabilities in working with rural families and women was a primary interest. This enhanced capability would bring more families into self-help projects and increase the projects' effectiveness. In addition, the expansion of the program to other areas and the improved linkages with government agencies and services were important considerations. Toward that end, the institutional distribution of the workshops participants and presenters played a significant role: 40 participants (including 34 women); several observers from UNFT and CDF; 7 presenters from government or other agencies among which were the Ministries of Education and Social Affairs, the National Family Planning Office, and the National Institute of Nutrition; 2 observers from Catholic Relief Services; and members of the press (for the last two days of the workshop).

The workshop was held in Sousse at the Ministry of Education Center. The objectives of the workshop were:

1. To train the trainers of field workers from the UNFT, CDF, other voluntary agencies, and government bureaus in Tunisia in skills of motivation and communications related to family well-being.
2. To foster workshops for local rural workers in each of Tunisia's 18 governorates to be led by this workshop's trainees.
3. To encourage the creation of a local network of people committed to women in development goals and to enhance their effectiveness.
4. To contribute to the development of a strategy for continuing women's development projects and activities that would place the workshop in a larger context.
5. To establish a coordinating group of representatives of voluntary agencies and government bureaus for programs and activities related to the well-being of families and the capacitation of women.

Judging from their spoken and written comments on the sessions, the participants showed a strong common interest in the goals of the workshop and had a feeling of accomplishment at the end. Most showed an interest in following up this workshop with workshops on the governorate level throughout Tunisia in which they, with enhanced training skills, would be part of the training team. This had been the hope, if not the interest, of the workshop organizers since such an outcome meant that the process of transferring integrated community-based development had begun.

Moreover, the involvement of representatives from government agencies was particularly useful since the participants had an opportunity to have an impact on them and they, in turn, an opportunity to make known the resources and services of their agencies and offices.

c. Skills Workshop for CDF

Anxious not to lose the momentum generated by the joint workshop in Sousse two months earlier, CDF held an in-house training workshop at Mahdia in July 1979 to continue the process of upgrading the technical skills of its own staff to improve their effectiveness in assisting the rural communities with whom they work. An outside training consultant conducted the sessions, which involved all of the field office staff, since it was deemed important that not only the field coordinators but all staff members be familiar with the problems encountered in managing the projects and dealing with the communities.

Although techniques of communication and group facilitation were discussed, the training emphasized baseline data collection and analysis and how to draw conclusions from the data. After the workshop, the Director and the social development coordinator monitored the effectiveness of the field coordinators in applying their new skills in the field by holding weekly, follow-up discussions.

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**d. Communications/Planning Training Program**

June 1980 marked the arrival in Tunisia of CDP's regional training coordinator (RTC) for Middle East/Africa. Although his area of responsibility extended to the entire region, being based in Tunisia made it quite appropriate and convenient for the CDF field office in Tunisia to become the first recipient of his attentions. The RTC took up residence at the field office located in Makthar and he began training activities that continued through September 1980.

Since the Field Office Director and the senior coordinators felt there was an acute need for training, the RTC, as the first order of business, conducted a needs assessment to systematically establish the training priorities. The training problems brought out by that needs assessment were: an imperfect grasp by the field staff of their roles as change agents in rural development; interpersonal communication difficulties; low quality project planning and evaluation; and the lack of an ongoing capability within the field office for conducting training.

The RTC and the field office determined that the priority areas for training fell into two categories: communications skills and management of work assignments. The former aimed at improving interpersonal behavior among staff members and between staff members and the community; the latter aimed at assuring that staff members clearly understood what was expected of them in their jobs and at developing skills in project planning and evaluation.

Another priority, the development of the field office's ongoing training capability, was addressed in a less structural manner. This was carried out through formative evaluations of the training in progress and through the designation and development of a permanent field office trainer.

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The training sessions involved all appropriate members of the field office, and although the RTC conducted most of the sessions, the new trainer, the field coordinators, and the director frequently acted as facilitators.

The program, which ran two days a week from June through August, was designed in three phases.

- 1) The communication phase objectives were to improve morale and work attitudes, improve interpersonal behavior, and improve field coordinators' ability to train community.
- 2) Objectives of the job analysis phase were to analyze one's job in relation to rural development and compose precise job descriptions.
- 3) Objectives of the planning phase were to plan precise objectives and supporting activities, prepare acceptable project studies, execute planned activities, and use reporting devices for evaluation and control.

Although several of the training program's objectives were achieved in regard to improving interpersonal communication and managing work assignments, substantial gaps in staff performance remained, indicating a need for continued follow-up and perhaps additional training activities.

## B. Evaluation of Phase I of the OPG

### 1. PCI Evaluation Report

In September 1979 an evaluation team composed of staff from Practical Concepts Incorporated (PCI) and the Centre National d'Etudes Agricoles (CNEA) of Tunisia carried out an evaluation of the CDF program (Contract No. AID/500/PDC - C - 0190). The purpose of the evaluation was to measure progress to date in the achievement of fourteen of the indicators of the Logical Framework of the grant proposal. (See Attachment 2).

The evaluators when comparing planned activities and actual results concluded that :

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- rural Tunisia was amenable to CDF's self-help strategy
- CDF had developed a staff that believed in and could put into practice its self-help strategy of development
- CDF had established strong working relations with Tunisian Institutions.

The report found that Tunisian government officials were appreciative of the work of CDF. However, the PCI/CNEA evaluation team was not assured that the government would take-on functions of CDF or use its integrated community-based methodology programming approach upon the conclusion of CDF's involvement in Tunisia. Given the experimental nature of the program, the PCI/CNEA evaluation team recommended AID's continued support of the CDF program.

## 2. US-AID Project Evaluation Summary

The US-AID Project Evaluation Review Committee reviewed the PCI/CNEA Report in January 1980. The committee recommended (see Attachment 2) that CDF seek closer collaboration with Tunisian governmental organizations. Joint program design, shared involvement in the community participation process, and cooperative funding of project activities were recommended by AID as ways in which local organizations could have the opportunity to understand CDF's bottom-up approach to rural development programming. Encouragement for the initiation by CDF of training programs involving Tunisian governmental service departments and other voluntary agencies was also included in the report of the AID evaluation committee.

### C. OPG/Phase I Extension Year

The OPG/Phase I grant was awarded for the period 1 September 1977 - 31 August 1980. Because of delays in the negotiating of the CDF/GOT work agreement, project activities and the delivery of inputs were not implemented within the planned timeframe. The recommendation was made by the January 1980 Project Review Committee that the CDF grant be amended to extend the completion by one year and

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to increase the level of funding by \$ 300,000. The purpose of the Phase I extension period of the grant was to continue to build on the experience and continuity of the initial projects so that the effectiveness of an integrated community development approach could be tested in Central Tunisia. During this extension year CDF planned to actively begin the process of institutionalizing this programming approach through close collaborative efforts with government, as well as community and private Tunisian development organizations.

During the extension year 11 additional projects have been initiated and are being carried out within the delegations of Makthar, Kessra, and Pohia in the Siliana Province. Program activities continued to emphasize development projects in the sectoral areas of agriculture and productivity. The following table summarizes the 11 projects being carried out in the period 1 September 1980 through 31 August 1981.

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The Makthar Veterinarian, who is an agent of CRDA, is participating in the CDF rabbit project with regular visits to the farms, technical counsel, and free treatments for the rabbits. Once the two remaining American breeds are received through CRS, he will be in charge of the crossbreeding program, and this at his own request.

Numerous meetings have been held between FDC staff and the Makthar Vet to discuss FDC projects and the needs for Vet services in the Makthar, Kessra and Rohia area. A program of regular visits to CDF projects is being elaborated and will take effect in the second phase.

d. Collaboration with the Office of Animal Production and Forage (OEP)

In December 1980 OEP placed an extension agent in the CDF Magrouna project. The agent, a Peace Corps Volunteer, has been invaluable in helping develop a community spirit on the project. He has also provided technical assistance to local people in sheep raising and served as an important communication link between the community and the Makthar veterinarian.

Through an AID funded project, OEP has also provided alfalfa seed and fertilizer to 30 Magrouna farmers, with which they sowed three acres. Agents from OEP in Siliana presented a training session on irrigated forages. This one-day session took place at Magrouna and attracted 30 farmers from the surrounding area. The agents also explained the various OEP programs available to the farmers.

CDF also collaborated with OEP by funding a sheep dip at Magrouna. With community involvement, the dip was built at one-third the original cost estimate. Built in April 1981, the dip has already treated 650 sheep.

e. Collaboration with ASDIAR

Weekly meetings have been held with ASDIAR staff to discuss development issues in Central Tunisia, collaboration and project activities.

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**b. Collaboration with CTDA**

Throughout the extension year, contacts and collaboration between CDF and CTDA regional office in Makthar have become increasingly frequent. These contacts have led to in-depth discussions of rural development strategy in Central Tunisia, repeated joint visits to projects, participation of CTDA agents in discussions and problem solving sessions with CDF project beneficiaries, both in the field and at the FDC office.

In the extension year CTDA has participated directly in two CDF projects. At Magrouna, using CTDA funds and materials, CDF and CTDA collaborated in the creation of a tunnel greenhouse nursery for tomato and pepper plants.

At Achrak, CTDA created dryland alfalfa demonstration plots in collaboration with the CDF project participants.

CTDA regional office in Makthar and CDF in the midst of elaborating a "Convention" which will define the parameters of collaboration between the two offices during second phase.

**c. Collaboration with Commissariat Regionale de Développement Agricole**

Through PAM 482 Project, CRDA provided 150 apple and pear trees to the Oued Ousefa project and 62 to the Achrak project. Subsequently, CRDA in Makthar expressed its desire to help CDF in its second phase to develop orchards in other CDF project sites. CRDA and CDF will collaborate on the coming months base-line studies to determine the varieties and quantities suitable to each CDF project. One CRDA extension agent participated in the extension year training program at CDF (October † February).

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2. CDF Collaboration with Tunisian Organizations

During the extension year, CDF considerably broadened and intensified its contacts with local organizations. This resulted in a variety of collaborative efforts, creating a network of agencies supportive of CDF development efforts in Central Tunisia. The agencies and range of collaboration are described below. CDF will follow up on these contacts in Phase II.

a. Collaboration with PDR

PDR has played an important role in facilitating contacts between CDF and other regional services, especially the Forestry Services and DRESS. It also assisted in arranging for the Governor and Secretary General in Siliana to visit CDF projects.

In the extension year bimonthly meetings were held with the Director of PDR in Siliana to discuss CDF projects. Points of discussion included present projects, follow-up, the community-based approach to development, expansion of CDF in Siliana and GVT participation with CDF.

From these contacts emerged a number of points of collaboration:

1. During extension year, PDR paid the salaries (70,000 D/month) of two monitors of girls' weaving projects, for a period of 8 months.
2. PDR agent participated in CDF extension year training program (October 1980 - February 1981).
3. Participation in Magrouna agriculture project with 450 meters of Boer tube (90 millimeter diameter) and a 34 HP motor and pump (cost \$ 8,000).
4. Following a visit by the governor to Magrouna on May 18, 1981, the planned Phase II extension of Magrouna will be implemented in June and July, with complete funding coming from the governor. Special funds will be used by the Governor, as Magrouna is not included in Siliana's 1981 PDR budget.

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1. PROJECT SUMMARY TABLE FOR OPG EXTENSION YEAR - SEPTEMBER 1980 THROUGH AUGUST 1981

Note: TD 1 = § 2.55

\* Input data as of April 30, 1981.

Project Number	Project Name	Project Category	Delegation	Location Sector	Status	Actual Inputs*	
						CDF/AID	Community
81-0001	Weaving Center	Productivity	Kessra	El Louza	on-going	§ 3,493	§ 904
81-0002	Weaving Center	Productivity	Kessra	Mansoura	on-going	4,628	1,198
81-0003	Blanket weaving	Productivity	Rohia	Hababaa	on-going	4,646	1,202
81-0004	Blanket weaving	Productivity	Rohia	Hababaa	on-going	3,207	962
81-0005	Blanket weaving	Productivity	Makthar	Houch Sfaya	on-going	2,440	631
81-0006	Irrigation and Agricul. Train.	Agriculture	Makthar	Essawalem	on-going	5,043	1,305
81-0007	Irrigation and Agricul. Train.	Agriculture	Makthar	Heze	on-going	4,059	1,050
81-0008	Irrigation and Agricul. Train.	Agriculture	Makthar	Hababaa	on-going	8,782	2,273
81-0009	Demonstration Farm Center	Appropriate Technology	Makthar	Essawalem	on-going	4,521	1,170
81-0010	Irrigation and Agricul. Train.	Agriculture	Makthar	Essawalem	on-going	191	49
79-0007	Irriga Classr. & Lunchr. Abed Sadok	Appropriate Technology	Rohia	J'Milet	on-going	262	67

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There have also been visits twice a month to ASDEAR and CDF project sites. In February 1981 an agreement was concluded between the two agencies with regard to providing technical assistance, training and support to the Magrouna project. Since May 1981 ASDEAR and CDF have been doing a feasibility study in the Hababaa zone to select and identify areas which can benefit from the respective resources and capabilities of each agency. During Phase II ASDEAR will collaborate with CDF in the installation of a windmill on a potable water well in Magrouna.

In keeping with the recommendations of USAID and the Amouri-Achour evaluation; CDF will strengthen its collaboration and coordination with ASDEAR. In Phase II; CDF plans to make use of the ASDEAR monthly publication "EPIF" for disseminating information on CDF/COT community-based development activities.

f; Collaboration with: Peace Corps, Care Medico and CRS

These agencies have made significant contributions to CDF projects. CRS, for example, has collaborated with CDF on a rabbit breeding project. It has offered technical assistance and improved rabbit breeds at reduced cost. Peace Corps in particular through the inputs of a volunteer in Magrouna has also made a substantial contribution to CDF community-based projects. Care has donated two used vehicles to CDF along with some spare parts. In the extension year Care participated with CDF in the Bir Razmi project to repair a well, construct an irrigation pump-house, install a hand pump for potable water and construct an animal trough. In Phase II Care has agreed to participate in the Magrouna project as well/

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### 3. Training Activities Summary

#### a. Facilitator Training for CDF Staff

Training activities during the extension year aimed at perfecting the skills of CDF staff members in as many areas as possible. Following the communication/planning training program conducted by the RTC in June-August 1980, a field observation of field coordinator performance was made by a local staff development consultant, Dr. Tahar El Amouri of the El Amouri Institute of Applied Psychology in Tunis, who was accompanied by the RTC. The objective of the observation was to determine how much impact the training sessions were having on the improvement of field coordinator performance in the project areas.

The field observation report found that although the field coordinators had excellent relationships with the communities, there was a strong relationship of dependency on the coordinator that was arising out of the community's perception of the coordinator as their provider of services and resources and their interceder with local authorities.

This relationship, obviously, did not foster the growth of community self-reliance. The report recommended, that the field coordinators under go special training in adult education techniques and motivation analysis and techniques.

Acting on these recommendations, the field office retained Dr. El Amouri to design and carry out an appropriate training program. The first training sessions took place at the end of December 1980 and continued through the middle of March 1981. The program began training the CDF staff in the areas indicated above with an aim toward:

- improving community participation to help it become more autonomous
- improving analysis of community motivation toward projects and development of the community's need for achievement.

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The training program was announced also to other indigenous development agencies such as PDR, CTDA, and ASDEAP, who were invited to send their field workers to participate in the program.

**b. In House Follow-Up Training**

When the facilitator training activities conducted by Dr. El Amouri ended in March 1981, the responsibility for continuing to supervise staff development and monitor the field office training needs fell to the newly appointed training coordinator. Having participated in the facilitator training program and having spent substantial time in each of the project sites observing the field coordinators and interacting with members of the community, she has set herself the task of assuring that the skills acquired by the field coordinators are being used effectively and that they are developing the ability of the community to help itself.

The follow-up sessions have been held on Fridays, and have to date covered the following areas: communication (2 sessions), motivation (2 sessions), and evaluation (2 sessions).

At the end of April, two special sessions were held involving the entire field office staff. Working through the group process, the training coordinator started the staff on discussion of the overall training needs in order to develop the field office training plan for the rest of the year.

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**D. Evaluation of Phase I/Extension Year**

**1. El Amouri/Ber Achour Evaluation Report**

In the period March-April 1981 the Centre National des Etudes Agricoles and the Institut El Amouri de Psychologie Appliquée carried out an evaluation of the CDF program during the extension year period of the grant. The objectives of their review were to :

- Verify if the objectives assigned to each project were achieved
- Measure the degree of results
- Analyze the cause of failures
- Verify if appropriate methods of intervention were used
- Verify the credibility of the Foundation with the community
- Verify if the organizational philosophy (CBIRD), has been understood and assimilated by the community and by the local authorities
- Verify if CDF's community based methodology has had an impact on other organizations in Siliana.

The April 1981 evaluation report described the work of the Community Development Foundation (See Attachment 6) as an experiment in which basic theoretical concepts concerning integrated rural development programming could be applied and tested in the Siliana Governorate of Tunisia. They found the CBIRD approach of CDF to be interesting because it involved a strategy of change in rural areas which required the participation of community people while not necessitating large economic investments. The CDF program was evaluated as having been successful in raising the level of expectations of rural people and in involving community members in collective decision-making processes through the implementation of project activities. The evaluators reported that genuine community contributions had been made in the implementation of projects and that the CDF program had brought isolated rural communities

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into closer contact with social and economic institutions in the governorate.

The evaluators assessed the partial achievement of CDF program objectives of encouraging self-initiatives and self-financing by community people in project activities. Agricultural projects were observed to be particularly successful in releasing investments from community people for the continuation of activities begun through CDF projects. The CDF methodology of meeting community needs through an integration of project activities was evaluated as having been partially achieved. However, more time in the implementation of the program and increased efforts to collaborate with Government officials in the Siliana region were described as desirable by the evaluators. These would have in their opinion a positive effect on the CDF experiment of implementing an integrated community based development program in rural Tunisia. The evaluators observed that difficulties could be encountered in the application of such a decentralized programming approach to the existing governmental service department structure until planned reforms in the administration of extension departments of the government are fully implemented. However, the role of CDF as an initiator of change was observed to be an important aspect of CDF's involvement in Central Tunisia.

## 2. Recommendations of the Evaluation

The Ben Achour/El Anouri April 1981 Evaluation Report recommended the continuation of the Community Development Foundation program in Central Tunisia. The program recommendations of the report recommended that CDF consolidate the geographic area in which it operates projects so that the dynamic of change stimulated by each project can reinforce each other. The efforts of CDF to carry out an integrated program plan in which a variety of basic needs in a community can be met would also be more effective if projects were geographically more near to each other.

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Program improvement recommendations for the women's productivity projects were suggested by the evaluators. They observed that the project had been effective in organizing a women's group but ineffective in changing traditional health and hygiene habits. In addition, serious questions were raised about the marketing of the blankets and rugs. Concerns were also raised about the wool supply necessary for production and the commercialization of the marketing process. Recommendations were made that if CDF were to continue with the productivity projects that attention be given to the ongoing supply of raw materials for weaving and the marketing of the rugs. In addition, a more intensive involvement in health education could be developed as a complementary project activity with the local dispensary in Choucha. Finally, it was recommended that consideration be given to the involvement of women in agricultural projects, especially in small scale animal husbandry and vegetable gardening.

The evaluators were very enthusiastic about the agricultural projects, particularly the irrigation scheme for large scale vegetable gardening in Magrouna. They recommended the formation of a marketing method for the vegetables that would distribute without delay money earned from the sale of the produce. Finally, the need in rural areas for a means of transportation was also seen as a basic area of concern that CDF should seriously review in planning future projects. The example of ASDEAR's project which provides mules and carts to farmers on a self-help basis with a subsidy from ASDEAR was mentioned in the evaluation report for CDF's consideration.

The Community Development Foundation plans to incorporate these recommendations in its plans for Phase II of the implementation of the US-AID funded Operational Program Grant.

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#### IV. PHASE TWO OF THE OPERATIONAL PROGRAM GRANT

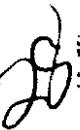
Phase II of the Operational Program Grant will be used to transfer the experience of the Community Development Foundation in integrated community based program planning and implementation to Tunisian organizations. A variety of experimental training programs and experimental project activities are planned to be carried out on a collaborative basis with Tunisian organizations involved in rural development programs in southern Siliiana and northern Kasserine Governorates. The projects carried out by the Community Development Foundation during Phase I will be used as demonstration sites for training of over one hundred Tunisian government service department workers and administrators in Phase II. In addition, it is projected that fourteen joint projects will be developed over the next three years through the collaborative efforts of CDF and Tunisian organizations in the Siliiana and Kasserine governorates, including CTDA, CRDA, FDR and ASDEAR.

The training strategy that has been planned for Phase II of the OPG involves a variety of Demonstration Training efforts and a strategy through which skills transfer training can take place.

##### A. Demonstration Training

The target training population for the demonstration efforts of Phase II of the OPG will be the Siliiana and/or Kasserine government service extension field workers, field work supervisors, and program administrators. Teams of two-to-five people generally from one particular department will be invited to visit a CDF or ASDEAR project. One or two day visits to the Makthar CDF Guest House will be arranged. These visits will include project site visits and a wide range of structured and informal situations in which the methodology of integrated community based programming will be discussed and reviewed. An emphasis on community participation in the program planning and evaluation would be encouraged through the participation of community people in the training process. Training records for each demonstration experience will be kept at the CDF field office in Makthar.

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The CDF field office will appoint a Training Coordinator at the beginning of the new grant extension period in September 1981. The El Amouri Institute for Applied Psychology will collaborate with the CDF field office, and in particular with the CDF Training Coordinator, on the development of all training activities in Phase II period of the OPG.

### B. Skill Transfer Training

The strategy developed by CDF for the transfer of the experience of its integrated community based program methodology involves the identification of a core cadre of at least six Tunisians from three different local organizations who will be given an intensive training in program planning and evaluation techniques related to the design, implementation and evaluation of integrated community based development projects.

It is the intention of CDF to work with program administrators and/or field supervisors in at least three Tunisian organizations on the selection of the training participants from their service departments. The six to twelve trainees and at least three of their supervisors will be invited to participate in a series of structured and informal training experiences, project site visits, and report preparation over an eighteen month to two year period that is being designed to transfer the capability to conceptualize and implement integrated community based development programs in Central Tunisia.

### 1. Proposed Conceptual Design of Training Strategy

The following description of the main activities included in the training strategy through which CDF proposes to transfer the experience of integrated community based programming methodology to Tunisian counterpart organizations is a conceptual design. It will be discussed in detail and finalized with the cooperating organizations in the Siliana and Kasserine Governorates during the period June through September 1981. The proposed conceptual design includes the following components: participants, training activities, and training site.

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- a. Participants : Cooperating organizations in Siliiana and Kasserine are planned to include trainees from the PDR program (Rural Development Program of the Ministry of Plan), ASDEAR (Association for Rural Animation and Development), CTDA (Central Tunisian Development Authority), and CRDA (Regional Commission for Agriculture Development). The six to twelve trainees are to be prepared to function as departmental staff trained in program planning and evaluation skills. Their supervisors and the senior governorate personnel will be involved in the final design of the training program. It is intended that following this intensive training involvement, the trainees will be viewed as resource staff to their departments in the administration and management of rural development projects.
- b. Training Activities : Training activities are planned to include project site visits to ASDEAR, PDR, CDF, CRDA and CTDA projects in Siliiana and Kasserine governorates; training in project design and on-going project evaluation leading to project redesign; intensive involvement in the critical review and analysis of a defined number of successful and failed projects; and the preparation of training materials and training curriculums for publication.
- c. Training Site : The training activities will be based in the Central Tunisian governorates of Siliiana and Kasserine. The CDF Makthar Guest House and training room of the CDF office will be regularly available for training activities in the project area. The conference room at the ASDEAR office in Tunis will also be periodically available for training activities in Tunis.

## 2. Training Needs Assessment Study

The pivotal role to be played by training in achieving institutionalizing of the integrated community-based approach to rural development in Tunisia demands that the design of the training program be well grounded in data from the field. The first step in assuring a carefully designed

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training program will be the training needs assessment, which the Regional Training Coordinator of the Community Development Foundation will undertake in the period June through September 1981. This process will involve meetings and discussions with officials and staff of Tunisian development institutions whose collaboration is being sought by CDF in initiating the process of institutionalization of its development approach.

Since institutionalization is a complex process involving professional sensitivities, notions about priority needs as well as attitudes toward new ideas, the needs assessment will be useful in eliminating unnecessary obstacles to the process by encouraging the active involvement in the training design process of all those who will be affected by the training program.

The training needs assessment will provide the baseline data for designing a training program with a realistic chance of achieving success. The results of the needs assessment will appear in the report to be submitted to USAID and GOT by 30 September 1981. The recommendations in that report will be used to verify or modify, as required, the indications for training outputs in the logical framework included in the design of this proposal.

The Training Needs Assessment Study will be based on the following areas of information necessary for the finalization of the design of the CDF skills transfer training program:

- Identification of desired level of competence of trainees for participation in program;
- Establishment of present level of performance of trainees;
- Separation of training from non-training needs;
- Identification of the trainee population;

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- Establishment of prerequisites for training;
- Determination of organizational support for training;
- Determination of candidate's support for training;
- Finalization of learning objectives;

A detailed description of the outline to be used in the Training Needs Assessment Study is included in Attachment 3 of this proposal.

### 3. CDF Technical Capability to Implement Training Program

The Regional Training Coordinator will be available for extensive consultation with the CDF Tunisian field office during the period June through December 1981. The preparation and implementation of the Training Needs Assessment Study will be done by the Regional Training Coordinator. It is estimated that approximately 40% of his time or 334 hours will be available to the CDF field office working during this six month period.

In addition, the Community Development Foundation has seriously discussed a contractual relationship with a qualified Tunisian consulting firm to support and assist in the implementation of Phase II of the OPG grant. The terms of the relationship have initially been defined on a task specific basis and a period of time has been allocated by the firm for support of overall field office efforts to meet the indicators of the Phase II of OPG.

#### a. Task Specific Assignments

The following tasks have been discussed as requiring the technical support and assistance of a local Tunisian consulting firm:

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o Preparation of the Training Needs Assessment

In the four month period of June through September a 3 days/month relationship has been discussed so as to involve the local Tunisian firm in all aspects of the design and implementation of the study. This on-going involvement should allow the Tunisian administrators of the local organizations sufficient time to become familiar with the firm which will be designing the training programs involving their staff.

Time: 12 days  
Cost: \$150/days = \$ 1,800  
Result: - Identification of Tunisian Cooperating Organizations  
- Definition of Training Needs  
- Selection of Training Participants  
- Final Design of Training Strategy

o CDF In-Service Training on Demonstration Site Visits

Preparation of a 3 day workshop for CDF staff on how to most fully plan and utilize the project site visit method of a demonstration training approach.

Time: 7 days (2 days preparation)  
3 days workshop  
2 days follow-up)  
Cost: \$ 150/day = \$ 1,050  
Result: Training Curriculum and Materials of Workshop

Training Report of Workshop

Training Site Visit Report Format

o GOT Departmental Workshops in Basic Concepts of Integrated Community Based Program Planning and Evaluation

Design and implementation of 3 workshops with GOT service departments to familiarize 30 extension workers and 10 field worker's supervisors with the basic concepts involved in a community participatory programming methodology.

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Time: 14 days (2 days preparation  
3 workshops at 2 day/workshop  
3 days follow-up  
3 days write-up of results)

Cost: \$ 150/day = \$ 2,100

Result: Training Curriculum and Material  
of Workshop

Training Reports on Workshops

Report on Application of Workshop

Results in Department Operation

o Joint CDF/GOT Project Planning

Availability of consultant for informal departmental workshops or individual consultations with CDF and GOT organizations in the development of joint CDF/GOT project plans using an integrated community based programming methodology for submission to the Experimental Fund or on-going GOT budgeted sources.

Time: 7 days

Cost: \$ 150/day = \$ 1,050

Result: Assistance in submission of 14 joint CDF/GOT projects

o Workshop for On-Going Project Evaluation and Redesign

Involvement of consulting firm in organization of a workshop for 6 - 12 trainees from 3 - 4 Tunisian organizations. Subject of the workshop will be project design, application of analytic problem identification techniques to 6 on-going rural development projects in Siliana and/or Kasserine governorates; and redesign of 3 of the on-going projects.

Time: 11 days  
( 2 days preparation of workshop including selection of trainees  
3 days workshop implementation  
1 day site visit observation  
5 days follow-up and write-up of workshop results)

Cost: \$ 1,650

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**Result:** Training Workshop Curriculum  
and Training Materials  
Preparation of 6 Trainee Evaluation Reports  
Report of Planning Redesign of 3  
On-Going Projects

o Seminar Workshop on Integrated Community-Based Programming

Involvement of Tunisian consulting firm and possible involvement of an American Consulting firm in the organization of a workshop for senior departmental administrators as well as 6 - 12 trainees from previous workshop. The workshop will review basic programming methodologies of an integrated community-based approach to rural development in Central Tunisia as well as management concerns necessary to take into consideration in the development of such a program. It is possible that an American consulting firm may assist in the organization of this workshop.

The participating organizations will each select one successful and one failed project for joint review by the workshop participants. In the 3 - 6 month period following the workshop 6 of the case studies reviewed at the workshop will be further developed for local publication as reference materials related to rural development project activity in Central Tunisia.

**Time:** Workshop - 10 days  
(3days preparation  
5 days workshop  
2 days follow-up and write-up)

**Publication of Case Studies:** 21 days  
(1 days for 1 mini workshop for trainees to review draft case histories and initiate development of publication contacts  
10 days for development of 6 case studies at 1 day/case study/month for a 3 month period)

**Cost:** \$ 4,650 - Local Tunisian Consulting Firm

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**§ 5,000 - Possible Use of American Consulting Firm**

**Result: Training Curriculum and Materials of Seminar**

**Training Report on Seminar**

**Preparation and Publication of 6 Case Studies**

These task assignment descriptions are based on the proposed training strategy which will be finalized during the Training Needs Assessment Study. The task specific assignments in which a local Tunisian Consulting firm will assist the CDF field office may be modified or redefined according to the findings of the Training Needs Assessment Study.

The total estimated cost of the specific task relationship with the Tunisian Consulting firm is estimated at 67 working days or approximately \$ 10,050. In addition, an estimated amount of \$ 5,000 is budgeted for possible use by CDF for the involvement of an American consulting firm in the week-long seminar on rural development programming methodologies and management concerns.

**b: Field Office Support**

In addition to the previously defined task specific assignments, it has been discussed that the Tunisian consulting firm will provide approximately 2 days/month for the 3 year period of the grant for on-going support of the training capability of the CDF field office. At \$ 150/day this on-going support function is being budgeted at approximately \$ 10,800.

**c. Training Budget Summary**

The training budget for activities described above for the CDF field office for the period September 1981 - 1984 is summarized in the following table:

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Training Budget

	<u>Amount</u>
Tunisian Consulting Relationship	
a. Task Specific Assignment	\$ 10,050
b. On-going Field Office Support	10,800
Publication/Materials Production (Outside of cost of materials produced for use in workshops)	9,150
Guest House Food/Lodging Support	5,000
Allocation for Possible US Consul- tancy Firm	5,000
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TOTAL:	\$ 40,000

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### C. Phase II Program Description

In comparison with Phase I, CDF will stress in Phase II greater concentration of project funds and increased field supervision, follow-up and overall concentration of resources at the community level. The fourteen projects CDF plans to undertake in Phase II will be used as demonstration training sites. As part of the Phase II training strategy, all projects will be developed in close collaboration with GOT counterparts.

Whereas in Phase I CDF implemented a large number of experimental, small-scale projects, the Phase III training program calls for a limited number of heavily integrated projects which will serve as vehicles for the transfer of the community based methodology to GOT.

In accordance with the recommendations of the Anouri/Ben Achour evaluation, in Phase II CDF will place greater emphasis on developing complementary projects in South Siliana and North Kasserine. The "triangle concept" advanced in the Anouri/Ben Achour evaluation will maximize staff resource time and facilitate the most effective project follow up while delivering an integrated development package which meets the widest range of local need. Thus, to the extent feasible, CDF will expand activities into zones contiguous to South Siliana where CDF is already successfully working.

Because CDF is proposing to focus its resources on fewer sites in Phase II, it will be able to deliver greater benefits to the target population. Due to the integrated nature of the projects, a wider cross-section and a greater percentage of the community population will benefit from the project activities.

Experimental small scale projects in Phase I benefited approximately 1,800 people over a three year period. The majority of these people benefited from isolated actions which addressed a specific problem within their community. In Phase II, an estimated 1,400 people over a three-year period will benefit from project activities. The integrated program is expected to have a far greater and deeper impact on their lives, addressing a wide range of problems within the community, with the goal of developing a sustained community self-help spirit. In addition, approximately 100 trainees will benefit from the Phase II training program. These trainees will return to their respective departments, where the

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application of their new skills will in turn benefit colleagues and project participants alike. Following elaboration of CDF - CTDA collaborative efforts through the Experimental Fund, an even greater segment of the population can benefit from the replication of CDF projects, like those in appropriate technology.

The integrated projects will call for a significant amount of community participation, primarily in-kind contributions in the form of man-hours, labor and land for community activities. The value of self-help in phase II is estimated to be 30% of the project.

The primary funding source for Phase II projects will be GOT agencies, thereby continuing the upward trend in GOT participation which has begun during the Phase I extension year. It is projected that GOT will assume practically full (95%) responsibility for the funding of project activities by the third year of Phase II. Beginning the first year GOT sources will provide 60% of the project fund.

#### 1. Criteria for Project Selection

Based on lessons learned in Phase I and the extension year, projects selected for implementation in Phase II must meet the following criteria developed by field coordinators and field staff:

- a. Projects will be primarily concentrated in six delegations in the South Siliiana and North Kasserine. In the event CDF is invited by GOT to undertake wider activities in Tunisia, CDF will ensure appropriate management resources are made available for expanded collaboration with GOT.
- b. Projects will respond to the expressed needs of the beneficiaries who will themselves provide inputs in cash, in kind or in labor;
- c. Projects will correspond to GOT interests and priorities. GOT and CDF will closely collaborate in project planning, implementation, and evaluation;

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- d. Projects will have clearly defined long and short-term goals via a institutionalization of the community based approach;
- e. To the extent possible projects will be integrated with sectors other than the sector of primary concern;
- f. Projects will use locally available, low cost, and appropriate material resources and will create a demonstration model which can be replicated in other communities.

## 2. Project Activities

### a. Agriculture

In close collaboration with local leaders and local government this sector will focus on the needs of rural dryland farmers, especially in regard to irrigation. CDF will undertake projects which increase the productivity of existing wells and springs by equipping them with motor pumps and/or windmills, and by channeling the water through irrigated perimeters. Experimentation and demonstration of different cropping methods, new crops, new seed varieties, small animal raising, and helpful farming practices will also be carried out. Practical collaboration with PDP, CRDA, CTDA, and ASDEAR will be continued and further articulated to ensure that the methods of community based agricultural development are understood and practiced by/and transferred to both beneficiaries and GOT counterparts. CDF will emphasize training beneficiaries in effective utilization of irrigation systems, and in income-producing agricultural activities, with the aim of making projects self-sustaining on a long-term basis.

### b. Productivity

Sectoral activities will focus on rural needs for income generating and employment. In light of CDF's phase one experience, projects will be encouraged which explore solutions to the principal obstacles inherent in small business and cottage industries, such as

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capitalization, access to raw materials, transportation, marketing, and savings accumulation.

Phase I has shown that productivity project participants, upon completion of their training, are confronted individually with problems which would be far more easily dealt with by a group. In this connection, access to major markets and availability of raw materials are two key issues which have been identified. One solution to these problems is the creation of permanent production centers which are located in close proximity to road links with major marketing centers. These production centers will answer the rural need for income generation and employment. Heavy emphasis will be placed on developing the marketing knowhow of the participants. An education program covering health, nutrition, family planning, literacy and numeracy will be integrated into daily activities of the centers.

One example of FDC's emphasis on project integration in Phase II is reflected in the productivity centers, such as the Mansoura Margoum Production Center which has been submitted for funding to PDR in Siliana. The proposed production center will begin with the girls who practiced in the FDC weaving/general education training project from October 1980 to June 1981, building on the training and income generating skills developed during the extension year. The girls will use the equipment and the raw materials received at the end of their training to begin the production cycle. To this end, they will also use their money earned through sales of margoums produced during training. Mansoura being in close proximity to the Makthar-Kairouan road, the two major issues of marketing and raw material availability stand every chance of being resolved.

General education sessions will be continued on a more intensive basis, with special attention being paid to the reinforcement of previous literacy and numeracy training.

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FDC and GOT technicians will concentrate on developing the skills of the girls in all aspects of production and marketing, particularly buying and selling and money management, the objective being to render the girls entirely responsible for the management of the production center, and eventually autonomous.

In order to strengthen the production center, a second group of girls will begin a one-year training program 6 months after the opening of the center. The end result will be an autonomous margoun production center providing full-time employment for local young women.

In addition to margoun production, CDF has also considered with the community retrofitting the Southern exposure of the margoun workshop with a solar wall and starting a demonstration garden at the entrance to the center. Thus, the range of integrated activities proposed for Mansoura would include the following components: productivity, appropriate technology and health/nutrition.

c. Appropriate Technology

Activities in this sector will be oriented to the needs of farmers and farm families which can be met through low cost technology using locally available materials. Following FDC's Phase II policy of developing complementary integrated projects, appropriate technology activities will be undertaken primarily in locales of existing projects. Such activities will add a further dimension to the projects in their demonstration training capacity. Local farmers and GOT counterparts will assist in project planning, implementation and evaluation, thus insuring a transfer of skills and techniques in a variety of appropriate technologies, including: windmills, greenhouse systems, passive solar heating, ferro-cement graineries and water cisterns. Appropriate technology activities will be

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funded primarily through the CTDA Experimental Fund and undertaken in collaboration with GOT. The appropriate technology activities will function as pilot projects, one of the goals being to determine their degree of replicability in Central Tunisia.

d. Rural Health and Nutrition

This sector will address rural health and nutrition problem learn-by-doing activities and actual instruction in and discussion of health and nutrition related subjects.

One example of sectorial activities is the women's project of Ouled Ahmed Ben Ali which is one component of an integrated project in this community. There are five facets to this project.

1) Girls aged 15 to 20 will form a community plot within the irrigated perimeter. The techniques learned in this training program will be transferred to their family plots.

2) Concurrent to this activity, the girls will participate in nutrition and cooking classes, the goal being to improve the local diet through the consumption of already known but poorly used vegetables.

3) The girls will also attend sessions dealing with hygiene, health and family planning. This training will be carried out in collaboration with GOT technicians. Working in collaboration with these GOT agents, these women can play a key role in nutrition surveillance and the identification and referral of patients needing medical attention. Litteracy sessions will also take place in the center, which is provided by the Community.

4) Small animal raising is the next component. The girls, with the help of the regional veterinarian, will raise chickens and rabbits, beginning with stock provided by FDC:

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- 5) A pit latrine will be built in close proximity to the centre in order to provide descent facilities for the participants. This latrine will be built by the girls with the help of community members who will then replicate the effort next to their own homes.

FDC extension agents and GOT counterparts will provide nutritional education and counselling on environmental sanitation and will monitor baseline data to evaluate projects' success. Emphasis will be placed on developing methods and materials for community education, with the purpose of creating a replicable model of health and nutrition activities at the village level.

### 3. GOT/CDF Project Collaboration

Phase II will involve closer communication and planning coordination with local government, the Ministry of Plan, as well as the CTEA, CRDA and other Ministries as appropriate. Funds available through the Experimental Fund and PDR budgets will enable CDF to collaborate with GOT in joint project planning and evaluation. GOT involvement in joint project development, implementation and financing with CDF will be an important means of institutionalizing the self-help community-based approach.

CDF anticipates the Ministries and Governors of Siliara and Kasserine will provide \$ 310,000 in Phase II which will be the primary source of funding for project activities. In this connection the Governor of Siliara has already pledged \$ 50,000 to support two community-based integrated irrigation projects in the Hababsa region and has indicated a willingness to entertain additional project proposals submitted to his office. Discussions are underway with the Governor of Kasserine to negotiate a similar arrangement. The reader is referred to Attachment 5 inviting closer collaboration with CDF.

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CDF plans to submit projects to the Experimental Fund. The CDF strategy will be to mobilize resources in Phase II to involve extension agents and CRDA, CTDA and PDR staffs in these community-based project activities. This will constitute on-going non-formal training which will be complementary to the training activities described in sections IV A and IV B of this proposal.

Institutionalization of the community-based approach will be the principal focus of Phase II activities. Project activities, training, and close collaboration with GOT in planning and implementing projects are vehicles to achieve this. GOT counterparts in Phase II will include: Ministry of Plan, Office of Family Planning, CTDA, Ministry of Social Affairs, CRDAs Governorates of Siliana and Kasserina.

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LOGIC FRAMEWORK

JFG Phase - - Integrated Rural  
Development Program  
in Siliana Framework

Grant Number - AID/NE - C - 1438

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal:</u> To institutionalize an integrated community based approach in the development of rural areas in Central Tunisia.</p>	<ul style="list-style-type: none"><li>- Integrated community based programming approach continues to be used by at least 2 Tunisian organizations in the Siliana province after the completion of the CDF program</li><li>- Replication of integrated community based programming approach used in Siliana Governorate in at least 1 other Governorate of Central Tunisia.</li></ul>	<ul style="list-style-type: none"><li>- Assessment of outside consultant through<ul style="list-style-type: none"><li>o Review of program planning and evaluation records of Tunisian organization or governmental department</li><li>o Review training records and budget allocation procedures of Tunisian organization or governmental department</li><li>o Interview with staff at administrative and program level; and/community people in project areas.</li></ul></li></ul>	<ul style="list-style-type: none"><li>- Government of Tunisia is receptive to the use of integrated community based development programming approach in rural areas of Central Tunisia</li><li>- Government committed administrative reform of government service departments involved in project implementation in rural areas.</li></ul>

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
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<p><u>Purpose:</u> To transfer experience of integrated community based program methodology to Tunisian counterparts through experimental training programs and experimental project activities;</p>	<ul style="list-style-type: none"> <li>- 3 local Tunisian organizations have initiated the use of integrated community based program planning and evaluation techniques</li> <li>- 14 community-based rural development projects carried out in Central Tunisia which are planned and financed through GOV agencies such as PDR, CUSA or CTG).</li> </ul>	<ul style="list-style-type: none"> <li>o Review of organizational records. Project planning and evaluation studies undertaken by Tunisian organizations</li> <li>o Review of grant allocation records of collaborating agencies</li> <li>o Periodic indicators and narrative reports.</li> </ul>	<ul style="list-style-type: none"> <li>- The integrated community based approach shows positive results in project implementation process</li> <li>- Leadership of Tunisian agencies willing to allocate staff time for training workshops field visits and/or seminars</li> <li>- Existing operational procedures responsive to possible changes necessary for the implementation of an integrated community based development approach.</li> </ul>
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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Output: A: <u>Training</u></b>			
<b>1. <u>Demonstration Training</u></b>			
To introduce integrated community planning approach to 10 GOT service department administrators and 100 GOT extension workers	o Organization of 25 site visits by GOT staff to on-going project activities and informal discussion of program methodology	o Training reports of CDF field office	o GOT officials support the idea of following an integrated community-based approach and are willing to collaborate with CDF to attain it
<b>2. <u>Skill Transfer Training</u></b>			
To train 6 Tunisian counterparts in integrated community based program planning and evaluation techniques	o Involvement of at least 14 GOT staff in all phases of project development for 14 new project applications jointly submitted to PDR, CTDA, or CTBD	o Review of trip reports of GOT staff	o Needs assessment identifies appropriate candidates for training
	o Organization of 3 two day departmental workshops in basic concept of project planning and evaluation	o Training plan for workshops	o GOT institutions and personnel cooperate in needs assessment process
	o Involvement of 20 teachers and community leaders in informal discussions of community based integrated program planning	o Submission of training needs assessment report by SCP/CDF coordinator by 1 September 1981	o Teachers and community leaders can be motivated to participate
	o Organization of a 3 month training needs assessment with cooperating Tunisian organizations for Phase II OPC program implementation	o High local recognition of CDF	o Consulting firm available and makes commitment to support CDF program
		o Work plans of Regional Training Coordinator	

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**NARRATIVE SUMMARY**

**OBJECTIVELY VERIFIABLE INDICATORS**

**MEANS OF VERIFICATION**

**ASSUMPTIONS**

- o Technical assistance agreement with local Tunisian consulting firm finalized for development and implementation of Phase II training strategy
  - o Identification of 3 Tunisian organisations for participation in program planning and evaluation seminars and workshops
  - o Identification of 2 Tunisians from each of the 3 cooperating Tunisian agencies for involvement in training program
  - o With assistance of Tunisian consulting firm, organization of workshops for CNF and 3 cooperating agencies in program planning and problem intervention in on-going projects
  - o Preparation of 6 project review reports by workshop participants
- o Contact agreement with consulting firm
  - o Training curriculum
  - o Training records
- o GOT agencies agree with training objectives and are willing to participate in program

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> <li>To train 6 counterpart Tunisian staff and 3 of their supervisors in integrated community based program planning and evaluation methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Redesign of 3 of the 6 on-going projects included in the one week workshop</li> </ul>	<ul style="list-style-type: none"> <li>Project Records</li> <li>Reports of GOT agencies collaborating with CDF</li> </ul>	<ul style="list-style-type: none"> <li>USA consulting firm available to collaborate in seminar</li> </ul>
<ul style="list-style-type: none"> <li>To develop training curricula and case studies of integrated community-based development projects for publication</li> </ul>	<ul style="list-style-type: none"> <li>With assistance of local Tunisian consulting firm and possible involvement of a USA consulting firm organization of a one-week seminar for CDF and 9 staff members of the 3 cooperating agencies</li> </ul>	<ul style="list-style-type: none"> <li>Agencies agree to identify suitable projects and submit them to review process</li> </ul>	<ul style="list-style-type: none"> <li>Agencies agree to identify suitable projects and submit them to review process</li> <li>Agencies agree to publication of case studies</li> </ul>
<ul style="list-style-type: none"> <li>Participation of CDF and 3 cooperating agencies in selection of at least 3 successful and 3 failed projects for inclusion in case study review</li> </ul>	<ul style="list-style-type: none"> <li>Participation of CDF and 3 cooperating agencies in selection of at least 3 successful and 3 failed projects for inclusion in case study review</li> </ul>	<ul style="list-style-type: none"> <li>Participation of CDF and 3 cooperating agencies in selection of at least 3 successful and 3 failed projects for inclusion in case study review</li> </ul>	<ul style="list-style-type: none"> <li>Participation of CDF and 3 cooperating agencies in selection of at least 3 successful and 3 failed projects for inclusion in case study review</li> </ul>
<ul style="list-style-type: none"> <li>Publication of 2 training curricula based on the Project Problem-solving Evaluation Workshop and the seminar on Integrated Community Based Development Programming Methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Publication of 2 training curricula based on the Project Problem-solving Evaluation Workshop and the seminar on Integrated Community Based Development Programming Methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Publication of 2 training curricula based on the Project Problem-solving Evaluation Workshop and the seminar on Integrated Community Based Development Programming Methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Publication of 2 training curricula based on the Project Problem-solving Evaluation Workshop and the seminar on Integrated Community Based Development Programming Methodologies</li> </ul>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<u>INPUTS:</u>	<u>FUNDING:</u>	o Price Waterhouse Audits	o Trained staff remain with CDF
1. USAID, CDF, GOT	1. \$ 400,000 USAID	o Monthly finance reports	o Vehicles operational
2. CDF staff	2. \$ 88,440 CDF	o Makthar Field Office	o Timely budget inputs are available over life of project
3. Capital Assets: vehicles, office, training facilities	3. \$ 330,000 GOT		o CDF staff can be institutionalized by GOT counterparts
4. Self-help			

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><b>3. <u>Projects</u></b></p> <ul style="list-style-type: none"><li>o To continue CDF's involvement in the implementation of projects using an integrated community based programming approach</li><li>o To involve CDF in close collaboration with Tunisian government and non-governmental organizations in the development of joint project activities</li></ul>	<ul style="list-style-type: none"><li>o Publication of 6 case studies of successful and failed integrated community-based development projects</li><li>o Identification of community needs through involvement of community people in project planning</li><li>o Selection of projects according to local priorities, project feasibility, available resources and interest of local government</li><li>o Planning implementation of evaluation of projects with involvement of GOT service department personnel</li></ul>	<ul style="list-style-type: none"><li>o Site visits</li><li>o Project applications</li><li>o Management Implementations Plans</li></ul>	<ul style="list-style-type: none"><li>o Got local officials support CDF program objectives</li><li>o Local communities receptive of CDF methodology</li><li>o Staff regularly able to reach project sites</li></ul>
	<p>Year 1 <u>60%</u> of CDF Year 2 <u>35%</u> projects Year 3 <u>95%</u> funded through GOT or local Tunisian agency sources</p>		

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### E. Staff Structure and Organograms

During the first year of Phase II CDF will retain the trained field staff it currently has. The reader is referred to the attached organogram for Phase I/Extension Year.

At the beginning of the second year, it is planned for the support costs of two field coordinators to be assumed by GOT sources. At the beginning of the third year, external funding will also be sought for a third coordinator. The absorption of these trained and experienced staff in GOT agencies is seen as an important step in institutionalizing community-based program capabilities at the local level. CDF may also seek support for these staff through the Experimental Fund. The organogram "OFC Phase II Institutionalization of Personnel" reflects the CDF staffing structure at the end of Phase II.

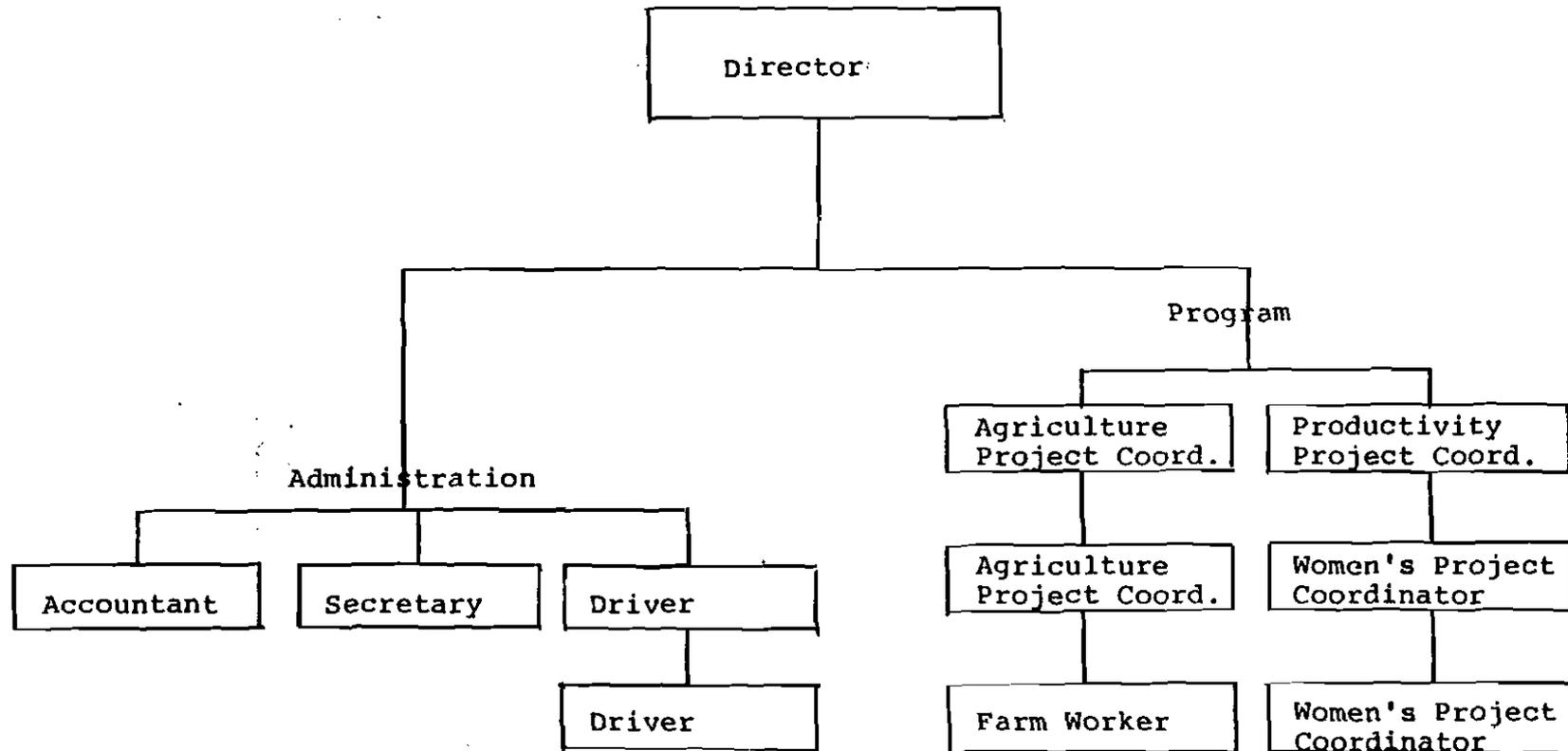
In accordance with an increasing emphasis on Tunisifying the program, CDF proposes in the third year to hire a Tunisian Field Office Director. CDF believes it likely such an individual can be identified from among the potential trainees or from among the GOT agencies with which CDF will collaborate in Phase II. In any case, a shift to a local Director will be made progressively and with considerable care and deliberation. To prepare a Tunisian for this position, CDF will provide intensive orientation in Westport, and arrange training and orientation visits to other CDF field offices as appropriate. Once in place, a Tunisian Director will have the full administrative and program support of the Middle East Regional Desk in Westport and will as well be able to rely on and benefit from the international CDF network, particularly some ten other CDF field offices in Africa and the Middle East.

Although the Tunisian Director will be taken on in the third and final year of Phase II, CDF would view this person as a resource and, as CDF has done in other similar instances, make arrangements to retain this person and use his skills elsewhere in the agency when Phase II concludes.

The positions of Management Assistant and Training Coordinator will be filled by expatriots currently serving with the program.

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COMMUNITY DEVELOPMENT FOUNDATION  
SEPTEMBER 1980-1981 STAFFING STRUCTURE  
OPG PHASE I EXTENSION YEAR

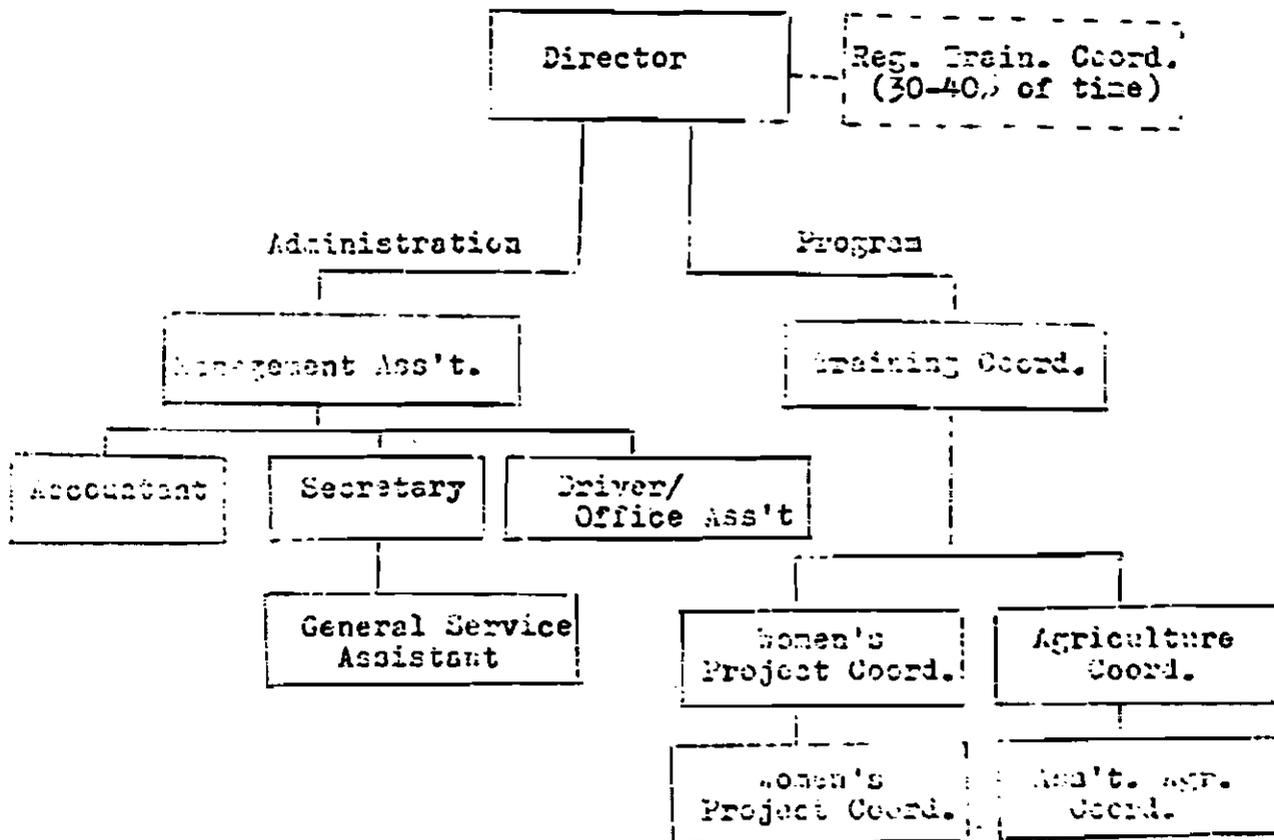


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COMMUNITY DEVELOPMENT FOUNDATION

STAFFING STRUCTURE

OPG Phase II September 1981



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THREE-YEAR BUDGET SUMMARY  
(UNIT US DOLLARS)

	<u>USAID</u>	<u>CPF</u>	<u>GOV</u>	<u>TOTAL</u>
<u>FIELD OFFICE SERVICES</u>				
1. Admin. Personnel	95,310	47,670	-	142,980
2. Travel Expenses	4,500	4,000	-	8,500
3. Field Office Operations	83,380	16,770	-	100,150
<u>Total F.O. Services</u>	<u>183,190</u>	<u>68,440</u>	-	<u>251,630</u>
<u>DIRECT AID</u>				
4. Project Fund	52,400	-	310,000	362,400
5. Training	20,000	20,000	20,000	60,000
6. Consultants	6,000	-	-	6,000
7. Field Workers	106,150	-	-	106,150
<u>Total Direct Aid</u>	<u>184,550</u>	<u>20,000</u>	<u>330,000</u>	<u>544,550</u>
<u>Home Office Admin.</u>	<u>32,260</u>	-	-	<u>32,260</u>
<u>GRAND TOTAL</u>	<u>400,000</u>	<u>88,440</u>	<u>330,000</u>	<u>818,440</u>

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DETAILED PHASE TWO BUDGET FOR USAID, CDF, AND GOT INPUTS

( UNIT: US DOLLARS )

<u>FIELD OFFICE SERVICES</u>	<u>YR ONE</u>	<u>YR TWO</u>	<u>YR THREE</u>	<u>TOTAL</u>
<b>1. <u>ADMINISTRATIVE PERSONNEL</u></b>				
<b><u>Field Office Director</u></b>				
Salary	19,000	20,300	14,000	
Cost of living	1,400	1,600	1,120	
Overseas differential	1,100	1,250	-	
Relocation	1,500	1,500	-	
Rent allowance (Makthar)	1,700	1,800	1,900	
<b><u>Accountant</u></b>				
Salary	6,300	6,800	7,350	
Cost of Living	500	550	600	
<b><u>Management Assistant</u></b>				
Salary	8,700	9,400	-	
Cost of Living	700	800	-	
<b><u>Secretary</u></b>				
Salary	5,000	5,400	3,000 (half time)	
Cost of Living	400	430	250	
<b><u>General Services Assist.</u></b>				
Salary	3,000	3,240	1,750 (half time)	
Cost of Living	240	260	140	
<b><u>Severance Pay</u></b>	2,000	2,000	6,000	
<b><u>TOTAL ADMINISTRATIVE PERSONNEL</u></b>	<b>51,540</b>	<b>55,330</b>	<b>36,110</b>	<b>142,980</b>

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	<u>YR ONE</u>	<u>YR TWO</u>	<u>YR THREE</u>	<u>TOTAL</u>
<b>2. <u>TRAVEL EXPENSES</u></b>				
In-Country	2,000	1,500	1,000	
Foreign	1,500	1,500	1,000	
<u>Total Travel</u>	<u>3,500</u>	<u>3,000</u>	<u>2,000</u>	<u>8,500</u>
<b>3. <u>FIELD OFFICE OPERATIONS</u></b>				
Legal/Audit Fees	500	550	550	
Office Supplies	1,500	1,600	1,600	
Printing	150	200	-	
Photocopy/Mimeo	1,000	1,100	1,100	
Tel, Telex, Cables	2,500	3,000	3,000	
Postage	300	400	400	
Office Rental	4,800	5,000	5,200	
Insurance	2,500	2,700	2,900	
Electricity	600	700	800	
Heat	500	600	600	
Water	200	300	300	
Maintenance Service	500	600	600	
Auto Operation	15,000	12,000	7,000	
Bank Charge	300	400	400	
Gain/Loss on Conversion	1,000	1,000	1,000	
Program Development	1,000	1,000	1,000	
Guest House Rent	3,200	3,400	3,600	
<b><u>TOTAL F. O. OPERATIONS</u></b>	<u>35,550</u>	<u>34,550</u>	<u>30,050</u>	<u>100,150</u>
<b><u>TOTAL F. C. SERVICES</u></b>	<u>90,590</u>	<u>92,880</u>	<u>68,160</u>	<u>251,630</u>

	<u>YR ONE</u>	<u>YR TWO</u>	<u>YR THREE</u>	<u>TOTAL</u>
<u>DIRECT AID</u>				
4. <u>PROJECT FUND</u>	<u>72,400</u>	<u>130,000</u>	<u>160,000</u>	<u>362,400</u>
5. <u>TRAINING</u>	<u>24,000</u>	<u>18,000</u>	<u>18,000</u>	<u>60,000</u>
6. <u>CONSULTANTS</u>	<u>2,000</u>	<u>3,000</u>	<u>1,000</u>	<u>6,000</u>
7. <u>FIELD WORKERS</u>				
<u>Field Coordinators</u> (4/yr one, 3/yr two, 1/yr three)				
Salary	28,000	22,680	8,160	
Cost of Living	2,280	1,820	650	
<u>Training Coordinator</u>				
Salary	9,000	9,720	10,500	
Cost of Living	720	780	840	
<u>Office Assistant/Driver</u>				
Salary	4,900	5,290	-	
Cost of Living	390	420	-	
<u>Total Field Workers</u>	<u>45,290</u>	<u>40,710</u>	<u>20,150</u>	<u>106,150</u>
<u>Total Direct Aid</u>	<u>143,690</u>	<u>191,710</u>	<u>199,150</u>	<u>544,550</u>
<u>HOME OFFICE ADMINISTRATION</u>	<u>10,000</u>	<u>12,000</u>	<u>10,260</u>	<u>32,260</u>
<u>GRAND TOTAL</u>	<u>244,280</u>	<u>296,590</u>	<u>277,570</u>	<u>818,440</u>

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	<u>COE</u>				<u>SELF-HELP</u>			
	YR 1	YR 2	YR 3	TOTAL	YR 1	YR 2	YR 3	TOTAL
50,000	110,000	150,000	310,000	40,500	76,500	87,000	204,000	566,400
2,000	8,000	10,000	20,000	-	-	-	-	60,000
-	-	-	-	-	-	-	-	6,000
-	-	-	-	-	-	-	-	106,150
52,000	118,000	160,000	330,000	40,500	76,500	87,000	204,000	738,550
-	-	-	-	-	-	-	-	32,260
52,000	118,000	160,000	330,000	40,500	76,500	87,000	204,000	1,022,440
GRAND TOTAL								

SELF-HELP

COE



PHASE TWO BUDGET INPUTS OVER THREE YEARS  
(UNIT: US DOLLARS)

	<u>USRID</u>			<u>CDP</u>				
	YR 1	YR 2	YR 3	TOTAL	YR 1	YR 2	YR 3	TOTAL
<u>P.O. SERVICES</u>								
1. Adm. Personnel	36,540	40,535	18,235	95,310	15,000	14,795	17,875	47,670
2. Travel Expenses	2,000	1,500	1,000	4,500	-	4,000	-	4,000
3. P.O. Operat.	20,550	32,780	30,050	83,380	15,000	1,770	-	16,770
<b>TOTAL P.O. SERVICES</b>	<b>59,090</b>	<b>74,815</b>	<b>49,285</b>	<b>173,190</b>	<b>30,000</b>	<b>20,565</b>	<b>17,875</b>	<b>68,440</b>
<u>DIRECT AID</u>								
4. Project Fund	22,400	20,000	10,000	52,400	-	-	-	-
5. Training	2,000	10,000	8,000	20,000	20,000	-	-	20,000
6. Consultants	2,000	3,000	1,000	6,000	-	-	-	-
7. Field Workers	45,290	40,710	20,150	106,150	-	-	-	-
<b>Total Direct Aid</b>	<b>71,690</b>	<b>93,710</b>	<b>39,150</b>	<b>184,550</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>20,000</b>
<b>HOME OFFICE ADMIN.</b>	<b>10,000</b>	<b>12,000</b>	<b>10,260</b>	<b>32,260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>140,780</b>	<b>160,525</b>	<b>98,650</b>	<b>400,000</b>	<b>50,000</b>	<b>20,565</b>	<b>17,875</b>	<b>88,440</b>

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**G. Reporting and Evaluation**

**During Phase II CDF will prepare:**

- Monthly financial reports
- Quarterly narrative reports
- Semi-annual indicators reports
- Annual narrative and indicators reports
- Annual Management implementation plans

Six months before the expiration of Phase II a joint evaluation will be conducted. The evaluation team will include CDF, GOT, USAID, and such others deemed appropriate by the afore mentioned.

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