



Development Alternatives, Inc.

**Sudan Rural  
Development  
Planning Project**

**Second  
Quarterly Report**

Contract No. AFR-0012-C-00-1024-00  
Project No. 650-0012

June 30, 1982



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July 12, 1982

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Herewith is the Second Quarterly Report of the Sudan Rural Development Planning Project.

/s/  
Edwin Charle  
Chief of Party

cc: Abdul Wahab Abdul Razig  
Deputy Under Secretary  
Directorate of Regional and Local Development  
Ministry of Finance and Economic Planning  
Khartoum, Sudan

Office of Development Information and Utilization  
Bureau for Development Support  
Agency for International Development  
Washington D.C. 20523 (2 copies)

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**GENERAL SURVEY**

## GENERAL SURVEY

### NEW STAFF ARRIVALS

Two of the four long-term advisers provided for in the contract were posted to Sudan during the March-June interval. G. M. Horner arrived for permanent posting in Juba on May 31, and Miles Toder assumed his post in El Obeid on June 7.

Horner is now serving as adviser in the Ministry of Finance and Economic Planning in the Southern Region. He is working with the director of planning and with other personnel of the ministry and has submitted a preliminary work plan for the project's efforts in the Southern Region. (A copy of this work plan, a preliminary budget, and a copy of Horner's initial report are attached.) He has taken permanent residence in one of the houses constructed and previously occupied by the DAI team of the Southern Manpower Development Project.

Miles Toder arrived in Khartoum on May 15 and began to participate immediately in the preparations for the short course, which began in Khartoum on May 26. The course participants included 14 from the regional ministries in Kordofan (plus 8 from the National Ministry of Finance and Economic Planning). Toder's participation in the course introduced him to both the professional challenges and some of the individuals with whom he will work. This introduction was extended in June when he and Edwin Charle traveled to El Obeid with the course participants for a two-week field exercise in Kordofan. (The course is described in more detail below.) He has begun working with the staff of the Regional Ministry of Finance and Economics in El Obeid in pursuance of the activities outlined in the Kordofan Region work plan.

He is living in guest quarters provided by the regional government but has contracted to rent a house that is expected to be ready for occupancy on July 15. A copy of Toder's regional report is attached.

#### EXPANSION OF THE KORDOFAN REGION WORK PLAN

The work plan for Kordofan Region (a copy of which in preliminary form was attached to the previous quarterly report) was the subject of extensive discussion and some revision during the period March 22-29, when meetings were held for the purpose in El Obeid. The meetings included the regional minister of finance and economics (Dr. El Fatih El Tigani) and members of his staff, the director of the Directorate of Regional and Local Development (DRLD), who is the project's counterpart director (Abdul Wahab Abdul Razig), the USAID project officer (Jerry Weaver), and the project's chief of party (Edwin Charle).

The discussion sought to clarify the relative positions of the DRLD in respect to the regional ministry concerning the project's research and training activities. It also sought to clarify procedures for control of the F.L. 480 funds to support those activities. The contract had provided that these funds were to be administered by the contract team but is currently being amended to shift control to the Government of Sudan (GOS) counterparts.

The work plan was finally agreed to by all parties involved.

#### SHORT COURSE I IN THE KORDOFAN WORK PLAN

The first formal training activity scheduled in the Kordofan work plan was a short course that took place in Khartoum from May 26-June 6 and in Kordofan from June 7-20. The Khartoum component included a series of 18 sessions devoted to a discussion of planning in Sudan, the nature and techniques of "regional" planning,

and a variety of topics concerned with the operation of the governmental planning apparatus. Invited speakers included members of the World Bank advisory team, faculty members from relevant disciplines at Sudanese universities, government officials from ministries whose activities affect planning, and representatives of the private sector.

A list of course participants is attached below as page 19.

In Kordofan the participants divided into three teams to travel to three separate districts of the region. Toder and Charle each accompanied one group. Each team prepared a preliminary project design: a water project for Bara District, an infrastructure project for Eastern District, a project to address the problems of nomadism in Western District. After the field visits the team returned to El Obeid to write up their findings and to present them formally to their colleagues, members of the staff, and representatives of the regional government.

Fourteen of the participants were from various ministries of the Kordofan regional government. Eight were from the National Ministry of Finance and Economic Planning. They were experienced in a variety of aspects of regional administration; some had been professionally involved with their jobs for a considerable period of time. All were involved with formal planning efforts, and all seemed seriously concerned with this aspect of their professional development.

The participants displayed considerable ability to communicate with the people of the districts and to organize effective dialogue groups. They showed capacity to understand their social and economic needs and to envision and describe realistic responses to those needs.

The participants showed less strength in their ability to estimate the costs and benefits associated with their proposals in order to provide a reliable basis for comparing alternatives.

Most of the participants had never been called on to prepare a technical cost/benefit analysis in the performance of their professional duties.

Some instruction in cost/benefit methodology was introduced during the short course, but future training exercises should include further efforts in this direction. The issue is important because -- to a considerable degree -- the ability to appraise costs and benefits in a system that permits accurate interproject comparison is the most critical skill of a professional planner and that which most clearly distinguishes his art from the skills of an expeditor or bookkeeper.

#### TRAINING NEEDS ASSESSMENT STUDY

Alton Straughan was recruited by DAI to participate in this program by providing an assessment of training needs -- a technical area in which Straughan has extensive experience and a considerable degree of demonstrated competence. He worked in Khartoum from May 22 until June 9 and prepared and submitted a report, an extract of which is attached, to the contract team and USAID. His efforts were impeded by a procedural misunderstanding that he details in his report and which is related to the problems described in a subsequent section. Straughan's technical conclusions, as summarized in his report, were as follows:

- Many entry-level civil servants have responsibilities well beyond their present skill level;
- Prior academic training has served to prepare new planners to learn their task;
- Prior academic and other training has tended to be narrowly specialized with a resulting lack of awareness of larger issues;
- GOS officers responsible for regional planning are reasonably well grounded in theoretical approaches but less able to operationalize the abstract to actual job requirements;

- Older and more experienced officers are more aware of operational needs but do not have the practical tools to meet those needs; and
- Prior "training" has been cast in an abstract, academic mold and had provided new information but not new skills.

#### FAILURE TO INITIATE THE KORDOFAN RESEARCH EFFORT

The work plan for Kordofan Region included provision for a general survey of the region and two special research studies to be initiated during May and June. This effort was to have included the establishment of a steering committee, the arrangement for contract tenders, and the initiation of field work. None of this was done, and the tasks have been postponed.

The delay was due in part to the press of activity associated with the short course. It was due also to a series of conflicting expectations that resulted from differing assumptions regarding lines of authority and responsibility between USAID, the GOS counterpart director, and the contract chief of party. This issue is further discussed below.

#### NEW PROJECT OFFICER -- VISIT BY DAI VICE PRESIDENT

Donald Dembowaki was appointed project officer for the Sudan Rural Development Planning Project (SRDP) effective May 29, 1982. He is the USAID program officer and replaces Jerry Weaver as project officer for SRDP.

Dr. A. M. Barclay, vice-president of Development Alternatives, Inc., visited Khartoum from June 3-6 in response to an invitation from the USAID mission to discuss the project.

## PROBLEMS TO BE RESOLVED

Discussion focused on difficulties experienced by individuals representing the GOS, USAID, and contract team in their professional relationships with one another.

The problems arose in part from lack of agreement over the appropriate degree of authority to be exercised by the mission in respect to project activities concerning GOS counterpart personnel. Thus, there was confusion regarding the need for the formal prior consent of GOS counterparts to the hiring of the short-term training adviser (Alton Straughan).

Another source of tension arose from the fact that as early as December 1981, USAID had indicated its intent to seek a contract amendment that would transfer control over project activity funds from the contractor to the GOS. By early May this amendment had not yet been finalized and the director of the DRLD was frustrated by the delay and concerned over the designation of financial responsibility. Funds for the short course in May-June had to be "borrowed" from the local currency account set up for DAI's contract team support.

There was also disagreement over the appropriateness of using funds budgeted for project activities to provide extra compensation for some of the counterpart staff working on the project. These controversies caused significant disruption and delay in project activities.

Differences of opinion also arose concerning the relative role of the central ministry representatives via a via the regional capitals in respect to project activities and the control of funds. As with any set of activities intended to facilitate decentralization of governmental authority, there is inevitable

tension between the central and regional offices involved. Representatives of the center see their efforts (for example, in training and research) as well designed to facilitate decentralization. Those directing the regional ministries are anxious to see a maximum degree of authority (and commensurate funding) channeled directly to themselves. Discussions regarding this issue consumed considerable time and psychic efforts during the first seven months of this project, and this issue underlies some of the interpersonal conflicts in evidence.

#### OBJECTIVES, JULY-SEPTEMBER 1982

1. Several issues reflecting strain and potential conflict between GOS personnel, contract team chief of party, and representatives of the USAID mission have been mentioned. From the vantage point of early July it appears that most of those problems have already reached their climax. The weeks immediately ahead should be used in search of an effective resolution. The issue should be fully discussed and proposed remedies carefully considered. An effort should be made to produce a formal memorandum of understanding that incorporates the principles agreed to and that can serve as a guide to future action.

2. We plan to post the fourth (and last) long-term technical adviser to Sudan in August 1982. John Miller, a development planner with experience in the United States, Botswana, and Indonesia, is scheduled to join the project team -- in Rumbek.

3. The preliminary work plan and budget proposed for the Southern Region is to be reviewed in detail with representatives of the regional government.

4. A workshop has been proposed for the Southern Region to take place during September. It has been designed to serve as a symposium for the discussion of the posting of the new provincial-level planning personnel scheduled to take place in that region.

5. In Kordofan, GOS staff will be selected from the Ministry of Finance and Economics to serve in project counterpart and technician/trainee positions. An interministerial coordinating group for project identification and analysis will also be proposed.

6. Work will begin on an inventory of accumulated research materials related to Kordofan and plans made for a system for obtaining base-line data to underlie regional and subregional planning efforts in the region.

7. Proposals resulting from the Kordofan short course will be analyzed to determine the degree to which planning efforts in response to those proposals are suitable for project training efforts and can be used as a basis for the application of project development.

8. A 12-month diploma course in development and regional planning, sponsored by the Development Studies Research Centre in Khartoum, is to begin in August. Several individuals from the regional planning offices are scheduled to participate under sponsorship of this project.

9. A plan is to be finalized to provide for the allocation of the project's development support funds for Kordofan and the Southern Region. Guidelines for the use and control of those funds are to be discussed, agreed to, and incorporated into a formal document.

**REGIONAL REPORT -- KORDOFAN**

**REGIONAL REPORT****KORDOFAN REGION**

JUNE 30, 1982

**FIELD PORTION OF SHORT COURSE I**

Activities in El Obeid began on June 7 with the arrival of the participants involved in the first short course for the field portion of the training exercise. Ed Charle and Miles Toder accompanied the Sudanese participants to El Obeid, which was to serve as the staging area for the field work in the surrounding districts. The American advisers accompanied two of the three teams into which the participants had been divided, serving in the capacity of resource persons to provide suggestions and guidance on how to proceed in identifying, analyzing, and posing solutions to particular problems of interest in the district.

The field work portion of the first short course served several important and related functions. First, given the number of people involved, the SRDP was given a high level of visibility. Until this activity commenced, the project was little more than some rather vague notion upon which many expectations seem to have been generated but from which little action had resulted. At long last three teams of government officials were proceeding in a deliberate attempt to investigate and analyze problems of regional and local significance with the purpose of suggesting effective and implementable solutions.

In addition to the commotion created in El Obeid and the surrounding districts and the impression that something was being done to resolve obstacles to development, the field exercise began the effort to assemble a quantitative as well as a qualitative picture of Kordofan Region. Sources of data were identified,

problems concerning the quantity and quality of data were noted, and most important, the type of data necessary and the use of that data were discussed.

The field exercise provided an opportunity for professionals with a variety of academic qualifications and work experience, representing many of the ministries and government agencies, to work together in a multidisciplinary problem-solving effort. Aside from the improved results when different perspectives are brought to bear on a problem, the working relationships developed among these individuals provided a basis for closer coordination between their respective government organizations, a necessary prerequisite for district, regional, or any area-wide planning strategy.

Finally, the field work and the presentation of the teams' findings to an audience of interested decision makers and technicians laid the groundwork for an agenda for future project activities in Kordofan. Although an ambitious work plan for Kordofan Region had been developed, a great deal of inertia and innumerable obstacles had led to considerable delays, with the prospect of continued delays in the future. However, the problems identified, ideas generated, and suggestions made concerning three issues associated with a specific geographical area acted as a catalyst that generated both the expectations and the support necessary to gain consensus on at least some important preliminary activities, specifically, additional research and development on several pilot projects. Since this offered a chance to apply techniques, methods, and concepts introduced in the first short course in an on-the-job setting, it seemed an excellent way to initiate several activities specified in the work plan, all of which contribute to the objectives of the project as well as the priorities and objectives of Kordofan Region.

While there were many problems with the way the field portion of the course was designed, organized, and executed, and particularly with a discontinuity between the theoretical portion of the course and the subsequent field work during which the subject matter of the former was to be applied, it can be concluded that the results, if looked at in a broader context, were worth the time and expense.

A great deal was learned concerning the organization and functioning of regional and district government and particularly concerning the personnel and their training needs which will enable future training efforts to be better directed.

#### START-UP ACTIVITIES OF TECHNICAL ADVISERS

The last two weeks in June were spent on the following activities:

- Establishment of a residence and office;
- Introduction to people and organizations associated with regional government and mutual familiarization with the project and their functions and capabilities;
- Discussions concerning programming of activities called for in the Kordofan work plan and identification of necessary host government inputs; professional human resources and clerical administrative support; and
- Familiarization with the diverse social, political, cultural, and economic conditions within Kordofan Region and their implications for development.

With the exception of a few isolated breakthroughs, not a great deal of progress was made if judged by American standards.

However, in light of the fact that the entire apparatus of regional government had been consumed by the preparation of the annual budget, by the uncertainty surrounding the election for regional governor, somewhat in a state of flux due to the expected

departure of many officials whose secondment from Khartoum had expired, and by virtually all aspects of life influenced by the state of the Moslem holy month of Ramadan, several accomplishments are noteworthy.

1. A rental contract was signed to secure housing for the technical adviser, and work was under way to rehabilitate the structure and ready it for occupancy, by mid-July at the latest.
2. With the assistance of several staff members of the Ministry of Finance and other government officials who had participated in the first short course, it was possible to begin discussions of substantive and organizational nature with the Ministries of Agriculture, Housing, and Water Supply. These talks concerned their role in regional development in general and SRDP in particular.
3. Discussion concerning clerical and administrative support for project activities was begun with an analysis of what could realistically be expected from regional government and where and how additional resources might be obtained. Candidates for part-time translating, English/Arabic typists, and an Arabic language teacher were being sought for interviews.
4. Discussions with several individuals from the Ministry of Finance and others who had participated in the first short course was begun in an effort to identify candidates for professional positions to be closely associated with the project's activities and thus form a core group of Sudanese technicians who would be the principal recipients of on-the-job training, form a pool of candidates for special workshops, other in-country training programs, and possible overseas training.
5. Discussions were conducted with the director of the Directorate of Regional and Local Development, Ministry of Finance and Economic Planning (Khartoum), Mr. Abdul Wahab, who is GOS project manager. The intent was to develop a working and personal

relationship with the director to enable project activities in Kordofan to proceed without being paralyzed by differing interpretations of Sudan's regionalization legislation; conflict between local, regional, and national priorities; aspirations; and conflicts between personalities.

6. Contact was made with several people and organizations conducting research in Kordofan in an effort to begin to assemble an inventory of past, present, and proposed future studies. Discussion centered on ways to incorporate results from such studies into the planning and decision-making calculus of regional government insofar as development is concerned.

7. Initial contacts were made with merchants, prominent businessmen, and farmers in and around El Obeid as part of the technical adviser's efforts to understand problems and opportunities associated with private sector economic activity. In addition, contact was made with a representative of the Sudan Rural Development Promotion Center, which is partially owned by the government, but in great part by Sudanese banks, and is interested in sound private sector projects that contribute to rural development. Given some obvious complementarities in objectives, it was agreed that the two projects could gain much by cooperating, particularly in the sharing of information and project ideas, and in formulation of the private sector dimension of the district and regional development strategies.

#### FUTURE PROSPECTS -- EL OBEID

As of this writing, a great deal of change is imminent, most of it the result of many months of conflict and controversy. It is apparent that the regional government is very enthusiastic about the project and that there is an effective demand for planning and training in development planning. The obstacles to improving the capacity to engage in regional development planning are recognized by the regional Ministry of Finance, and there is a

commitment to overcome those problems that the minister has control over, namely, 1) hiring suitable Sudanese personnel who are adequately motivated and who will have a commitment to Kordofan Region, 2) initiating efforts to coordinate the work of the ministries and government agencies in Kordofan and Khartoum, 3) moving beyond the initial and admittedly important first step of project planning, to an overall development strategy for the region and its subunits, and 4) applying the results of research, training, and technical assistance to actions in the form of projects.

If this realistic and positive attitude is reflected in future Sudanese participation and contribution in the project's efforts at strengthening the development planning capacity in Kordofan Region, then all that remains is for the Sudanese officials in Khartoum and the USAID advisers and managers to perform in their respective supporting roles. Taken together, the ingredients for achieving project objectives exist; however, performance by all the parties is crucial for meaningful results to be realized.

Miles Toder

**SRDP SHORT COURSE I  
KORDOFAN**

**LIST OF PARTICIPANTS**

**National Ministry of Finance and Economic Planning**

Abdalla Mustafa Hashim	Local and Regional Development
Abdella Mohd. Ali	Transport and Communication. Section
Abdella El Tom Hassan	Local and Regional Development
Mirghani Hamza Ali	Agriculture Section
Mohd. A. Gahyoum Mohd.	Services Sector
Mohd. Aleed Osman	Local and Regional Development
Salih Mohd. Bilal	General Planning -- Manpower
Siddiq El Tayeb Muneer	Foreign Loans -- Technical Assistance

**Regional Ministries -- Kordofan**

Abdalla Ismail Mohd.	Public Services, Regional Affairs and Administration
Adam Abdin Ismail	Public Services, Local Government-- Rashad
El Doma Adam	Water Supply Project -- S. Kordofan
El Rasheid El Sheikh Mohd.	El Obeid Veterinary Clinic
Hassan Abdul Aziz Mohd.	Public Services, Director, El Obeid Civic Hospital

Hayder Ahmed Ashri	Soil Conservation and Desertification Control
Isam Ibrahim Ahmed	Finance and Economics
KhaliC Mohd. Bakai	Finance and Economics
Mohd. Abdelgabber Mohd.	Finance and Economics
Mohd. El Hafize Badawi	Agriculture -- Bara District
Mohd. Ibrahim Mohd. Taha	Finance (Budget)
Ogeil Ahmed El Sheikh	Agriculture (Financial Inspector)
Oaman El Sheikh Mohd.	Finance and Economics, Minister's Office
Taha Abdel Hamid	Public Service, Director of Curative Medicine

**REGIONAL REPORT -- SOUTHERN REGION**

## REGIONAL REPORT

## SOUTHERN REGION

JUNE 30, 1982

In-country activities for the Southern Region commenced with the departure from Washington of the Juba adviser on April 9. The purpose of this three-week visit to Khartoum and Juba was to resume project discussions with the chief of party (COP) in Khartoum and to make initial contacts in Juba with representatives of the Southern Region government and to arrange for logistic procedures relating to project start-up scheduled for June 1. On May 1 the Juba adviser traveled to Washington for further discussions with corporate personnel of Development Alternatives, Inc. (DAI) and returned to Juba on May 31 for formal project commencement.

Five days were spent in Juba meeting with Issac Bior Deng, director of planning of the Regional Ministry of Finance and Economic Planning and project counterpart for the Southern Region. Meetings also took place with other officials, including advisers to foreign assistance projects based in Juba. These contacts were initiated to promote a basis for future cooperation and coordination between agencies already operating in the Southern Region. The director of planning was requested to nominate candidates from the regional ministries of finance and economic planning and regional administration to participate in the one-year diploma course at DSRC, University of Khartoum beginning in August.

On June 5 the Juba adviser traveled to Khartoum for project discussions with the COP and with the visiting DAI vice president for operations. Meetings were held with the newly appointed USAID project officer now responsible for project coordination. Discussions were also held with the visiting DAI short-term consultant, Alton Straughan.

An introductory meeting took place with Abdul Wahab Razig to discuss project direction for the Southern Region. A preliminary proposal for the Southern Region for June 1982-83 was prepared and was approved by Abdul Wahab. This is to serve as a draft for a more detailed work plan to be prepared in conjunction with Southern Region counterparts.

Informal meetings were held with Khartoum-based United Nations Development Programme (UNDP) experts and project staff with experience in development planning in the Southern Region. Discussions were held with Professor Ian Haywood of the Department of Agriculture and Planning, University of Khartoum, to consider his departmental participation in training sessions and workshops organized for the region.

The director of the Khartoum office of the High Executive Council of the Southern Region was contacted to identify organizational procedures between regional and national institutions related to project activities in the north. A meeting took place with the vice chancellor of the University of Juba, Dr. Abu Zayd, to inform him of the project and to discuss opportunities for university participation in project research and training. The Juba adviser received assurance from the vice chancellor that the university welcomed the opportunity for cooperation in the project.

Further discussions were held with the USAID project officer to consider immediate and longer-term project activities in the region, and proposals were made for a visit to Juba during July by representatives of USAID and the GOS. The Juba adviser returned to Juba June 24.

Informal meetings were held with the director of UNDP operations in the Southern Region and with other Juba-based UNDP personnel to discuss coordination of project activities with SRDP.

By the end of the second quarter, six candidates have been nominated from the regional ministries for the DSRC Diploma Course to begin in Khartoum in August. An outline has been prepared for the budget for the annual work plan, and meetings have been held in Juba and Rumbeck with ministry and other government personnel. The technical adviser assigned to Rumbeck is expected to arrive in early August. Administrative and logistic matters have been discussed and action taken toward their resolution.

G. M. Horner

## SOUTHERN REGION WORK PLAN -- DRAFT 1

JUNE 12, 1982

1. Region to nominate CANDIDATES FOR  
DIPLOMA COURSE AT DSRC. June
  
2. Consultant to review and establish  
understanding of NATIONAL AND REGIONAL  
PLANNING SYSTEM June-July
  - Line of responsibility
  - National/regional linkage
  - Scope of national policies
  - Background to regional policies
  - Nature of financial guidelines
  - Principal mechanisms and officers  
in project development cycle
  
3. Region and consultant to survey and  
review ORGANIZATION WITHIN REGIONAL  
GOVERNMENT AND BETWEEN RMFP AND OTHER  
MINISTRIES AND LOCAL ORGANIZATIONS August-September
  - Organizational structure
  - Interministry mechanisms
  - Scope of programs and resources
  - Development objectives/priorities
  - Discussions with local organiza-  
tions and provincial and  
district interest groups  
(Rumbek advisor arrives)
  - Finance and budgeting procedures
  - History of development projects

4. Region and consultant to develop framework for review and analysis of DATA AND RESEARCH RESOURCES AVAILABLE TO THE REGION September-October

Extent and nature of present information

Determination of quality of existing research

Shortfalls in available data

Identification of areas of special study

Identification of research institutions for special studies and information-gathering activities

5. Region and consultant to organize short course/workshop for REVIEW OF PRESENT MECHANISMS AND CURRENT FINDINGS November

Establish working groups for topic identification

Input from regional, provincial, and district organizations and interest groups

Dialogue with government and institutional representatives

Develop preliminary list of development programs and priorities

6. Region and consultant to review with central government and establish agreement on PRELIMINARY LIST OF PROGRAMS AND PRIORITIES developed in (5) as basis for subsequent planning activities November

7. Region, research institution, and consultant to formalize procedures and  
**COMMENCE SPECIAL STUDIES AND INFORMATION-GATHERING ACTIVITIES** identified  
 in (4) **November**
8. Region and consultant to establish list  
 and **DEVELOP PROGRAM FOR SHORT COURSES  
 AND WORKSHOPS** **December**
- Identify areas of need  
 Determine course/workshop topics  
 Locate available resources  
 Determine requirements for short-  
 term consultants and Sudanese  
 contributors
9. Region and consultant to identify  
**TWO OR THREE PROJECTS FOR IMMEDIATE ASSISTANCE** **January-February**
- Provincial/district adviser to  
 report on recommendations  
 Review potential projects and  
 nominate for assistance  
 Approval for resource and finan-  
 cial inputs  
 Mechanisms for implementation
10. Region and consultant to establish  
**THREE-YEAR SECTORAL INVESTMENT PROGRAMS** **March-April**
- Establish set of sectoral objec-  
 tives and preliminary project  
 ideas

Determine project purpose and  
 basic activities  
 Specify project results  
 Establish finances  
 Review with provincial/district  
 development committee  
 Determine order of priority based  
 on established policies and  
 resource inventories

11. Region and consultant to develop  
 FEASIBILITY STUDIES OF SECTORAL  
 PROJECT IDEAS

May

Appoint Sudanese research insti-  
 tutions to assist in studies  
 Determine mobilization of  
 resources  
 Determine target populations  
 Establish mechanisms for popular  
 participation  
 Establish means for sustaining  
 benefits

12. Region and provincial/district com-  
 mittees to REVIEW PROJECT PROPOSALS  
 AND OBTAIN APPROVALS

June

## SOUTHERN REGION WORK PLAN -- DRAFT 1

BUDGET OUTLINE JULY 8, 1982

1.	CANDIDATES FOR DIPLOMA COURSE			
	Tuition L800 x 6		4,800	
	Allowance L90 x 12 x 6		6,480	
				11,280
2.	CONFIDENTIAL AND REGIONAL PLANNING SYSTEM			
	Forum			2,000
3.	ORGANIZATION WITHIN REGIONAL GOVERNMENT			
	Training Project: Survey			
	Allowance L20/day x 5 days x 5		500	
	Fuel		500	
	Travel L50 x 5		250	
	Incidentals		500	
				1,750
4.	DATA AND RESEARCH RESOURCES AVAILABLE TO THE REGION			
	Training Project: Analysis			
	Allowances L20/day x 5 days x 5		500	
	Incidentals/supplies/secretarial		1,000	
				1,500
5.	REVIEW OF PRESENT MECHANISMS AND CURRENT FINDINGS			
	Short Course/Workshop			
	Allowances L20/day x 15 days x 20		6,000	
	Visiting experts L50 x 10 sessions		500	
	Travel L50 x 20		1,000	
	Fuel		1,000	
	Supplies/secretarial		2,000	
	Incidentals/contingencies		2,000	
				12,500
6.	PRELIMINARY LIST OF PROGRAMS AND PRIORITIES			
	Review			
	Allowances L20/day x 5 days x 10		1,000	
	Supplies/secretarial		1,000	
	Incidentals		1,000	
				3,000

7.	COMENCE SPECIAL STUDIES AND INFORMATION GATHERING		
	Fees for researchers		
	L50/day x 100 days x 8	40,000	
	Travel L100 x 8	8,000	
	Supplies/secretarial	2,000	
	Incidentals	1,000	
			51,000
		Subtotal	<u>83,030</u>
8.	DEVELOP PROGRAM FOR SHORT COURSES AND WORKSHOPS		
	Training Project: Evaluation		
	Allowances L20/day x 5 days x 5	500	
	Incidentals	1,000	
	Short Course I	3,000	
	Short Course II	3,000	
			7,500
9.	PROJECTS FOR IMMEDIATE ASSISTANCE		
	Review		
	Allowance L20/day x 5 days x 5	500	
	Incidentals	1,000	
			1,500
10.	THREE-YEAR SECTORAL INVESTMENT PROGRAMS		
	Workshop		
	Allowance L20/day x 5 days x 15	1,500	
	Visitors L50/day x 5 persons	2,500	
	Supplies/secretarial	1,500	
	Incidentals/contingencies	1,500	
			7,000
11.	FEASIBILITY STUDIES OF SECTORAL PROJECT IDEAS		
	Fees for researchers		
	L50/day x 50 days x 5	12,500	
	Travel L1,000 x 5	5,000	
	Supplies/secretarial	1,000	
	Incidentals	1,000	
			19,500

## 12. REVIEW PROJECT PROPOSALS AND OBTAIN APPROVALS

Allowance L20/day x 10 days x 10	2,000	
Travel L200 x 10	2,000	
Supplies/secretarial	1,000	
Incidentals	1,000	6,000
		<u>124,530</u>
Estimated expenditure to June 19		<u>L125,000</u>