

ISA 90879

FINAL EVALUATION
MUNICIPAL DEVELOPMENT SUPPORT PROJECT
681-0004

Prepared for:

**The Urban Development Division
Program Management Office
Regional Economic Development Services
Office for West and Central Africa
United States Agency
for International Development**

By:

**Dr. Peter L. Doan
and
Edward H. Robbins**

**Consultants to:
INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Washington, D.C.**

August 1994

Contract No. PDC-1008-C-00-9091-00

The views herein are those of the authors and do not necessarily represent those of the U.S. Agency for International Development.

TABLE OF CONTENTS

ABSTRACT	iii
EXECUTIVE SUMMARY	v
I. <u>INTRODUCTION</u>	1
A. <u>THE MUNICIPAL MANAGEMENT TRAINING PROGRAM</u>	1
B. <u>MUNICIPAL DEVELOPMENT SUPPORT PROJECT OBJECTIVES</u>	1
C. <u>PROJECT MANAGEMENT</u>	1
D. <u>PROJECT INPUTS</u>	2
E. <u>EVALUATION METHODOLOGY</u>	3
II. <u>THE TRAINING COMPONENT</u>	5
A. <u>POSITIVE RESULTS</u>	5
1. <u>A High Volume of Training Activities</u>	
2. <u>A Sensitive Choice of Subject Matter</u>	
3. <u>Carefully Organized Training Process</u>	
4. <u>Fosters Public/Private Communication</u>	
5. <u>Improves Efficiency and Effectiveness of</u> <u>Local Government Operations</u>	
B. <u>DIFFICULTIES - LESSONS LEARNED</u>	9
1. <u>Encouraging Community Participation: Mixed</u> <u>Results</u>	
2. <u>Program Fails to Meet Women-in-Development</u> <u>Targets at Central Government Level</u>	
3. <u>Peace Corps Volunteers Are a Big Help</u>	
4. <u>The Contractor's Previous Experience Was</u> <u>Essential to Project Success</u>	
5. <u>Use of Local Consultants Is a Plus</u>	
6. <u>USAID Programs Should Focus on Sanitation</u> <u>Problems</u>	
7. <u>Resource Mobilization and Financial Analysis</u> <u>Training Bring Quick Results</u>	
8. <u>Privatization of Local Government Services:</u> <u>Some Progress</u>	
9. <u>"Grandes Écoles" Should Be a Focus of Future</u> <u>Training</u>	
10. <u>Other Donors Will Carry the Program Forward</u>	
C. <u>THE FUTURE</u>	15
III. <u>REVENUE ENHANCEMENT</u>	16
A. <u>RECESSION, ILLIQUIDITY</u>	16
B. <u>IMPROVING THE DATABASE</u>	16
1. <u>Improved Cadastral Data and Data Processing</u>	
2. <u>Evaluation of Results</u>	
C. <u>DIFFICULTIES, LESSONS LEARNED</u>	19
1. <u>The Simplified Cadastral Survey Brings Quick</u> <u>Results</u>	
2. <u>The Reluctance to Pay May Become an Important</u> <u>Issue</u>	
3. <u>Property Taxes as a Land Development Tool</u>	

4.	<u>Project Design Needs To Be More Sensitive to the Inflexibility of the USAID Procurement Process</u>	
IV.	<u>FACILITIES CONSTRUCTION COMPONENT</u>	21
A.	<u>RESULTS</u>	21
B.	<u>IMPLEMENTATION PROBLEMS WITH THIS COMPONENT</u>	21
1.	<u>Collapse of the Contracting Process</u>	
2.	<u>Modification of the Condition Precedent</u>	
C.	<u>DIFFICULTIES, LESSONS LEARNED</u>	22
1.	<u>A Shift of Responsibility for Project Administration Within USAID Leads to Severe Delays</u>	
2.	<u>The Transfer of Responsibility to Municipal Government Is in Keeping with Project Objectives</u>	
3.	<u>User Consultation Process: a Partial Success</u>	
V.	<u>SPECIAL CONDITIONS AFFECTING PROGRAM IMPLEMENTATION</u>	26
A.	<u>CONTINUING ECONOMIC CRISIS</u>	26
1.	<u>Continued Economic Decline Linked to Low Commodity Prices</u>	
2.	<u>Structural Adjustment Program</u>	
3.	<u>Devaluation of Central African Franc</u>	
B.	<u>INSTITUTIONAL INSTABILITY IN THE URBAN CONSTRUCTION SECTOR</u>	27
C.	<u>CLOSURE OF RHUDO OFFICE</u>	28
D.	<u>TERMINATION OF BILATERAL COTE D'IVOIRE ASSISTANCE PROGRAM</u>	28
E.	<u>DEATH OF HOUPHOUET-BOIGNY</u>	29
VI.	<u>GENERAL CONCLUSIONS</u>	30
A.	<u>GOVERNANCE</u>	30
1.	<u>Development of Independent Local Government is a Lengthy Process</u>	
2.	<u>The Central Government Is a Difficult Partner in a Decentralizing Process</u>	
B.	<u>URBAN ENVIRONMENT</u>	31
C.	<u>CONTINUE THE USAID PRESENCE IN REGION</u>	32
D.	<u>CONTRACTING, PROCUREMENT, and PROJECT DESIGN</u>	32
E.	<u>LOG FRAME ANALYSIS</u>	33
VII.	<u>ANNEXES</u>	40
A.	<u>BIBLIOGRAPHY</u>	41
B.	<u>LIST OF PERSONS WHO COMMENTED ON THE EVALUATION OR WERE INTERVIEWED</u>	43
C.	<u>SELECTED MATERIALS FROM RTI FINAL REPORTS</u>	45
1.	<u>ACTION PLAN - PERSONNEL MANAGEMENT, GRAND BASSAM</u>	
2.	<u>CALENDRIER PROVISOIRE DES ACTIVITÉS DE FORMATION</u>	

ABSTRACT

MUNICIPAL DEVELOPMENT SUPPORT PROJECT - 681-0004

The \$5.0 million Municipal Development Support Project (681-0004) was authorized 9 September 1990. An amendment dated 3 August 1993 extended the completion date to 31 December 1994. The Project was designed to improve the efficiency and effectiveness of local government operations in the Côte d'Ivoire through:

- training in financial analysis, resource mobilization, community participation, and improved removal of solid waste;
- financing for surveys and equipment to improve the property tax database and tax collection; and
- financing for revenue-generating facilities such as markets, transport depots, and slaughterhouses.

The Research Triangle Institute managed the training activities under contract. The two other components of the Project were managed directly by USAID. The total host country contribution of an estimated US \$1,767,928 will equal 25 per cent of the total investment.

The evaluation was carried out by Peter L. Doan and Edward H. Robbins, consultants to the International City/County Management Association USAID contract no. PDC-1008-C-00-9091-00. The team visited nine of the 34 towns that benefited from one or more Project activities, including all of the five "core towns." Because implementation of all components reached a peak in 1994, a truly final evaluation would require another three to five years of experience.

Project results were in the main positive. The teaching component and the improvement in property tax collection were clearly successful USAID investments. The evaluation concludes that:

1. The Project contributed importantly to development of a more democratic society through improved local government. Those who have been involved with the Municipal Development Support Project, nationally, regionally, and locally, will approach their work more productively in the future.
2. The Project reinforced the tie between sanitation and health and improved environmental quality, primarily through a more effective approach to garbage collection and treatment of medical waste.
3. The decision to terminate the bilateral assistance program with Côte d'Ivoire has eliminated the possibility of some of the follow-up activities envisioned in the original Project design. USAID has lost its ability to

monitor progress in decentralization and communal development at the local level, important because many other countries in the region have come to look at the achievements of the Côte d'Ivoire as a model for their own development strategies.

4. A great deal of management time, both that of USAID and the principal contractor, was devoted to resolving contracting and procurement problems. Possibly, more direct involvement of USAID contract experts in Project design and contracting would have been productive.

EXECUTIVE SUMMARY

MUNICIPAL DEVELOPMENT SUPPORT PROJECT - 681-0004

I. INTRODUCTION

The \$5.0 million **Municipal Development Support Project (681-0004)** was authorized 9 September 1990. An amendment dated 3 August 1993 extended the completion date to 31 December 1994 and added \$1.4 million. The Project objectives followed naturally on previous USAID-supported work in housing and urban development.

A. THE MUNICIPAL MANAGEMENT TRAINING PROGRAM

The Municipal Development Support Project was designed to improve the efficiency and effectiveness of local government operations in the Côte d'Ivoire through:

- training in areas such as financial analysis and resource mobilization, community participation, and improved removal of solid waste,
- financing for surveys and equipment to improve the property tax database and to improve tax collection, and
- financing for revenue generating facilities such as markets, transport depots, and slaughterhouses.

B. PROJECT MANAGEMENT

Under contract to USAID, the Research Triangle Institute managed the training activities. The contractor managed a three-staged process of feasibility studies, workshops, and follow-up visits carried out largely by Ivorian consultants with subject-specific input from foreign experts.

The two other components of the Project, support for improved property tax collection, and construction of revenue-generating facilities, have been managed directly by USAID's Regional Economic Development Services Office for West and Central Africa (REDSO/WCA/PMO/UD).

C. PROJECT INPUTS

By mid-July 1994, some US \$3,700,000 had been spent. Construction-related expenditures accounted for the bulk of the funds not yet spent. The total host country contribution of an estimated US \$1,767,928 will equal 25 per cent of the estimated total investment of US \$7,047,928 (USAID contribution, US \$5,280,000), in keeping with the percentage called for in the Project design.

D. EVALUATION METHODOLOGY

This evaluation has been carried out by Peter L. Doan and Edward H. Robbins, consultants to the International City/County Management Association under USAID contract no. PDC-1008-C-00-9091-00. The team visited nine of the 34 towns that benefited from one or more Program activities, including all of the five core towns that received the full range of support.

Because the implementation of all components reached a peak in 1994, an evaluation at this time can only consider what the Project has initiated. A truly final evaluation would require another three to five years of experience with the systems and facilities in place.

II. THE TRAINING CONCEPT

A. POSITIVE RESULTS

1. A High Volume of Training Activities

Between February 1992 and July 1994 the project supported 98 studies, 123 seminars, and 223 technical assistance missions designed to shore up the information the seminars imparted.

These activities reached some 2,348 participants in Abidjan and 34 townships spread throughout the Côte d'Ivoire. Participants were given ample opportunity to evaluate each seminar, and the creation of action plans provided benchmarks against which to measure progress towards the chosen objectives.

2. A Sensitive Choice of Subject Matter

The subjects chosen for special emphasis (i.e. financial analysis, resource mobilization, personnel management, and the role of mayors) are particularly apt for this stage of decentralization. The increasing focus on solid waste management, changing from 3 per cent of the total days committed through December 1992 to 55 per cent for 1993 and 39 per cent for 1994, is a reflection of the Project management's ability to adjust to the conditions exposed by close association with local governments.

Ivorian professionals, entrepreneurs, and government officials on leave to work with the Project as consultants have ensured a program design closely attuned to local methods and capabilities. Training activities stressed on-site review of problems, such as those related to collecting market fees. This local knowledge has permitted action plans with realistic objectives directly related to acknowledged problems.

3. Carefully Organized Training Process

Training in each subject matter was organized in three stages:

- a preliminary analysis of existing conditions,
- a seminar to review the problems and develop a plan to resolve them (action plan), and
- a program of follow-up, or technical assistance visits.

Each seminar was evaluated by both the trainers and participants and status reports were prepared following the technical assistance visits. Meetings were held periodically with trainers to assess the impact of their work. The result was a quintessentially practical process.

4. Fosters Public/Private Communication

The Project emphasized the importance of communication between the Ivorian public and private sectors to improve the delivery of municipal services. The Training Component encouraged this communication in three ways:

- through the use of private consultants, particularly to direct the training in resource mobilization training and solid waste management,
- by launching and supporting pay-as-you-go garbage collection services, and
- through a national seminar on the privatization of municipal services given in May 1993, the repeated discussion with local officials of the value of privatizing service delivery in the face of limited budgets.

5. Improves Efficiency and Effectiveness of Local Government Operations

The Training Component was particularly successful in improving the operations of local finance departments. A combination of the training in financial analysis and resource mobilization, along with the provision of computer equipment and the related training, has improved demonstrably the ability of the core towns' chief financial officers to create a realistic budget and track expenditures.

Project training also provided a framework for better personnel management. This work emphasized the legal rights of employees, and the need for technical preparation.

B. DIFFICULTIES - LESSONS LEARNED

1. Encouraging Community Participation: Mixed Results

One important objective of the Training Component was to encourage local initiative, i.e., a "can do" spirit that leads to local resolution of a problem in contrast to a more traditional reliance on Central Government. The Project's results are mixed in this respect. In twelve Project towns the volume of garbage collected increased 17 per cent. This increase was due more to improved organization and the use of community groups than to infusions of funds or materials.

The Training Component has not been successful in breaking down Central Government control of social centers and their programming. The individuals in the Social Development Department who received training for trainers, and then carried out the local training, were positive about the experience. The local delegates of the Department, however, with headquarters in regional social centers, continue to look to the center for program approval.

2. Peace Corps Volunteers Are a Big Help

In a number of communities, Peace Corps volunteers provided continuing encouragement for community organization after the initial training by Social Development Department personnel. The volunteers' importance in this case confirms the inability of regional social centers to pick up on training offered by their own colleagues.

3. The Contractor's Previous Experience Was Essential to Project Success

USAID was wise to select a contractor that had worked with RHUDO since 1987 on training in urban development subjects. The familiarity with local conditions proved essential to successfully achieving many Project objectives.

The contractor's familiarity with the programs of other donor agencies operating in the Côte d'Ivoire will influence the sustainability of Project outputs. The German KFW program will support continuation of the solid waste management activities, using the same training techniques and consultants. French cooperation programs will, likewise, continue support to the Union of Mayors.

4. Resource Mobilization and Financial Analysis Training Bring Quick Results

On the average, market tax collections in the 10 towns with complete information rose 22.3 per cent. Parking tax collections improved 12 per cent, and the tax on artisans (small shops and ambulatory traders) increased 27.5 per cent. These increases occurred during a period of deteriorating economic performance. Equally important, the financial services chief of each town touched by the Project has a far better idea who uses the market or the transport depot, and how to update the information.

III. REVENUE ENHANCEMENT

A. RECESSION, ILLIQUIDITY

In 1980 Côte d'Ivoire's GNP per capita figure reached a high of US \$1,166, among the highest in Sub-Saharan Africa. A subsequent and prolonged economic recession throughout the Sub-Saharan region and dramatic decline in agricultural commodity prices,

however, led to a decline in the economy and by 1991 GNP per capita had fallen to US \$734.

One effect of the crisis, however, was to force a review of tax collections. The Project was designed to include support for improved property tax collection because this tax could serve as an important resource for local government.

B. IMPROVING THE DATABASE

1. Improved Cadastral Data and Data Processing

A primary objective of the Revenue Enhancement Component was rapid improvement of the property tax database ("cadastre"). Project outputs were twofold: (1) support for simplified cadastral surveys, and (2) installation and use of micro-computers and related printers and network hardware and software. Training in computer use was therefore a vital and related output.

2. Evaluation of Results

The first simplified surveys were carried out in Sinfra and Akoupé in 1992. The surveys were contracted out to private firms. The results were spectacular: in Sinfra the number of properties on the rolls increased by 1,500 per cent, in Akoupé the increase was over 1,100 per cent.

No financial results were available at the time of this writing. Actual collection (billing) is now being done in Sinfra and Akoupé. Surveys were completed in 1993 for Aboisso, Biankouma, Duékoué, N'Douci and Tiassalé, and were contracted for Agnibilikro, Boundiali, Grand Bassam, M'bahiakro and Touba in 1994. This brings the number of towns covered by the Project to 12, well above the target of five in the original Project design. The increases reported for those towns surveyed in 1993 were as dramatic as those for Akoupé and Sinfra.

C. DIFFICULTIES, LESSONS LEARNED

1. The Simplified Cadastral Survey Brings Quick Results

The Project experience confirms that the simplified cadastral survey brings quick results at a reasonable price. Improved listings of properties and landlords, even without exact mapping, bring large increases in return even in the face of landlord resistance to pay.

2. The Reluctance to Pay May Become an Important Issue

Local government officials, and in particular elected officials, will have to make clear the relationship between tax collections and investments in the infrastructure that the landlords perceive to be important. They can also emphasize that tax payments strengthen land tenure claims in a country where most

people lack the time and money to obtain all the documents required to ensure full tenure.

3. Project Design Needs to Be More Sensitive to the Inflexibility of the USAID Procurement Process

The USAID procurement process does not favor gradual purchase of equipment, nor do host country Customs practices. Both favor one-time purchasing, which is difficult to apply in cases where a project will evolve with experience. A year was required to complete delivery and installation of the main body of equipment. Some delays (e.g. exemption from import duties) were still bothering Project management as this evaluation was in process. A better coordination between Project designers and USAID procurement experts might have identified a more flexible procurement process better related to the evolution of Project activities.

IV. FACILITIES CONSTRUCTION COMPONENT

A. RESULTS

As a further contribution to the core towns' ability to raise revenues, the Project supported construction of facilities such as markets, transport depots, and slaughterhouses. Previous USAID experience suggested that better organization of these activities led to better fee collection. The original Project design set a target of at least one such facility per town. In fact, it has been possible to finance construction of 13 facilities, nearly three per town.

Construction was proceeding at full speed in all towns at the time of the evaluation. None of the facilities was complete, but the organization required to move market activities to provisional sites for the interim period had, by itself, already produced increases in market fees of between 25 per cent and 50 per cent.

B. DIFFICULTIES, LESSONS LEARNED

1. A Shift of Responsibility for Project Administration within USAID Leads to Severe Delays

The closing of the Regional Housing and Urban Development Office (RHUDO), responsible for designing the Project shifted administrative responsibility directly to REDSO/WCA. The collapse of the institutional arrangements for the Facilities Construction Component added to the REDSO workload and posed a series of questions about matters the Office had not followed from their conception. This set of conditions led to a nearly one-year delay in adjustment of the various agreements with Ivorian institutions.

2. The Transfer of Responsibility to Municipal Government Is in Keeping with Project Objectives

A positive result of the collapse in the original distribution of responsibility for this component is the devolution to the municipalities of primary responsibility for management. By taking a risk, REDSO has taken the Project further than planned in the direction of a major objective: decentralization of responsibility, and increased local government experience in the management of infrastructure projects.

V. GENERAL CONCLUSIONS

A. GOVERNANCE

Developing effective municipal government is key to developing a democratic society. No one who has been interested in what the Municipal Development Support Project was doing, nationally, regionally or in their town, will ever approach his or her work in the old way again.

Politicians and technicians need more time to come to understand each other's requirements. They also need a stronger link to the town where they work. Uncertainty is still part of the process, and an obstacle. The Project provided a lot of opportunity for town and neighborhood populations to discuss their conditions and to debate the solutions. It also forced local government officials to interact with community groups, and to stimulate their participation.

B. URBAN ENVIRONMENT

The tie between sanitation and health is obvious in any evaluation of this Project's activity. The CREPA-CI organization, providing information and technical assistance in the low-cost resolution of sanitation problems, estimates that 75 per cent of health clinic visitors are suffering from some form of sanitation-related problem. The Project has encouraged real progress in the treatment of medical waste, sponsoring construction and use of incinerators for medical facilities.

C. CONTINUE THE USAID PRESENCE IN REGION

The decision to terminate the bilateral assistance program with the Côte d'Ivoire has also had a marked impact on the Project. The delayed implementation of the Facilities Construction Component, the termination of the RTI contract, and the closing down of the Urban Department of REDSO eliminate the possibility of some of the follow-up activities envisioned in the original Project design.

An even more important implication of the termination of the bilateral assistance program is the loss of any ability on the part of USAID to continue monitoring progress in decentralization

and communal development at the local level. This is extremely important because many other countries in the region have come to look at the achievements of the Côte d'Ivoire as a model for their own development strategies. Thus, USAID has largely cut itself out of the very successful regional coordination and exchange mechanisms that it pioneered in the Municipal Management Training Project.

D. PROJECT DESIGN AND PROCUREMENT PROCEDURES

The evaluation leaves the impression that far too much management time, both that of USAID and the principal contractor, Research Triangle Institute, was devoted to resolving procurement problems. It seems clear that a more direct involvement of USAID procurement experts in Project design and in design of the RTI contract would have been positive.

EVALUATION

MUNICIPAL DEVELOPMENT SUPPORT PROJECT - 681-0004

I. INTRODUCTION

The \$5.0 million **Municipal Development Support Project (681-0004)** was authorized 9 September 1990. An amendment dated 3 August 1993 extended the completion date to 31 December 1994 and added \$1.4 million. The Project objectives followed naturally on previous USAID-supported work in housing and urban development, most specifically those identified for the fourth in a series of **Housing Guaranty Projects**, a project developed in the early 1980s but never authorized.

A. THE MUNICIPAL MANAGEMENT TRAINING PROGRAM

A technical assistance program, the **Municipal Management Training Program (MMTP)**, implemented through contracts authorized in 1987 and renewed in 1989, did, however, provide the structure for policy debate and training activities in support of decentralization and an increased role for the private sector in delivering urban services in West Africa.

The Program also sought:

- to meet training needs identified by USAID Missions,
- to prepare manuals and conduct training to strengthen local government capabilities,
- to establish a working relationship with public and private training institutions in the region, and
- to reinforce the capabilities of these institutions.

B. MUNICIPAL DEVELOPMENT SUPPORT PROJECT OBJECTIVES

The Municipal Development Support Project, therefore, evolved from this experience, and was designed to improve the efficiency and effectiveness of local government operations in the Côte d'Ivoire. This support has been provided in three ways:

- training in areas such as financial analysis and resource mobilization, community participation, and improved solid waste removal,
- financing for surveys and equipment to improve the property tax database and to improve tax collection, and
- financing for revenue-generating facilities such as markets, transport depots, and slaughterhouses.

C. PROJECT MANAGEMENT

Under contract to USAID, the Research Triangle Institute managed the training activities. The contractor, in keeping with

its previous experience with the Municipal Management Training Program mentioned above, and working from its Abidjan office, managed a three-staged process of feasibility studies, workshops, and follow-up visits carried out largely by Ivorian consultants with subject-specific input from foreign experts.

The two other components of the Project, support for improved property tax collection and construction of revenue-generating facilities, have been managed directly by USAID, either through the **Regional Housing and Urban Development Office (RHUO)**, which designed the Project, until its closing in June 1992, or the **Urban Development Division of USAID's Regional Economic Development Services Office for West and Central Africa (REDSO/WCA/PMO/UD)**.

Though authorized by September 1990, Project activities did not begin until 1992. A series of contracting and procurement problems added to delays caused by host country personnel changes and events. As a result, both the training program and the property tax revitalization program began slowly in 1992, developed speed in 1993, and proceeded at full speed in the nine available months of 1994. The contract with the Research Triangle Institute to manage the municipal management training activities was completed by 31 August 1994. Support for improved property tax collection will end 30 September, at which time the Urban Development Division of REDSO/WCA will cease to operate.

More seriously, host country contracting problems prevented the start of construction on markets, transport depots, and slaughterhouses until early 1994. The Project's activity completion date was extended to 31 December 1994 to allow USAID to continue supporting these projects. As a result, the engineering office of REDSO, REDSO/PDE, will manage this final stage of the Project.

D. PROJECT INPUTS

The Project authorizations called for expenditures of up to US \$6,400,000 from the Africa Bureau's regional project funds. The training activities and the improvement of land tax collections, including related studies and the purchase and installation of the appropriate computer equipment, were to account for nearly half the project financing. The construction of revenue-generating facilities was expected to account for US \$2,280,000, or 36 per cent. Project management logistics would account for the rest. By mid-July 1994, some US \$3,700,000 had been spent. Construction-related expenditures accounted for the bulk of the funds not yet spent.

The government of the Côte d'Ivoire contributed an estimated US \$695,000 to the training component (salaries as well as facilities and materials) through July 1994. Municipal governments will pay nearly one-third of the construction costs of the revenue-generating facilities now under way, or some US \$747,717. The Government has also contributed an estimated US \$325,211 to

revenue enhancement via improvements in the property tax collection process.

This total host country contribution of an estimated US \$1,767,928 will equal 25 per cent of the estimated total investment of US \$7,047,928 (USAID contribution, US \$5,280,000), in keeping with the percentage called for in the Project design. The total project investment, however, will not reach the US \$8,534,000 anticipated at the time of the August 1993 amendment of the Project. This is largely a result of the effect of the 50 per cent devaluation of the Central African Franc (FCFA), in January 1994, on the calculation of costs for construction of revenue generating facilities.

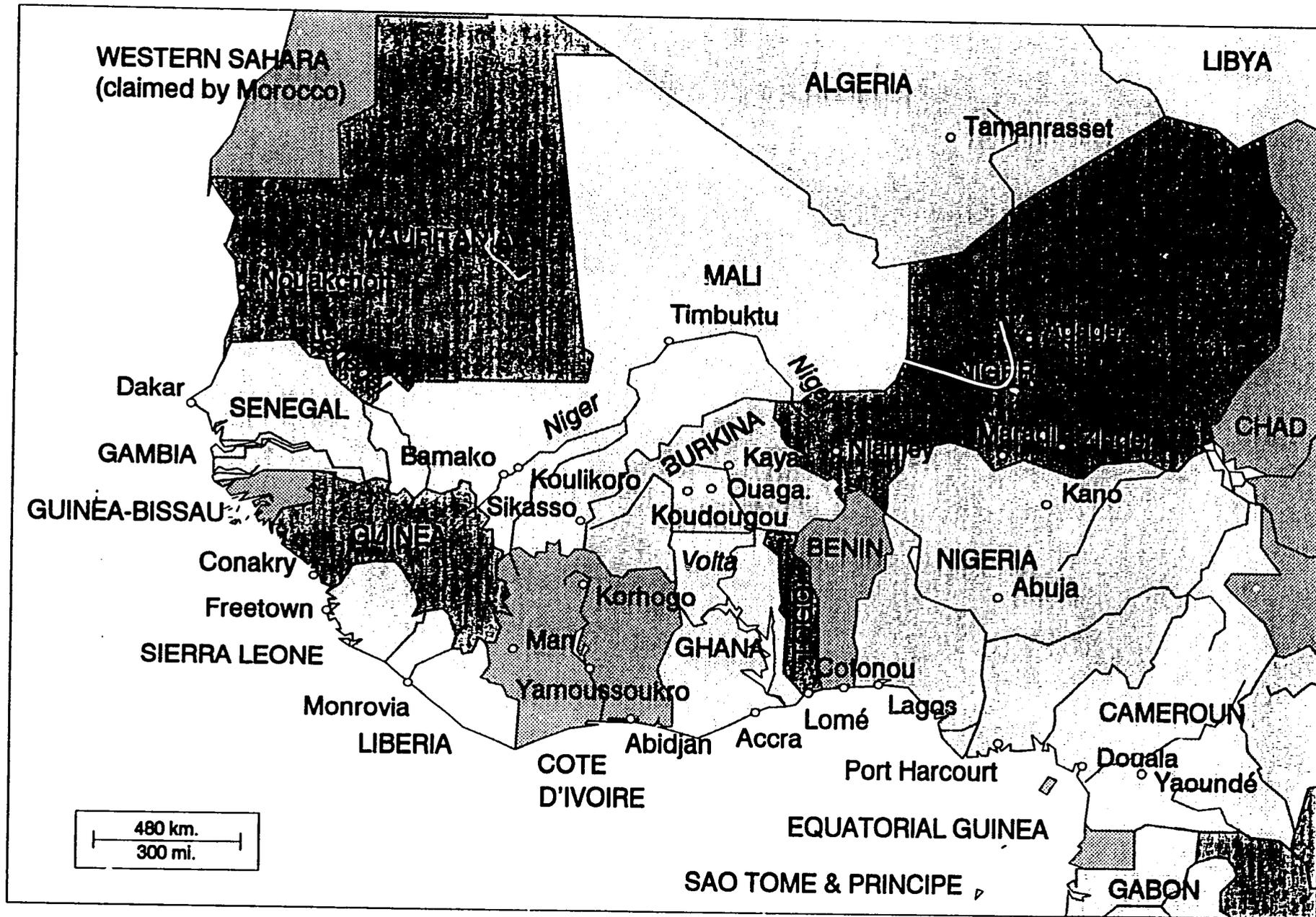
E. EVALUATION METHODOLOGY

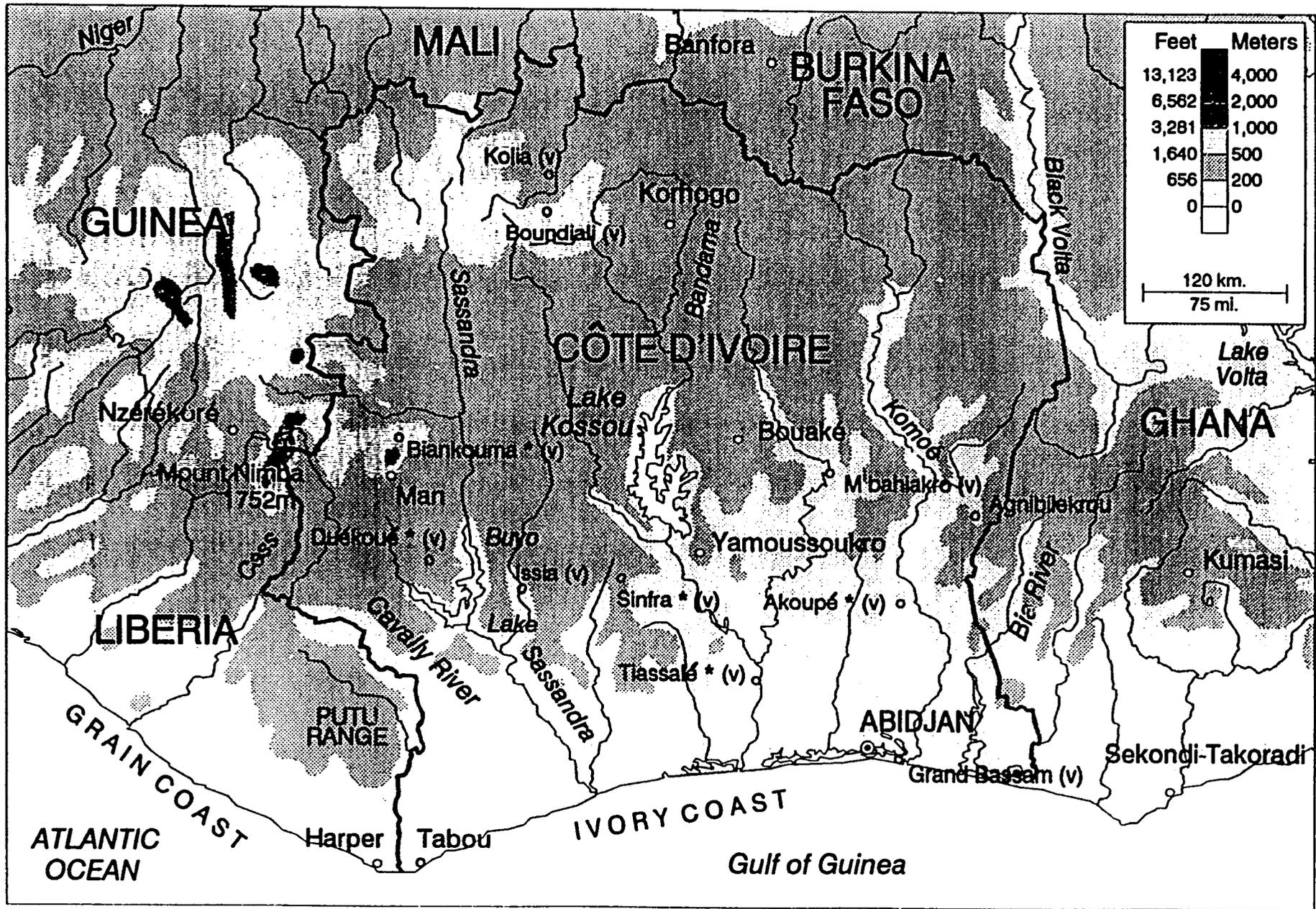
This evaluation was carried out by Peter L. Doan and Edward H. Robbins, consultants to the International City/County Management Association under USAID contract no. PDC-1008-C-00-9091-00. The field work took place in July and August 1994, and involved a thorough review of program and contract documentation, including the mid-term evaluation completed in March 1993. The team also held comprehensive interviews in the offices of both REDSO/WCA and the Research Triangle Institute's Abidjan office.

The evaluation team interviewed those responsible for the Project's implementation in the **Ministries of the Interior, Environment, and Social Welfare** and reviewed appropriate documents. The team visited nine of the 34 towns that benefited from one or more Project activities, including all of the five "core towns" that received the full range of support. The visits involved meetings with political and technical representatives, members of community organizations, and Peace Corps volunteers involved in the **Urban Environmental Management Program**.

The team's scope of work is comprehensive. As a result, the evaluation considers both the impact of the Project on municipal government operations in the Côte d'Ivoire and the mechanics of the Project's implementation. The USAID, Ivorian, and contractor representatives gave the evaluation team easy access to information about Project output. They were frank in identifying its positive and negative features. The team is thankful for their courtesy.

Because the implementation of all components reached a peak in 1994, an evaluation at this time can consider only what the Project has initiated. This limitation is further confirmed by the Project's primary focus on training, the improvement of management techniques, and the production of facilities that will give results only after their completion, near yearend. A truly final evaluation would require another three to five years of experience with the systems and facilities in place.





37A

II. THE TRAINING COMPONENT

A. POSITIVE RESULTS

1. A High Volume of Training Activities

Between February 1992 and July 1994, the Project supported:

- 98 studies related to mobilizing resources, financial analysis, personnel management, community participation, construction techniques, the role of elected officials, and solid waste management;
- 123 seminars on the subjects above as well as computer use and the training of trainers, and
- 223 technical assistance missions designed to shore up the information the seminars imparted.

These activities reached some 2,348 participants in Abidjan (approximately 20 per cent of the total) and 34 townships throughout the Côte d'Ivoire. Participants were given ample opportunity to evaluate each seminar, and the creation of **action plans** provided benchmarks against which to measure progress toward the chosen objectives.

An evaluation of the experience of decentralization in the Côte d'Ivoire (Stren, et al., see Bibliography no. #) based its recommendations on eight considerations for improved municipal management:

- increased effectiveness,
- training and continuing education,
- increased efficiency,
- regionalization and pooling of resources, including equipment repair centers,
- replication,
- identifying townships to serve as examples,
- assistance projects that provide for permanent improvement in operating methods, and
- environmental sustainability.

The output of the training process, which concentrated the full program of activity in five core towns, and which responded as much as possible to subsequent interest from other towns, reflected these considerations.

2. A Sensitive Choice of Subject Matter

The subjects chosen for special emphasis (i.e. financial analysis, resource mobilization, personnel management, the role of mayors) are particularly apt for this stage of decentralization. This point was emphasized in the conclusions of the mid-term evaluation carried out in early 1993. (See Bibliography, no. #)

The above-mentioned work on decentralization also confirmed the importance of resource mobilization for the country's new townships (most not yet 10 years old). It noted that the towns needed to develop a sense of independence or "self-help" in the face of the Central Government's decreasing capacity to provide the resources for municipal operation.

The increasing focus on solid waste management, changing from 3 per cent of the total days committed through December 1992 to 55 per cent for 1993 and 39 per cent for 1994, is a reflection of the Project management's ability to adjust to the conditions exposed by close association with local governments. As a result of Project support, more efficient methods of garbage collection and disposal are reducing expenditures on fuel and personnel, and are encouraging community organizations to take a more active role in managing town affairs.

Ivorian professionals, entrepreneurs, and government officials on leave to work with the Project as consultants have ensured a program design closely attuned to local methods and capabilities. Training activities stressed on-site review of problems, such those related to collecting market fees. This local knowledge has permitted development of action plans with realistic objectives directly related to acknowledged problems. An example of such a plan developed for the town of Grand Bassam is provided in Annex C.

This sensitivity in the choice of subject matter appears to come as a consequence of many years of RHUDO/WCA project and technical assistance experience in the Côte d'Ivoire and the region. The first RHUDO-designed project was authorized in 1967. The focus was low-cost housing production. During the 1970s, the RHUDO orientation shifted to a broader range of urban problems, culminating in a joint effort with The World Bank and the First Urban Development Project, authorized in 1978. The USAID component was labeled HG-003. This project required a more detailed understanding of the planning and financing of urban development because some 60 per cent of the project financing was directed at upgrading sub-standard neighborhoods.

During the 1980s, RHUDO supported the government's program to improve the local government's capacity. One study ranked 46 cities and towns according to development potential. Other work focused on the infrastructure needs of specific towns, and the possible contribution of community groups and private enterprise. As noted above, the output of this experience was the Municipal Management Training Program, carried out since 1987 under contract by the Research Triangle Institute and, finally, the Project being evaluated in this report. In sum, USAID, and specifically its RHUDO, had built a foundation of information, understanding, and connections that could only favor the Project's implementation.

3. Carefully Organized Training Process

Training in each subject matter was organized in three stages:

- a preliminary analysis of existing conditions, with emphasis on problems,
- a seminar to review the problems and develop a plan to resolve them (action plan), and
- a program of follow-up, or technical assistance visits.

In addition, the seminars and follow-up visits were subject to evaluation. The mid-term evaluation recommended that more emphasis be given to this last step. Each seminar was evaluated by both the trainers and participants, and status reports were prepared following the technical assistance visits. In addition, trainers held meetings periodically to assess the impact of their work (see references to "journées de réflexion" in the listing of activities contained in Annex C.).

The result was a quintessentially practical process. During the visits carried out by this evaluation team, various town officials remarked on the benefit of this practicality, and contrasted it with the more theoretical approach taken by the International Labor Organization/UN Development Program approach.

a. Training of Trainers: The project provided training in the training process itself for the training units established in both the **Directorate of Local Government (DGCL)** and the **Department of Social Development (DDS)** as well as for the team of Ministry of Environment officials and private consultants who carried out the **Solid Waste Management Program**. The first session took place in December 1991, when expatriate training experts were used. Further sessions, led by RTI personnel or Ivorian experts, took place throughout the remaining years of Project activity.

The **Department of Social Development** trainers also provided this type of training for their colleagues in the regional Social Centers.

b. Preliminary Studies: These studies established the orientation for the seminars carried out in each locality for each of the major themes (financial analysis, resource mobilization, community organization, solid waste management, and technical service provision). They served as the foundation for the close link between the seminars and the operating problems encountered by local government employees.

c. Seminars: These events were publicly announced and open to all interested parties in an effort to improve public awareness of the objectives of public officials and the problems they faced. Their focus, however, was on those elected and appointed officials, as well as the local government employees

(e.g., market fee collectors) who had direct responsibility for the actions being discussed.

d. Action Plans: Action plans were drawn up during the seminars. These provided the structure for local government actions and for any subsequent reinforcement of training and technical assistance. They provided benchmarks against which the impact of training could be measured by both local participants and consultants.

e. Models, Manuals, and Equipment: Standardized training modules were developed for each of the subjects treated. These modules have been left with the **Ministries of the Interior (home of the Directorate of Local Government), Youth, Sports and Social Development (home of the Department of Social Development), and Environment and Tourism (home of the Department of Solid Waste)**. The related models and modules will also be left with the **Union of Mayors (UVICOCI)** for its reference library.

In addition, the five core towns received computers originally donated to support updating the property tax lists (the **Revenue Enhancement Component**). Town officials and employees were trained in WordPerfect and Lotus with positive results.

4. Fosters Public/Private Communication

The Project emphasized the importance of communication between the Ivorian public and private sectors to improve the delivery of municipal services. The **Training Component** encouraged this communication in three ways:

- through the use of private consultants, particularly to direct the training in resource mobilization training and solid waste management. Such professionals were responsible for some 25 per cent of the training and technical assistance missions. Officials of the Ministries of the Interior, Social Development, and Environment delivered the remaining 75 per cent.
- by launching and supporting pay-as-you-go garbage collection services delivered by associations formed and managed by young, previously unemployed men. The mid-term evaluation recommended support of pilot projects to show the value of service delivery privatization.
- through a national seminar on the privatization of municipal services given in May 1993, and repeated discussion with local officials of the value of privatizing service delivery in the face of limited investment budgets.

The Training Component specifically encouraged community participation and scrutiny of government actions through user consultation and the broad publicity given the studies and seminars. It highlighted the relationship of taxes or fees and service delivery, an important objective if municipalities are to

become more independent and capable of resolving their problems without recourse to the national government. In addition, it encouraged elected and appointed officials to share objectives and methods so that political and administrative objectives could be fused and more clear to the public.

5. Improves Efficiency and Effectiveness of Local Government Operations

The Training Component was particularly successful in improving the operations of local finance departments. A combination of the training in financial analysis and resource mobilization, along with the provision of computer equipment and the related training, has improved demonstrably the ability of the core towns' chief financial officers to create a realistic budget and track expenditures. At this point, many of the towns benefiting from this training are able to work more effectively and efficiently than the Central Government agencies responsible for approving annual budgets.

Project training also provided a framework for better personnel management. This work emphasized the legal rights of employees, and the need for technical preparation. Training for mayors and their deputies (elected officials) focused on the importance of developing competent staffs as an antidote to their frustration at the political insensitivity or perceived incompetence of local personnel.

The mid-term evaluation recommended greater emphasis on training mayors as well as on further baseline studies dealing with issues such as planning and prioritizing local needs, including sewerage and drainage. The Training Component response was to organize five conferences involving elected officials. These conferences dealt with the environment (February 1993), the relationship between local government institutions and their constituencies (a regional conference in April 1993, followed by a workshop at the national level in March 1994), privatizing municipal services (a regional conference in May 1993), a study tour in the United States for a delegation of mayors (March 1994), and support for revitalizing the Union of Mayors (UVICOCI).

As a result of these activities, the mayors contacted by the Evaluation Team seem more sure of their own needs and more capable of creating the pressure for action, either locally or at the national level. It appears that many towns are now moving to resolve problems with or without Central Government support. A more dynamic UVICOCI, however, means a stronger lobby in Abidjan for resources for municipal government.

B. DIFFICULTIES - LESSONS LEARNED

1. Encouraging Community Participation: Mixed Results

The Project's design presupposed that the objectives of a more efficient and effective local government required popular awareness of the local development agenda and wider participation in the decision-making process. This turned out to be a tall order in a country where national development and single-party government have been the rule since independence.

One important objective of the Training Component was to encourage local initiative, i.e., a "can do" spirit that leads to local resolution of a problem in contrast to a more traditional reliance on central government. The Project's results are mixed in this respect. In 12 Project towns the volume of garbage collected increased 17 per cent, from 939 tons to 1,132 tons. This increase was due more to improved organization and the use of community groups than to infusions of funds or materials.

Some of this confusion comes from the expectation that where USAID is involved there will be money and, therefore, people will be paid to stimulate community interest. In fact, tools were provided for better cleanup in Duékoué, but rather than encourage a follow-on action by the citizenry, they appear to have fostered a "wait-and-see" attitude. The Training Contractor concluded that donations did not help transmit the message of local initiative and contribution. (See Bibliography, no. #)

The Training Component has not been successful in breaking down Central Government control of social centers and their programming. The individuals in the Social Development Department who received training for trainers, and then carried out the local training in community action (about 18 per cent of the technical assistance provided), were positive about the experience. The local delegates of the Department, however, with headquarters in regional social centers, continue to look to the center for program approval, rather than work to get local communities to recommend and support program activities.

2. Program Fails to Meet Women-in-Development Targets at Central Government Level

The Training Component was unable to meet Project objectives for training women in the **Local Government Directorate** of the Ministry of the Interior. Only one woman was identified as a member of the core training unit. The evaluation team found no women among the four professional staff members at each of the towns visited. There are three women mayors in the group of 34 towns touched by the Project. Two of these cases are exemplary for the harmony between the political and professional staffs, and the degree of interest in the Project's objectives (Adiaké and M'bahiakro). Greater involvement of women at the professional level would follow greater concentration on municipal themes by the national technical schools ("écoles nationales"), a subject dealt with in paragraph 14. below.

On the other hand, seven of the 11 members of the core training unit nominated by the Social Development Department were

women. The very structure of society in most Ivorian towns suggests that a greater role for women will be a natural outgrowth of decentralization and municipal development. Women dominate the markets, one of the primary sources of independent revenue for municipalities. Women are also key to neighborhood sanitation. The interest and organization of the women in a neighborhood gave the training relating to solid waste its greatest impact. In Grand Bassam, where an association of young men was formed to handle household garbage collection, a young woman was subsequently hired to help collect the fees. The **Chief of Technical Services** in Boundiali, now directly managing such a youth group, recognized this experience as valid for his situation.

3. Peace Corps Volunteers Are a Big Help

In a number of communities, Peace Corps volunteers provided continuing encouragement for community organization after the initial training by Social Development Department personnel. The volunteers' importance in this case confirms the inability of regional social centers to pick up on the training offered by their own colleagues. In Akoupé, Biankouma, Sinfra and Tiassalé, volunteers have pressed neighborhoods to organize around sanitation programs. In some cases, they have controlled the tool supply, whether provided under the Project or purchased by the municipality. Although dependence on the volunteers may not immediately advance the commitment to local initiative, it seems likely that in the long run the fact that the process is handled locally will give a positive result.

4. The Contractor's Previous Experience Was Essential to Project Success

USAID was wise to select a contractor that had worked with RHUDO since 1987 on training in urban development subjects. The familiarity with local conditions proved essential to successfully achieving many Project objectives. This familiarity resulted in choice of subject matter, sensitivity to the evolution of needs, and identification of Ivorian experts to carry out the training.

The length of experience also helped overcome logistical obstacles such as a contract budget with no funding for training activities. Nine months were needed to resolve this contracting problem, during which time the Project might have come to a halt. Training programs were run because contractor staff were able to combine with other donors operating in the Côte d'Ivoire. The German Hans Seidel Foundation was the most supportive of these. # conferences and seminars were held for which the Foundation provided financing and the Training Contractor provided the technical personnel and logistical support.

The contractor's familiarity with the programs of other donor agencies operating in the Côte d'Ivoire will influence the sustainability of Project outputs. The German KFW program will

support continuation of the solid waste management activities, using the same training techniques and consultants. French cooperation programs will, likewise, continue support for the Union of Mayors.

5. Use of Local Consultants Is a Plus

The use of Ivorian consultants in addition to government officials may be considered a positive outcome of Project design. It allowed for a more sensitive reaction to on-site conditions. It also increased the number of trained trainers and promoted private enterprise. The Project provided training in 34 of the 135 municipalities in the Côte d'Ivoire, leaving many that could benefit from a continuation of the training program. The body of private consultants developed by the Training Component is an experienced and flexible resource available to both the government and other donors.

6. USAID Programs Should Focus on Sanitation Problems

In most cases, the technical services chief of a town government is the only formally trained civil engineer. As a result, these professionals are involved in the full range of construction or maintenance activities supported by a town government. In each of the towns visited by the evaluation team, however, the most important problems facing the technical service chief related to sanitation.

With the exception of Sinfra (45,000) and Kolia (6,000), the towns visited had populations of between 15,000 and 25,000. At this size, garbage collection becomes a problem, as does waste water and storm drainage. Markets reach a size where the cleanup process has to be well organized and where latrines should be provided. Water systems exist in core areas, and waste water is usually channeled to a septic tank or an open drain in the street. Where water systems don't exist, wells and septic tanks or latrine pits are too close together.

The Training Component provided the foundation for real improvement. Better neighborhood participation is essential, however, to long-term improvement, and such participation needs a long incubation. Municipal officials also need more training in small-scale actions that can provide improvement at a low cost. The incineration of medical waste, supported by the Project, is an excellent example, as is the pay-as-you-go household collection process.

The Project could have devoted more resources to this problem, and any future urban development project design should keep this in mind.

7. Resource Mobilization and Financial Analysis Training Bring Quick Results

It appears that an improved understanding of the resource base and better methods of analysis of a town's financial activity provided the greatest immediate benefit of all the Training Component's activity. When these developments are combined with use of a personal computer, the impact is even greater.

Raw data on collecting market fees may not provide conclusive proof of the impact above in every case. In M'bahiakro, improved collections in 1993 at the market alone produced an inflow of FCFA 8 million as compared with a total inflow from all town-controlled resources of FCFA 12 million the previous year. Biankouma is expecting a 50 per cent increase in local resource mobilization in 1994 due to improved market fee collection.

On the average, market tax collections in the 10 towns with complete information rose 22.3 per cent. Parking tax collections improved 12 per cent, and the tax on artisans (small shops and ambulatory traders) increased 27.5 per cent. These increases occurred during a period of deteriorating economic performance.

Equally important, the financial services chief of each town touched by the Project has a far better idea of who uses the market or the transport depot, and how to update the information. In addition, in the five towns that received computers, the budget and other data may now be analyzed by using Lotus 123 software.

Thus, both the professional staff and the mayor have more accurate information. They are in a much better position to negotiate a budget with the Central Government. They are better able to understand what is needed from the centralized treasury process. They are also better able to explain the need for fees and taxes to their constituents.

8. Privatization of Local Government Services: Some Progress

The Côte d'Ivoire has long had an active private sector in spite of the government's heavy involvement in the economy. In recent years, the government has begun to recognize the need to cut back its direct involvement and to privatize state-owned operations. This does not mean, however, an immediate enthusiasm for privatizing service delivery at the municipal level. Thus, the Project has had to build an audience for this message.

The Project has laid a foundation for this type of innovation by improving resource mobilization and financial management, by improving personnel management, and by working with the technical services chiefs on organization of their workload. It is then easier to look for opportunities to contract out services. Vehicle operation and maintenance proved to be a major obstacle to garbage collection in almost every town. Once

municipal officials had a clear view of their financial situations and the impact of maintenance and fuel, and once they had an organized view of garbage collection requirements, it became easier to suggest alternative approaches. A regional conference in May 1993, and the newsletter published by the Union of Mayors, were also used to make the case for privatization.

An unusual garbage collection project developed by an entrepreneur in the Abobo neighborhood of Abidjan without government or donor support was chosen as a pilot project because of its special sensitivity to the scale of operations (e.g., the use of carts or wheelbarrows instead of trucks to handle house-to-house collection). By supporting adaptation of this approach to different localities, the training contractor could transmit information key to gaining acceptance of private delivery of municipal services:

- existing town assets (e.g., a dump truck) are used more efficiently and are therefore more available for a wide range of services;
- less fuel is consumed on garbage collection;
- citizens will pay a fee for specific, needed services;
- work is offered to unemployed youths at no cost to the government, that is with no long-term payroll impact; and
- higher standards of sanitation are achieved, for which the town government receives credit with the voters.

By constantly drawing attention to the possibilities offered by a public/private partnership in service delivery, the Project contributed to a "demystification" of the privatization concept. Town officials have been able to see privatization in terms of a relief from a burden and not a loss of control.

9. "Grandes Écoles" Should Be a Focus of Future Training

The core professional staff in town governments, the Secretary-General, and the chiefs of the **Administration, Finance and Technical Services Departments**, are all graduates of two of the national professional schools: the École Nationale d'Administration and the École Nationale de Science et de Travaux Publics. Neither of these university-level institutions offers programs directed at municipal government practice. In fact, they don't even offer individual courses specifically related to this subject.

The result is that, barring a summary training experience offered by the **Local Government Directorate**, persons opting for a career in local government must learn on the job. The implication for future training programs, especially those supported by international donors, seems obvious.

10. Other Donors Will Carry the Program Forward

The Directorate of Local Government reported that it was optimistic that the **International Labor Organization**, in collaboration with the **UN Development Program**, would provide further support for the training activities in resource mobilization and financial analysis.

The German KFW Program has indicated that it will provide support for continuation of the solid waste management program. A senior member of the Ministry of Environment, Department of Solid Waste, will be detached to direct the program.

French foreign aid will support publication of the newsletter published by the UVICOCI, and will support services provided by the Project's principal computerization consultant.

These developments are eloquent confirmation of the appropriateness and sustainability of the Training Component's output.

C. THE FUTURE

In sum, training is sustainable because it has reached so many people working on municipal government. It is sustainable because it:

- breeds networking,
- stimulates mayors to take on more responsibility and to develop staff capacity,
- leaves manuals behind,
- leaves methods behind, and
- produces visible results.

The Training Component has not produced big institutional change at the central government level. More important, it has empowered local government at the expense of the center.

In this light, the revitalization of the Union of Mayors, a process supported by a series of Project workshops and conferences in 1993 and 1994, as well as a study tour in the USA, could give force to the lobby on behalf of local government. Among the Union's immediate objectives is a larger percentage of property tax for local government (vs. the current 25 per cent level). In addition, the Union can be expected to pressure the government for a prompt distribution of the local percentage of the new "impôt synthétique." The Union will also coordinate information about international donor programs.

III. REVENUE ENHANCEMENT

A. RECESSION, ILLIQUIDITY

In the wake of rapid economic growth in the 1970s the government financed a huge increase in expenditure for urban infrastructure and other public works. In 1980, Côte d'Ivoire's gross national product (GNP) per capita figure reached a high of US \$1,166, among the highest in Sub-Saharan Africa. A subsequent and prolonged economic recession throughout the Sub-Saharan region and a dramatic decline in agricultural commodity prices, especially coffee and cocoa prices, however, led to a decline in the economy, and by 1991 GNP per capita had fallen to US \$734.

During this crisis, the government borrowed heavily to maintain its existing level of activities, causing its public and private debt to reach almost US \$15 billion (World Development Report, 1992), the second largest public debt in Africa (see Stren, et al., Bibliography #). By 1991, the government was facing a severe liquidity crisis. Its efforts to increase revenues inevitably had adverse implications for municipal revenues. In 1993, the Government of the Côte d'Ivoire (GOCI) reduced Central Government allocations to municipalities by as much 18 per cent. The drop in municipal income was compounded by delays in the return of funds collected by the municipalities themselves, but, as is customary, deposited in Central Government accounts.

Many economists considered an overvalued exchange rate for the Central African Franc (FCFA) to be an important constraint to economic recovery. An agreement was reached in January of 1994 to devalue the franc by 50 per cent. The new exchange rate was pegged at 100:1 with the French franc. While the devaluation caused a number of short-run hardships, it appears to have pumped liquidity back into the system, and transfers between the central and local governments are returning to normal.

One effect of the crisis, however, was to force a review of tax collections. The Project was designed to include support for improved property tax collection, because this tax could serve as an important resource for local government. Though the Finance Law of 1992 changed the distribution from 65 per cent for the government and 35 per cent for local government to 75 per cent/25 per cent, more effective collection was bound to raise the total amount transferred to the localities.

B. IMPROVING THE DATABASE

1. Improved Cadastral Data and Data Processing

A primary objective of the Revenue Enhancement Component was rapid improvement of the property tax database ("cadastre"). The Directorate of Taxation (DGI) had been suffering from both financial and equipment problems. Resources were inadequate to

fund full cadastral surveys, and the mainframe computer equipment was old and subject to breakdown.

Project outputs were twofold: (1) support for simplified cadastral surveys, and (2) installation and use of micro-computers and related printers and network hardware and software. Training in computer use was therefore a vital and related output. The essence of the simplified cadastral survey is a better recording of landowners in a specified area. The simplified version dispenses with the detailed plot mapping carried out in full surveys, and thereby cuts costs and delivery time. An analysis of computer needs was carried out in 1991 to identify the most practical way to speed up data processing and the subsequent billing.

2. Evaluation of Results

The first simplified surveys were carried out in Sinfra and Akoupé in 1992. The surveys were contracted out to private firms. The results were spectacular. In Sinfra, the number of properties on the rolls increased nearly 16 times; in Akoupé, the increase was 12 times.

These results, accompanied by the increased use of more flexible computer equipment and techniques, encouraged the Directorate of Taxation to shift its focus to bigger fish, principally the Abidjan metropolitan area, where the financial returns would be far greater than in any of the Project towns. Given the government's need for resources, and the potential benefit in the long run for municipalities, USAID could not object to this shift in direction.

The result was an almost two-year delay in work on the Project towns. No financial results were available at the time of this writing. Actual collections (billing) are now being done in Sinfra and Akoupé. Surveys were completed in 1993 for Aboisso, Biankouma, Duékoué, N'Douci and Tiassalé. The results were more spectacular, as can be seen in the chart that follows. The remaining surveys for Agnibilikro, Boundiali, Grand Bassam, M'bahiakro, and Touba took place in 1994. This brings the number of towns covered by the Project to 12, well above the target of five in the original Project design. The increases reported for those towns surveyed in 1993 were as dramatic as those for Akoupé and Sinfra.

Survey Results

VILLES	ANNES DU RECENSEMENT	CONTRIBUABLES AVANT LE RECENSEMENT	CONTRIBUABLES APRÈS LE RECENSEMENT
Akoupé	1992	218	2,691
Sinfra	1992	238	4,563

VILLES	ANNES DU RECENSEMENT	CONTRIBUABLES AVANT LE RECENSEMENT	CONTRIBUABLES APRÈS LE RECENSEMENT
Aboisso	1993	NA	1,150
Biankouma	1993	107	1,340
Duékoué	1993	190	2,241
N'Douci	1993	53	1,085
Tiassalé	1993	70	1,325
Agnibilikro	1994		
Boundiali	1994		
Grand Bassam	1994		
M'bahiakro	1994		
Touba	1994		

The Directorate of Taxation worked productively with USAID to achieve Project objectives. Some expatriate training was used to help get the computer networks running. Both departments in the Direction General des Imports (DGI), the Cadastral Survey Department, and the Data Processing Department have incorporated training and responsibility for maintenance of their equipment in their budgets.

Because there is no history of using the property tax as a fundamental resource for government operations, the revitalized surveying and collection process has to be accompanied by an information program. The 1994 survey work being carried out in the towns mentioned above was preceded by a television campaign. In each town where surveys have already been completed, elected officials have held town meetings to stress the importance of the tax revenues for future investment programs. Surveyors have also reported that the survey process itself is leading landlords to be more aware of the size of their property holdings, and the tax impact. As a result, they are also becoming more interested in what their town's government plans to do with the increased resources.

All of these developments bode well for the sustainability of the process, and for its impact on democratization and decentralization. Furthermore, the Directorate has negotiated an expansion of the process to 30 more towns, an activity that will be funded by The World Bank.

An unexpected benefit from the Revenue Enhancement Component, which will further confirm the sustainability of the assistance provided, was the installation of a micro-computer in

each of the five core towns. This equipment was installed to simplify the recording of cadastral survey information, but it became clear that when not in use the computers could easily serve the municipal government itself. As noted in the section evaluating the Training Component, these computers have changed the work habits and abilities of the professional staffs, with emphasis on improved financial analysis and budgeting. Where the staff have been stimulated by the training available, all documents are being produced on the computer, and computer time must be carefully scheduled.

C. DIFFICULTIES, LESSONS LEARNED

1. The Simplified Cadastral Survey Brings Quick Results

The Project experience confirms that the simplified cadastral survey brings quick results at a reasonable price. Improved listings of properties and landlords, even without exact mapping, bring large increases in return even in the face of landlord resistance to pay.

2. The Reluctance to Pay May Become an Important Issue

Once the euphoria of greatly increased tax rolls passes, landlord reluctance to pay may become more of an issue. The Côte d'Ivoire does not have a history of using the property tax as a fundamental resource for local government. Thus, land owners will see no benefit to more efficient collection unless the process is accompanied by a great deal of community training. Local government officials, and in particular elected officials, will have to make clear the relationship between tax collections and investments in the infrastructure that the landlords perceive to be important. They can also emphasize that tax payments strengthen land tenure claims in a country where most people lack the time and money to obtain all the documents required to ensure full tenure.

3. Property Taxes as a Land Development Tool

Though the Revenue Enhancement Component of the Project focused on the financial aspects of property taxes, better training for municipal officials would help them recognize the value of property taxes as a land development tool. This may be the type of subject that could be introduced in the course material offered by the national professional schools, as noted in the previous section of this report. By careful use of property tax variation, municipal officials can cut down on "leap frog" land development, and encourage development along existing or planned utilities networks.

4. Project Design Needs To Be More Sensitive to the Inflexibility of the USAID Procurement Process

The USAID procurement process does not favor gradual purchase of equipment, nor do host country Customs practices. Both

favor one-time purchasing, which is difficult to apply in cases where a project will evolve with experience. The mid-term evaluation highlighted the delays resulting from gradual purchase of equipment. A year was required to complete delivery and installation of the main body of equipment. Some delays (e.g., exemption from import duties) were still bothering project management as this evaluation was in process. A better coordination between Project designers and USAID Procurement experts might have identified a more flexible process better related to the evolution of Project activities. The results would have been a more cost-effective Project management.

IV. FACILITIES CONSTRUCTION COMPONENT

A. RESULTS

As a further contribution to the core towns's ability to raise revenues, the Project supported construction of facilities such as markets, transport depots, and slaughterhouses. Previous USAID experience suggested that better organization of these activities led to better fee collection.

The original project design set a target of at least one such facility per town. In fact, the substantial devaluation of the Central African Franc and delays in Project implementation combined to allow financing for all three facilities in each town. Construction was proceeding at full speed in all towns at the time of this evaluation. None of the facilities was complete, but the organization required to move market activities to provisional sites for the interim period had, by itself, already produced increases in market fees of between 25 per cent and 50 per cent. An accurate evaluation of the impact of these facilities on municipal revenues will be possible only in the coming years.

B. IMPLEMENTATION PROBLEMS WITH THIS COMPONENT

The component's implementation was severely delayed by two factors: (1) a collapse of the contracting process due to disputes between government agencies, and (2) difficulties with a condition precedent to the program agreement signed with the government. The Project's design gave responsibility for design of the facilities and their construction to the Directorate of Public Works (DCGTx, known as "Grands Travaux"), at the time the government's most experienced public works contracting agency. USAID financing was to be provided through a modified Fixed Amount Reimbursement (FAR) Agreement.

1. Collapse of the Contracting Process

A dispute between "Grands Travaux" and the **Ministry of the Environment, Construction and Urban Affairs** (see below, Chapter V.) led USAID to conclude that the contracting process would have to be shifted to the municipalities. USAID drew this conclusion based on the experience of a smaller project operated by the **Fonds Européen de Développement (FED)**. Redesign of the **Reimbursement Agreement**, which was linked to an agreement between USAID and each township (the **Commune Reimbursement Agreement**), required nearly one year (July 1992 to May 1993). This delay was a result, apparently, of REDSO/WCA's concern that it would be saddled with unacceptable liabilities in transferring responsibility from the central authorities to the local.

In the end, the "Grands Travaux" architectural and engineering plans were used, and they were retained as on-site inspectors. REDSO/WCA contracted the services of a civil engineer to carry out its project management. The primary responsi-

bility for completion of the work, however, resides with the municipalities, a development that may have more impact on the achievement of Project objectives than production of the facilities themselves.

2. Modification of the Condition Precedent

Article 4., Section 4.2., of the Program Agreement set "Evidence that a decree has been promulgated which provides legal status to municipal officials working at the communal level," as a **Condition Precedent to Subsequent Disbursements**. Because disbursements for construction activities were behind schedule, this condition presented another obstacle to the advance of this component.

The government, through the Directorate of Local Government, recognized the merits of this condition, but was unable to get such a decree passed, partly because of changes in the government's composition. A new decree law was ready for approval in 1990; however, over the next two years every minister was changed, and the approval process lost impetus. Furthermore, the Structural Adjustment Program negotiated with the IMF (see Chapter V., Section A.2.) required that the government's wage expense be reduced, giving rise to concern that a new law would undermine progress on this matter.

The mid-term evaluation recommended special concern for this issue. In June 1993, the program agreement was amended, adjusting the requirements of this section to:

- creating commissions to review the work-related grievances of municipal employees, and to ensure that the **Labor Code** was applied, and
- diligent efforts to bring about passage of a law creating a municipal civil service.

These requirements were met by year-end 1993, allowing construction to begin in January of 1994. At the time of this Evaluation, the construction schedule called for completion before year-end and termination of Project funding.

C. DIFFICULTIES, LESSONS LEARNED

1. A Shift of Responsibility for Project Administration Within USAID Leads to Severe Delays

The closing of the **Regional Housing and Urban Development Office** (RHUDO), responsible for design of the Project, shifted administrative responsibility directly to REDSO/WCA. The collapse of the institutional arrangements for the **Facilities Construction Component** added to the REDSO workload and posed a series of questions about matters the office had not followed from their conception. The proposed solutions to the problem also suggested to office staff a risk that municipal governments

might be overwhelmed by the challenge of managing such complex financial and technical operations.

This set of conditions led to a nearly one-year delay in adjusting the various agreements with Ivorian institutions. Although the delay does not speak well of REDSO's capacity to react to changes in Project circumstances, the end result may have been positive because it delayed construction expenditures until after the devaluation of January 1994, thereby allowing the dollar investment to be spread over a larger output.

2. The Transfer of Responsibility to Municipal Government Is in Keeping with Project Objectives

A another positive result of the collapse in the original distribution of responsibility for this Component is the devolution to the municipalities of primary responsibility for management. (See Figure 1.) By taking a risk, REDSO has taken the Project farther than planned in the direction of a major objective: decentralization of responsibility and increased local government experience in the management of infrastructure projects. Though it is too early to be precise, the evaluation team saw no evidence of negative results. Even though problems may turn up over the next months, the experience gained will serve to reinforce the growing independence of local government.

3. User Consultation Process: a Partial Success

The location and type of facility, especially markets and transportation depots, were the subject of town meetings and considerable debate between RHUDO and local elected officials. In most cases, the final decision located the new market structure where the old, informal market had operated. This was often not the preference of the elected officials, but was accepted by market users. It appears that the new structures will offer better working conditions for some market users, but will not prevent a lot of informal construction around the structure. Municipal revenues should increase as a result of the better organization of market use and the better database available to municipal officials. The spatial (physical) layout of market sellers may not be substantially improved.

Local officials have prevailed in location of transport depots because these require a large parcel of land and will replace use of streets in the town center and the related congestion. The local population, however, has not been convinced by the "out-of-town" locations, at least for bus terminals, nor by the officials' desire to encourage the use of taxi services (development of private enterprise). Because use of a taxi increases the cost of the process for travelers, it seems likely that at least the 18 passenger vans that are popular will try to drop off passengers in more central locations, creating conflicts with officials and, possibly, less effective fee collection.

FLOW CHART OF IMPLEMENTATION ACTION RESPONSIBILITIES FOR MDSP FACILITIES CONSTRUCTION COMPONENT

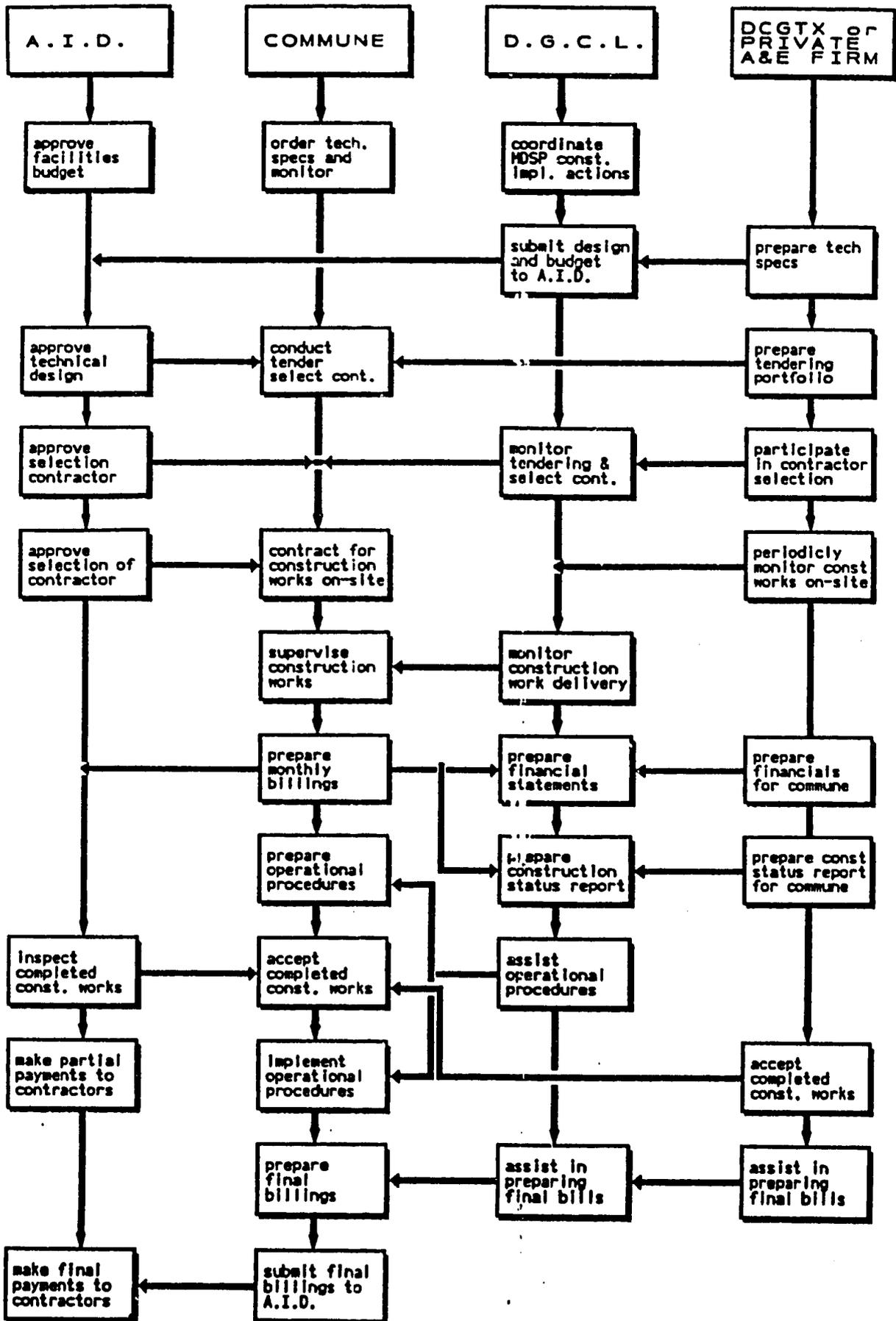


Figure 1.

In sum, it appears that these new facilities will provide some support for better municipal revenues, but may not in themselves have as much effect on revenues as the better organization of user data that was the result of the preliminary analysis.

V. SPECIAL CONDITIONS AFFECTING PROGRAM IMPLEMENTATION

A. CONTINUING ECONOMIC CRISIS

1. Continued Economic Decline Linked to Low Commodity Prices

In 1980, Côte d'Ivoire's GNP per capita figure reached a high of US \$1,166, among the highest in Sub-Saharan Africa. However the prolonged economic recession throughout the Sub-Saharan region and the dramatic decline in agricultural commodity prices during the decade, especially coffee and cocoa prices, led to a precipitous decline in the Ivoirian economy. By 1991 GNP per capita had fallen to US \$734.

This decline was exacerbated by a rate of population growth among the highest in Africa (4.2 per cent), which far outstripped the modest rate of economic growth, estimated to have reached a mere 1.4 per cent (Cuenco and Pigeay, 1993). There are some indications that the growth of Abidjan has diminished from the extremely high rates of growth prevalent during the 1970s (roughly 10 per cent/year) because rural-to-urban migration has been reduced as a result of poor economic conditions. However, the rate of growth in the smaller cities and towns still appears to be quite substantial (Stren et al., 1993).

2. Structural Adjustment Program

During this protracted economic crisis the government borrowed heavily to maintain its existing level of activities, causing its public and private debt to reach almost US \$15 billion (World Development Report, 1992), giving the Government the second largest public debt in Africa (Stren, et al., 1993). As a direct result, the government was forced to accept a structural adjustment program that included taking measures to cut the size of the government workforce, freeze existing government salaries and benefits, reduce the number of parastatals, and generally reduce the level of services provided to the public.

The government has made a number of moves to increase Central Government revenues, but this has had adverse implications for municipal revenues. In 1992, the government reduced the percentage of transferred state taxes from 35 per cent to 25 per cent. In addition, in 1993 the government reduced Central Government allocations to municipalities by as much as 18 per cent. This had a direct effect on the ability of municipalities to provide basic services to the populations of the communes, especially to the poorest and smallest communes, which receive very large proportions of their budgets from the Central Government.

Measures to reduce public employment also have had an effect on the Project; one of the conditions precedent for the project was the passage of a law to ensure the status of municipal employees. This condition was intended to establish a municipal

employment code that specify the qualifications and employment conditions of all municipal employees and thus provide stronger incentives for hiring and retaining more qualified municipal employees. However, because of the structural adjustment requirement to reduce the size of the public sector work force, the passage of legislation to extend civil service protection to municipal employees was no longer possible. Instead, the various parties suggested and agreed to a decree from the Minister of the Interior specifying the conditions for the recruitment and employment of municipal workers. This seems to have been a sensible compromise which allowed the continued disbursement of project funds.

3. Devaluation of Central African Franc

Recovery from this economic crisis was constrained by what many economists consider to be a highly overvalued exchange rate for the Central African Franc, which since 1960 was directly pegged to the French franc at a rate of 50:1. After lengthy discussions the francophone countries of West Africa that constitute the franc zone agreed in January of 1994 to devalue the currency. The new exchange rate was pegged at 100:1 with the French franc. This 50 per cent devaluation caused a number of short-run hardships particularly for any activities requiring imported materials such as gasoline or spare parts. At the commune level, this devaluation created real havoc for the **Chefs de Service Technique** (heads of technical services) who had to provide basic municipal services involving the municipal truck(s) with only half of the imported materials that had been anticipated in the current year.

B. INSTITUTIONAL INSTABILITY IN THE URBAN CONSTRUCTION SECTOR

In the wake of rapid economic growth in the 1970s the Côte d'Ivoire experienced a huge increase in expenditures for the construction of urban infrastructure and other public works. In 1977, a single Ministry was created that combined Public Works, Transport, Construction, and Town Planning. To facilitate the coordination of the myriad construction projects in 1978, the government established the Direction et Contrôle des Grands Travaux (DCGTx) by administrative decree under this super Ministry. A French engineer named Antoine Cesaréo with strong ties to the President and the relevant Minister was recruited to direct this effort. Eventually, the Ministry was separated into two ministries once more, and "Grands Travaux" was given autonomous status as a Directorate of the Presidency of the Republic. As a result, the Director-General reported directly to President Houphouët-Boigny and took on an increasingly large role in the supervision of all construction activities. During the next 11 years this agency became one of the single most powerful governmental bodies within the Côte d'Ivoire, supervising billions of dollars worth of construction projects.

Although "Grands Travaux" was extremely efficient and ensured the timely completion of most projects, its success was

due largely to its reliance on expatriate rather than Ivoirian technical experts. Many well-trained Ivoirians could have filled some of these jobs and gained experience in the previous Société d'Equipements des Terrains Urbains (SETU) which has been called the most effective land development agency in Sub-Saharan Africa (Stren and Attahi, 1991). Over time, a great deal of bitterness and resentment built up toward "Grands Travaux" from Ministries whose power and authority had been undermined by the actions of this agency, and in particular, by Cesaréo himself. The result was the eventual dismissal of the controversial Director-General in 1989, leaving a substantial power vacuum. Ministries were then able to block projects being developed, and contracts being negotiated by this Agency, leaving it unable to implement activities for which it was responsible.

C. CLOSURE OF RHUDO OFFICE

The RHUDO office's closing in June of 1992 clearly had a major impact on the project. The earlier versions of the Municipal Management Training Project derived large direct benefits from the close relationship between the contractor and the RHUDO office. The 1990 Evaluation of the Training Project cited the high quality of the RHUDO staff and the benefits of the close relationship between the RHUDO office and the contractor (Nolan, 1990).

One direct effect of the Project's absorption into the REDSO offices was the increase in the number of approvals required to get project activities authorized and funds committed. Adjustment of changing Project circumstances, made more simple by a more direct line of communication within RHUDO, the office responsible for Project design, was no longer possible in the REDSO context.

D. TERMINATION OF BILATERAL CÔTE D'IVOIRE ASSISTANCE PROGRAM

The decision to terminate the bilateral assistance program with Côte d'Ivoire has also had a marked impact on the Project. The delayed implementation of the Facilities Construction Component, the termination of the RTI contract, and the closing down of the Urban Department of REDSO eliminate the possibility of some of the follow-up activities envisioned in the original Project design.

An even more important implication of the termination of the bilateral assistance program is the loss of any ability on the part of USAID to continue monitoring progress in decentralization and communal development at the local level. This is extremely important because many other countries in the region have come to look at the achievements of the Côte d'Ivoire as a model for their own development strategies. Mali is the most important example, but Burkina Faso appears intent on following the same path of municipal elections. Guinea has had elections and appears also to be interested in continuing the decentralization process, although political turmoil has created some temporary

barriers to work in the short run. In addition, Niger has expressed interest in the same concepts and ideas.

By closing the bilateral program, USAID has largely cut itself out of the very successful regional coordination and exchange mechanisms that it pioneered in the Municipal Management Training Project. While some inter-regional exchanges will still be possible, the loss of a central base in the most advanced country in the region will make communication much more difficult.

E. DEATH OF HOUPHOUET-BOIGNY

It is perhaps too early to tell how the death of President Felix Houphouet-Boigny will influence the sustainability of Project activities. In the short run the smooth accession to power of Henri Konan Bedie has created no noticeable problems for the Project. The elections of 1995 could precipitate unrest or other political difficulties as the opposition parties try to wrest power from the PDCI, although there are no existing signs that this will interfere with communal management and governance. Given the experiences of other countries in the region in which hotly contested elections (Nigeria and Guinea, for example) have virtually brought government activities to a standstill, however, it may be prudent to avoid detailed predictions.

VI. GENERAL CONCLUSIONS

A. GOVERNANCE

Developing effective municipal government is key to developing a democratic society. Political systems will change slowly, however, and the "carpetbaggers"--in this case those elected officials who spend little time in the town of which they are Mayor, or those of the professional staff who take no special interest in the town where they work or consider themselves part of a national elite--will disappear slowly. No one, however, who has been interested in what the Municipal Development Support Project was doing, nationally, regionally, or in their town, will ever approach his or her work in the old way again.

1. Development of Independent Local Government is a Lengthy Process

The development of independent local government takes a long time. The Côte d'Ivoire has been working on the process for at least 15 years. Politicians and technicians need more time to understand each other's requirements. They also need a stronger link to the town where they work. Some positions of influence, such as those of the "Préfets" are changing or evolving. Uncertainty is still part of the process, and is an obstacle. The Project required all public officials to take on responsibilities and to look harder at the makeup of their communities.

Independent local government must be based on a sense of civic responsibility. This may be common in small, homogeneous urban areas, but it becomes more elusive as town size increases. The Project provided a lot of opportunity for town and neighborhood populations to discuss their conditions and to debate the solutions. It also forced local government officials to interact with community groups, and to stimulate their participation. The Project experience shows many instances where this work was effective.

2. The Central Government Is a Difficult Partner in a Decentralizing Process

While USAID projects have specific focus, public officials have to deal with a variety of pressures. This means some agencies will focus on their own problems, not those of the Project. A decentralizing process is based on reducing the power of Central Government agencies, a process that is hard to swallow.

a. The DGCL and the DDS: It was not clear to the evaluation team what would be the long-term result of Project activities on the Directorate of Local Government and on the Department of Social Development. Many of their staff have cooperated energetically with the Project. They have received training that will be useful in the future. Institutionally, however, they have made few changes, and if they are to continue

to support training for local government officials, it will be only if they can find other international donors.

This predicament is understandable, however, because they both could be on the losing end of decentralization. More independent local government will have less need for a central directorate. Social development programs will be developed locally if the Regional Social Centers continue to look to Abidjan for direction.

b. The DGI and the MET/DS: On the other hand, the Directorate of Taxation and the Solid Waste Department of the Ministry of the Environment and Tourism have clearly been empowered by Project activities. They have used the Project to develop skills and get equipment and, more important, have used the Project to improve their output.

B. URBAN ENVIRONMENT

The tie between sanitation and health is obvious in any evaluation of this Project's activity. In every town that received Project support, sanitation is a problem. Though the Project activities focused on solid waste management, problems of water supply and waste water handling are evident. The CREPA-CI organization, providing information and technical assistance in the low-cost resolution of sanitation problems, estimates that 75 per cent of health clinic visitors are suffering from some form of sanitation-related problem.

The Project has encouraged real progress in the treatment of medical waste, sponsoring construction of incinerators for medical facilities. The steady growth in the number of Project activities directed at household waste collection, and the acceptance by many low-income neighborhoods of the cost of better collection, prove the value of this area of involvement.

The towns have not been uniform in their acceptance of a higher allocation of the budget to sanitation problems. All but the smallest recognize the challenge of keeping up with increasing demand for garbage collection and better water service, but they find it politically difficult to devote the scarce rolling stock exclusively to garbage collection. Neighborhoods, likewise, are not uniform in their willingness to organize cleanup efforts.

Experts don't have a ready answer for the question of why a town of 6,000 will be swept and clean and one of 15,000 to 20,000 will have problems of trash dumped at random. The experience of the Project suggests that future USAID work could be directed profitably at the answer to some of these questions, recognizing the close link between sanitation and health.

C. CONTINUE THE USAID PRESENCE IN REGION

USAID would be wise to maintain a presence in the region so as not to lose the value of the Municipal Management Training Project and the Municipal Development Support Project. The lessons learned suggest that the need is still there and that the experience of the Côte d'Ivoire can serve as an excellent foundation for work on democratic governments in the rest of the region.

The United States also has a recognized advantage in supporting the use of micro-computers and the related software to improve the capability of local government. Unlike the mainframe computer, micro-computers offer more flexibility and allow tailoring to small-scale efforts to modernize and render governments more productive. The Project experience suggests that micro-computers offer USAID an excellent hook with which to catch the attention of Central Government agencies that may be reluctant to decentralize.

D. CONTRACTING, PROCUREMENT, and PROJECT DESIGN

The evaluation concludes that too much management time, both that of USAID and the principal contractor, was devoted to resolving contracting and procurement problems. A more direct involvement of USAID contracting and procurement experts in the Project's design and the related contracting might have resulted in a format that reduced this commitment.

Restitution of training funds to the RTI contract took 9 months. Resolution of the change in contracting procedures for the Facilities Construction Component took a year. One purchase of computer equipment took 7 months. In addition, a great deal of time was spent working out solutions to contract problems dealing with small expenditures, e.g., individual consultant fees, cement for garbage collection points, photocopy paper, drafting supplies.

E. LOG FRAME ANALYSIS

GOAL/PURPOSE

VERIFIABLE INDICATORS

COMMENT

Support government efforts to promote equitable, sustainable local economic development

Increased economic activity and private-sector growth at local level

Though it is reasonable to state that an efficiently run local government will create conditions that favor economic development, i.e., better movement in and about the town, a better working market providing opportunities for merchants, the contracting out of municipal services to local entrepreneurs, etc., it is not possible to draw accurate conclusions for this Project. No database exists for comparative purposes, and it is too early to assess the Project's economic impact.

1. Improve efficiency and effectiveness of local government operations, particularly in areas of governance, finance, management, service delivery

In project cities:
1. Increase in popular awareness of local development agenda and wider participation in local decision-making, especially for low-income households

Achieved through extensive training by Social Development Department staff, support for the local area action committees (CASS), and Peace Corps volunteer programs, direct involvement of neighborhoods in pay-as-you-go garbage collection programs, and organization of public forums to discuss resource mobilization studies and collection procedures.

2. Create models of sound municipal management including effective use of replicable private - sector options

2. Minimum 25% increase in provision of selected urban services

This has been achieved with regard to garbage collection in a number of towns, though not all. In towns where neighborhood organization and use of fewer, more efficient collection points has not taken hold (ex. Duékoué, Sinfra) part of the problem has been that better collection efforts have resulted in more garbage being collected than the town can cope with (trucking problems). Resolution of these problems is in sight.

PURPOSE and VERIFIABLE INDICATORS (continued)

2. (continued)

3. 25% increase in municipal revenue collection levels

The distribution of local government's percentage of property tax collections is bound to increase revenue collection levels by far more than 25%. In some but not all towns, increased collections from markets has also passed 25%. Better data on these processes will be available once the Facilities Construction Component is completed. The prospects for important increases is good.

4. Use of alternative modes of service management or provision

The effort to introduce alternative, non-public-sector modes of service delivery has been most successful for garbage collection. Use of community groups or private enterprise to carry out house-to-house collection for a fee has been introduced in 13 towns. The technique copies a successful program in the Abobo township of the Abidjan metropolitan area. Principal activity was in 1993 and 1994, so the experience is still in early stages, but appears healthy. KFW will extend the training to more towns.

5. Develop replicable models for municipal management, revenue generation, and urban service delivery

Models have been left with professional staff members in 34 towns, and are being followed. Also, the Directorate of Local Government is negotiating with the ILO/UNDP office for funding to continue the program. The World Bank has agreed to fund use of the property tax model in 30 more towns. The KFW will fund use of the house-to-house fee-driven garbage collection model in a larger number of towns.

OUTPUTS

MAGNITUDE (OUTPUTS)

COMMENT

MUNICIPAL MANAGEMENT

Central Level

Central Level

Central Level

1. Training unit is created in the Directorate for Local Government, and is operational

1. An 8-person unit is set up and given training for trainers. Estimated increase in T/A and training is 1,000%

A 12-person unit was identified and trained. Unit members have carried out training throughout the life of the Project. The unit has not been formally identified in the Directorate's Table of Organization, nor have funds been earmarked for a budget.

2. The Directorate increases training and technical assistance for municipalities

2. 25% increase in training and technical assistance from the Directorate

Achieved, as a result of Project inputs.

3. The Directorate is equipped with computers

3. Five computers and related software provided to the personnel, legal, and budget departments

Fourteen computers and the related equipment and software provided to the directorate. Training also provided in word processing, spreadsheet creation, and analysis and database management. Computers mostly used for word processing. The Directorate does not use as much Project input (e.g., town budget analysis) as would be possible.

4. The Directorate receives computer efficiency training

4. Computer efficiency training provided to up to 20 staff

Greater, unexpected benefits gained from delivery of computers, the related software, and training to each of the Project's five core towns. Professional and clerical staffs have jumped on this opportunity, and have improved work output accordingly.

OUTPUTS, Municipal Management, Central Level (continued)

5. Department of Social Development receives training

5. An 8-person technical cell of the Department receives Training for Trainers

An 11-person training unit was identified. It received training and its members were actively involved in Project implementation, providing analysis of and the training for community organization in 17 of the towns reached by Project activities. The Unit has not been formally incorporated into the Department's Table of Organization, and its future is uncertain.

6. Women agents trained

6. 50% of Department and 25% of Directorate women agents trained

Seven of the eleven-member training unit in the Department of Social Development were women. Only one member of the training unit at the Directorate of Local Government was a woman. The Project had a far greater and lasting impact on opportunities for women at the local level, where, in addition to their more obvious involvement in market operations and neighborhood sanitation, they have also benefited from computer training for secretarial personnel at city hall.

Local Level

Local Level

Local Level

1. Elected municipal officials trained

1. 30 Mayors trained in development planning and administrative management

The Mayors of 34 towns received training during Project implementation. The mayors received programs devoted specifically to their relationship to the electorate, to privatization of urban service delivery, to municipal borrowing, to the use of a lobbying organization, to relationships with the professional staff, and to methods in use in the USA.

OUTPUTS, MUNICIPAL MANAGEMENT, Local Level (continued)

2. Training for chief municipal finance officers

2. 30 municipal finance chiefs trained in financial management

The chief financial officers of 26 towns received direct training in financial analysis and resource mobilization. Other financial officers received training through national conferences dealing with these subjects, and with improved property tax collection.

3. Training for chief technical services officers

3. 30 municipal public works chiefs trained in urban service delivery

Training programs in construction techniques, street maintenance, and solid waste management were provided directly in 17 towns, and to others through 11 seminars and conferences for larger groups of professionals.

4. Municipalities use private sector or community groups, including women's groups for development planning and urban service delivery

4. Municipal authorities and public works chiefs in project cities receive training in privatization of public service delivery

House-to-house garbage collection for a fee is now a fact in a number of project cities, though not in all core cities. This activity is, in some cases, managed by newly formed organizations run by the collectors themselves. In other instances, the process is still in the development stage, meaning that the chief technical services officer is managing the collection.

- Private firms or community groups managing revenue generating facilities and possibly providing other public services

As the new facilities have not been completed, it is too early to report on their management. It is expected that community organizations will have a strong role, as they have with the planning and location of provisional markets, but it is not clear that they will have a concession to manage the markets or transportation depots.

OUTPUTS, MUNICIPAL MANAGEMENT, Local Level (continued)

5. Training for local social service workers

5. Social service workers trained in community organization techniques in the five core towns

Training has been provided to local social service workers in 16 towns. Women have benefited from this training in direct proportion to their prominent responsibility for neighborhood sanitation. This process was complicated by the inability of Project participants to break away from reliance on the Central Government's regional social centers, setting up local units, for example.

6. Neighborhood groups created and women represented as group leaders/members

6. Local neighborhood groups organized and operating with women members

As noted above, the Project was most successful in developing community organization around the garbage collection process. In towns where this experience is working well, "comités d'action sanitaire et sociale" may be managing the process or coordinating the relationship between neighborhoods and the youth organization that carries out the collection. Women are integrated members of these committees, and, in the case of M'bahiakro, dominant. Women are also at the heart of market organization and management. They have worked with public officials to manage the temporary siting of markets while new structures are built. They will clearly be essential to future management.

REVENUE ENHANCEMENT

1. Simplified cadastral surveys carried out

REVENUE ENHANCEMENT

1. Simplified cadastral surveys completed in up to 5 project cities

By completion of Project activities, simplified cadastral surveys will have been carried out in 12 towns. Department of Cadastre data processing has been computerized.

OUTPUTS, Revenue Enhancement (continued)

2. Gender-disaggregated data included in the cadastral surveys

2. Tax rolls updated in some project cities, including women proprietors

3. Revenue enhancement and cost recovery procedures instituted in up to 5 project cities

3. Coordination of tax collection procedures instituted between local and central-level tax collecting agents in some project cities

By Project completion, this will have been accomplished in 12 towns.

4. Reorganize and streamlining of fee and tax collection measures in some project cities

The complete survey, training, and technical assistance process to improve mobilization of resources has been carried out in 19 towns.

FACILITIES CONSTRUCTION

FACILITIES CONSTRUCTION

1. Revenue-generating facilities constructed

1. At least one revenue-generating facility completed and functioning

By Project completion, 13 revenue-generating facilities will have been completed and will be nearly, if not already, operational.

2. Male and female users of facilities consulted on design and maintenance of structures

2. User consultation carried out in all 5 project cities

Achieved.

VII. ANNEXES

A. BIBLIOGRAPHY

B. METHODOLOGY

Review of documents
Discussions in Abidjan
USAID: REDSO PMO/UD
Contractor: RTI
Min. of Interior
DGCL
Cadastre
UVICOCI
Min. de l'Environnement, Construction, et
Urbanisme
Site Visits to Communes
Five core cities
Four other cities included in program later
List of Persons Interviewed

C. SELECTED MATERIALS FROM RTI FINAL REPORTS

1. Action Plan - Personnel Management, Grand Bassam



A. BIBLIOGRAPHY

1. Burfield, John, Block, Lisa and Dine, Nourri. "History of RHUDO Housing Loan Guaranty Program in Côte d'Ivoire." Prepared for Chemonics Int'l. under USAID contract PDC-5451-I-00-1026-00, del. order no. 9. December 1992.
2. Centre Ivoirien pour la Formation Intégrée du Personnel/Quarternaire. "Formation des animateurs de la cellule technique de la D.D.S. (2ème partie)." Préparé sous contrat avec R.T.I. Juin 1994.
3. Côte d'Ivoire. Ministère de la Santé et de la Protection Sociale. "Évaluation et Identification des Problèmes et Besoins des Populations. Rapport de mission à Biankouma, 31 Août - 2 Septembre 1993, et Tiassalé, 8-13 Septembre 1993." Préparé par la Sous-direction de l'Animation Communautaire, Direction de Développement Social (Mme Meledje Agnès, M. Owochi René).
4. ibid. "Communication des Resultats et Mise en Place des mini-projets relatifs à l'assainissement. Tiassalé. Rapport de mission." Mme Meledje Agnès et M. Owochi René. Mars 1993.
5. ibid. "Évaluation du mini-projet relatif à l'assainissement. Tiassalé-N'Douci. Rapport de mission." Mme Traoré, M. Koffi O. René, M. Lefri, Lucien. Décembre 1993.
6. CREPA-CI and ECOFORM. "Evaluation des Formation Anterieures et Perspectives." Document du Seminaire des Chefs des Services Techniques Municipaux, Projet de Soutien au Développement Municipal (USAID). E.N.S.T.P. de Yamoussoukro. Mars et Avril, 1994.
7. Cuenco, Kim L. and Pigey, Juliana H. "Côte d'Ivoire: Municipal Development Support Project. Mid-Term Evaluation." Prepared for Abt Associates under USAID contract IQC PCE-1008-I-00-2064-00. March 1993.
8. ECR International. "Rapport d'évaluation de l'impact du seminaire sur la mobilization des ressources dans la Commune d'Akoupé." Préparé sous contrat avec R.T.I. Août 1993.
9. Guéry, Michel. "Approche du problème et stratégie: étude des succès et difficultés rencontrées par la Direction du développement social." Préparé pour INADES sous contrat avec R.T.I. Janvier 1994.
10. Lebreton, J-M., Robison, J., Swerdlin, D. and Assoumou, C. "Municipal Development Support Project (MDSP): the Training Project. September 1991 - August 1994." Final

Report prepared for R.T.I. under USAID contract 624-0000-C-00-1070-00. August 1994.

11. Nolan, Rial. "Evaluation of RHUDO/WCA Training Strategy." Final Report. Prepared for PADCO under contract to RHUDO/WCA. October 1990.
12. Research Triangle Institute. Quarterly Reports, no. 3, 4, 6 and 9. Municipal Development Support Project. Prepared under contract no. 624-0004-C-00-1070-00.
13. Squire-Diomandé, Carol. "Projet de Soutien au Développement Municipal. Volet d'Animation Communautaire. Journée de Reflexion." Rapport Final préparé pour Ecoform sous contract avec R.T.I. Septembre 1993.
14. Stren, Richard, Motabar, Nesam and Attahi, Koffi. "The Experience of Decentralization in Côte d'Ivoire, 1980-1993: An Evaluation." Prepared for Abt Associates under USAID contract IQC PCE-1008-I-00-2064-00. October 1993.
15. L'Union des Villes et Communes de Côte d'Ivoire. La Voix des Communes. Abidjan. N° 008, Avril 94, N° 11, Juin 94 et N° Spécial, Juillet 94, "Environnement."
16. USAID. Municipal Development Support Project (681-0004). Project Paper. Authorized 27 September 1990.
17. *ibid.* Project Grant Agreement between the Republic of Côte d'Ivoire and the United States of America for Municipal Development Support. A.I.D. Project No. 681.0004. Signed 28 September 1990. Also related Project Implementation Letters, esp. numbers 10 and 16.
18. *ibid.* Municipal Development Support Project (681-0004). Amendment Number Two. Authorized 3 August 1993.
19. *ibid.* Award/Contract. For Technical Services in support of the Municipal Development Support Project (MDSP)... Contract No. 624-0004-C-00-1070-00. Effective 1 September 1991. With Research Triangle Institute. Including modifications.
20. USAID (REDSO/WCA/PMO/UD). "Conférence Régionale: construire la confiance entre les populations et les institutions locales." Document de la Conférence élaboré par le Programme de Formation en Gestion Municipale, Abidjan, Mars 1994.

B. LIST OF PERSONS WHO COMMENTED ON THE EVALUATION OR WERE INTERVIEWED

REDSO\WCA

Willard Pearson, Director
Kimberly Finan, Deputy Director
John Paul James, Director, Health & Population Division
Carleene Dei, Director, Urban Development Division
Sif Ericsson, Health & Population Officer
Mariame Folquet, Urban Development Officer
Khalil Bouzid, Construction Project Supervisor

United States Peace Corps

Julie K. Burland, Assistant Director

Research Triangle Institute, Abidjan

Jean-Michel Lebreton, Director
Dean Swerdlin, Project Manager
Charles Assoumou, Trainer
KOBEA Oumar Pierrette, Office Manager
Isidore Lecadou, Consultant, Resource Mobilization
N'GATTA, Brie Joseph, Consultant, Solid Waste Management

Direction Générale des Collectivités Locales

HOBA, Albert, Directeur Générale
SANOUGO, Al Hassan, Directeur des Affaires Générales
KONE, Idrissa, Directeur du Développement
AKE, Jean-Baptiste, Sous-Directeur des Ressources Humaines
YEMAN, François, Services Informatiques

Direction du Développement Social

KOUAME, Kan, Directrice de la Formation
LEFRI, Lucien, Coordinateur de la Cellule Technique
OWOCHI, René, Formateur, Cellule Technique
SEKA, Vincent, Formateur, Cellule Technique

Direction Générale des Impôts

SAKARA, Danielle, Directrice du Cadastre et de la Conservation Foncière
M. ADIAMBLE, Directeur des Services Informatiques
GOHOU, Jean Claude, Responsable Projet AID

Direction de la Gestion des Déchets

SIÉ, Kouadio Jean-Marie, Sous-directeur
KOUA, Leon, Chef de Department

Union des Villes et Communes de Côte d'Ivoire

KOFFI, Michel, Secrétaire Général

Town of AKOUPÉ

YAPO, Lazaré, 3eme Adjoint-Maire
KOFFI, Anselmo Angés, Chef de Service Financier
Anne Blakely, Peace Corps Volunteer
ACHY, N'dia Magloire, Secretary of CASS
BROU, Adiko Mesmim, Secretary of CASS

Town of BIANKOUMA

LOUATY, Soumahoro, 3eme Adjoint-Maire
OBOU, Bokolo Aimé, Secrétaire Général
N'ZORÉ, Kouassi, Chef de Service Technique
DJOBO, Essagne Gabriel, Chef de Service Financier

Town of BOUNDIALI

KONATE, Sofolo Mory, 2eme Adjoint-Maire
DAGOUE, Yacouba, Chef de Service Financier
KOUAME, Brou Maurice, Chef de Service Technique
KRA, Konan Joseph, Agent, Centre d'Affaires Sociales

Town of DUEKOUÉ

DOFFO, Youde Bernard, Maire
KONE, Mamery, 2eme Adjoint-Maire
ADAMA, Diakité, 4eme Adjoint-Maire
DRIBI, Bli, Secrétaire Général
BARRO, Dramane, Chef de Service Administratif
KONAN, Koffi Elali, Chef de Service Technique

Town of GRAND BASSAM

ABOULÉ, Ahoutie Jean-Baptiste, Chef de Service Technique

Town of ISSIA

ANGAMAN, Mian Eugène, Chef de Service Technique

Town of KOLIA

KONE, Sourou, Maire
GONBAGUI, Gueu Georges, Sous-Préfet
YAMOOUSSA, Touré, 1er Adjoint-Maire
LANGNISSOU, Kouame Venance, Secrétaire Général
KPANGBA, Konan, Chef de Service Financier

Town of M'BAHIAKRO

N'DATZ, Betis Kra Thérèse, Maire
FAMY, Kouame René, Secrétaire Général
KOFFI, Koffi, Chef de Service Administratif
KOFFI, Bi Zamble Félix, Chef de Service Technique

Town of SINFRA

DIOP, Adama, Maire
ADOU, Kanga, Chef de Service Technique
Matthew Wells, Peace Corps Volunteer

Town of TIASSALÉ

AMICHIA, René, Maire
KAMBO, Bi Goulé, Chef de Service Technique
KANGBE, Yopimi, N'Douci CASS
SORO, Yédé, N'Douci CASS

C. SELECTED MATERIALS FROM RTI FINAL REPORTS

1. ACTION PLAN - PERSONNEL MANAGEMENT, GRAND BASSAM
2. CALENDRIER PROVISOIRE DES ACTIVITÉS DE FORMATION

C. SELECTED MATERIALS FROM RTI FINAL REPORTS

1. ACTION PLAN - PERSONNEL MANAGEMENT, GRAND BASSAM

e 46

N°s	INDICATEURS	TACHES	RESPONSABLES
1	Régulariser le cadre des emplois	<ul style="list-style-type: none"> - Prendre une délibération modificative du cadre organique, qui intègre les journaliers permanents - Faire concorder le cadre organique et le tableau annexe II du budget. 	<ul style="list-style-type: none"> - le Chef de Service Administratif - le Secrétaire -Général - Le Conseil Municipal
2	Description du profil de poste des agents de la commune	<ul style="list-style-type: none"> - Définir la mission, les responsabilités, la position hiérarchique, les relations fonctionnelles (internes et externes) les tâches, les difficultés, les avantages et la compétence des postes de travail. 	Monsieur TANOH
3	Etablir l'organigramme nominatif des services	<ul style="list-style-type: none"> - Dessiner l'organigramme nominatif - remplir l'organigramme 	Monsieur AHIZI Monsieur TANOH
4	Compléter et Harmoniser les dossiers du personnel	<ul style="list-style-type: none"> - Ouvrir un dossier par agent - Répertorier les pièces constitutives des dossiers - faire des lettres de relance aux agents dont les pièces sont incomplètes - classer les pièces dans les dossiers et sous dossiers - ranger les dossiers dans les meubles de rangement 	Monsieur TOURE
5	Bien gérer les absences des agents	<ul style="list-style-type: none"> - ouvrir un registre des absences - tenir une comptabilité des absences - faire la compensation 	Monsieur TOURE

47

6		dépense)	
7	Créer un poste des archives	<ul style="list-style-type: none"> - Prendre une délibération pour créer le poste à l'organigramme et modifier le cadre organique 	<ul style="list-style-type: none"> - Monsieur AGNISSAN et Mr. TANOH - Le Conseil Municipal
8	Etablir le règlement Intérieur	<ul style="list-style-type: none"> - Rédiger le projet de délibération - Adopter la délibération - Afficher au tableau d'affichage 	<ul style="list-style-type: none"> - Monsieur AGNISSAN - Le Conseil Municipal - Monsieur KONAN
9	Régler les problèmes de saisie des marchandises des mauvaises contribuables	<ul style="list-style-type: none"> - Acheter un registre de saisie - Responsabiliser un des Gardes dans la tenue de ce registre 	<ul style="list-style-type: none"> - Le Maire - Le Chef de Service Financier
10	Confectionner le tableau d'affichage	<ul style="list-style-type: none"> - Acheter le matériel de confection - Confectionner le tableau et le fixer dans les locaux 	<ul style="list-style-type: none"> - Le Maire - Monsieur ETIEN
11	Instaurer la Communication entre agents et chefs de service	<ul style="list-style-type: none"> - Convoquer des réunions périodiques avec les agents et leur faire part des objectifs de la commune 	Le Secrétaire Général et les Chefs de Service
12	Suivre la régularité des réunions du Conseil Municipal	<ul style="list-style-type: none"> - Vérifier les délais de convocation - vérifier les avis des commissions et de la municipalité - veiller à ce que les séances du Conseil soient publiques 	Monsieur DOUMBIA (Agent de tutelle déconcentrée)
13	Réinstaurer la collecte du soir	<ul style="list-style-type: none"> - Revoir la programmation des collecteurs à cet effet 	Le CONSEIL Municipal et le Chef de Service Financier.
14	Enregistrer les agents	<ul style="list-style-type: none"> - Acheter un registre du personnel - Parapher le registre - Enregistrer les agents 	Le Maire Monsieur TOURE

III/ L'EVALUATION DE L'ETAT D'EXECUTION DU PLAN D'ACTION

D'entrée, il convient de dire que le contrôle de l'état d'exécution du plan d'action a été fait uniquement au seul niveau du service administratif. En effet, en sa qualité de chef du personnel communal, le chef du service administratif avait été désigné à l'issue du séminaire pour assurer la coordination des tâches de réalisation du plan d'action. Cette coordination devait être assurée avec la collaboration du chef du bureau personnel. C'est pourquoi, Monsieur TANOI et Monsieur TOURE, respectivement chef du service administratif et chef du bureau personnel, étaient les deux personnes les mieux indiquées pour l'évaluation du plan d'action. L'évaluation s'est faite en deux séances de travail.

Au cours de la première séance de travail, nous nous sommes attelée à nous assurer si la formation avait été bien assimilée et si elle aurait reçu un écho favorable auprès des agents, des élus et surtout du maire.

A ce niveau, nous avons été satisfaite, car après le séminaire, le chef de service administratif a fait un rapport synthétique au maire. Une copie de ce rapport est jointe en annexe. Par ailleurs, il a dit avoir convié l'ensemble des agents à une séance de travail où il leur a fait le point du séminaire. Cette séance de travail a fait l'objet d'un procès-verbal.

La seconde séance de travail a été consacrée à la vérification des indicateurs. A ce niveau, nous avons pris point par point les différents indicateurs et nous avons contrôlé leur état d'exécution. A l'issue de cette séance de travail, nous avons obtenu les résultats suivants.

1er indicateur : Régulariser le cadre organique

Un projet de délibération portant modification du cadre est fait. Il sera bientôt soumis en même temps que le budget, à l'approbation de l'autorité de tutelle.

2ème indicateur : La description du profil des postes

Un brouillon concernant la description des postes est fait. Dans ce brouillon, dont nous joignons une copie au présent rapport, quelques éléments du profil de postes sont donnés mais le projet mérite d'être mieux fait. Nous allons apporter notre concours au chef de service administratif lors d'une séance de travail que nous allons arrêter d'un commun accord.

3ème indicateur : Etablir l'organigramme nominatif

Le projet est élaboré, il lui reste d'être mis sur une grande fiche et d'être affiché.

Les pièces constitutives ont été répertoriées et classées dans les dossiers. Mais il manque des sous-chemises pour parachever le classement.

5ème indicateur : Bien gérer les absences

Le registre des absences est ouvert. Le chef du bureau personnel tient la comptabilité des absences. Nous avons constaté une baisse des demandes d'absences (cinq (5) demandes entre le 28/1 et 15/2/1994).

6ème indicateur : Régulariser la CNPS

Le maire a fait des mandats d'un montant de quatre (4) millions, mais à ce jour, le manque de liquidité fait que le receveur n'a pas encore payé la CNPS.

7ème indicateur : Créer un poste des archives

La commune de GRAND-BASSAM est la première commune de Côte d'Ivoire. Pour ce faire, elle a un important lot d'archives qui se dégrade considérablement. Cet indicateur n'est pas réalisé. La commune se propose de recourir à la tutelle pour ce besoin.

8ème indicateur : Règlement intérieur de la commune

Cet indicateur est réalisé ; une copie du projet est en annexe.

9ème indicateur : Régler les problèmes des saisies

Cet indicateur ne peut pas être réalisé, car celui qui déteint le registre des saisies n'est pas un collecteur cette situation est voulue et entretenue.

10ème indicateur : Confectionner le tableau d'affichage

Cet indicateur n'est pas réalisé car il manque de la liquidité à la régie d'avance pour acheter le matériel.

11ème indicateur : Instaurer la communication

Cet indicateur a commencé à se réaliser au niveau du service administratif.

12ème indicateur : Suivre la régularité des réunions du conseil municipal

Depuis le séminaire, il n'y a pas encore eu de réunion du conseil.

13ème indicateur : Réinstaurer la collecte du soir

Cet indicateur n'est pas encore réalisé car, il manque les moyens d'organiser le marché du soir autour du cinéma Congo.

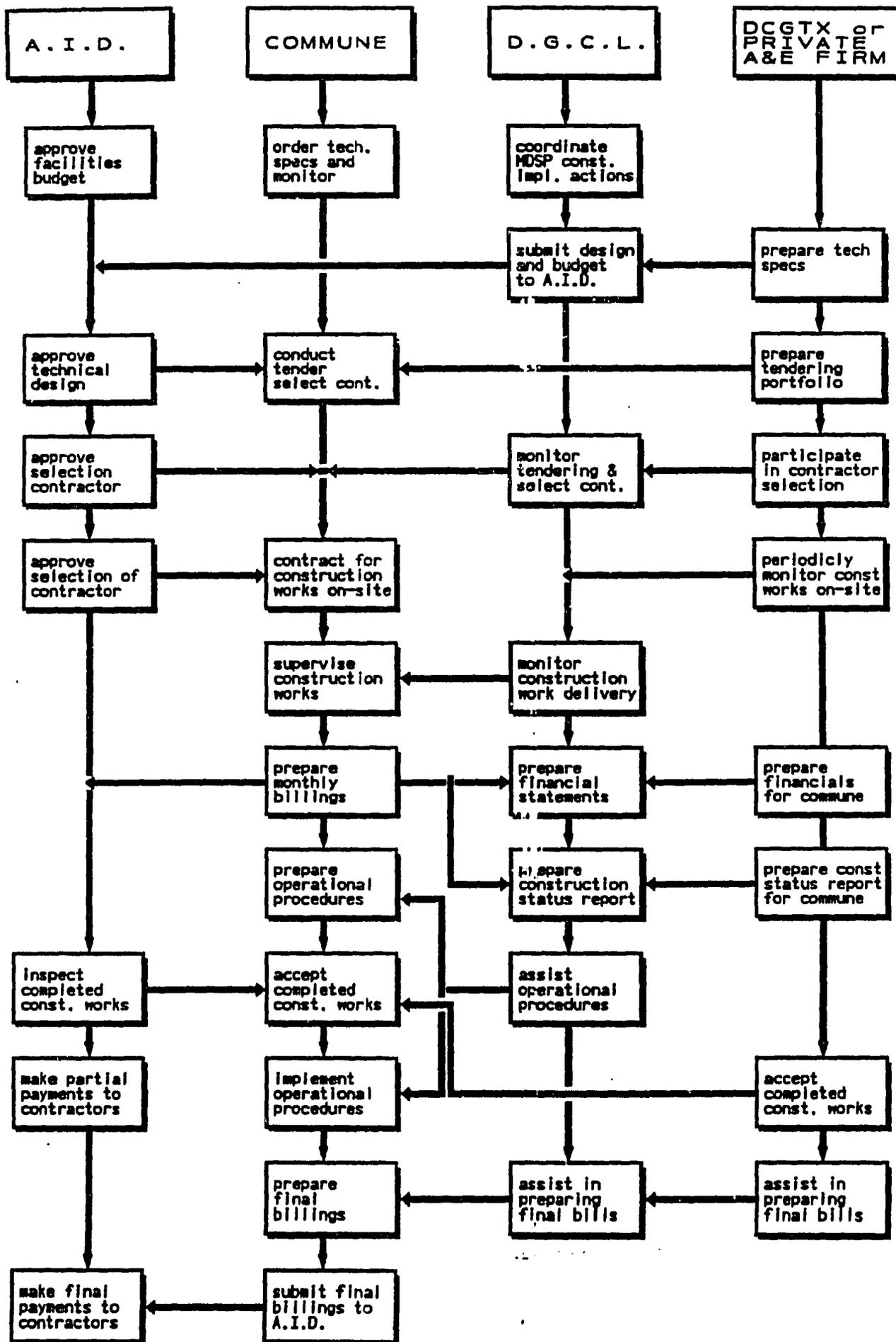
14ème indicateur : Enregistrer les agents

Cet indicateur est réalisé partiellement. Le registre n'est pas encore acheté ; mais le chef de bureau personnel a fait les recherches depuis l'ouverture de la commune en 1980 et a établi la liste de tous les agents qui y ont travaillé.

CONCLUSION

Au terme de ce rapport, nous pouvons affirmer que le plan d'action a été suffisamment bien exécuté. En effet, sur les quatorze (14) indicateurs retenus, huit (8) ont été exécutés ; même si pour certains d'entre eux, il manque encore l'approbation de l'autorité de tutelle. C'est notamment le cas du premier indicateur à savoir, la régularisation du cadre organique des emplois, à travers l'intégration des "journaliers permanents" et la régularisation de leur situation sur le plan du salaire et à la CNPS. La bonne exécution du plan d'action, est à mettre au compte du chef de service administratif et du chef de bureau personnel. Toutefois, il convient de souligner la volonté qu'ont les élus en général et le maire en particulier de rompre avec les mauvaises habitudes en matière de gestion du personnel. En tout cas, ce sentiment, nous l'avons perçu lors du séminaire. Aussi, souhaitons-nous, que l'exécution du plan d'action qui a priori va entraîner une augmentation des charges de fonctionnement (déjà trop lourdes) puisse être le ferment pour une gestion du personnel plus rationnelle afin que la commune de GRAND-BASSAM puisse être à l'abri des dysfonctionnements, facteurs de régression du développement municipal.

En tout cas, nous le souhaitons l'USAID et la DGCL également.



- 2 -

2. CALENDRIER PROVISOIRE DES ACTIVITÉS DE FORMATION

53

DATE	ACTIVITE	JOURS ASST. TECH.	JOURS FORM.	DGCL	DDS	MECU DS	LIEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNIT MOI
DECEMBRE 91											
10 - 20	Formation de Formateurs		9				Abidjan	MSI/Lent		20	2
FEVRIER 92											
10-14	Mob. Ressources - Etude		5				Abengourou	Lecadou/Robison			
10-14	Anal. Financiere - Etude		5		5		Sikensi	Douon/Robison			
17-21	Mob. Ressources - Etude		5				Sikensi	Lecadou/Robison			
17-21	Anal. Financiere - Etude		5		5		Abengourou	Douon/Robison			
25-28	Mob. Ressources-Seminaire				4		Abengourou	Lecadou/Robison	Robison	33	
25-28	Anal. Financiere - Semin.				4	4	Sikensi	Douon/Robison	Assoumou	22	5
MARS 92											
3-6	AF - Seminaire		4		4		Abengourou	Douon/Robison	Robison	23	
3-6	MR - Seminaire		4				Sikensi	Lecadou/Robison	Robison/Veni	31	
10	Journee Informatique		0,5				Abidjan	Assoumou		13	
16-20	MR - Etude		5				Soubre	Lecadou/Robison			
16-20	AF - Etude		5		5		Bouafle	Oulai/Robison			
23-27	MR - Etude		5				Bouafle	Lecadou/Robison			
23-27	AF - Etude		5		5		Soubre	Oulai/Robison			
31-3 Apr	MR - Seminaire				4		Soubre	Lecadou/Robison	***	39	
31-3 Apr	AF - Seminaire				4	4	Bouafle	Oulai/Robison	Ake	19	12
AVRIL 92											
8-10	Tech. Construction-Sem.		3		3		CW-Issia	N'dri/Assoumou	Assoumou	18	
7-10	AF - Seminaire		4		4		Soubre	Oulai/Robison	Assoumou	24	
7-10	MR - Seminaire		4				Bouafle	Lecadou/Robison	Assoumou	35	
15-17	Tech. Construction-Sem.		3		3		CS-Oume	N'dri/Assoumou	Settie/Robis	19	
21-24	AF - Etude		5		5		Danane	Kinimo/Robison			
27-30	AF - Etude		5		5		Touba	Kinimo/Robison			
21-24	MR - Etude		5				Touba	Lecadou/Robison			
27-30	MR - Etude		5				Danane	Lecadou/Robison			9
MAI 92											
4-15	DDS - Local Training		10		20		Guiglo (Duekoue)	Lefri/Dkou/Robison	Robison	6	
4-15	DDS - Local Training		10		20		Man (Biankouma)	Meledge/Owochi/Rob	Robison	8	
5-8	MR - Seminaire		4				Touba	Lecadou/Robison	Robison	20	
6-8	Tech. Construction-Sem.		4		4		C-Abengourou	N'dri/Assoumou	Assoumou	17	
11-14	MR - Seminaire		4				Danane	Lecadou/Robison	Settie	30	
12-15	AF - Seminaire		4		4		Touba	Kinimo/Robison	Settie	16	
13-15	Tech. Construction-Sem.		3		3		CE-Abengourou	N'dri/Assoumou	Assoumou	14	
18-30	DDS - Local Training		10		20		Oume (Sinfra)	Kaba/Dia/Robison	Robison	14	
18-30	DDS - Local Training		10		20		Adzope (Akoupe)	Seka/Kokobo	Robison	8	
19-22	AF - Seminaire		4		4		Danane	Kinimo/Robison	Robison	14	
20-3 June	Informatique-Logiciels		5				Abidjan	Assoumou		6	15
JUIN 92											
1-12	DDS - Local Training		10		20		Divo (Tiassale)	Lefri/Traore	Robison	8	
1-2	Renforcement/Suivi (MR)		2				Sikensi	Lecadou/Robison			
3-4	Renforcement/Suivi (MR)		2				Abengourou	Lecadou/Robison			
9-10	Renforcement/Suivi (FA)		2		2		Sikensi	Douon/Robison			
11-12	Renforcement/Suivi (FA)		2		2		Abengourou	Douon/Robison			
10-12	Tech. Construction-Sem.		3		3		SE-Aboisso	N'dri/Assoumou	Assoumou	15	
17-19	Tech. Construction-Sem.		3		3		N-Odiene	N'dri/Assoumou	Veninga	15	
15-19	Informat. Initiation LOTUS		5				Akoupe	Assoumou		6	
15-19	AF - Etude		5		5		Sinfra	Diarrasouba/Robison			
22-26	AF - Etude		5		5		Akoupe	Diarrasouba/Robison			
JUILLET 92											
1-10	Informatique-Logiciels		7				Abidjan/DGCL	Assoumou		6	
1-25	DDS - Etude Prealable		25		50		5 Villes USAID	DDS/Robison	Lefri		
14-17	AF - Seminaire		4		4		Sinfra	Diarrasouba/Robiso	Settie	14	

Projet de Soutien au Developpement Municipal ---- Calendrier Provisoire des activites de Formation

54

DATE	ACTIVITE	JOURS ASST. TECH.	JOURS FORM.	DGCL	DDS	MECU DS	LIEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNI MOI-
15-17	Ent/Voirie - Seminaire		3		3		CO-Issia	DGCL/Assoumou	Assoumou		18
21-24	AF - Seminaire		4		4		Akoupe	Diarrasouba/Robiso	Settie		14
22-24	Ent/Voirie - Seminaire		3		3		CS-Dume	DGCL/Agbassi	Assoumou		19
29-7 Aout	Informatique-Logiciels		5				Abidjan	Assoumou			7
27-28	Renforcement/Suivi (MR)		2				Bouafle	Lecadou/Robison			
29-30	Renforcement/Suivi (MR)		2				Soubre	Lecadou/Robison			12
AOUT 92											
3-5	Renforcement/Suivi (FA)		2		2		Bouafle	Oulai/Robison			
5-7	Renforcement/Suivi (FA)		2		2		Soubre	Oulai/Robison			
3-7	MR - Etude		3				Tiassale	Lecadou/Robison			
10-14	AF - Etude		3				Tiassale	Lecadou/Robison			
10-14	MR - Etude		3				Akoupe	Lecadou/Robison			
12-14	Ent/Voirie - Seminaire		3		3		C-Daoukro	Agbassi/Assoumou	Assoumou		10
17-20	MR - Seminaire		3				Tiassale	Lecadou/Robison	Assoumou		31
19-21	Ent/Voirie - Seminaire		3		3		CE-Abengourou	Agbassi/Assoumou	Robison		14
25-28	AF - Seminaire		4		4		Tiassale	Diarrasouba/Robiso	Robison		15
24-27	MR - Seminaire		4				Akoupe	Lecadou/Robison	Robison		38
SEPT 92											
1-6	DDS - Etude de Milieu		7			14	Biankouma	Meledge/Owichi	Lefri		
4-9	DDS - Etude de Milieu		7			14	Duekoue	Kaba/Seka	Lefri		
8-13	DDS - Etude de Milieu		7			14	Tiassale	Meledge/Owichi	Lefri/Robison		
11-16	DDS - Etude de Milieu		7			14	Akoupe	Kokobc/Seka	Lefri		
14-19	DDS - Etude de Milieu		7			14	Sinfra	Dia/Kaba	Lefri		
3-4	Renforcement/Suivi (MR)		2				Touba	Lecadou/Robison			
7-8	Renforcement/Suivi (MR)		2				Danane	Lecadou/Robison			
7-8	Renforcement/Suivi (FA)		2		2		Touba	Kinimo/Robison			
10-11	Renforcement/Suivi (FA)		2		2		Danane	Kinimo/Robison			
7-11	AF - Etude		5		5		Duekoue	Sidibe/Robison			
14-18	AF - Etude		5		5		Biankouma	Sidibe/Robison			
18-25	Informatique-Logiciels		5				Abidjan	Assoumou			4
30-2	Ent/Voirie - Seminaire		3		3		SE-Aboisso	Agbassi/Assoumou	Rob/Assoumou		11
22-26	Renforcement/Suivi (FA)		2		2		Abengourou	Oulai/Robison			
OCTOBRE 92											
12-14	Role des Elus Locaux		3		1	1	Y'Kro	CREPA/Robison	Robison/Asso		46
19-22	AF - Seminaire		4		8		Duekoue	Sidibe/Dumar	Assoumou		17
19-23	MR - Etude		5				Biankouma	Lecadou/Robison			
26-29	MR - Seminaire		4				Biankouma	Lecadou/Robison	Robison		28
21-30	Aide Technique - Suivi		5		5		Bouafle	Oulai/Robison			
***	DDS-Analyse-Etude de Milieu						Abidjan	DDS/Robison			
NOVEMBRE 92											
2-7	Informatique-Initiation		5				Sinfra	Assoumou			6
4-6	Renforcement-Tech.Construction		4		4		Alepe	N'Dri/Robison			
2-6	MR - Etude		5				Duekoue	Lecadou/Robison			
9-12	MR - Seminaire		4		8		Duekoue	Lecadou/Robison	Assoumou		30
9-12 Dec	Etude-Dechets Solide		15		15		Sinfra/Tiassale	N'dri/Robison			
16-17	Renforcement/Suivi (FA)		2		2		Sinfra	Diarrasouba/Robison			
18-20	Renforcement/Suivi (FA)		2		2		Akoupe	Diarrasouba/Robison			
16-20	Conf.Reg-Credit Municipale						Abidjan	RTI/Lebreton			
23-27	MR - Etude		5				Sinfra	Lecadou/Robison			
23-27	Informatique-Initiation		5				Akoupe	Assoumou			3
24-27	AF - Seminaire		4		4		Biankouma	Sidibe/Dumar	Robison		12
***	DDS-Etude-Depouillement						Abidjan	DDS/Robison			
DECEMBRE 92											
1-4	MR - Seminaire		4				Sinfra	Lecadou/Robison	Robison		25
8-9	Renforcement/Suivi (FA)		2		2		Tiassale	DGCL/Robison			
14-15	Renforcement/Suivi (MR)		2				Akoupe	Lecadou/Robison			

6

DATE	ACTIVITE	JOURS ASST.	JOURS FORM.	OGCL	DDS	MECU DS	LIEU	ANIMATEUR/COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNI MOI
17-18	Renforcement/Suivi (MR)	2					Tiassale	Lecadou/Robison			
9-18	Informatique-LOTUS		5				Abidja/DGCL	Assoumou		6	3
JANVIER 93											
18-26	Entret.Voirie/part. local	7			7		Attinguie	N'dri/Robison	Robison		
22	Auto-Evaluation-DGCL		0,5				Abidjan	Lebreton		8	
25-29	TOT - Gest. de Pers. (5 jours)	0					Guiglo	Ake	Robison		
25-29	Aide Technique - Suivi	5			5	13	Soubre	Oulai/Robison			
26-29	TOT - Dechets Solides		3				Abidjan	Johnson/Robison		14	
28-5 fev	Informatique-LOTUS		5				Abidjan/DGCL	Assoumou		6	
31-5 fev	DDS-Communication d'Etude	5			15		Biankouma	Owichi/Meledge	Lefri		
FEVRIER 93											
***	Renforcement/Suivi (FA)	2			2		Duekoue	Oumar/Robison			
7-12	DDS-Communication d'Etude	5			15		Duekoue	Dia/Traore	Lefri		
10-12	Role des Elus-Environnement		3	1	1		Y'Kro	CREPA/Robison	Assou/Robiso	35	
22-5 Mars	Dechets Solides-Etude Pre.	45			10	20	5 villes MDSP	Equipes Dech.Sol.			
22	Operation "Ville-Propre"						Grand Bassam	Robison	Assou/Robison		
22-25	DDS-Communication d'Etude	5			15		Sinfra	Kaba/Seka	Lefri		
28-5 Mars	DDS-Communication d'Etude	5			15		Tiassale	Owichi/Meledge	Lefri/Assoumou		
MARS 93											
1-2	Renforcement/Suivi (MR)	2					Biankouma	Lecadou/Robison			
4-5	Renforcement/Suivi (MR)	2					Duekoue	Lecadou/Robison			
4-5	Renforcement/Suivi (FA)	2			2		Biankouma	Oumar/Robison			
7-12	DDS-Communication d'Etude	5			15		Akoupe	Kaba/Seka	Lefri/Robison		
AVRIL 93											
29Mar-2Avr	Seminaire-Dechets Solide		5				Y'kro	Robison/CREPA	Robison/Asso	55	
2-5	DDS-Formation-CASS	15			15		Sinfra	Oume Centre Sociale			
5-9	Gestion de Personnel	3	3	6			Akoupe	Ouattara/Lebreton		13	
14-16	DDS-Formation-CASS	15			15		Duekoue	Traore			
15-18	DDS-Formation-CASS	15			15		Tiassale	Meledge/Owichi			
21-23	DDS-Formation-CASS	15			15		Akoupe	Kaba			
21-22	Renforcement/Suivi (MR)	3					Sinfra	Lecadou/Robison			
23	Gestion de Dechets Solides	2				4	Duekoue	Assemian/Kone			
26-30	DDS-Formation-CASS	15			15		Biankouma	Man Centre Sociale			
26-30	Gestion de Dechets Solides	10				5	Akoupe	Kouadio/Kouassi			
26-8 May	Gestion de Dechets Solides	24				12	Sinfra	Koua/Kouamc	Robison		
26-30	Gestion de Dechets Solides	10			10		Tiassale	N'dri/Tapa			
MAI 93											
3-7	DDS/DS Pre-collect Org.	20			20		Sinfra	Kaba/Seka/Oume SC	Robison		
2-7	Gestion de Dechets Solides	10				10	Duekoue	Assemian/Kone	Robison		
5-7	Organisation-Equipe pre-collec	3					Duekoue	Robison/N'Gatta	Robison		
6-9	DDS-Formation-CASS	15			15		Biankouma	Man Centre Sociale			
10-13	DDS-Formation-CASS	15			15		Duekoue	Guiglo Centre Sociale			
14	Gestion de Dechets Solides	2				1	Akoupe	Kouassi/Kouadio			
10-16	Gestion de Dechets Solides	10				5	Biankouma	Assemian/Seu			
10-14	Gestion de Personnel	3	3	6			Tiassale	Ake/Lebreton		14	
17-19	Privatisation	3					Abidjan	Lebreton		67	
25-27	DDS-Formation-CASS	15			15		Tiassale	Divo Centre Sociale			
24-29	Mid-Evaluation-DDS	20			20		Duekoue	Skea/Traore/Dia	Lefri		
JUIN 93											
3-6	DDS-Formation-CASS	15			15		Akoupe	Adzope Centre Sociale			
3-6	DDS-Formation-CASS	15			15		Duekoue	Guiglo Centre Sociale			
7-11	Gestion de Personnel	3	3	6			Duekoue	Ake/Lebreton		14	
7-12	Gestion de Dechets Solides	10			10		Tiassale	N'dri/Tapa			
7-12	Mid-Evaluation-DDS	15			15		Biankouma	Owichi/Meledge	Lefri		
10-13	DDS-Formation-CASS	15			15		Sinfra	Oume Centre Sociale			
10-13	DDS-Formation-CASS	15			15		Biankouma	Man Centre Sociale			

c 56

DATE	ACTIVITE	JOURS ASST. TECH.	JOURS FORM.	DGCL	DDS	MECU DS	'IEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNIT MOI
13-18	Organisation-Equipe pre-collec	5					Sinfra	Robison/N'Gatta			
13-26	Gestion de Dechets Solides	24				12	Sinfra	Koua/Kouame	Robison		
14-18	Gestion de Personnel	3	3	6			Biankouma	Ake/Lebreton		14	
16-2 July	Gestion de Dechets Solides	10				5	Akoupe	Kouassi/KouadioIV			
21-26	Mid-Evaluation-DDS	15			15		Sinfra	Kaba/Okou	Lefri		
24-27	DDS-Formation-CASS	15			15		Tiassale	Divo Centre Sociale			
28-2 July	Gestion de Dechets Solides	5			5		Tiassale	Tapa			2
JUILLET 93		408									
1-4	DDS-Formation-CASS	15			15		Akoupe	Adzope Centre Sociale			
11-25	Organisation-Equipe pre-collec	14					Sinfra	Robison/N'Gatta			
11-24	Gestion de Dechets Solides	22				11	Sinfra	Koua/Kouame	Robison		
9-13	Mid-Evaluation-DDS	15			15		Tiassale	Owichi/Meledge	Lefri		
8-11	DDS-Formation-CASS	15			15		Duekoue	Guiglo Centre Sociale			
8-11	DDS-Formation-CASS	15			15		Biankouma	Man Centre Sociale			
12-28	Gestion de Dechets Solides	17		17			Tiassale	N'dri	Robison		
15-18	DDS-Formation-CASS	15			15		Sinfra	Oume Centre Sociale			
16-1 Aug	Gestion de Dechets Solides	22				11	Biankouma	Assemian/Seu			
18-1Aug	Gestion de Dechets Solides	24				12	Akoupe	Kouassi/Kouadio			
19-24	Mid-Evaluation-DDS	15			15		Akoupe	Kaba/Kokobo/Lefri	Robison		
26-12 Aug	Computer Trng - WordPerfect	10					DGCL	Assoumou		15	
29-1Aug	DDS-Formation-CASS	15			15		Tiassale	Divo Centre Sociale			1
AOUT 93											
1-7	Gestion de Dechets Solides	10				10	Duekoue	Assemian/Kone			
5-9	Gestion de Personnel	3	3	6			Sinfra	Ouattara/Lebreton		12	
12-15	DDS Remise-Material	6			6		Sinfra	Kaba/DR-Dalao	Robison		
15-18	Organisation-Equipe pre-collec	3					Sinfra	Robison/N'Gatta	Robison		
15-18	Gestion de Dechets Solides	6				3	Sinfra	Koua/Kouame	Robison		
16-20	Mob.Res.Etude	5	4				Grand Bassam	Lecadou/Robison			
17-21	Gestion de Dechets Solides	5		5			Tiassale	Tapa			
23-3 Sept	Gestion de Dechets Solides	10				5	Biankouma	Assemian/Seu			
24-27	Mob.Res.-Seminar		4				Grand Bassam	Lecadou/Robison	Robison	45	
30-3 Sept	Mob.Res.-Etude	5					M'Bahiakro	Lecadou/Robison			
SEPT 93											
7-10	Mob.Res.-Seminar		5				M'Bahiakro	Lecadou/Robison		35	
10-11	Privat.-Precollecte O.M.	2					Sinfra	N'Gata/Robison	Robison		
13-24	Etude-recette locales-étowns	10		10			6villes"cont."	Douon/Robison			
18	Privatization Support	1					Grand Bassam	N'gata/Robison			
20-2 Oct	Privatization Support	13					Sinfra	N'gata/Robison			
22-2 Oct	Gestion de Dechets Solides	11				11	Biankouma	Seu/Robison			
27-1 Oct	Gestion de Dechets Solides	4				4	Sinfra/Duekoue	Sie			
27-1 Oct	Suivi/Assistance-WP--DDS	5					Abidjan	Assoumou			
25-29	Mob.Res.-Seminar	5	5				Boundiali	Lecadou/Robison	Dei	43	
28	Journee de Reflexion	1					Abidjan				
OCTOBER 93											
4-8	Mob.Res.-Etude	5					Oume	Lecadou/Robison			
4-15	Suivi/Assistance-WP--DGCL	10					Abidjan	Assoumou			
14	Journee Reflexion-Dechets Solides	0,5	2			3	Abidjan	Robison-Assoumou	Lebreton		
17-31	Privat.-precollecte O.M.	15					Sinfra	N'Gata/Robison	Robison		
19	Journee Reflexion-Analyse Financ.	0,5	4				Abidjan	Robison-Assoumou	Lebreton		
21	Journee Reflexion-Dechets Solides	0,5	2			3	Abidjan	Robison-Assoumou	Lebreton		
27	Journee Reflexion-Analyse Financ.	0,5	4				Abidjan	Robison-Assoumou	Lebreton		
28	Journee Reflexion-Dechets Solides	0,5	2			3	Abidjan	Robison-Assoumou	Lebreton		
25-5 NOV	Computer Training-DGCL-Lotus1	5					Abidjan	Kouakou/Assoumou	Assoumou	6	
NOVEMBER 93											
2	Journee Reflexion-Analyse Fin.	0,5	4				Abidjan	Robison-Assoumou	Lebreton		
3-10	Evaluation-actlv. Dechets Sol.					8	Sinfra	Koua/Kouame	Assoumou		

51

DATE	ACTIVITE	JOURS ASST. TECH.	JOURS FORM.	DGCL	DDS	MECU DS	LIEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNIT MOI
3-10	Evaluation-activ. Dechets Sol.				16		Tiassale	N'dri/Tapa	Assoumou		
3-10	Evaluation-activ. Dechets Sol.						Akoupe	Kouame	Assoumou		
8-9	Privat.-Suivi/Ass.-Precollecte	2					Grand-Bassam	N'Gata/Dean	Dean		
8-9	Suivi/Refn.-Gestion Personnel	2			2		Akoupe	Quattara/Assoumou			
8-9	Etudes - Recettes Locales	2			2		Agnibilekrou	Douon/Assoumou			
8-11	Analyse Financiere - Etudes	4			4		Grand-Bassam	Toure/Assoumou			
8-11	Evaluation-activ. Dechets Sol.					8	Duekoue	Kone			
8-11	Evaluation-activ. Dechets Sol.						Biankouma	Seu			
9-12	Analyse Financiere - Etudes	4			4		Boundiali	Oulai/Assoumou			
11-12	Etudes - Recettes Locales	2			2		Aboisso	Douon/Assoumou			
16-17	Etudes - Recettes Locales	2			2		Divo	Douon/Assoumou			
16-19	Analyse Financiere - Etudes	4			4		M'bahiakro	Diarrassouba/Ass.			
18-19	Etudes - Recettes Locales	2			2		Lakota	Douon/Assoumou			
22-23	Etudes - Recettes Locales	2			2		Guiglo	Douon/Assoumou			
22-25	Analyse Financiere - Seminaire		4		4		Grand-Bassam	Toure/Assoumou	Assoumou		11
22-25	Analyse Financiere - Seminaire		4		4		Boundiali	Oulai/Assoumou			15
22-26	Gestion Pers. - Etude/Seminair	2	3		5		Oume	Ake/Assoumou			18
22-3 Dec	Computer Training-DGCL-Lotus1		5				Abidjan	Kouakou/Assoumou	Assoumou		5
22-2 Dec	Privatisation-Precollecte	12					Grand-Bassam	N'Gata/Assoumou			
22-3 Dec	Etudes prelimin./Dechets Sol.	42			12	18	7 Communes	8 Formateurs/Assoumou			
29-3 Dec	Gestion Pers. - Etude/Seminair	2	3		5		Issia	Ake/Assoumou			18
29-1 Dec	Suivi/Refn. 1 - Gestion Pers.	3			3		Sinfra	Quattara/Assoumou			
30-3 Dec	Analyse Financiere - Seminaire		4		4		M'bahiakro	Diarras./Assoumou			33 10
DECEMBER 93											
3-9	Priv./Suivi-Orientation	6					Sinfra	N'Gata/Assoumou	Dean		
9-10	Suivi/Refn.-Analyse Financiere	2			2		Tiassale	Douon/Assoumou			
9-14	DDS - Evaluation Finale	6			12		Sinfra	Seki/Fanta	Dean		
13-14	Suivi/Refn.-Analyse Financiere	2			2		Sinfra	Douon/Assoumou			
13-16	Analyse Financiere - Etudes	4			4		Zuenoula	Sidibe/Assoumou			
13-17	Gestion Pers. - Etude/Seminair	2	3		5		Grand-Bassam	Quattara/Assoumou			20
13-23	Computer Training-DGCL-Q&R1		5				Abidjan	Kouakou/Assoumou	Assoumou		6
13-31	Privatisation-Precollecte	19					Grand-Bassam	N'Gata/Assoumou	Dean/Assoumou		
16-17	Suivi/Refn.-Analyse Financiere	2			2		Duekoue	Douon/Assoumou			
16-18	DDS - Evaluation Finale	3			6		Duekoue	Dia/Traore	Dean		
17-22	DDS - Evaluation Finale	3			9		Akoupe	Suka/Kokobo/Lefri			
20-21	Suivi/Refn.-Analyse Financiere	2			2		Biankouma	Douon/Assoumou			
21-22	Suivi/Refn. 1 - Mob Ressources	2					Grand-Bassam	Lecadou/Assoumou			
26-30	DDS - Evaluation Finale	5			10		Tiassale	Owochi/Meledje	Dean		
27-30	Reunions preparatoires-UVICOCI	4					Abidjan	Lebreton-Assoumou			
27-15 Jan	Suivi/Assistance-DGCL- Lotus	15					Abidjan	Kouakou/Assoumou	Assoumou		
28-29	Suivi/Refn.-Analyse Financiere	2			2		Akoupe	Douon/Assoumou			
28-29	Suivi/Refn. 1 - Mob Ressources	2					M'bahiakro	Lecadou/Assoumou			2
JANUARY 94											
3-7	Mob. Ressources - Etudes	5					Issia	Lecadou/Assoumou			
9-15	DDS - Evaluation Finale				7		Biankouma	Seki/Meledje/Ow.			
10-11	Suivi/Refn.-Analyse Financiere	2			2		Duekoue	Douon/Assoumou			
10-13	Analyse Financiere - Seminaire		4		4		Zuenoula	Sidibe/Assoumou	Assoumou		11
10-14	Gestion Pers. - Etude/Seminair	2	3		5		Agnibilekrou	Quattara/Assoumou			21
10-15	Priv./Suivi-Orientation	4					Sinfra	N'Gata/Assoumou	Assoumou		
11-14	Mob. Ressources - Seminaire	4					Issia	Lecadou/Assoumou	Assoumou		33
12-14	Suivi/Assistance- Informatique	3					Sinfra	Assoumou			
17-20	Analyse Financiere - Etudes	4			4		Oume	Douon/Assoumou			
17-21	Mob. Ressources - Etudes	5					Agnibilekrou	Lecadou/Assoumou			
17-22	Privat.- Preparation activites	6					Grand-Bassam	N'Gata/Dean	Dean		
18	Preparation Sem. Relaxion-DDS	1			2		Abidjan	Inades/Dean	Dean		
19	Preparation Activites Dech. S.	1			2	4	Abidjan	Dean	Dean		

SB

DATE	ACTIVITE	JOURS ASST.	JOURS FORM. TECH.	DGCL	DDS	MECU DS	LIEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNIT MOIS
23-28	Privatisat.-Formation Jeunes		5				Grand-Bassam	N'gata/Dean	Dean		
24-25	Suivi/Ref. 1 - Analyse Finan.	2			2		Boundiali	Oulai/Assoumou			
24-25	Suivi/Ref. 1 - Gestion Pers.	2			2		Oume	Ake/Assoumou			
24-4 Feb	Computer Training-DGCL-Lotus2		5				Abidjan	Kouakou/Assoumou	Assoumou	8	
25-28	Semin.-Reflexion-Evaluat.-DDS	3				16	Abidjan	Inades/Dean	Dean	25	
25-28	Mob. Ressources - Seminaire	4					Agnibilekrou	Lecadou/Assoumou		71	
26-27	Suivi/Ref. 1 - Analyse Finan.	2			2		Grand-Bassam	Toure/Assoumou			
27-28	Suivi/Ref. 1 - Gestion Pers.	2			2		Issia	Ake/Assoumou			
29	Lancement: Privatisation-D.S.	1			40	1	Grand-Bassam	Dean/Assoumou			
29-5 Feb	Privatisat.-Demarrage Precol.	8					Grand-Bassam	N'Gata/Dean	Dean		
31-3 Feb	Etudes complementaires Dechets S.				4		Oume	Tapa/Dean	Dean		
31-3 Feb	Etudes complementaires Dechets S.						Issia	Seu/Dean	Dean		
31-3 Feb	Etudes complementaires Dechets S.						Boundiali	Kouame/Dean	Dean		
31-3 Feb	Etudes complementaires Dechets S.						M'bahiakro	Kouassi/Dean	Dean		16
FEBRUARY 94											
1-3	Analyse Financiere - Seminaire		3	3			Oume	Douon/Assoumou			16
7-12	DS- Assistance Technique	3	3	6		12	Abidjan	Jeff/Dean	Dean		
8-11	Analyse Financiere - Etudes	4		4			Agnibilekrou	Oulai/Assoumou			
8-11	Analyse Financiere - Etudes	4		4			Issia	Douon/Assoumou			
8-11	Mob. Ressources - Etudes	5					Zuenoula	Lecadou/Assoumou			
8-18	Suivi/Assistance-DGCL- Q&R	15					Abidjan	Kouakou/Assoumou	Assoumou		
10	DS- Documentation Pre-collecte	1					Abidjan	N'Gata/Jeff/Dean	Dean		
15-18	Mob. Ressources - Seminaire	4					Zuenoula	Lecadou/Assoumou		29	
16	DS- Coordination des ouvrages	1		1			Grand-Bassam	N'dri/N'gata	Dean		
17-18	Suivi/Ref. 1 - Analyse Finan.	2		2			M'bahiakro	Diarrassouba/Ass.			
21-22	Suivi/Ref. 1 - Gestion Pers.	2		2			Grand-Bassam	Quattara/Assoumou			
21-23	Privatisation-TOT Pre-Collecte		3	6			Akoupe	DDS/N'Gata	Dean		
21-24	Analyse Financiere - Seminaire		4	4			Issia	Douon/Assoumou		11	
21-24	Mob. Ressources - Etudes	5					Oume	Lecadou/Assoumou			
21-25	SW-Etudes Preliminaires	4		4		4	Zuenoula	Kone/Dean	Dean		
21-26	SW-Etudes Preliminaires	4		4		4	Danane	Koua/Dean	Dean		
22-25	Analyse Financiere - Seminaire		4	4			Agnibilekrou	Oulai/Assoumou	Lebreton/Ass	23	
23-24	DDS - Suivi/Ref. CASS	2		4		4	Akoupe	Kramo/Sibe	Dean	15	
23-26	DDS-Educat. Develop. Communaut	4		32			8 Communes	Equipes DDS	Dean		
24	DDS- Suivi/Redynamisation CASS	1		2			Akoupe	Kramo/Sibe/VCP	Dean		
24-5 Mar	Privat. - Pre-Collecte O.M.	9					Grand-Bassam	N'Gata/Dean	Dean		
28-11 Mar	Computer Training-DGCL-Q&R2		5				Abidjan	Kouakou/Assoumou	Assoumou	6	
25-12 Mar	Voyage d'Etudes - UVICOCI	14					Etats-Unis	Julie/Lebreton	Julie	6	10
MARCH 94											
1-4	Mob. Ressources - Seminaire	4					Oume	Lecadou/Assoumou		37	
3-4	Suivi/Ref. 2 - Analyse Finan.	2		2			Akoupe	Douon/Assoumou			
7	DDS- Analyse Etudes Prelimin.	1		10			Abidjan	Equipe DDS/Dean	Dean		
7-8	Suivi/Ref. 2 - Analyse Finan.	2		2			Tiassale	Douon/Assoumou			
8	DS - Reunion Suivi Orientation	1		2		5	Abidjan	Sie/Dean	Dean	7	
9	CT - Assistance - DDS	1					Abidjan	Assoumou			
10-11	Suivi/Ref. 2 - Analyse Finan.	2		2			Sinfra	Douon/Assoumou			
14-15	Suivi/Ref. 2 - Analyse Finan.	2		2			Duekoue	Douon/Assoumou			
14-15	Suivi/Ref. 2 - Gestion Pers.	2		2			Oume	Ake/Assoumou			
15-18	Suivi/Assistance- Informatique	4					Akoupe	Assoumou			
15-18	Suivi/Ref. 2 - Mob Ressources	2					M'bahiakro	Lecadou/Assoumou			
15-19	DS- Etudes complementaires	5		5			Zuenoula	Kone/Dean			
16-26	SW-Execution des Ouvrages	10					M'bahiakro	Kouassi/Dean	Dean		
17-18	Suivi/Ref. 2 - Analyse Finan.	2		2			Biankouma	Douon/Assoumou			
17-18	Suivi/Ref. 2 - Gestion Pers.	2		2			Issia	Ake/Assoumou			
18-26	SW-Execution des Ouvrages	9					Boundiali	Kouame/Dean	Dean		
21-22	Suivi/Ref. 1 - Gestion Pers.	2		2			Agnibilekrou	Quattara/Assoumou			

DATE	ACTIVITE	JOURS ASST. TECH.	JOURS FORM.	DGCL	DDS	MECU DS	LIEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNIT MOI:
21-22	Suivi/Ref. 1 - Mob Ressources	2					Boundiali	Lecadou/Assoumou			
21-1 Apr	Programmation-Lotus-DGCL	10			40		Abidjan	Kouakou/Assoumou	Assoumou		
22-25	Conference Regionale		4				Abidjan	USAID/PDM	Lebreton	70	
22-26	DS- Etudes complementaires	5			5		Oume	Tapa/Dean	Dean		
24-2 Apr	Sw-Execution des Ouvrages	10					Issia	Seu/Dean	Dean		
25	Table Ronde-Confiance-UVICOCI		1				Abidjan	Lebreton/UVICOCI		20	
28-31	Semin.-Gestion techn. Projet		4		8		Yamoussoukro	Crepa/Ecof./DGCL	Dean	24	
28-1 Apr	Voyage Et.-Burkinabe-Malgache	5					Ab./Yamous/Sinf	Douon/Assoumou	Assoumou		
29-30	Suivi/Ref. 2 - Mob Ressources	2					Grand-Bassam	Lecadou/Assoumou			15
APRIL 94											
4-9	DS- Evaluation des activites	5					Biankouma	Seu/Dean			
5-15	Suivi/Assistance- Informatique	9					Duekoue	Kouakou/Assoumou			
7-9	DDS- Activites Dev./Communaut.	3				6	Akoupe	Kramo/Sibe/VCP	Dean		
10-30	DS- Execution des ouvrages	17					M'Bahiakro	Kouassi/Dean	Dean		
11-12	Suivi/Ref. 2 - Analyse Finan.	2			2		Grand-Bassam	Toure/Assoumou			
11-15	Semin.-Gestion techn. Projet		4				Yamoussoukro	Crepa/Ecoform	Dean/Assoumo	21	
11-23	CT-Seminaire de formation WP/Lotus		14				Biankouma	Gougoua/Nogbou		12	
13	DS- Plannificat./Activ.-Akoupe	1			1		Abidjan	Tapa/M'Gata	Dean		
13-14	Suivi/Ref. 2 - Analyse Finan.	2			2		Boundiali	Oulai/Assoumou			
14-15	Suivi/Ref. 2 - Analyse Finan.	2			2		M'bahiakro	Diarrassouba/Ass.			
18-22	Suivi/Assistance- Informatique	5					Tiassale	Assoumou			
18-23	DS- Execution des ouvrages	5			5		Oume	Tapa/Dean	Dean		
18-23	DS- Execution des ouvrages	5				5	Grand-Bassam	Kouadio/Dean	Dean		
18-28	DS- Execution des ouvrages	9				9	Danene	Koua/Dean	Dean		
18-30	DS- Execution des ouvrages	11					Boundiali	Kouame/Dean	Dean		
19-20	Suivi/Ref. 2 - Gestion Pers.	2			2		Grand-Bassam	Ouattersa/Assoumou			
20-23	DS- Execution des ouvrages	4				4	Zuenoula	Kone/Dean			
20-25	MR- Etudes	5					Odiene	Lecadou/Assoumou			
21-22	Suivi/Ref. 1 - Analyse Finan.	2			2		Zuenoula	Sidibe/Assoumou			
25-26	Suivi/Ref. 1 - Analyse Finan.	2			2		Oume	Douon/Assoumou			
25-27	TOT - DS/P Pre-collecte		3				Issia	N'Gata/Seu	Dean		
25-29	Suivi/Assistance- Q&R	5					Abidjan	Kouakou/Assoumou	Assoumou		
25-7 May	DS- Execution des ouvrages	12					Issia	Seu/Dean	Dean		
26-29	MR- Seminaire		4				Odiene	Lecadou/Assoumou		34	
28-29	Suivi/Ref. 1 - Analyse Finan.	2			2		Issia	Douon/Assoumou			
28-30	DS/P - Suivi/Renforcement	2					Sinfra	N'Gata	Dean		6
MAY 94											
2-20	Suivi/Programmation - Q&R	14					Abidjan	Kouakou/Assoumou	Assoumou		
4	CT- Assistance Technique	1					Tiassale	Assoumou	Assoumou		
5-6	Suivi/Ref. 1 - Mob Ressources	2					Issia	Lecadou/Assoumou			
5-6	Suivi/Ref. 1 - Analyse Finan.	2			2		Agnibilekrou	Oulai/Assoumou			
5-8	DS/P- Privat. Precollecte	3					Grand-Bassam	N'Gata	Dean		
5-8	DDS- Activites Dev./Communaut.	4				8	Akoupe	Kramo/Sibe/VCP	Dean		
9-10	Suivi/Ref. 1 - Mob Ressources	2					Agnibilekrou	Lecadou/Assoumou			
10	DS- TOT - Journee de Reflexion		1		1	2	Abidjan	Dean	Dean	7	
13	DS/P- Privat. Precollecte	1					Grand-Bassam	N'Gata	Dean		
16-17	Suivi/Ref. 2 - Mob Ressources	2					Boundiali	Lecadou/Assoumou			
17	DS- TOT - Precollecte		0,5				Grand-Bassam	Aman/N'Gata	Dean	6	
17-20	DS- Evaluation Suivi/Ref.	3				3	Sinfra	Koua	Dean		
17-20	DS- Evaluation Suivi/Ref.	4			4		Tiassale	Tapa	Dean		
18-19	DS- Execution des Ouvrages	2					Issia	Seu	Dean		
19-20	UVICOCI-Tab. Ronde-Redynamisation		2		8		Yamoussoukro	Lebreton/UVICOCI	Lebreton	125	
23-27	DS- Evaluation Suivi/Ref.	4					Akoupe	Kouassi	Dean		
23-29	DS- Execution des Ouvrages	5			5		Oume	Tapa	Dean		
23-29	DS/P- Privat. Precollecte	5					Issia	N'Gata	Dean		
23-4 June	DS- Execution des Ouvrages	10				10	Zuenoula	Kone	Dean		

60

DATE	ACTIVITE	JOURS ASST. TECH.	JOURS FORM.	DGCL	DDS	MECU DS	LIEU	ANIMATEUR/ COORDINATEUR	SITE SUPERVISION	UNIT FORM.	UNI MOI
23-4 June	DS- Execution des Ouvrages	10				10	Danane	Koua	Dean		
24-25	Suivi/Ref. 1 - Mob Ressources	2					Oume	Lecadou/Assoumou			
24-27	DS- Suivi/Control Administrat.	2,5				2,5	Danane	Sie			
24-3 June	CT- Seminaire MP		10				Abidjan	Kouakou/Assoumou	Assoumou	9	
25-27	DDS- TOT- Cellule Technique		3				Abidjan	Dean/Tano/Fofana	Dean	9	
26-9 June	DS- Execution des Ouvrages	11					Boundiali	Kouame	Dean		
27-29	DS- Suivi/Control Administrat.	2,5				2,5	Zuenoula	Sie			
27-11 June	DS- Execution des Ouvrages	13					Issia	Seu	Dean		
28-11 June	DS- Execution des Ouvrages	11					M'Bahiakro	Kouassi	Dean		
29-30	DDS- Activites Dev. Communaut.	1,5				3	Akoupe	Sibe/Kramo/VCP	Dean		
29-31	DS- Suivi/Control Administrat.	2,5				2,5	Issia	Sie			
30-2 June	DS/P- TOT -Privat. Precollecte		3				Zuenoula	M'Gata	Dean	6	16-
JUNE 94											
1-2	Suivi/Ref. 1 - Mob Ressources	2					Zuenoula	Lecadou/Assoumou			
2	DDS - TOT Cellule Technique		1			10	Abidjan	Tano/Fofana/Dean	Dean	10	
4-18	DDS- Formation Agents Sociaux		10			20	Boundiali	Kaba/Dwochi	Assoumou	5	
4-18	DDS- Formation Agents Sociaux		10			20	Agnibilekrou	Traore/Dia	Dean	9	
4-18	DDS- Formation Agents Sociaux		10			20	Issia	Lefri/Koffi	Dean	9	
4-18	DDS- Formation Agents Sociaux		10			20	Grand-Bassam	Kokobo/Seka	Dean	7	
4-18	DDS- Suivi/Control Administ.	10				10	4 Villes DDS	Kouame Kan	Dean		
6-10	CT- Suivi/Assistance	5					Duekoue	Kouakou/Assoumou			
8-10	CT - Suivi/Assistance Lotus/Wp	3					Tiassale	Assoumou	Assoumou		
13-18	Encadrement Chefs Sces Techn.	3	3				Adiaka	Yao/Adjo	Dean	5	
16-18	DS/P - Privatisat. Precollecte	2	1				Issia	M'Gata	Dean	17	
17-18	DS - Seminaire Environnement	2	2			2	Issia	Sie/Seu/Dean	Dean	200	
20-21	Suivi/Ref. 2 - Analyse Finan.	2				2	Zuenoula	Douon/Assoumou			
20-24	DS - Suivi/Renforcement	4					Akoupe	Kouassi	Dean		
20-25	DS- Execution des Ouvrages	5				5	Oume	Tapa	Dean		
20-25	DS - Evaluation Interventions	5					Biankouma	Seu	Dean		
20-26	DS/P - Privatisat. Precollecte	3	3				Zuenoula	M'Gata	Dean	9	
20-26	Encadrement Chefs Sces Techn.	3	3				Odiene	Yao/Adjo	Dean	5	
20-2 July	DS- Execution des Ouvrages	11				11	Danane	Koua	Dean		
21-30	DS- Execution des Ouvrages	8				8	Zuenoula	Kone	Dean		
23	DDS- Evaluation des formations		1				Abidjan	Dean/Tano/Fofana	Dean	9	
23-24	Suivi/Ref. 2 - Analyse Finan.	2				2	Issia	Douon/Assoumou			
23-10 July	DS- Execution des Ouvrages	15					Boundiali	Kouame	Dean		
25-26	DS - Analyse des Interventions		2				M'Bahiakro	Kouassi	Dean	1	
27-28	Suivi/Ref. 1 - Mob Ressources	2					Odiene	Lecadou/Assoumou			
27-28	Suivi/Ref. 2 - Analyse Finan.	2				2	Oume	Douon/Assoumou			
27-4 July	DS - Execution des Ouvrages	6					Issia	Seu	Dean		
27-4 July	DS/P - Privatisat. Precollecte	4	3				Issia	M'Gata	Dean	17	30-
JULY 94											
4-5	Suivi/Ref. 2 - Mob Ressources	2					Oume	Lecadou/Assoumou			
4-9	Encadrement Chefs Sces Techn.	3	3				Sinfra	Yao/Adjo	Dean	5	
4-15	CT- Formation Lotus-WordPerfect		10				Agnibilekrou	Gougoua/Nogbou	Assoumou	12	
7	CT- Assistance - DGCL	0,5					Abidjan	Assoumou			
7	CT- Assistance - DDS	0,5					Abidjan	Assoumou			
7-8	Suivi/Ref. 2 - Mob Ressources	2					Issia	Lecadou/Assoumou			
11-12	Suivi/Ref. 2 - Mob Ressources	2					Agnibilekrou	Lecadou/Assoumou			
11-16	Encadrement Chefs Sces Techn.	3	3				Bongouanou	Yao/Adjo	Dean	5	
14-15	Suivi/Ref. 2 - Mob Ressources	2					Zuenoula	Lecadou/Assoumou			
25-27	Table Ronde- Chefs Sces Techn.		3	15	6	9	Abidjan	Dean/Yao/Adjo	Dean	35	
15-31 Aug	Computer T.-Assist.-Evaluation	45					Ab./5 Communes	Kouakou/Assoumou	Assoumou		

61